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# Lane County BUDGET COMMITTEE

May 4, 2021

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## **DOCUMENT PRODUCTION**

Budget Office

# Readers Guide to the Budget Document

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

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

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

The **Overview** section begins with a broad description of the history, location, and economic conditions of Lane County. This is followed by an Introduction to County Government, with a short description of each department, followed by a Lane County Organizational Chart. This chart represents the County as of July 1, 2021, and provides a graphical representation of the departments and their reporting relationships to the County Administrator, the County Commissioners and the Lane County Citizens.

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

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

The **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 Proposed Budget.

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

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

Individual **Department Budgets** are tabbed in alphabetical order. Each section includes the department's purpose & overview, organizational chart, major accomplishments and achievements in the prior year, anticipated service and budget changes in the coming budget year and goals and strategic planning highlights. The Departments legal level of expenditures (personnel, material & service and capital) are

detailed as well as a position listing of all full time equivalent (FTE) positions by Division. Each Department section concludes with detailed line item listing for all department resources and expenditures. This year's document also includes expanded financial data for each division within every department.

The **Appendix** contain the following:

- Net Operating Budget
- 2019-2020 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, 2021

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

2021 -2022



## Never Waste an Opportunity to Do Good

April 2021

Dear Budget Committee Members:

As the end of World War II approached, Winston Churchill is credited with saying “Never let a good crisis go to waste.” Indeed the crisis led to an unlikely alliance between Churchill, Franklin D. Roosevelt and Joseph Stalin, which led to the formation of the United Nations and a historic commitment to world peace.

This example from world history highlights an important lesson: every crisis contains two elements – 1) threats to be managed, and 2) opportunities to be seized. Over the past year, amid multiple crises, Lane County is focused on seizing the opportunities to do the things that may otherwise not have been possible and in the process catapult our communities forward.

*“We are seizing the opportunities to do the things that may otherwise not have been possible and in the process catapult our communities forward.”*

The COVID-19 global pandemic and the Holiday Farm Fire have wreaked havoc on lives, economies and communities in Lane County. These crises have disrupted education, devastated businesses, destroyed homes and have displaced people from their communities. These crises have further exacerbated housing instability for local residents. The issue we must contend with is not *what* challenges confront us, but rather *how* we can best respond to those challenges.

Lane County is no stranger to challenges, given the 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 in the culture of our organization. Over the past several years we have worked to invest in creating a culture of leadership, innovation and excellence. We are focused on a common purpose: to improve lives in Lane County.

The early, swift and coordinated responses to the COVID-19 pandemic and the Holiday Farm Fire has been led by highly skilled and dedicated Lane County officials and partners. We are now positioned to not just recover from these crises, but to catapult our communities forward. Here are some examples of how we have seized opportunities over the past year:

- Over 250,000 vaccine doses have been administered to approximately 50 percent of the adult population in Lane County to date. This represents one of the highest per capita COVID-19 vaccination rates in the state, exceeding all other comparable metro areas in Oregon.
- \$42 million in state and federal funds are being distributed to support renters in need during the pandemic.
- \$4.5 million in funding has been provided to support local businesses negatively impacted by the pandemic.
- \$4 million is being invested in additional public safety and behavioral health crisis response in rural Lane County over the next five years.
- The Commons at MLK has opened – one of the first of its kind in Oregon – providing over 50 units of Permanent Supportive Housing for chronically unhoused individuals.
- The former VA clinic at 100 River Avenue was purchased to serve as a COVID-19 recovery center for unhoused individuals needing to quarantine or isolate. This facility will be converted into a shelter and navigation center for unhoused individuals after the pandemic.

## Budget Message

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- The former Red Lion hotel was purchased to provide over 50 rooms for families and individuals displaced from the Holiday Farm Fire. This facility will be converted into Permanent Supportive Housing after fire evacuees are permanently rehoused.
- The property at 13<sup>th</sup> and Tyler is under construction and will soon provide over 20 units of Permanent Supportive Housing for unhoused families.
- The property at Highway 99 and Roosevelt, known as Four Corners, was purchased and is currently being renovated to provide offender supervision services from Parole and Probation, as well as partnerships with Sponsors to support additional reentry services.
- A new facility to serve people with intellectual and developmental disabilities has broken ground at the Health and Human Services campus on MLK Boulevard.
- Utilized a new Community Benefits framework on two Lane County projects to prioritize local labor, minority and women owned businesses, energy efficiency, living wages and family health benefits, and apprenticeship programs on county capital projects.

In addition to advancing community solutions over the past year, we have remained committed to supporting our dedicated and talented workforce. Despite significant reductions in revenue, increased expenses for response efforts and unique remote work challenges, we have upheld our commitment to support our employees, including no layoffs as a result of short-term budget shortfalls. This commitment sends an important message – our community needs you and we are going to do everything we can to keep you here providing critical services. Additionally, Lane County continues to be recognized statewide and nationally for its investments in health, wellness and flexible leave options to support our workforce during these challenging and uncertain times. This year, the Portland Business Journal ranked Lane County the second healthiest large employer in Oregon.

Not surprisingly, in our 2021 employee satisfaction survey, over 85 percent of employees say they are satisfied with their job and would recommend working for Lane County to someone who asks. This is a 10 percent increase since 2015. Additionally, our employee turnover rate has steadily declined over the past several years and is now below 10 percent – the lowest in over a decade and lower than the average for state and local governments nationally. Our ability to recruit and retain talent is at its zenith. Lane County is truly an employer of choice.

Our commitment to serving the community and supporting our workforce during a time of great need has paid dividends, but has also stressed our budget. Several funds have had to deplete reserves to continue operating at the same or higher levels. Reserves exist to keep us going during times of crisis, so this has been a responsible use of our savings, but as we plan for recovery we must work to replenish those reserves and return to a position of strong financial stability. The recently approved American Rescue Plan will provide critical funding to replace lost revenue and cover increased expenses over the past year. State and federal funds that we receive as one-time resources must be used to fund one-time expenses and stabilize our financial position, not to incur additional ongoing expenses that would exacerbate long-term financial instability.

Just as we were prepared to respond to the local public health emergency created by COVID-19 and the catastrophic destruction to homes, businesses and communities created by the Holiday Farm Fire, Lane County is embarking on investments to support local economic recovery and the needs of vulnerable residents in the aftermath of these crises.

For the fifth year in a row, the Fiscal Year 2021-22 (FY 21-22) Proposed Budget is structurally balanced in its primary operating funds, including the historically distressed General Fund and Road Fund, without the use of reserves and includes neither layoffs nor reductions in services. Due to heavy service demands and constrained ongoing resources, the FY 21-22 Proposed Budget represents one of the most financially stretched budgets we have proposed in recent years.

# Budget Message

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## Evidence-Based Investments in Behavioral Health and Public Safety

Over the past several years, Lane County has increasingly provided services to clients who fall at the intersection between behavioral health, public safety and criminal justice systems, and who are often unhoused. This population is complex and represents frequent users of high levels of care, utilizing high cost institutional beds, such as emergency departments, Oregon State Hospital and the County jail. Despite the increasingly critical role of behavioral health services in the public safety system, Lane County has historically relied on grant funds and client fees to support the costs of the behavioral health treatment system. Since the services being utilized by these complex clients are not eligible for billing and Lane County has not allocated General Funds to subsidize the cost of these services, there has been a significant gap in proactively serving this population . . . until now.

The FY 21-22 Proposed Budget includes four new behavioral health positions, including two senior mental health specialists to serve as trial visit monitors, a mental health specialist to serve as an access coordinator and a legal counsel to assist with trial support and proactive case management. These positions will provide initial same-day screening and assessment; same-day connections to services for those who don't meet criteria for enrollment in behavioral health services; timely assignment to teams for follow up care oversight and care coordination to avoid overutilization of the emergency departments and the County jail; civil commitment consultations with lead investigators to determine a need for a potential revocation; and collaboration with the courts to inform of progress and the need for higher level of care.

*“People who are able to maintain employment, housing and community ties are less likely to reoffend.”*

Best practices indicate that people who are able to maintain employment, housing and community ties are less likely to reoffend. The Electronic Surveillance Program (ESP) in the Sheriff's Office provides individuals the opportunity to be productive members of the community while maneuvering through the court

system. The FY 21-22 Proposed Budget establishes the ESP as a stand-alone program in the Sheriff's Office. In collaboration with Pre-Trial services, the ESP ensures compliance with release conditions and reduces the use of jail beds by providing monitoring services of pre-trial defendants. The ESP can also be used for some sentenced offenders serving their sentence locally who are unable to participate in other alternative programs, such as community service or the Sheriff's Work Crew.

The ESP monitors approximately 80 individuals a day. This equates to over 440 unique Pre-Trial defendants and sentenced offenders monitored by ESP annually over the past two years. The FY 21-22 Proposed Budget seeks to nearly double that capacity, estimating that the ESP will grow to approximately 150 individuals being monitored each day with a goal to grow the program as technology expands. ESP is vital in assisting with the management of jail beds.

## Enhancing Funding and Coordination of Shelter and Housing Services

Over the past several years, we have invested in a \$2 million Housing Improvement Program (HIP), a \$1 million investment in a behavioral crisis center, additional funding for shelter services, and several new Permanent Supportive Housing projects.

The FY 21-22 Proposed Budget continues to fund our commitment to operate a new shelter and navigation center, as well as additional housing and shelter enhancements such as rapid resolution, rehousing and 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 permanent housing. The funding for operating the shelter and navigation center follows Lane County's purchase and renovation of the former VA clinic in 2020.



## Budget Message

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Homelessness is a community crisis and Lane County cannot solve this crisis alone. Therefore, resolving the shelter and housing challenges we face will require our entire community in finding and supporting solutions.

### **Improving Equity, Access and Inclusion**

As a nation, equity efforts are expanding as many organizations and government agencies work to do their part to achieve racial equity. Lane County has been ahead of the curve by adopting important policies, establishing a racial equity action plan, implementing an equity lens and engaging with the community about the root causes of inequities in our community. Over the past several years, Lane County has made significant strides in enhancing our commitment to equity, however, we find ourselves limited in the breadth and depth of work on crucial elements needed to move us forward as an organization and community.

Therefore, the FY 21-22 Proposed Budget includes the creation of one equity manager position, as recommended by a task force of Lane County's Equity and Access Advisory Board. This position will be responsible for strategic leadership of a centralized equity program in Lane County, including enhanced communication, focus and clarity in Lane County's racial equity work; implementation of the County's equity lens across the organization; serving as a thought leader and partner with County leadership; and delivering and measuring results of investments in improving equity. The FY 21-22 Proposed Budget also provides support for additional equity training for all County employees.

### **Using Data to Drive Decisions at all Levels**

Lane County continues to expand its use of data to inform decisions, measure results and solve challenges. The COVID-19 pandemic and Holiday Farm Fire have catalyzed the need to consume relevant, real-time data to respond to community needs. While some departments have staff that analyze and generate reports, there is no central coordination and leadership of data analytics across the organization. This lack of centralized leadership, training and capacity building limits our ability to ensure employees at every level of the organization have the data they need to make the best decisions possible and achieve optimal performance.

Therefore, the FY 21-22 Proposed Budget establishes an Office of Data and Analytics to ensure that Lane County employees at all levels of the organization have access to trusted and actionable insights, in the moment and place needed, to make data driven decisions. The two positions within the Office of Data and Analytics will partner with leadership and staff across the organization to provide data leadership, development, literacy, ethics, equity, technology and innovation. We want to arm every employee with the best information, allowing the best decision making possible.

Each day, every employee in Lane County makes decisions. Those decisions create an opportunity for every employee to be a leader. The author Simon Sinek wrote, "When we tell people to do their jobs, we get workers. When we trust people to get the job done, we get leaders." As we continue to invest in a workforce culture of leadership, innovation and excellence, we propose a new partnership with the Center for Public Impact, called "Failing Forward." Lane County will be one of five counties nationally to participate in a year-long program beginning this summer, to build and implement action plans with the goal of creating an organizational culture that promotes innovation, responsible risk taking and experimentation, and learning from failure.

Pursuant to ORS 294.391, this document represents the FY 21-22 budget message and transmittal of the proposed budget. The proposed FY 21-22 budget for all funds totals \$767,757,739 which is a \$120,523,641 or 13.6 percent decrease from the current fiscal year. The proposed General Fund budget is \$125,051,111 which is a \$3,472,810 or 2.7 percent decrease from current fiscal year. We anticipate

## Budget Message

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receiving 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 19-20 for the seventeenth 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.

### Services

**Assessment and Taxation** (A&T) continues to face workload challenges due to low staffing levels relative to other assessment offices around the state. In addition, the Holiday Farm Fire and COVID-19 pandemic have and will continue to increase workload for the department. For property owners impacted by the Holiday Farm Fire, there is currently proposed legislation with the Oregon Legislature that may result in property tax refunds to those property owners affected by the Fire.

COVID-19 has prompted many questions regarding property tax revenue for the FY 21-22 and beyond. The Assessor is currently analyzing sales data to determine if any COVID related property tax value adjustments will be needed and a significant increase in appeals is anticipated for the January 2021 assessment date.

The current Assessor, Mike Cowles, has announced his retirement at the end of his current term in early 2023. To help with the transition that will occur, a two year Deputy Assessor position was added in the current FY 20-21 budget year and the position was filled effective April 5, 2021.

The FY 21-22 Proposed Budget includes the addition of the Assessment & Taxation Mobile Assessor software which will create a digital property record card that allows the field appraiser to make real time changes to property records, eliminating the data entry process upon return to the office. The software will streamline processes and create efficiencies by eliminating duplication.

**County Administration**, which consists of County Management, Operations and Parole & Probation (P&P) provided oversight, guidance and direct service support to support the organization and community during the COVID-19 pandemic and Sweet Creek and Holiday Farm Fires.

These efforts have included providing critical support through public information, allocating and authorizing millions in CARES Act funding to both internal departments and external businesses, implementing a community emergency response plan for COVID-19, establishing an Emergency Operations Center for coordinating resources and services to community members affected by the Holiday Farm Fire, purchasing a local hotel property to house fire survivors, and developing and implementing policies to support the County's workforce during these unprecedented times.

Financial Services provided financial guidance and reimbursement submissions for the CARES Act revenue received through the State of Oregon and the Finance Manager served as the Finance Chief in the Holiday Day Farm Fire Emergency Operations Center. Facilities provided high touch cleaning, sanitizer, gloves and masks to County Departments in response to the COVID-19 pandemic.

Over the past year, the Department successfully implemented the 2021-2022 Racial Equity Action Plan and Equity Lens Tool, managed the FY 20-21 Budget and maintained financial stability with no service reductions or layoffs and continued to remotely hold all required public meetings and provide for the

## Budget Message

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ability for community members to give public comment to the Board of Commissioners and the County's subcommittees. Capital Improvements, along with Procurement, developed a Community Benefits agreement for Capital Project bidding and will continue to work to develop agreements to ensure implementation and success of minority and women set-aside subcontracts and climate-related goals on Community Benefits Bidding (CBB) projects.

Workload within County Clerk increased due to the November 2020 General Election and an increase in recorded documents within Deeds & Records due to a strong real estate market and low interest rates resulting in a refinancing of mortgages. As a result of this increased workload, 2.0 FTE were added to the County Clerk's office in the current year.

In response to the Holiday Farm Fire, Community and Economic Development added 1.0 FTE dedicated to supporting the long-term recovery effort from the Holiday Farm Fire.

Property Tax Foreclosure and Property Management programs are moving from Public Works to County Administration in FY 21-22 as part of Facilities within Operations. This will allow for better collaboration and coordination with maintenance of the County's building assets.

The FY 21-22 Budget includes the addition of 1.0 FTE Equity Manager which will be dedicated to equity work and be responsible for coordinating the implementation of the Equity Lens in our departments. The Law Library is also adding .50 FTE to provide more administrative assistance to library patrons. An addition of 3.0 FTE in Facilities will also assist with the continuing efforts to increase custodial and maintenance service for the County's existing capital assets as well as support additional buildings to be added over the next two fiscal years for Parole & Probation and Development Disabilities.

Parole & Probation will be losing 1.0 Corrections Technician due to the ending of an Adult Treatment Court Enhancement Project Grant on June 30, 2020. In addition, the Division awaits final State allocation of funding for 21-23 biennium to finalize its FY 21-22 budget. The Proposed Budget for Parole & Probation is currently not structurally balanced as reserves are being used to balance expenditures with resources.

An overall focus for FY 21-22 will involve the implementation of the American Rescue Plan funding both internally and externally to the county, region and state while also working to support and catalyze an equitable economic recovery by taking action in alignment with the Oregon Governor's 10-point economic recovery plan.

**County Counsel** focuses on providing proactive advice to Departments to assist with needs before issues arise. Over the last year, staff transitions to remote work and maintained service levels.

The Department successfully implemented electronic bid document and bidding for Public Works construction, strategized and implemented notification and recording requirements for property on Local Access Roads throughout the County.

County Counsel also successfully provided legal support throughout the County's collective bargaining processes with AFSCME and AFSCME Nurses units in FY 20-21 as well started processes with both the Prosecuting Attorneys and Probation Officers on contracts currently ending June 30, 2020.

The addition of 1.0 FTE in FY 21-22 will provide staffing for additional duties related to Civil Commitments, previously handled by the District Attorney's Office. The addition of the Assistant County Counsel 2 position will cover the additional workload and provide support to Lane County Behavioral Health Services in general.

## Budget Message

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The ***Lane County Office of Data & Analytics*** is being created as part of the FY 21-22 budget to ensure that Lane County has access to the best data and actionable insights available to make data driven decisions.

The Office will be housed within Technology Services with oversight from the County Administrator. A focus on recruiting the initial 2.0 FTE and identifying the needs and training/certification needed will be the first priority, followed by working to form leadership roles, relationships, partnerships and processes to align goals and work throughout the County.

***District Attorney's Office*** Criminal Prosecution Division reviewed over 6,500 referrals from law enforcement agencies in FY 20-21. While the COVID-19 pandemic significantly hampered the DUII investigator, assistance with 20 vehicular accidents and serving of two warrants for Manslaughter was accomplished.

The Lane County Circuit Court has yet to return to pre-pandemic operations and there are currently 2,000 pending criminal cases from 2020 alone, with more from 2019. It is unknown how caseloads will be affected in the future.

The impact of Measure 110, passed in November 2020 by Oregon voters, reclassifying possession and penalties for specified drugs, including heroin, methamphetamine, LSD and oxycodone, as well as others, has yet to be felt. Although this will result in a reduction of cases related to possession of these drugs, it is anticipated that property and possibly person crimes will increase as a means to support addiction. More importantly, the measure takes funding away from court diversion programs, and provides screening and referrals, not treatment.

Mental health issues, particularly related to civil commitments, have taken a dramatic increase in attorney and staff time. This workload is being moved to County Counsel as noted above.

The Family Law Division achieved more than \$21 million in weighted child support collections for Lane County children and families and handled more than 3,900 child support cases. This occurred while handling a high volume caseload while adjusting to new workplace restrictions, limited court hearing capacity for a number of months, and remote court hearings.

Death Investigations was hugely impacted by COVID-19. The division was impacted financially due to the increase of supplies required as well as cost. For suspected COVID deaths outside of the hospital, jurisdiction was assumed in order to perform a postmortem COVID swab. In turn that increased the number of deaths under County jurisdiction, requiring a more lengthy investigation process. The impact of investigating additional deaths created a backlog of work, and many more hours worked than the expected 40 hour week by investigators.

One of the County's full-time medical-legal death investigators became nationally board certified, and a part-time morgue attendant was hired to fill a vacant position.

Victim Services Program provided services to 1,440 petitioners seeking Protective orders, and provided 12,829 other services to 2,649 crime victims in Lane County.

***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.

FY 20-21 has been a year of significant impacts and workload for Emergency Management. The Emergency Manager and her staff have supported the COVID-19 response efforts in coordination with

## Budget Message

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Public Health and activated an Emergency Operations Center in response to the Holiday Farm Fire for a period of 36 days, utilizing 209 staff and working with 88 partner agencies.

As a result of the Holiday Farm Fire impacts, 1.0 FTE was added as a Long Term Recovery Manager in the current budget year, along with a part-time Community Service Worker to support the impacted community.

To support the County's emergency management efforts over the next year, there is an addition of funding for Hazard Mitigation Consultant in the Proposed Budget in order to allow for the hiring of a consultant to spearhead grants and projects specific to the Holiday Farm Wildfire Recovery.

**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.

The Department's focus includes promoting equity and decreasing disparities, integrated support for those at the intersection of behavioral health, homelessness, and public safety, strengthening a supportive infrastructure and focusing on our people.

As the lead agency for the COVID-19 pandemic, H&HS has spent the entirety of FY 20-21 managing the public health response and related community support. H&HS received more than \$45M in the first half of the year through CARES Act Funding, with substantial additional funds expected through the American Rescue Plan in the latter part of FY 20-21. Within the Administration Division the Department is adding 1.0 FTE supervisor to lead the Contracts Team and improve planning and oversight in grant and contract compliance.

Behavioral Health Services (BHS) awarded \$2.5M IMPACTS grant to fund two years of Forensic Intensive Treatment Team work, identified funding gaps for state-mandated Forensic services creating opportunity for meaningful discussion with state and local funders, and wrapped up construction to move Medically Assisted Treatment Services which increases overall capacity and improves the quality of services.

The BHS Division also recently integrated the former LaneCare Division and consolidated leadership and program management. This followed implementation of a new Coordinated Care Organization structure in the Lane County region that significantly impacted LaneCare's revenue and financial sustainability. The focus is on capturing operational efficiencies and improving the Behavioral system of care and coordination.

In FY 21-22, BHS is adding a Trial Visit Monitor program, including 2.0 FTE Senior Mental Health Specialists to serve as Trial Visit Monitors and 1.0 FTE Mental Health Specialist to serve as an Access Coordinator. Together, these positions will provide system navigation, oversight and care coordination to individuals at the intersection of the behavioral health and criminal justice systems.

The Clinical Financial Services (CFS) Division Health providers are properly educated, licensed, and certified, medical claims are accurately processed and collected timely, and budget preparation, financial projections, and compliance monitoring are prepared in accordance with appropriate standards

The rapid implementation of telehealth regulations and billing requirements in response to the COVID-19 pandemic added a layer of complexity to revenue cycle tasks and resulted in increased review and manual intervention of charges prior to submission to insurance payers. Increased volume credentialing responsibilities for volunteers used in the Lane County Public Health Mass Vaccination clinics impacted limited resources to perform this work.

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CFS is adding a 1.0 FTE Accounting Clerk, Sr. in FY 21-22 to address the increased billing needs of the Behavioral Health division and planned expansion of the Medication Assisted Treatment services

The Community Health Centers (CHC) provides primary health care services to children, adolescents, and adults in six Eugene/Springfield locations.

CHC operations were significantly impacted by COVID-19 throughout FY 20-21. The Division quickly modified workflows and workspaces to meet required COVID-19 protocols which included working with Technology Services to enable a large number of CHC staff to work off-site. New clinical protocols were implemented regarding the use of Personal Protective Equipment (PPE) and infection control and patient scheduling was modified to limit the risk of transmission while continuing to meet patients' acute needs.

In spite of the challenges, CHC provided 66,619 services to 23,560 patients in 2020, which was a 27% decrease in patients served and a 22% decrease in encounters. The most significant impact was on school based dental prevention program which was unable to provide services from March 2020 through the end of the 20-21 school year. The dental program saw 57% fewer patients and provided 70% fewer encounters. The medical program was able to contain the impact to only a 9% reduction in the number of patients served and an 11% reduction in service volume.

The CHC is budgeting for an expected rebound during FY 21-22 and re-establishing medical services to pre-COVID levels. It is expected that preventive dental services will again be able to provide school-based services starting in late fall.

An addition of 2.0 FTEs to the FY 21-22 budget will expand clinical services and will be funded by additional service revenue. The timeline for activities and expenses related to opening a new clinic site in Cottage Grove remain unknown and is subject to community fund-raising for the capital costs associated with renovation and pre-operational start-up costs. An opening in spring 2022 is anticipated.

Development Disabilities Services (DDS) served over 2,800 individuals in Lane County with intellectual and developmental disabilities, reviewed and recommended approval of 158 emergency plans developed by Adult and Child Foster Providers in response to the pandemic, and collaborated with Public Health and local Brokerages to hold multiple vaccination clinics for individuals with intellectual and developmental disabilities and their caregivers.

It is anticipated that in FY 21-22, there will be increased expenses due to growth in services and moving into a new building currently under construction. DDS continues to experience increased demands for services, 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.

In addition, the state is implementing a new rate model for providers of services and has announced several anticipated start dates. The current plan is for the changes to occur sometime in FY 21-22. While DDS funding will not be impacted, there will be a temporary increase in workload as a result of the transition to the new system.

Over FY 20-21, the Human Services Division increased the availability of Permanent Supportive Housing through the completion of a Housing First, 51-unit complex; the MLK Commons. They also collaborated with Homes for Good on planning of services for three additional Permanent Supportive Housing Projects totaling 97 units to be opened in FY 22-24, expanded Coordinated Entry and Outreach services for unhoused individuals by adding a Coordinator, four temporary humanitarian outreach FTE and countywide contracted services, began Rapid Resolution services diverting or rapidly exiting individuals from the shelter system, redesigned Rapid Rehousing services for homeless for implementation in FY 21-22, and placed 120 Pallet Shelters at micro sites and rest stops throughout

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Lane County.

Veterans Services continues to lead the state in total amount of federal VA benefits received with over \$163.8 million received by Lane County Veterans and their survivors.

HSD was instrumental in the response to the COVID-19 pandemic and the Holiday Farm Fire. The influx of funding toward ameliorating the economic impact of COVID-19 increased the FY 20-21 HSD budget by 180%. HSD dedicated 1.0 FTE to work directly with households impacted by the Holiday Farm Fire, assisting in securing housing and services. Additionally, Veteran Services staff reached out to each client in the Holiday Farm fire affected areas to make sure they were aware of the veteran-specific resources for which they could qualify.

In responding to these funds, existing staff time was moved or split to give focus to these new programs; additionally HSD added 2.0 FTE Employment Specialist positions, 8 Temp homeless outreach workers, 2.0 FTE Program Services Coordinators, 1.0 Analyst, 1.0 Office Assistant, 0.50 Temp Administrative Assistant, and two Extra Help Rent Assistant Workers.

Sustainable funding for homeless and permanent housing services for future fiscal years is needed to replace one-time COVID-19 funding. Planning is occurring in partnership with cities in Lane County to investigate ongoing funding and legislative advocacy at the State and Federal level is needed to provide revenue to continue to support existing efforts and expansion of efforts to prevent homelessness and reduce the homeless population in Lane County.

In addition, construction resources are needed to convert the 100 River Avenue Building, purchased as a recovery center during the COVID-19 pandemic, into a Navigation Center and Shelter for homeless singles once the pandemic has ended.

Over the last year, the emergency response to the COVID-19 pandemic has reshaped the Public Health Division (PH). Supervisors have taken on additional responsibilities in Emergency Operations and Logistics and many staff have been reassigned in full or in part to the response. Three new positions in Communicable Disease (nursing supervisor and two nurses) provide consistent, ongoing support and expanded capacity for surveillance and response.

Community needs unrelated to COVID-19 remain or have become more acute. Women, Infants & Children staff work remotely to support nutrition and breast feeding while the WIC classroom now houses contact tracers and WIC staff offices and cubicles have been converted to the COVID-19 Call Center. Home visiting staff now provide virtual support to pregnant women and families while nurses alternate shifts in the Call Center and supporting people in isolation and quarantine. Environmental Health staff assist restaurant owners navigating evolving COVID-19 guidelines and also provide guidance to shelter operators, day care providers, and schools to reduce the risk of viral transmission.

PH's primary goal now is to save lives by containing the spread of the COVID-19 virus and hopes to make vaccination available locally to all Lane County residents before summer begins. PH continues to partner with community-based organizations to ensure equitable vaccine access for groups that have experienced disproportionate morbidity and mortality during the pandemic. At the same time, there is also vaccine hesitancy expected within Lane County, which has one of the highest rates of vaccine refusal in the country.

In general, federal funding and reimbursement are expected to cover the majority of expenses associated with the COVID-19 response and Public Health has also received a grant from the Kresge Foundation to address equity in the response effort. The federal allocation for Lane County's WIC program is not

## Budget Message

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keeping pace with increases in local administrative costs and the future of the statewide Family Connects nurse home visiting program is uncertain, as it was not included in Governor Brown's budget.

The Division of Quality & Compliance (Q&C) collaborated with the Public Health division and the COVID-19 Emergency Operations Center to create 36 Tableau dashboards that provide staff and the community with daily updates around all aspects of the COVID-19 pandemic. These dashboards were viewed over 900,000 times as of February 2021. In the provision of end user support for the electronic health record, led 359 training sessions instructing 187 staff and responded and resolved 4339 ticket requests in calendar year 2020.

Q&C shifted work of several staff to support the COVID-19 Emergency Operations Center which slowed progress on some projects and goals but overall had minimal impact on the operations of the Division.

Youth Services (YS) implemented various responses to COVID-19, dependent by service. Restorative Services transitioned all programs to video conferencing platforms, Supervision (probation) adjusted practices to meet increased youth and family needs and decreased family, court and community resources, the Phoenix Program was initially closed and reopened in April 2020, with reduced capacity. Capacity increased to 8 youth in July 2020. COVID testing is required for youth upon admission, which allows youth to reside as a cohort/family. The Phoenix graduation rate has remained constant despite the impacts of COVID-19. The MLK Ed Center initially implemented distance learning and has recently transitioned to in-person learning. MLK community service and vocational program staff were able to meet all service contract requirements despite COVID restrictions. And finally, isolation and quarantine spaces and protocols were established in Detention. COVID testing was made available to youth at intake and nursing staff worked with Detention staff to ensure the proper response to all youth who were identified as COVID positive or presumptive. Two remote access spaces were established for youth to accommodate court, appointments and visitation (provider, assessment, family visitation, etc.).

In FY 20-21 budget adoption process, a Professional/Technical Supervisor position was mistakenly deleted and was re-added to the budget in a recent supplemental budget. In FY 21-22, a 1.0 FTE Program Manager position to support the Division Manager and provide better division oversight, administration, leadership and staff support, transparency, and quality improvement is being added to the Budget.

Ballot Measure 110 passed by Oregon voters in November 2020, could have meaningful and significant impacts on the way youth who possess a controlled substance. It is anticipated that both the minor in possession and drug court programs will be impacted, but the details of those impacts are currently unknown.

The Division continues to focus on identifying existing racial and ethnic disparities in order to examine how to best reduce such disparities in our system.

**Human Resources** (HR) is dedicated to creating a workplace where all employees thrive. Talent Management, Labor Relations and Workforce Wellness Solutions provide exceptional service by focusing on solutions through collaborative relationships that promote equity, respect, integrity and innovation.

The Department has lead the organization in addressing workforce impacts due to COVID-19 related issues which includes monitoring state and federal laws and regulations. Creation of a Temporary COVID-19 Administrative Procedure, completion of phases 1-3 Pay Equity project, and leading a countywide COVID-19 Workforce Transition team are among the accomplishments of FY 20-21.

The Department also successfully streamlined hiring processes for COVID-19 EOC emergency hires, adjusted New Employee Orientation, full on-line availability, adjusted training opportunities to full online availability, created and rapidly deployed OR-OSHA required training, and implemented and managed



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navigation of Families First Coronavirus Response Act leaves – Emergency Paid Sick Leave Act and Emergency Family and Medical Leave Expansion Act which resulted in approximately 400 leaves.

In the coming year, a critical aspect will be a focus on supporting the County's workforce as it transitions through the current phase of COVID-19 and beyond. This will include ways to support the mental, physical and financial well-being of employees as they adjust to the experiences of the last year.

The FY 21-22 Proposed Budget includes funds to hire a consultant to provide Equity 101 training for all County employees over the next year.

**Public Works'** mission is to maintain, protect, and enhance the livability and sustainability of Lane County's natural and built environments.

The Administration Division of Public Works broadened the PW Diversity program to focus on Inclusion, Diversity, Equity, and Access (IDEA) Team, published the PW Employee Manual as a tool to support our employees, and maintained internal support service levels under COVID-19 guidelines.

Over the past year, Engineering & Construction Services (ECS) developed an Environmental Services team to address National Pollution Discharge Elimination Systems, Total Maximum Daily Load and Underground Injection Control permit compliance and reporting responsibilities. Roadway safety measures were also implemented such as, rumble strips and pavement safety edges, in the rural pavement preservation projects.

Eight capital projects, totaling \$10 million, are scheduled for construction summer of 2021. In addition, The division will be preparing construction drawings for \$7.5 million to be bid in 2022. This level of work will continue over the next 5 years due to a focus on the Territorial Highway improvements and Pre- and Post-hazard Mitigation improvements. Other large projects will include Kitson Springs Road Slide Repair, River Road Overlay, and Marcola Road Hayden Bridge Seismic Upgrades.

Within the General Services Division, Animal Services conducted site visits to over 313 property sites for animal evacuation, transport and providing food & water to animals sheltering in place during the Holiday Farm Fire. In conjunction with Lane Events Center, agency partners and volunteers, the Division also successfully sheltered over 576 livestock animals while over 100 domestic animals were sheltered with Greenhill Humane Society.

Fleet Services continued to support customers throughout the COVID-19 pandemic. A comprehensive Electric Vehicle (EV) Policy is in development and Fleet has recognized the need for an ample charging infrastructure to support the future EV fleet and successfully contracted with a vendor for our charging solution. Upgrades at several locations will almost double capacity and future plans include continuing to add additional capacity to other County owned facilities throughout the metro area.

Fleet Services also conducted its annual surplus equipment and vehicle auction with sale proceeds from all combined agencies exceeding \$480,000. In addition, five pieces of heavy equipment and two light duty vehicles replacements were purchased and twenty five Sheriff's Office vehicles have been purchased, and one special operations vehicle by way of grant, all replacements.

Focus areas for FY 21-22 will be on implementation of Fleet's new billing model and software, chosen by the Fleet Audit Finance Steering Committee, researching opportunities and feasibility for future of 1st Avenue Shelter which formally housed Lane County Animal Control, and continuing to look for opportunities to automate Animal Services dispatch system.

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The Land Management Division operations (LMD) has been drastically impacted by COVID-19 and the Holiday Farm Fire. With the closure of the Customer Service Center providing one-on-one assistance to customers has become difficult and less efficient. Call and email volumes, which were already at an all-time high prior to the Holiday Farm Fire, have increased dramatically. LMD is currently operating beyond capacity to process land use decisions within state mandated timelines. Many staff are working more than 40 hours per week to manage increasing caseloads and provide timely customer responses, which is not always possible.

The addition of 3.0 FTE this year and labor costs for FY21-22 will significantly draw from reserves. This is an expected and necessary result of the increased demand for permitting services resulting from the Holiday Farm Fire.

Accomplishments over the past year include a redesigned and improved permit intake processes to respond to changing customer needs due to COVID-19 and the Holiday Farm Fire, transitioning two-thirds of staff to teleworking, developed virtual inspection protocols, implemented Quick-Start building permit review process, waived fees on all temporary emergency Recreational Vehicle permits in Holiday Farm Fire burn area and issued these permits with an average turnaround of one week, opened a satellite office in the town of Leaburg, collaborated with Economic Development Manager to secure funding for a “Permit Navigator” within LMD to assist Holiday Farm Fire survivors, and worked with Technology Services and Lane County’s Public Information Officer to create several new online tools to help residents understand the redevelopment process and better track their permits.

Lane Events Center has seen its events and activities restricted due to COVID-19 protocols and changing conditions in the State and County. The Lane Events Center and Lane County Fairgrounds were able to assist and respond to the public and community needs during a pandemic and natural disaster and provided space and resources for COVID-19 and Wildfire emergency responses. Current levels of Transient Room Tax (TRT) do not support ongoing maintenance costs. Future decreases or continued low amounts of TRT resources will impact projects and the ability to sustain and improve facility conditions. Due to the Coronavirus Pandemic, TRT levels may remain lower than average for some time.

Renovation of existing facilities and spaces will improve flexibility allowing for diversity usage and additional options in FY 21-22 and future work will continue on deferred maintenance work identified in the Facility Condition Assessment (2017), implementation of the Market Demand Analysis (2020) as well as a planned Fire System Upgrade in the Events Center.

Parks has experienced COVID-19 pandemic effects on their budget. With reductions in Picnic Reservations, Moorage and Recreational Vehicle Registration Fee revenue, overall revenue impacts in FY 20-21 for Park Operations and Camping Operations are projected to total \$350,000. The Holiday Farm Fire also significantly impacted Parks as Parks in the area were closed and there were damages to parks along the McKenzie Corridor including hazardous debris, and structural damage occurred at Old McKenzie Fish Hatchery, Eagle Rock, and Forest Glen.

In spite of the challenges, the Division successfully completed the construction of a new boat ramp and expansion of the parking area at Hendricks Bridge Wayside Park, expanded the off-leash dog area at Armitage Park to include a small dog park, completed a public survey to gather data from likely voters on the public perception and recognition of Lane County Parks and the willingness to support a future funding measure on the ballot, and developed an engineering design for the construction of 20 full-hook up RV camping sites at Armitage Park.

Maintenance and safety improvements to the Stewart Covered Bridge are planned for FY 21-22.

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The Roads Division responded to the Holiday Farm Wildfire as a first responder; opening roads, moving supplies, setting up shelters, abating hazards, and fighting fire. In addition the Division worked with establishing communications and helping the community rebuild following the fire. This was all completed under the guidelines associated with the COVID-19 pandemic.

The Division plans to increase efforts and installation of Lane County directed Safety improvement plan as developed by the Fatal Crash Investigation Team and Systematic Engineering Implementation Teams. 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. The FY 21-22 budget contains \$12,000 funding to implement a Traffic Safety information campaign.

Future challenges include urban storm-water management as Lane County does not receive any dedicated resources to support this critical work, and a focus on Lane County's bridges and infrastructure which are aging and requiring additional work and costs to replace and improve many of our County's critical infrastructure needs.

The Waste Management Division completed construction remodel at the Florence Transfer Station and completed internal county Climate Action Plan and started the Climate Advisory Committee.

Over the past year, the Division transported over 55,000 tons (up from 50,000) of municipal solid waste from 15 transfer stations spread across Lane County and safely disposed over 202,000 tons of waste at the Short Mountain Landfill for fiscal year 2021 through February. A decrease of commercial waste tonnages at the landfill occurred due to the pandemic, although increased customer counts at transfer stations have placed a strain on operations at various times.

The Division plans to continue rural transfer station improvements to improve operational efficiencies and increase potential for greater waste diversion with priority being placed on organic materials, redesign the Cottage Grove and Veneta Transfer Stations for better traffic flow, continue to produce updated recycling education/outreach materials to keep up with changing guidelines and current focus and increase efforts around food waste prevention.

Public Works has a goal of achieving a 20% operational reserve for its operating funds. Where applicable, each fund met this goal prior to the COVID-19 pandemic. Parks, Lane Events Center and the Road Fund will all need to draw on reserves to replace lost revenue from Transient Room Tax, Car Rental Tax and Gas Tax as a result of the COVID-19 pandemic.

### *Sheriff's Office*

The Sheriff communicated through a variety of methods to update community members on the service levels and ongoing resource limitations affecting police services. He personally contacted all voting households in the Mohawk Valley area to explain the need for additional revenue to provide a dedicated deputy to the area which was instrumental in securing a ballot measure for the May 2021 election to approve a tax for the district.

The Operations Support Division experienced unanticipated overtime and costs associated to the Holiday Farm Fire, including supporting the Emergency Operations Center by operating a call center and offering additional support to the teams working in the field.

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. The Lane County Sheriff's Office is in process of overhauling our conventional radio infrastructure, which has not been upgraded in 16 years. This overhaul was necessary to continue uninterrupted emergency communications in both

## Budget Message

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urban and rural Lane County for Search and Rescue teams. Originally scheduled for 2023 at an estimated cost of \$765,000, moving the project up to 2021 reduced the cost to \$526,150, saving a total of \$238,850.

The Corrections Division partnered with Lane County Behavioral Health in the implementation of the Forensic Intensive Treatment Team which will provide a variety of services to include providing peer support, court liaisons, and mental health services. The program is designed to interface with individuals who have mental health disorders to determine where they will be better served outside the criminal justice system. The Division also enhanced the Electronic Surveillance Program (ESP) to provide increased monitoring services for out of custody Pre-trial defendants not physically lodged within the jail.

The Division worked with the courts, Lane County Public Health and public defenders to maintain critical services while protecting safety while working to reduce the spread of COVID-19. Corrections staff also established remote video “courtrooms” and set up audio/video systems within the jail to provide private and secure access to the courts, attorneys and relatives that limited exposure contacts and eliminated the need for transport to the courthouse or other locations. Population in the jail was reduced from 367 to 260 to ensure physical distancing.

The Residential Re-entry Center (RRC) continued to experience challenges with contracted agencies utilizing RRC beds. The lack of dedicated revenue from contracted agencies drastically impacted the budget in this program, especially when beds are vacant, and has made sustaining the RRC unattainable. The Sheriff’s Office will be eliminating the RRC program for FY 21-22. Additionally, ESP, which was part of the RRC budget, will become a stand-alone program. This program will require General Fund allocation in order to provide these services.

Within Police Services, four additional deputy sheriffs were funded by the Board of County Commissioners for a period of five years using reserves within the Road Fund and General Fund to improve patrol coverage in unincorporated Lane County. Two deputies were assigned in West Lane County and two in the McKenzie River Valley to aid in recovery efforts after the Holiday Farm Fire.

Lane County Search and Rescue (SAR) volunteers responded to over 141 calls for service in 2020 and participated in over 20,890 hours of training, meetings, SAR missions and public events (3,590 of those hours spent at COVID-19 vaccine clinics). The SAR 101 class was attended by 22 new volunteers who successfully completed the minimum Oregon State Sheriffs’ Association SAR standards course. SAR currently has 199 mission ready volunteers.

Within the Criminal Investigation Section, with four detectives and a sergeant, continued 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 five homicide cases, five Officer Involved Shootings and fourteen criminal shooting investigations where the victim(s) survived in 2020, in addition to their regular daily caseload.

Lane County is experiencing record numbers of traffic fatalities and currently hovers between second and fourth in the state in total deaths. 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.

## Budget Message

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*Technology Services* played a critical role in the County's response to the COVID-19 pandemic and support to the workforce during the transition of a portion of the workforce remote work in order to continue to meet the critical services provided to the community.

The Administration Division tracked and reported expenses related to COVID-19 and the Holiday Farm Fire and participated in Emergency Operations for both unprecedented situations. The division also provided COVID response and support (EOC staffing, EOC technology support, multiple EOC moves and transitions) which included contact Tracing Application development to support Health & Human Services in tracking COVID19 infections as well as mass vaccine event application development for use at the vaccine clinics to check in clients, gather key data and information and report on the effort.

Deployment of a new Virtual Private Network (VPN) solution for telework occurred and remote work setup for County employees using LogMeIn, NetMotion, and AnyConnect applications was implemented to support Lane County Staff during COVID-19 Pandemic.

The Customer Service & Support (CSS) Division has been greatly impacted due to the COVID-19 pandemic and the Holiday Farm Fire with a significant uptick in Help Desk calls and the complexity of the requests has increased due to home network connections, personal devices and general complications for transitioning to remote work so quickly. The CSS Technology Replacement team deployed hundreds of workstations in a very short timeline to support remote work and emergency operations for COVID and the wildfires.

Overall growth in the Lane County workforce has resulted in a decreased ability for the CSS Division to respond to customer technology needs, particularly in the area of desktop replacements. In the last 5 years, the County has added over 400 positions. This has been compounded by a significant percentage of County employees working remotely, which complicates troubleshooting. Remote solutions provide needed flexibility for telework, they also add complexity for troubleshooting technology issues and increase support needs. Requests for virtual meetings, webcams, and virtual private networks, just to name a few, have increased significantly in the last year, with no less demand for existing technology.

Impacts on the Cyber Security and Compliance Division resulted from increased staff time to assist continued operations over the past year and continued focus on Microsoft 365 tools to improve communication and collaboration while maintaining security to mitigate additional risks.

The division successfully expedited remote access availability to all, expedited Microsoft Teams deployment for internal collaboration, expedited hiring process with EOC to get people hired quickly and efficiently during the pandemic and vaccination clinics.

The Lane Radio Interoperability Group completed an upgrade of the Master Site and 3-County system to version 2020.1 following a delay of the upgrade in FY 19-20 due to COVID-19 travel restrictions. An agreement was reached with the vendor to bring the system to a current version this year as part of the ongoing System Upgrade Agreement between the Southwest 7 Consortium and Motorola signed in 2014. This will be the last system upgrade under that agreement.

The Holiday Farm Fire caused the total loss of the Mt. Hagen radio site, impacting communication from that site as well as connectivity to three other radio sites along Hwy. 126. Temporary connections to the other three impacted sites was restored in early November, and a full rebuild of the Mt. Hagen site is scheduled for completion by June. Access to those sites remains challenging due to rockslides along the forest service roads.

The Technology Infrastructure Services Division received COVID-19 pandemic funding to provide for support infrastructure needed to enable the remote and mobile workforce capabilities of Lane County and

## Budget Message

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worked to increase the County’s internet bandwidth, deployed new virtual private networking (VPN) application AnyConnect for remote workforce and expedited M365 deployment of TEAMS collaboration application.

Technology Services will also provide daily management oversight and support for the new Lane County Office of Data & Analytics in FY 21-22.

### Conclusion

For the fifth year in a row, the FY 21-22 Proposed Budget is structurally balanced in the historically distressed General Fund without the use of reserves and includes neither layoffs nor reductions in services. Several funds, including the Road Fund, have had to use reserves to maintain operations, but the passage of the American Rescue Plan offers a way to replenish those reserves and look forward to rebuilding as the economy recovers from the COVID-19 pandemic. The FY 21-22 Proposed Budget includes additional investment in behavioral health, public safety, equity and data analytics, as well as continued enhanced funding to open and operate a new shelter and navigation center, as well as renter and housing supports.

While one-time state and federal funding will assist in replacing reserves and stabilizing the short-term impacts of the pandemic and wildfire, extreme care must be taken to ensure that any new ongoing expenses are funded with stable on-going revenue.

*“We are committed to building on our culture of resiliency to foster even greater leadership, innovation and excellence.”*

Lane County’s historic scarcity of resources, paired with an abundance of talent, has created a resiliency that pervades in the culture of our organization. We are committed to building on our culture of resiliency to foster even greater leadership, innovation and excellence. Our common purpose remains: to improve lives in Lane County. When we are at our best, we exhibit a passion to serve, a drive to connect with others and a focus on solutions. Our community deserves no less.

The *strategic focus* and *financial discipline* that Lane County has exhibited over the past several years created a strong foundation that supported our response to two major community crises in the past year – the COVID-19 pandemic and the Holiday Farm Fire.

Every crisis contains two elements – 1) threats to be managed, and 2) opportunities to be seized. Lane County is seizing the opportunities to do the things that may otherwise not have been possible and in the process catapult our communities forward.



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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)

According to the U.S. Census Bureau's 2019 American Community Survey, Lane County's residents identify their nationalities as 85.9% White; 2.8% Asian; 0.9% American Indian/Alaskan Native; 1.3% Black or African American; and 0.3% Native Hawaiian or Other Pacific Islander. 5.1% of residents identify themselves as two or more races. 9.3% of the population identifies themselves as Hispanic or

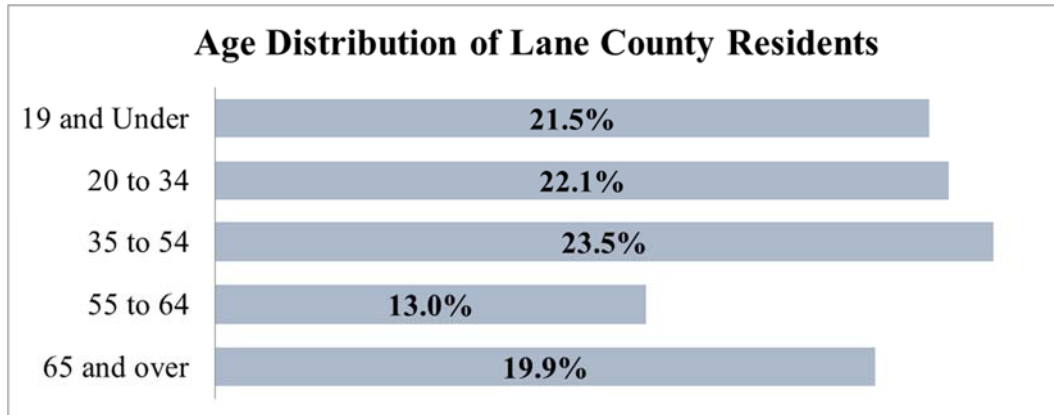


## Overview

Latino, which can be of any race. 91.7% of households speak English only. Of the remaining 8.3%, 4.9% speak Spanish; 1.3% speak Indo-European languages; 1.8% speak Asian or Pacific Islander languages and approximately 0.3 % speaks another language.

Families make up 59% of the households in Lane County with 43.1% of those families being married couples.

The median age for Lane County residents is 39.5 years with 21.5% of the total population being under the age of 19 and 19.9% 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	2.4%	3.5%	5.1%
9 <sup>th</sup> to 12 <sup>th</sup> Grade, No Diploma	5.7%	5.7%	6.9%
High School Graduate	23.2%	22.7%	27.0%
Some College & Associate's Degree	38.2%	34.3%	28.9%
Bachelor's Degree	18.4%	20.8%	19.8%
Graduate or Professional Degree	12.1%	12.9%	12.4%

Source: U.S. Census Bureau's, 2019 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 2020, the University of Oregon had 21,800 total students enrolled consisting of 18,054 undergraduate students and 3,746 graduate students.

## Overview

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### **Lane Community College**

Lane Community College (LCC) was founded in 1964 by a vote of local citizens, as a successor to the Eugene Technical-Vocational School, founded in 1938. The main campus opened in 1968 and is located in the south hills of Eugene, Oregon. There are numerous outreach centers throughout the county including in Cottage Grove and Florence. Lane Community College has the fourth largest enrollment of the seventeen community colleges in Oregon consisting of approximately 21,000 enrolled in the 2019-20 academic year.

### **Bushnell University**

In 1895, Northwest Christian University was founded by pastor-educator Eugene C. Sanderson and was originally named Eugene Divinity School. In 1934, the school became known as Northwest Christian College. On July 1, 2008, the name officially changed to Northwest Christian University (NCU). In 2020, it formally changed its name to Bushnell University, after James A. Bushnell, the first chairman of the university's board of trustees. 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.

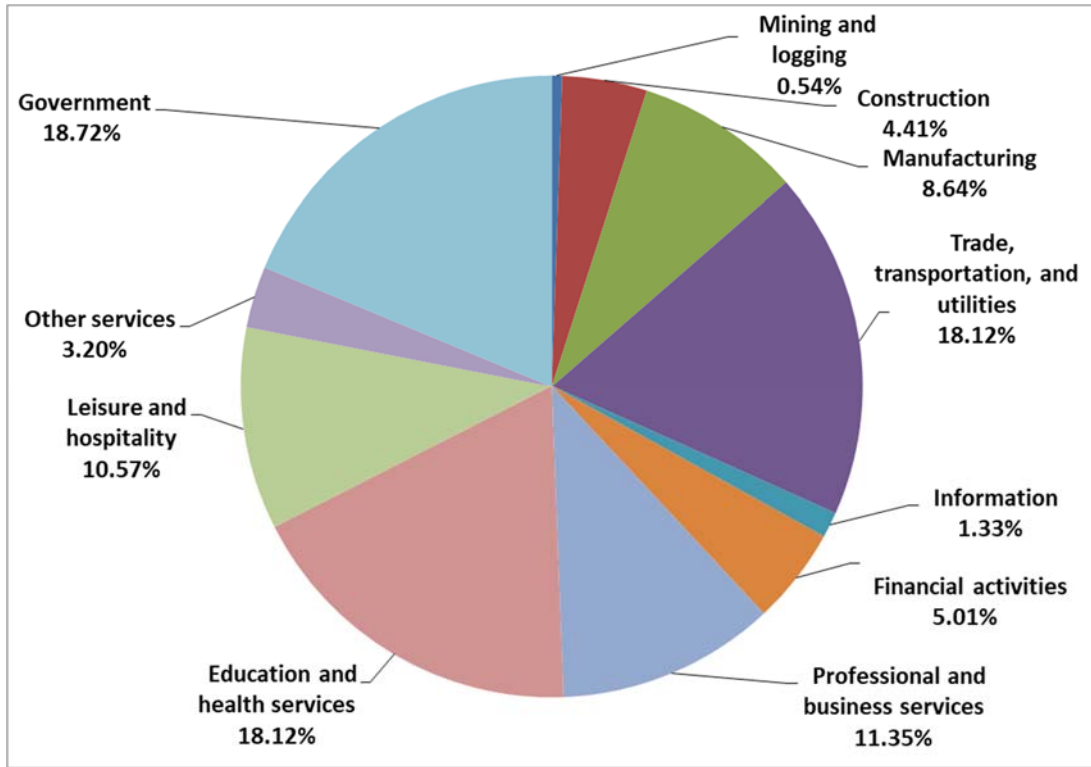
While lumber and wood products remain the largest single component of the manufacturing industry in Lane County, it saw a 35% decline in employment between 2001 and 2010 mainly due to changes in federal logging practices.

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 population growth since the year 2000. Creswell has grown 54% and Veneta has grown 73.8%. Westfir has seen a decrease in population of 5.4% since the year 2000. (Source: Portland State University, Population Research Center – April 2019 Annual Population Report)

## Overview

### Lane County Total Nonfarm Employment – February 2021



Source: Oregon Employment Department– February 2021

### Change in Lane County Total Nonfarm Employment Feb 2020 – Feb 2021

Type of Employment	Feb 2021	Feb 2020	# Change Previous Year	% Change Previous Year
Total nonfarm employment	165,600	148,200	17,400	11.74%
Mining and logging	900	800	100	12.50%
Construction	7,300	7,200	100	1.39%
Manufacturing	14,300	13,700	600	4.38%
Trade, transportation, and utilities	30,000	29,300	700	2.39%
Information	2,200	2,000	200	10.00%
Financial activities	8,300	8,100	200	2.47%
Professional and business services	18,800	16,600	2,200	13.25%
Education and health services	30,000	27,000	3,000	11.11%
Leisure and hospitality	17,500	12,400	5,100	41.13%
Other services	5,300	4,800	500	10.42%
Government	31,000	26,300	4,700	17.87%

Source: Oregon Employment Department– February 2021

## Overview

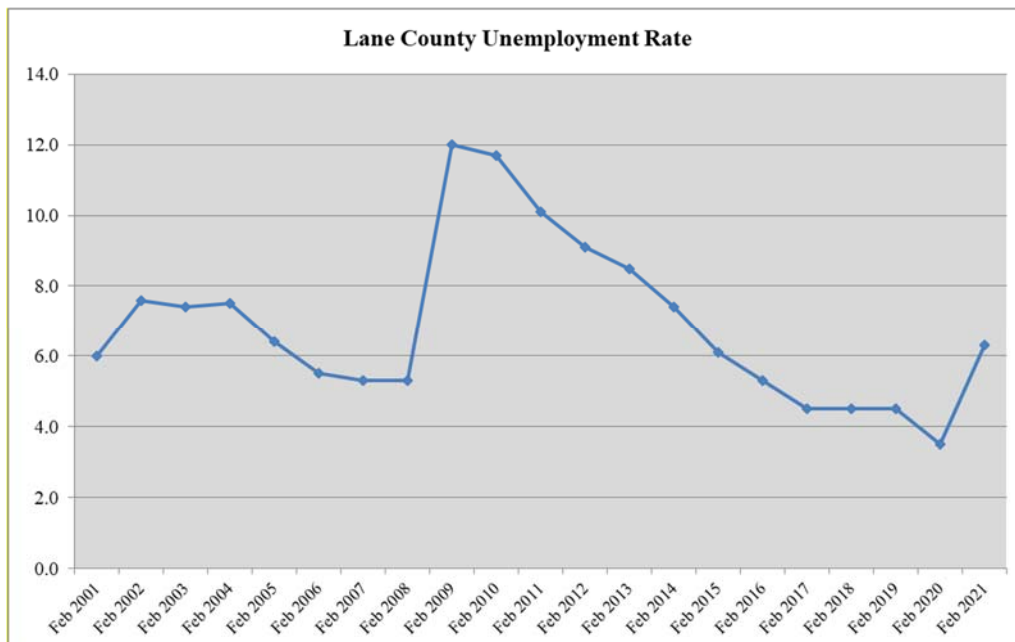
### Top 10 Employers in Lane County in 2019

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 February 2021 was 6.3%, which is an increase from the 3.5% rate as of February 2020; in addition, this rate was down from 11.7% as of February 2010. Oregon’s rate was 6.1% as of February 2021, which was lower than the United States unemployment rate of 6.2%. Beginning in April of 2020 a sharp increase in the unemployment rate occurred as result of the COVID-19 outbreak, but has been slowly recovering since.

As the chart below illustrates, Lane County’s economy had recovered from the severe recession that ended in late 2009. What started in construction and manufacturing due to declining home values and restricted credit, spread to the local economy with employment losses in all sectors except health care. Lane County’s unemployment rate peaked at 13% in May 2009, about the same as the recession in the early 1980s. Since to the COVID 19 outbreak of March 2020, unemployment in Lane County peaked at 16% in April 2020 (the highest single month rate recorded during the 20 year period covered by the chart below).



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 – 2020

Tax Payer Name	# of Parcels	Tax Amount	Assessed Amount	Market Amount	% of Total County Assessed Value
IP Eat Three LLC	23	4,086,265	311,089,393	313,427,870	1.31%
Century Link	191	2,642,725	170,527,000	170,527,000	1.55%
Verizon Communications	64	2,265,211	139,222,000	139,222,000	1.63%
Valley River Center	11	2,063,119	114,220,073	133,285,187	1.81%
Comcast	7	1,894,760	107,854,000	107,854,000	1.76%
Northwest Natural Gas Co	88	1,873,665	121,463,992	121,463,992	1.54%
Shepard Investment Group LLC	199	1,607,267	88,907,590	134,472,133	1.81%
McKenzie Willamette Regional Medical Ctr	2	1,542,095	83,506,840	128,558,281	1.85%
Weyerhaeuser NR Company	43	1,470,873	111,353,026	116,864,515	1.32%
Weyerhaeuser Company	1477	1,469,460	159,959,289	278,914,826	0.92%

Source: Lane County Department of Assessment and Taxation, 2020-21 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.

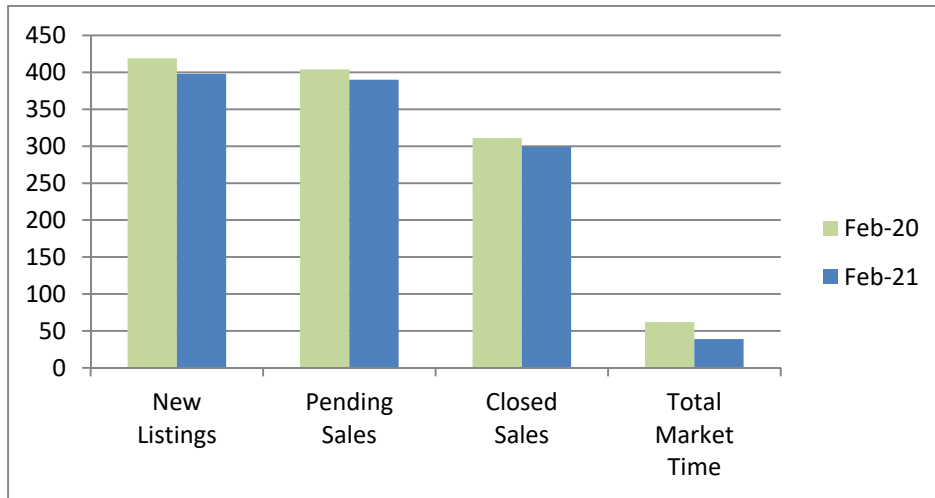
In 2019, visitors spent an estimated \$783 million in Lane County, total travel spending during the same period was \$1.04 billion. Employment related to tourism reached 11,140 in 2020, and room tax collections fell to \$10 million after reaching a new high of \$12.3 million in 2019. Without a sales 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 FY20 Annual Report.

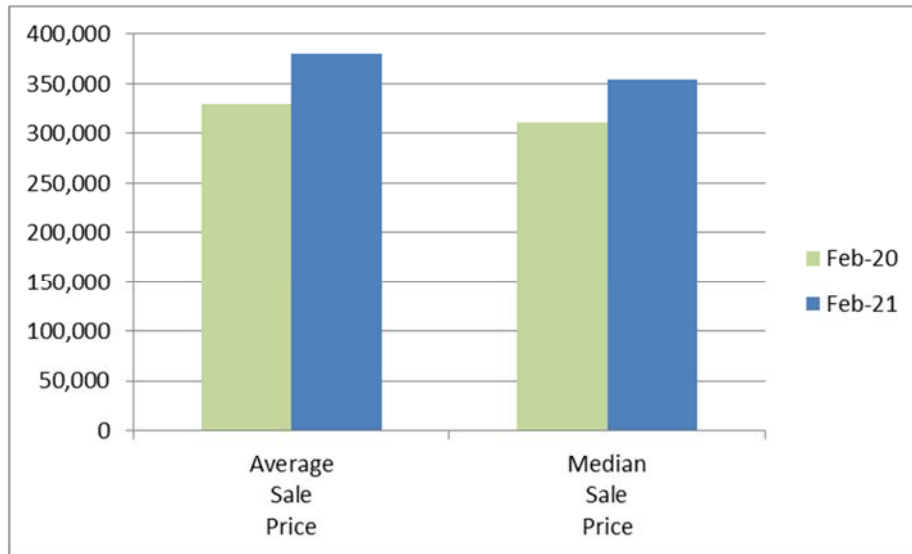
# Overview

## Housing Costs

The Lane County housing market showed a decrease in new listings and total market time from February 2020 to February 2021. There was a decrease in pending sales and closed sales for the same period.



Meanwhile, the average sale price and median sale price both rose during this time period.



Source: Multiple Listing Service, Market Action February 2021: 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 89,359 owner-occupied housing units, the average household size is 2.47. Of the 62,953 renter-occupied units, the average household size is 2.3. The median monthly mortgage cost in 2018 was \$1,542 and the median monthly rental rate was \$989.

Of occupied housing units, 1.9% has no telephone service available, 0.5% lack complete plumbing facilities, and 1.9% lack complete kitchen facilities. 73.3% of all homes are heated using electricity, 17.5% with utility gas, and 6.6% with wood. (Source: U.S. Census Bureau's American Community Survey, 2019 Housing Characteristics.)

## Overview

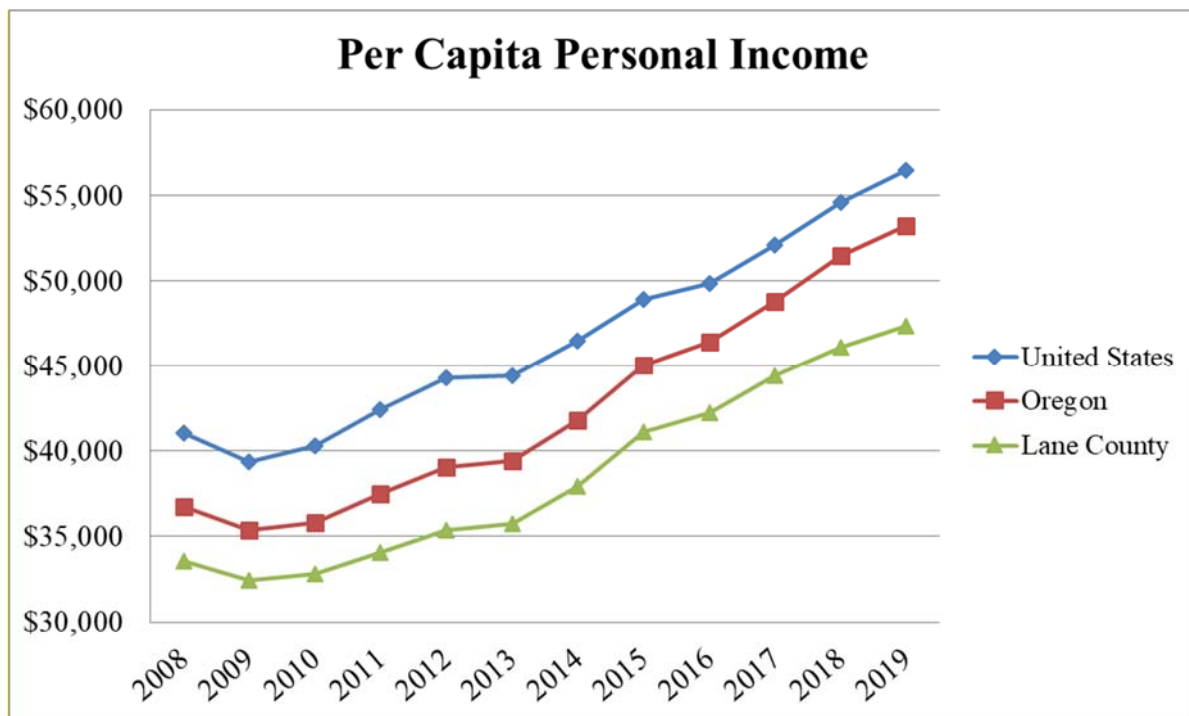
### Per Capita Income, Poverty Rates, and Working Dynamics

In 2019 Lane County had a per capita personal income (PCPI) of \$47,340, which was ranked 25<sup>th</sup> in the state. Oregon State's PCPI for 2019 is \$53,191. Over the past ten years Lane County's PCPI annual growth rate average 3.9%, which is slightly lower than the State rate of 4.2%. (Source: U.S. Department of Commerce, 2019 Bureau of Economic Analysis)

In 2018 an estimated 19.1% of people within Lane County lived below the poverty level, which is higher than the state rate of 12.6%. (Source: U.S. Census Bureau, 2018 America Community Survey)

Within Lane County during 2019, 62.5% of the population 16 years and over are in the labor force which is lower than the state total of 62.5%. Of the Lane County labor force, 70.1% of all workers 16 years and over drive to work along, with 23.3% who either carpool, take public transportation, walk, or use other means; in addition, 6.6% of all workers 16 years and over work from home. (Source: U.S. Census Bureau, 2019 American Community Survey)

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

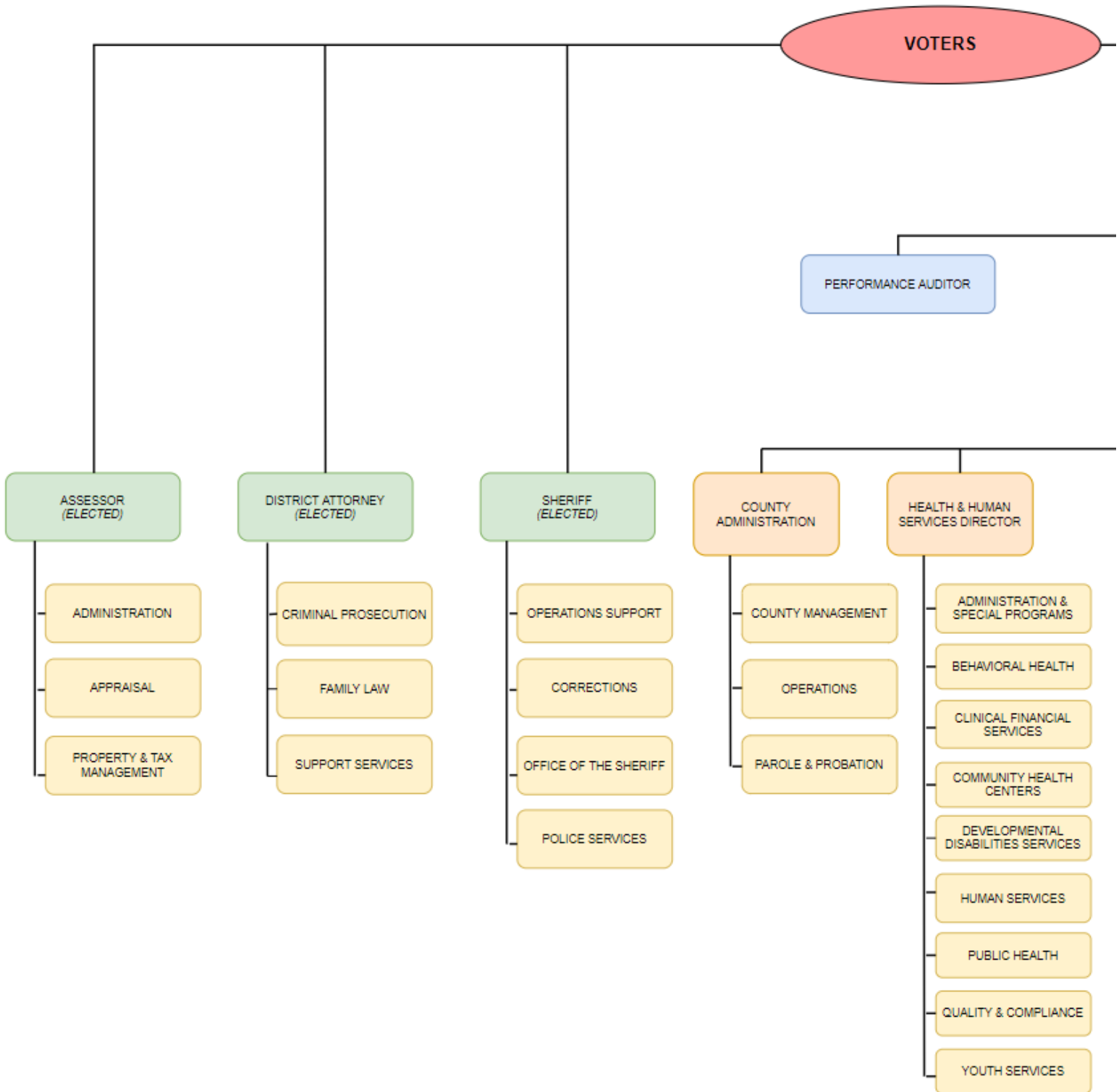


Source: U.S. Department of Commerce, 2019 Bureau of Economic Analysis.

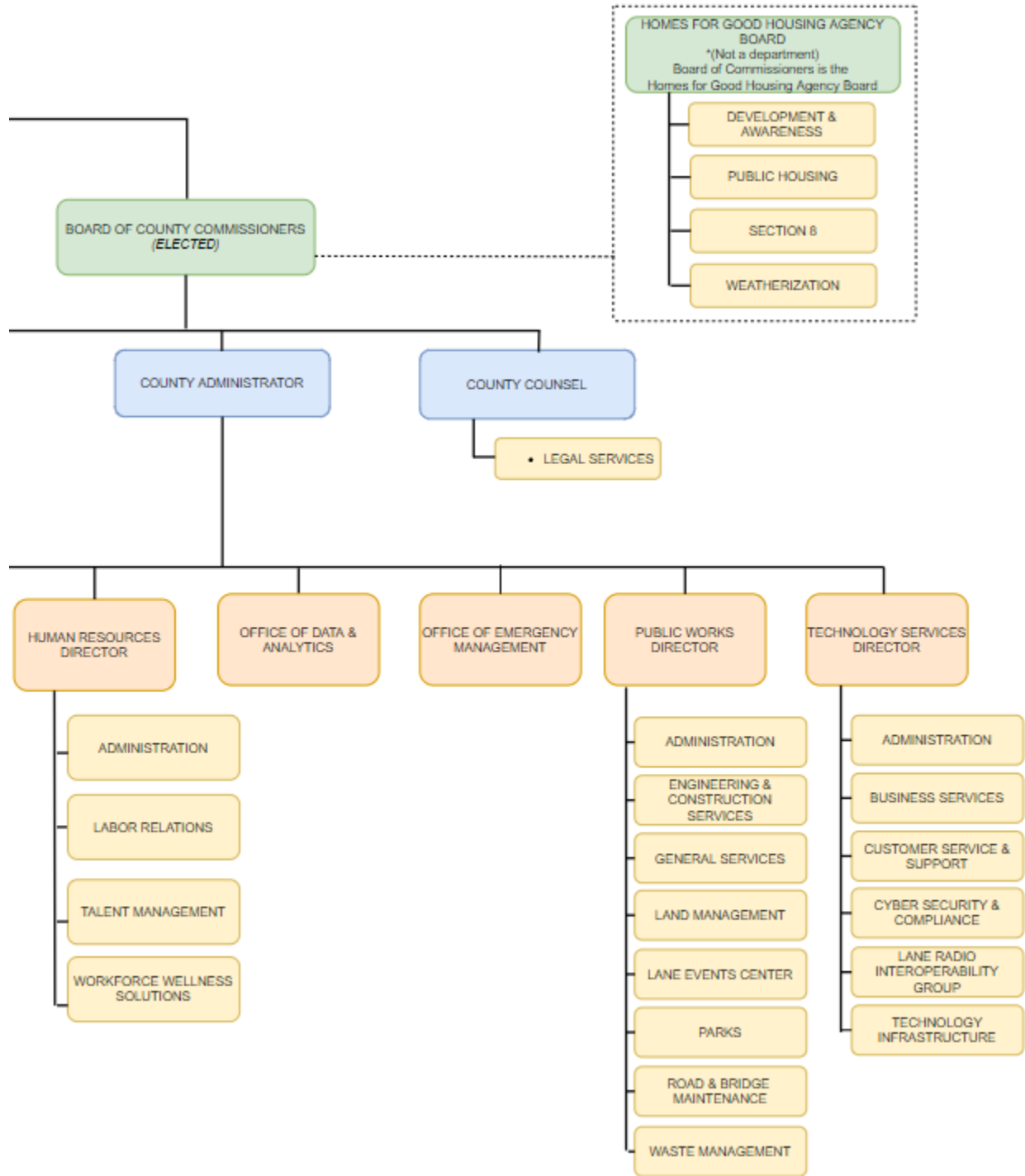
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# Overview



# 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. Three departments are directed by elected officials, the County Assessor, District Attorney, and Sheriff. The remaining department directors report directly to the County Administrator unless otherwise noted.

#### **Public Services**

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

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

**Public Works.** The Department of Public Works' mission is to maintain and enhance the livability and sustainability of Lane County's natural and built environments by providing safe and cost-effective public infrastructure and related services. Public Works consists of nine 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).

**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. Parole and Probation enforces supervision conditions and refer offenders to evidence based programs for treatment and other services. In addition, 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. Parole and Probation works 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.

# Overview

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## 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.

**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.

**Lane County Office of Data & Analytics.** The Office of Data & Analytics ensures that Lane County has access to the best data and actionable insights available, in the moment and place needed, to make data driven decisions. This is accomplished through partnerships and data leadership, development, literacy, ethics, equity, technology innovation and infrastructure.

**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 1,700 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 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.

## Overview

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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.

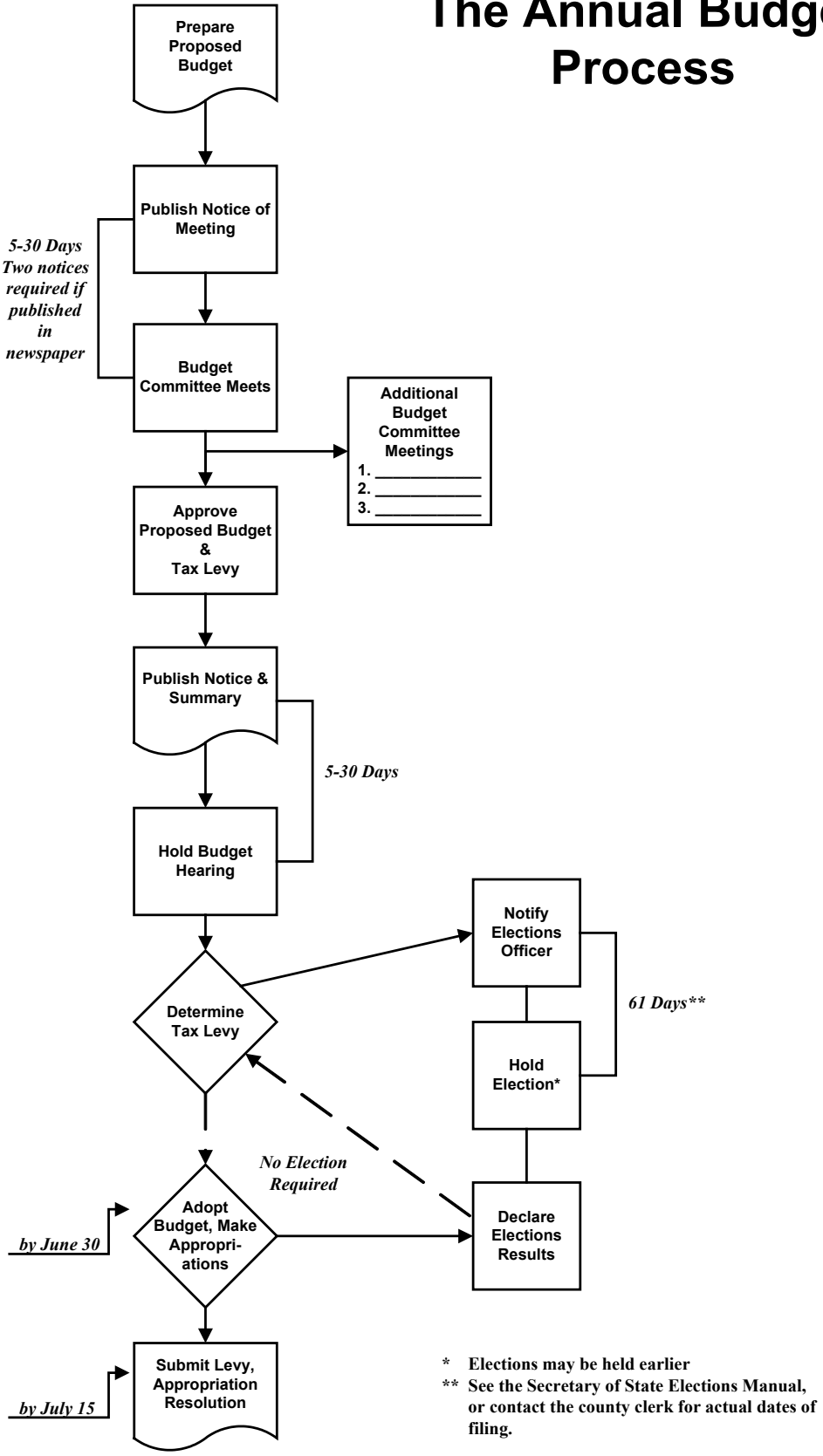
### **9. Amendments to the Budget:**

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.



# The Annual Budget Process



## Overview

### **Budget Preparation Schedule**

<b><u>Date</u></b>	<b><u>Description of the Event</u></b>	<b><u>Product/Outcome</u></b>
<i>Tuesday, January 19,2021</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 23,2021</i>	Departments complete data entry and submit Budget	Department Request Budget
<i>Wednesday, March 3,2021</i>	Departments complete Service Option Sheets for all services receiving General Fund	Service Option Sheets
<i>Wednesday, March 10 – Wednesday, March 24, 2021</i>	County Administrator and budget staff review departmental budgets and hold departmental reviews.	Preliminary budget decisions
<i>Thursday, March 25 – Monday, April 12, 2021</i>	Final preparation of Proposed Budget by budget staff	Proposed Budget
<i>Tuesday April 13,2021</i>	Send Proposed Budget document to printer.	--
<i>Friday, April 23, 2021</i>	Notice of Budget Committee meeting published via website.	Posted on Lane County public meeting notice calendar.
<i>Friday, April 23, 2021</i>	Notice of Budget Committee meeting on Proposed Budget published in accordance with ORS 294.401.	Legal Advertisement
<i>Tuesday, May 4,2021</i>	Budget Committee receives County Administrator’s budget message and holds public hearing on Proposed Budget.	Budget Message; Proposed Budget; Public Hearing
<i>Wednesday, May 5, Thursday, May 6, Tuesday, May 11, Thursday, May 13, 2021</i>	Budget work sessions. Departments present their budgets and highlight services changes.	Budget Committee Work sessions
<i>Thursday, May 20,2021</i>	Budget Committee public comment, final discussion, deliberations, and approval of budget. The public is welcome to attend.	Approved Budget
<i>Sunday, June 6, 2021</i>	Publish Budget Summary and Notice of Public Hearing on Approved Budget in accordance with ORS.	Legal Advertisement
<i>Tuesday, June 15, 2021</i>	Board of County Commissioners holds public hearing on Approved Budget.	Public Hearing
<i>Tuesday, June 22, 2021</i>	Board of County Commissioners adopts budget, makes appropriations and levies taxes.	Adopted Budget

## Overview

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### **Community Funding Request Process**

Community Funding Request Forms were made available in February of 2021 and were due back to the County Administration Office on March 12, 2021 for consideration in the FY 21-22 Budget.

For the FY 21-22 budget process no community funding requests were received.

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

### **Citizen Involvement Opportunities**

#### **Citizen Budget Committee**

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

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

#### **Public Hearings/Public Comment**

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

#### **Metro TV and Webcasts**

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

#### **Lane County Website**

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

#### **Lane County Expenditure & Revenue Transparency Reporting**

In accordance with direction from the Lane County Commissioners, the Financial Services Division of County Administration prepares monthly transparency reports for its Citizens. Transparency Reporting

## Overview

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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: [lcbabupl@co.lane.or.us](mailto:lcbabupl@co.lane.or.us)  
[www.lanecounty.org/budget](http://www.lanecounty.org/budget)

## Overview

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

Equity is the act of developing, strengthening, and supporting procedural and outcome fairness in systems, procedures, and resource distribution mechanisms to create equitable (not equal) opportunity for all people. Equity is distinct from equality which refers to everyone having the same treatment without accounting for differing needs or circumstances. Equity has a focus on eliminating barriers that have prevented the full participation of historically and currently oppressed groups.

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. In 2020, that lens was created, through a collaborative process that included county staff across departments and positions, as well as the Equity and Access Advisory Board.

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.

Lane County is dedicated to partnering with private and public organizations and community members. The following are some of Lane County's endeavors in the community and within our organization.

### **Community Engagement**

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

The Lane County Equity and Access Advisory Board was created in early 2017 and has been meeting for just over five 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 2021-2022 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

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.

# Overview

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## 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.

## 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.

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

## Overview

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The eight members of the GARE cohort were trained to provide “The Role of Government in Advancing Racial Equity” training and have offered it to county staff twice, with plans to offer it two more times in 2021.

### **Employee Resource Groups**

Employee Resource Groups continue to meet, even during this time of remote work – one for staff of color, one for staff who are part of the LGBTQIA+ community, and one for parents and caregivers. Employee resource groups are a way to reduce isolation and increase connection within the organization.

# 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 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**

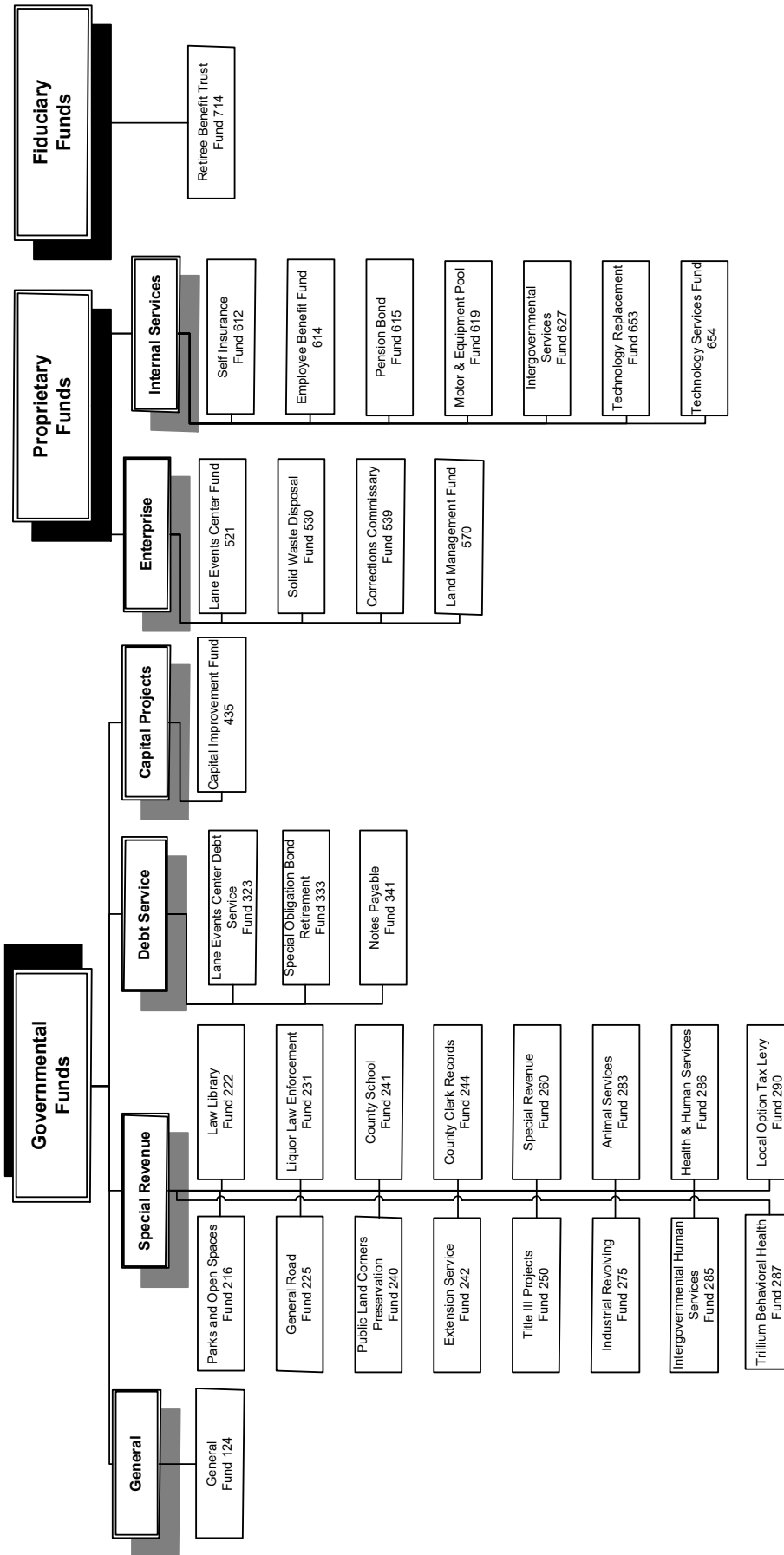
Lane County maintains its budget using the current financial resources measurement focus and the modified accrual basis of accounting as defined by Generally Accepted Accounting Principles (GAAP) and interpreted by the Governmental Accounting Standards Board (GASB), with certain exceptions. Under the 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 in the Required Supplementary Information and Other Supplementary Information sections. You can view the Comprehensive Annual Financial Report 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



# 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.

## Financial & Planning Summary

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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 21-22 PROPOSED 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 Data & Analytics	Lane County Office of Emergency Management
<b>GENERAL FUND</b>									
124: General	7,373,982	1,119,831	14,739,040	2,170,835	11,662,517	0	3,654,408	294,246	791,905
<b>Total</b>	<b>7,373,982</b>	<b>1,119,831</b>	<b>14,739,040</b>	<b>2,170,835</b>	<b>11,662,517</b>	<b>0</b>	<b>3,654,408</b>	<b>294,246</b>	<b>791,905</b>
<b>SPECIAL REVENUE FUNDS</b>									
216: Parks & Open Spaces	0	0	0	0	0	0	0	0	0
222: Law Library	0	0	322,587	0	0	0	0	0	0
225: General Road	0	0	0	0	0	0	0	0	0
231: Liquor Law Enforcement	0	0	0	0	15,157	0	0	0	0
240: Public Lnd Cnrs Preserv	0	0	0	0	0	0	0	0	0
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	61,891	0	0	0	0	0	0
250: Title III Projects	0	0	0	0	0	0	0	0	0
260: Special Revenue	0	0	13,096,885	0	917	0	0	0	0
275: Industrial Revolving	0	0	0	0	0	0	0	0	0
283: Animal Services Fund	0	0	0	0	0	0	0	0	0
285: Intergov. Human Svcs	0	0	0	0	0	30,418,118	0	0	0
286: Heath & Human Services	0	0	0	0	0	122,647,730	0	0	0
287: LaneCare	0	0	0	0	0	0	0	0	0
290: Local Option Tax Levy	0	0	0	0	0	2,309,762	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>13,481,363</b>	<b>0</b>	<b>16,074</b>	<b>155,375,610</b>	<b>0</b>	<b>0</b>	<b>0</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	19,464,337	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>19,464,337</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	0
530: Solid Waste Disposal	0	0	0	0	0	0	0	0	0
539: Corrections Commissary	0	0	0	0	0	0	0	0	0
570: Land Management	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>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	0
627: Intergovernmental Svcs	0	0	652,704	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>652,704</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</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>\$ 7,373,982</b>	<b>\$ 1,119,831</b>	<b>\$ 48,337,444</b>	<b>\$ 2,170,835</b>	<b>\$ 11,678,591</b>	<b>\$ 155,375,610</b>	<b>\$ 3,654,408</b>	<b>\$ 294,246</b>	<b>\$ 791,905</b>

# Financial & Planning Summary

FY 21-22 PROPOSED DEPARTMENT EXPENDITURES AND REQUIREMENTS BY FUND									
Public Works	Sheriff's Office	Technology Services	Non-Departmental	Debt Service	Transfers	Contingency	Total Appropriations	Reserves	TOTAL
0	35,743,436	0	2,251,975	0	17,989,555	1,020,000	98,811,730	26,239,381	125,051,111
<b>0</b>	<b>35,743,436</b>	<b>0</b>	<b>2,251,975</b>	<b>0</b>	<b>17,989,555</b>	<b>1,020,000</b>	<b>98,811,730</b>	<b>26,239,381</b>	<b>125,051,111</b>
4,481,559	0	0	0	0	72,875	191,609	4,746,043	230,590	4,976,633
0	0	0	0	0	0	96,601	419,188	422,218	841,406
47,675,607	0	0	0	0	1,643,643	4,513,790	53,833,040	24,514,902	78,347,942
0	0	0	0	0	0	46,343	61,500	0	61,500
421,658	0	0	0	0	0	42,166	463,824	1,324,178	1,788,002
0	0	0	2,385,027	0	0	0	2,385,027	0	2,385,027
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	109,964	80,670	252,525	375,373	627,898
0	0	0	1,731,065	0	0	0	1,731,065	3,388,370	5,119,435
38,906	7,532,957	0	6,372,202	0	305,053	1,632,183	28,979,103	10,072,717	39,051,820
0	0	0	0	0	0	0	0	15,700	15,700
804,092	0	0	0	0	0	39,258	843,350	64,530	907,880
0	0	0	0	0	1,120,594	0	31,538,712	2,460,310	33,999,022
0	0	0	0	0	5,325,653	6,730,433	134,703,816	3,467,487	138,171,303
0	0	0	0	0	8,099,800	0	8,099,800	0	8,099,800
0	19,915,914	0	0	0	0	4,550,000	26,775,676	17,446,699	44,222,375
<b>53,421,822</b>	<b>27,448,871</b>	<b>0</b>	<b>10,488,294</b>	<b>0</b>	<b>16,677,582</b>	<b>17,923,053</b>	<b>294,832,669</b>	<b>63,783,074</b>	<b>358,615,743</b>
0	0	0	0	687,500	0	0	687,500	0	687,500
0	0	0	0	1,651,814	0	0	1,651,814	350,936	2,002,750
0	0	0	0	411,658	0	0	411,658	0	411,658
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,750,972</b>	<b>0</b>	<b>0</b>	<b>2,750,972</b>	<b>350,936</b>	<b>3,101,908</b>
0	0	0	0	0	1,181,249	247,538	20,893,124	0	20,893,124
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,181,249</b>	<b>247,538</b>	<b>20,893,124</b>	<b>0</b>	<b>20,893,124</b>
4,211,763	0	0	0	0	527,391	96,731	4,835,885	2,205,221	7,041,106
20,476,519	0	0	0	0	0	2,155,349	22,631,868	29,004,628	51,636,496
0	104,497	0	0	0	0	85,800	190,297	667,703	858,000
7,140,694	0	0	0	0	304,139	617,319	8,062,152	5,027,103	13,089,255
<b>31,828,976</b>	<b>104,497</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>831,530</b>	<b>2,955,199</b>	<b>35,720,202</b>	<b>36,904,655</b>	<b>72,624,857</b>
0	0	0	2,897,178	0	0	300,000	3,197,178	6,605,916	9,803,094
0	0	0	79,780,298	0	211,215	750,000	80,741,513	11,396,002	92,137,515
0	0	0	6,285	8,484,475	0	0	8,490,760	4,979,693	13,470,453
11,522,028	2,164,633	0	0	0	0	2,404,100	16,090,761	20,183,855	36,274,616
0	0	0	0	0	0	106,335	759,039	317,250	1,076,289
0	0	1,898,993	0	0	0	1,250,000	3,148,993	1,746,061	4,895,054
0	0	15,041,406	0	0	0	902,673	15,944,079	0	15,944,079
<b>11,522,028</b>	<b>2,164,633</b>	<b>16,940,399</b>	<b>82,683,761</b>	<b>8,484,475</b>	<b>211,215</b>	<b>5,713,108</b>	<b>128,372,323</b>	<b>45,228,777</b>	<b>173,601,100</b>
0	0	0	3,253,972	0	0	250,000	3,503,972	10,365,924	13,869,896
<b>0</b>	<b>0</b>	<b>0</b>	<b>3,253,972</b>	<b>0</b>	<b>0</b>	<b>250,000</b>	<b>3,503,972</b>	<b>10,365,924</b>	<b>13,869,896</b>
<b>\$ 96,772,826</b>	<b>\$65,461,437</b>	<b>\$16,940,399</b>	<b>\$98,678,002</b>	<b>\$11,235,447</b>	<b>\$36,891,131</b>	<b>\$ 28,108,898</b>	<b>\$584,884,992</b>	<b>\$182,872,747</b>	<b>\$767,757,739</b>



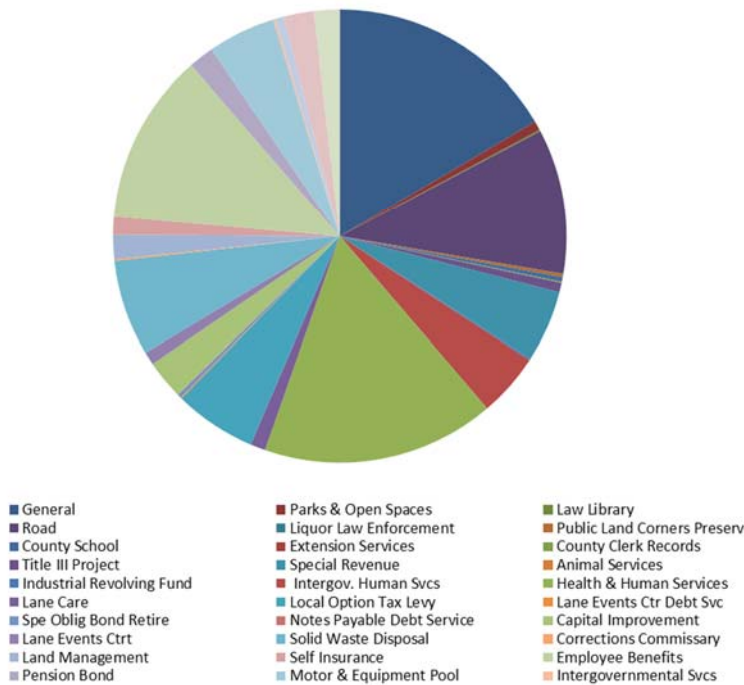
# Financial & Planning Summary

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## Understanding the County's Budget General Highlights

The Fiscal Year 2021-2022 Proposed Budget including expenditures, transfers and reserves for all funds is \$767,757,739 which is a \$120,523,641 or 13.6 % decrease from the current fiscal year budget.

The County has 33 different funds in the FY 21-22 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 16.5% of the entire requirements budget.



# Financial & Planning Summary

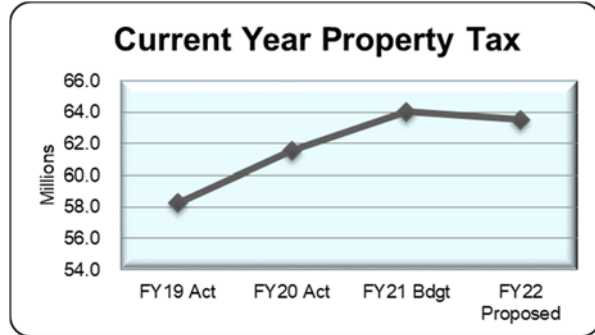
## Major Revenue & Resource Trends

### 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.

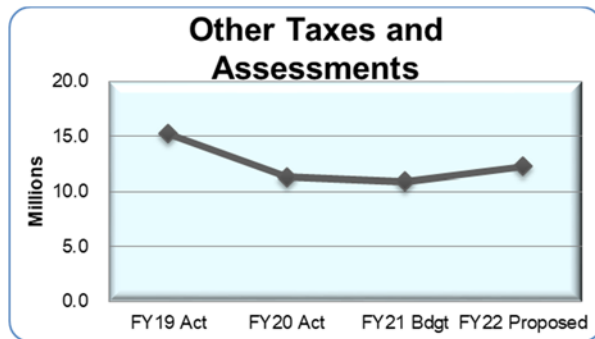
### Current Year Property Tax

Current Year Property Tax revenue is anticipated to represent 13% of the County's total revenue in FY 21-22. 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 \$44.2 million from its permanent rate and a total of \$63.5 million from all of its property tax levies. Current Year Property Taxes are anticipated to stay flat for FY 21-22 due to COVID-19 impacts and anticipated property tax appeals. In addition to the



permanent rate, the County also collects taxes on the voter approved local option levy for 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. A levy for 4H Extension Services is currently on the ballot in May, 2021 and will be added to the County budget if that levy receives voter support.

### Other Taxes & Assessments

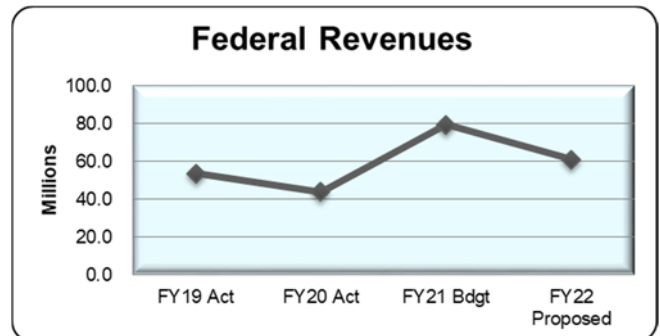


In addition to Current Year Property Tax receipts, the County also collects other taxes including Prior Year (late) Property Taxes, Payments in Lieu of Taxes (PILT), Car Rental, Transient Room occupancy and other miscellaneous taxes and assessments. This portion of Taxes & Assessments will represent 2.52% of total County revenue and is projected to stay relatively flat for FY 21-22. Federal PILT of just over \$700,000 are currently for FY 21-22. The spike in revenue shown on the chart to the left for FY19 Act was the result of a one-time increase in PILT. A 3%

local marijuana tax passed by voters has shown modest growth in most recent collections. State marijuana tax revenue is shown under State revenue found below.

### Federal Revenues

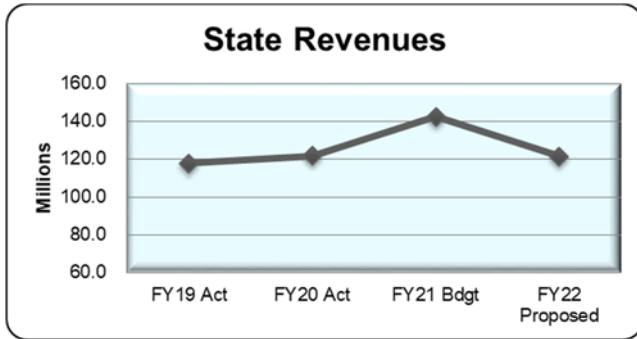
Federal revenue to the County will decrease by \$18.4 million or 23.2% in FY 21-20 due to the large amount of federal COVID-19 revenue received in FY 20-21 as well as the end of the most recently authorized Secure Rural Schools (SRS) Act payments. Those payments, meant to replace decreasing timber revenue to counties resulting from changes in federal logging practices have steadily declined by at least 5% annually since the first renewal of the Act in 2012. Given the volatility of the SRS funds



# Financial & Planning Summary

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 \$24.9 million in FY 21-22, up slightly from \$24.2 million in the current year.



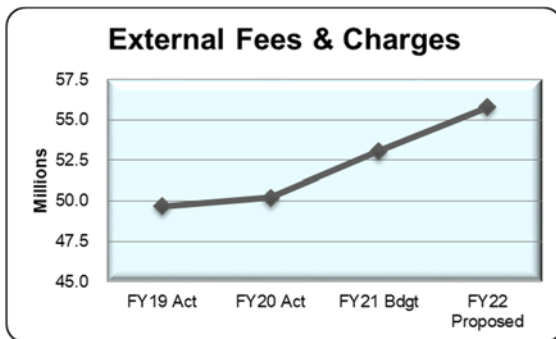
### State Revenues

State revenue consists of 24.9% of all County revenue and comes primarily in the form of specific use grants (\$77.8 million). Total State Revenue is budgeted at \$121 million, which is down \$20.9 million due to one-time COVID-19 revenue received in FY 20-21. FY 21-222 is the first year of the State Biennium which means that final State budgets have not yet been finalized in many areas.

Initial projections for State shared revenue taxes on cigarette, liquor, amusement device and a recreational vehicle fee were stable and expected to total \$3.4 million in FY 21-22. Video Lottery revenue, which must be spent on economic development, is projected to total \$2 million for FY 21-22. The State Marijuana Tax, implemented in calendar year 2016, is collected by the State and the County began receiving distributions in September of 2017. The County's current annual projected revenue is approximately \$1.55 million.

Highway Funds and Gas Tax are the largest source of non-grant funds from the State and are expected to total \$27.6 million in FY 21-22 which will be an increase of \$24.3 million currently budgeted in FY 20-21. Gas Tax revenue experienced steep declines from the impact of the COVID-19 pandemic.

### Fees and Charges

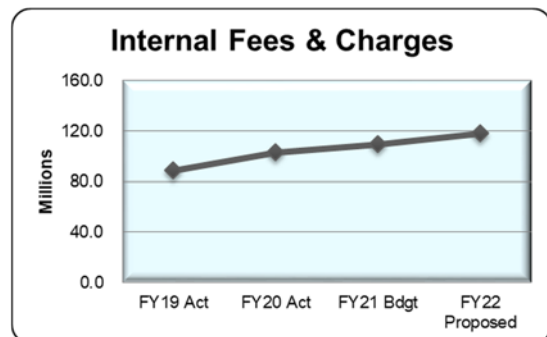


### External Fees

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 were projected at \$55.7 million in FY 21-22, which is an increase of \$2.7 million from FY 20-21. The County reviews its fees regularly to ensure cost of service is recovered wherever possible. Property recording fees have seen a marked increase over the past 12 months due to low interest rates resulting in refinancing of real property mortgages.

### 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 \$118 million in FY 21-22.



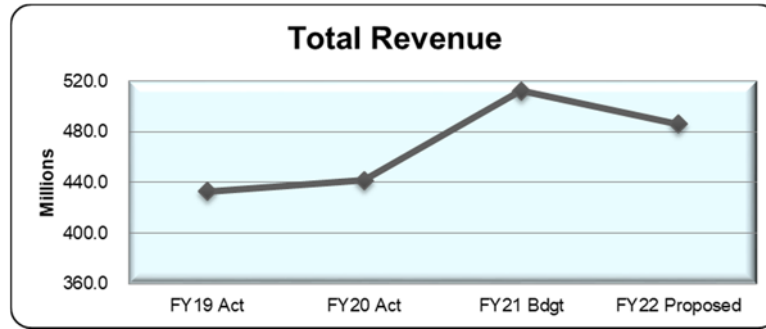
# Financial & Planning Summary

## 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. Interest earnings Countywide are projected at \$2.9 million in revenue for FY 21-22.

## Total Revenue

For FY 21-22, the County is also projecting the following other major revenue sources: Property and Rentals of \$12.3 million, Local Revenues of \$9.2 million, Fines Forfeitures and Penalties of \$1.1 million and internal Administrative Charges of \$23.9 million. Total County Revenue is projected at \$486,017,841. Revenue accounts for 63.3% of all County Resources within the County’s budget.



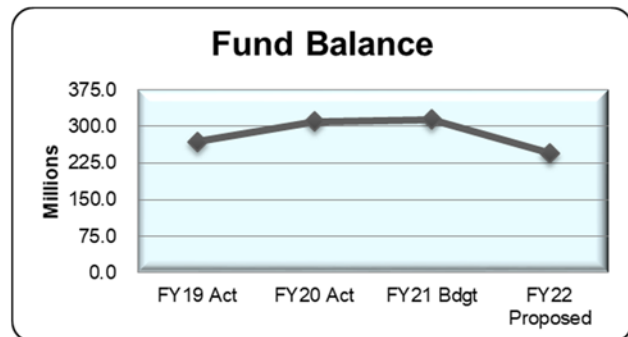
## Other Resources

In addition to the revenue that will be received by the County in FY 21-22, 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 21-22 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. It is important to remember when reviewing Fund Balance is that the funds are available for “one-time” use only which means they do not replenish themselves once spent – unless additional funds are received or unspent elsewhere. In FY 21-22, the total beginning fund balance for all County funds is estimated at \$244.8 million, which is a decrease of \$69.3 million from the FY 20-21 budget. While in some cases this reduction is anticipated due to planned spending, the decrease also shows an overall decline in resources available to the County for providing services to the community.



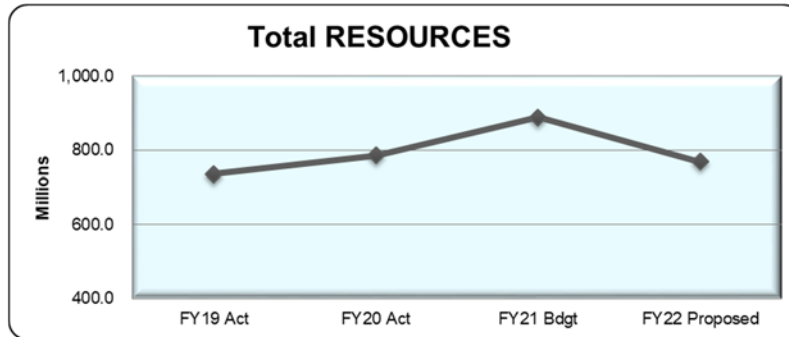
# Financial & Planning Summary

## Transfers

The Transfer of funds from one County Fund to another will amount to \$29.9 million in FY 21-22. 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. There is a decrease in transfers occurring as compared to FY 20-21 due to one-time transfers to the Capital Fund for various capital projects that occurred.

## Total Resources

All available Resources for FY 21-22 are budgeted to total \$767,757,739. This is a decrease of \$120,523,641 from the current year's budget of \$888,281,380.



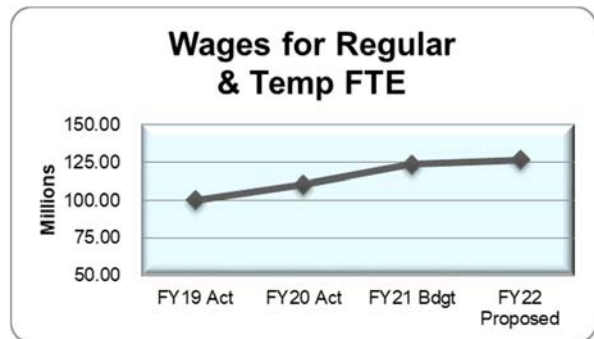
## Major Expenditure Trends

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 1,804.18 FTE) are budgeted at \$126.3 million for FY 21-22, an increase of 2.15% from current year. The County also hires Extra Help employees (working no more than 520 hours in each fiscal year) throughout the year in various service areas for short-term needs.

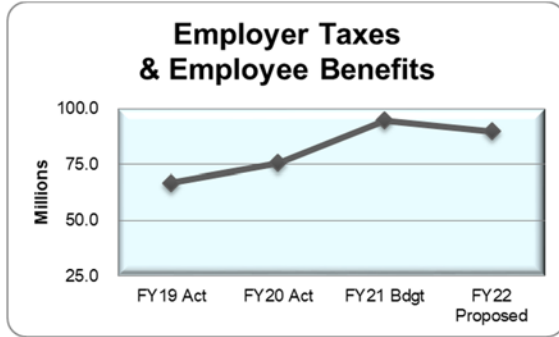


Extra Help Wages are projected to total \$3.1 million, bringing total projected wages to \$129.4 million for FY 21-22. Wages account for 24.9% of all County expenditures.

# Financial & Planning Summary

## Benefits

An additional \$89.8 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. Health insurance costs continue to remain fairly steady following the County's move to a self-funded model in 2015.

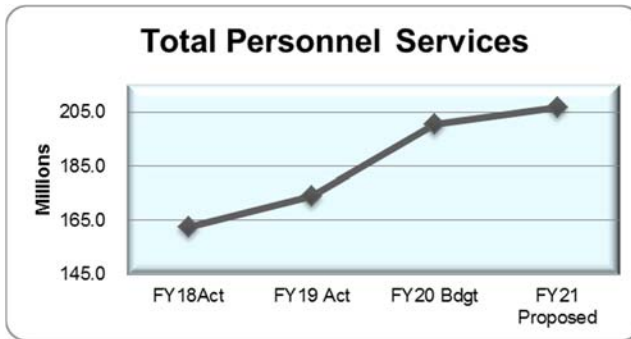


Public Employee Retirement System (PERS) employer rates are increasing for the 2021-2023 state biennium. The County's employer rate is different for each employee's tier enrollment in PERS (set by the State and based upon hire date). Current projections show that the County will continue to experience additional rate increases in future biennia due to the overall unfunded liability level of PERS. The County also has a PERS Bond payment each year from the prepayment of a portion of the unfunded liability back in the early 2000's. That bond payment is funded by internally

charging a rate against all PERS eligible wages. The County's PERS Bond rate will stay flat in FY 21-22. 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 FY21 Bdg amount shown on the chart above contains a one-time \$10 million PERS expense which established a side account which will help decrease the County's employer rate over the next 10 years.

## Total Personnel

Total Personnel expenses are projected to total \$220.1 million which is a decrease of \$1.9 million due to the one-time expense of \$10 million described in Employer benefits above. Personnel expenditures represent 42.33% of the County's total expenditure budget.

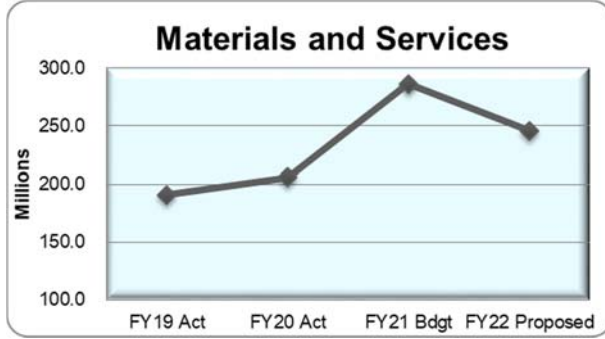


The County's Proposed Budget includes a Personnel expense budget built in accordance with recommended best practices and County policy which takes into account expected vacancies in positions throughout the budget year. While it is more common practice in government budgeting to budget for full employment (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 21-22 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.



# Financial & Planning Summary

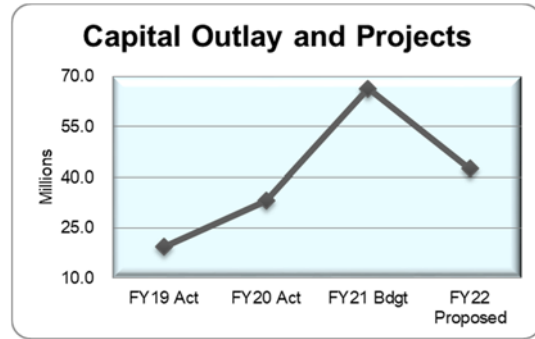
## Materials & Services



This category is projected to total \$246.1 million or 47.34% of the total expenditure budget for the County for FY 21-22. This a \$40.3 million decrease from current year fiscal year. The decrease is attributed to one-time spending in FY 20-21 for COVID-19 expenditures as well as pass through funds for business and rental assistance.

## Capital Outlay and Projects

Capital outlay and projects are budgeted at \$42.4 million, which represents 8.2 % 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 most recent increase is attributed to increased road and bridge projects resulting from additional State funding from the Transportation Package passed in 2017 and additional capital purchases and remodels occurring in various locations around the County.

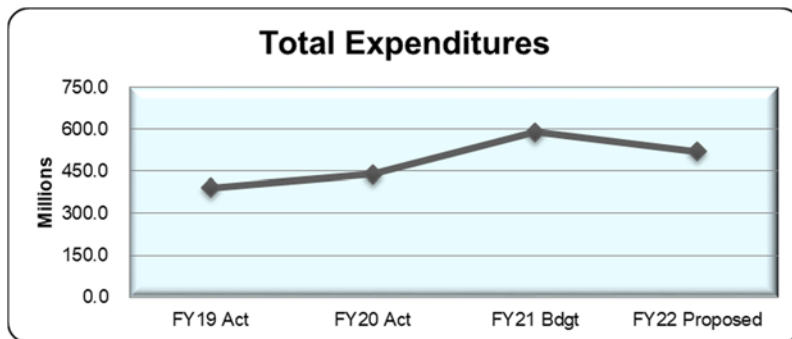


## Debt Service

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 21-22 at a total of \$11.2 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, Lane Events Center Roof and PSB HVAC).

## Total Expenditures

In FY 21-22, the County is projecting total expenditures of \$505,553,574. Expenditures account for 67.7% of all County budgeted requirements.



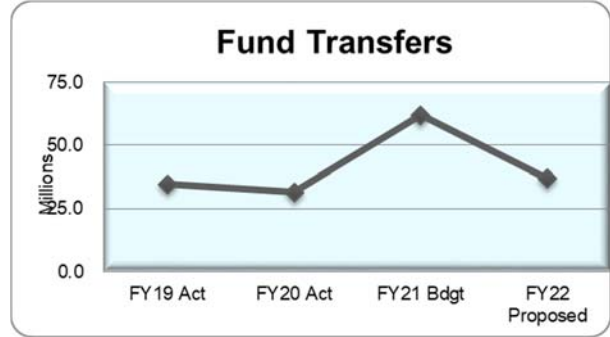
# Financial & Planning Summary

## Other Requirements

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

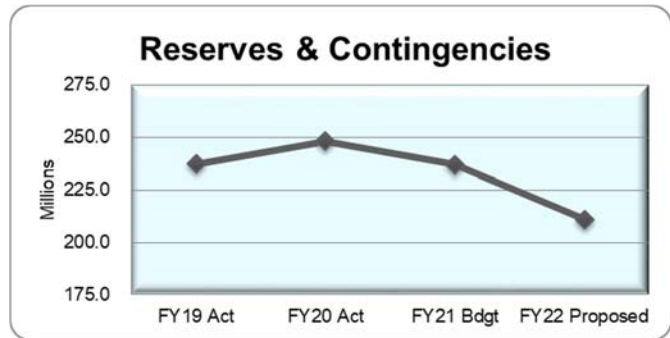
## Fund Transfers

Transfers between County funds will total \$29.9 million in FY 21-22. A large percentage of that total is a transfer of General Fund into Special Revenue Funds to pay for services such as Public Safety, Public Health, Mental Health, Developmental Disabilities and Youth Services. Funds are also transferred from Departments into Debt Service funds to make the bond payments referenced above. More detail on Transfers between Funds is available in the Non-Departmental section of this document. Fund Transfers fluctuate year to year based upon one-time expenditures. The decrease between FY 20-21 and FY 21-22 is primarily related to transfers to the Capital Fund related to the projects mentioned above.



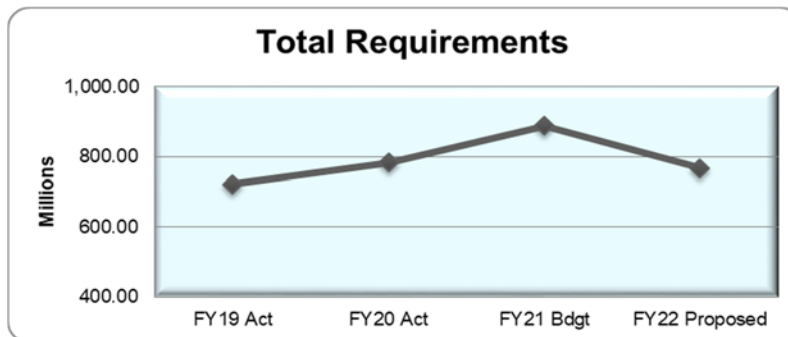
## Reserves & Contingencies

Reserves for all funds are estimated to total \$210.9 million by the end of FY 21-22 with an additional amount of \$28.1 million budgeted for contingency. Additional information on reserves and contingencies, including detail on amount by Fund, can be found in the Non-Departmental section of this document. The chart to the right contains final budget, current budget and adopted budget amounts because reserves & contingencies do not show up in Actuals given that they are not spent from that category. If contingencies or reserves need to be spent in a fiscal year, the amount will be moved to the appropriate expenditure or requirement category.



## Total Requirements

Total budgeted requirements for FY 21-22 total \$767,757,739, which is a decrease of \$120,523,641 from the current FY 20-21 budget of \$888,281,380. 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							
PROPOSED BUDGET							
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng	% of Total
	Actuals	Actuals	Cur Budget	Proposed	from Curr	from Curr	Bdgt
Taxes & Assessments	\$73,465,508	\$72,847,456	\$74,939,061	\$75,751,640	\$812,579	1.08%	9.87%
Licenses & Permits	\$4,710,510	\$4,644,191	\$4,240,573	\$4,711,449	470,876	11.10%	0.61%
Fines, Forf., Penalties	\$1,250,496	\$1,248,349	\$1,214,657	\$1,096,957	(117,700)	-9.69%	0.14%
Property & Rentals	\$10,416,988	\$7,422,155	\$10,635,501	\$12,346,485	1,710,984	16.09%	1.61%
Federal Revenue	\$53,692,364	\$43,840,935	\$79,296,420	\$60,871,919	(18,424,501)	-23.23%	7.93%
State Grant Revenue	\$72,420,214	\$82,402,175	\$103,099,896	\$77,860,789	(25,239,107)	-24.48%	10.14%
Other State Revenue	\$45,250,109	\$39,307,161	\$39,246,471	\$43,538,109	4,291,638	10.94%	5.67%
Local Grants	\$2,194,514	\$2,607,835	\$4,102,694	\$2,696,679	(1,406,015)	-34.27%	0.35%
Local Revenues	\$6,243,481	\$7,350,320	\$6,053,412	\$6,511,829	458,417	7.57%	0.85%
Fees & Charges	\$138,319,970	\$153,348,166	\$162,642,927	\$173,777,972	11,135,045	6.85%	22.63%
Administrative Charges	\$19,394,978	\$21,286,676	\$22,401,209	\$23,855,027	1,453,818	6.49%	3.11%
Interest Earnings	\$5,674,917	\$5,473,345	\$4,202,621	\$2,998,986	(1,203,635)	-28.64%	0.39%
Bond Sales	\$0	\$0	\$0	\$0	0	0.00%	0.00%
Resource Carryover	\$268,047,733	\$309,651,146	\$314,249,929	\$244,848,766	(69,401,163)	-22.08%	31.89%
Interfund Loans	\$973,688	\$692,804	\$0	\$110,000	110,000	0.00%	0.01%
Fund Transfers	\$33,741,610	\$30,762,220	\$61,956,009	\$36,781,132	(25,174,877)	-40.63%	4.79%
<b>Total Resources</b>	<b>735,797,081</b>	<b>782,884,934</b>	<b>888,281,380</b>	<b>767,757,739</b>	<b>(120,523,641)</b>	<b>-13.57%</b>	<b>100%</b>
Personnel Services	\$170,215,044	\$189,212,835	\$222,040,287	\$220,092,369	(1,947,918)	-0.88%	28.67%
Materials & Services	\$190,666,547	\$206,131,267	\$286,424,737	\$246,109,376	(40,315,361)	-14.08%	32.06%
Capital Outlay	\$4,598,278	\$8,702,600	\$14,246,405	\$7,675,042	(6,571,363)	-46.13%	1.00%
Capital Projects	\$14,776,229	\$24,342,510	\$52,051,201	\$34,772,729	(17,278,472)	-33.20%	4.53%
Debt Service	\$11,133,234	\$11,590,765	\$14,704,016	\$11,235,447	(3,468,569)	-23.59%	1.46%
Fund Transfers	\$34,715,298	\$31,455,024	\$61,956,010	\$36,891,131	(25,064,879)	-40.46%	4.81%
Interfund Loan	\$973,688	\$692,804	\$0	\$110,000	110,000	0.00%	0.01%
Operational Contingency	\$0	\$0	\$40,832,018	\$28,108,898	(12,723,120)	-31.16%	3.66%
Total Reserves	\$0	\$0	\$196,026,706	\$182,872,747	(13,153,959)	-6.71%	23.82%
<b>Total Requirements</b>	<b>427,078,317</b>	<b>472,127,806</b>	<b>888,281,380</b>	<b>767,757,739</b>	<b>(120,523,641)</b>	<b>-13.57%</b>	<b>100.00%</b>

## Financial & Planning Summary

FY 21-22 DEPARTMENT LEVEL PROPOSED RESOURCES BY FUND TYPE & DEPARTMENT						
Department Name	General	Special Revenue	Capital Projects	Enterprise	Internal Services	Total Dept
Assessment & Taxation	1,673,107	614,484				2,287,591
Board of County Commissioners	1,164,026					1,164,026
County Administration	13,357,199	15,575,217	20,893,124		1,076,289	50,901,829
County Counsel	1,874,902					1,874,902
District Attorney	2,857,160	62,417				2,919,577
Data & Analytics						0
Emergency Management	676,604					676,604
Health & Human Svcs		185,992,500				185,992,500
Human Resources	3,371,527					3,371,527
Public Works		86,847,921		71,766,857	32,238,426	190,853,204
Sheriff's Office	9,863,328	49,220,361		858,000	4,036,190	63,977,879
Technology Svcs					20,839,133	20,839,133
<b>Total Fund Resources</b>	<b>\$ 34,837,853</b>	<b>\$338,312,900</b>	<b>\$ 20,893,124</b>	<b>\$ 72,624,857</b>	<b>\$ 58,190,038</b>	<b>\$524,858,772</b>

FY 21-22 DEPARTMENT LEVEL PROPOSED EXPENDITURES BY FUND TYPE & DEPARTMENT						
Department Name	General	Special Revenue	Capital Projects	Enterprise	Internal Services	Total Dept
Assessment & Taxation	7,373,982					7,373,982
Board of County Commissioners	1,119,831					1,119,831
County Administration	14,739,040	13,481,363	19,464,337		652,704	48,337,444
County Counsel	2,170,835					2,170,835
District Attorney	11,662,517	16,074				11,678,591
Data & Analytics	294,246					294,246
Emergency Management	791,905					791,905
Health & Human Svcs		155,375,610				155,375,610
Human Resources	3,654,408					3,654,408
Public Works		53,421,822		31,828,976	11,522,028	96,772,826
Sheriff's Office	35,743,436	27,448,871		104,497	2,164,633	65,461,437
Technology Svcs					16,940,399	16,940,399
<b>Total Fund Resources</b>	<b>\$ 77,550,200</b>	<b>\$249,743,740</b>	<b>\$ 19,464,337</b>	<b>\$ 31,933,473</b>	<b>\$ 31,279,764</b>	<b>\$409,971,514</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 21-22 budgeted amounts in each of these categories, broken down by Service Category.

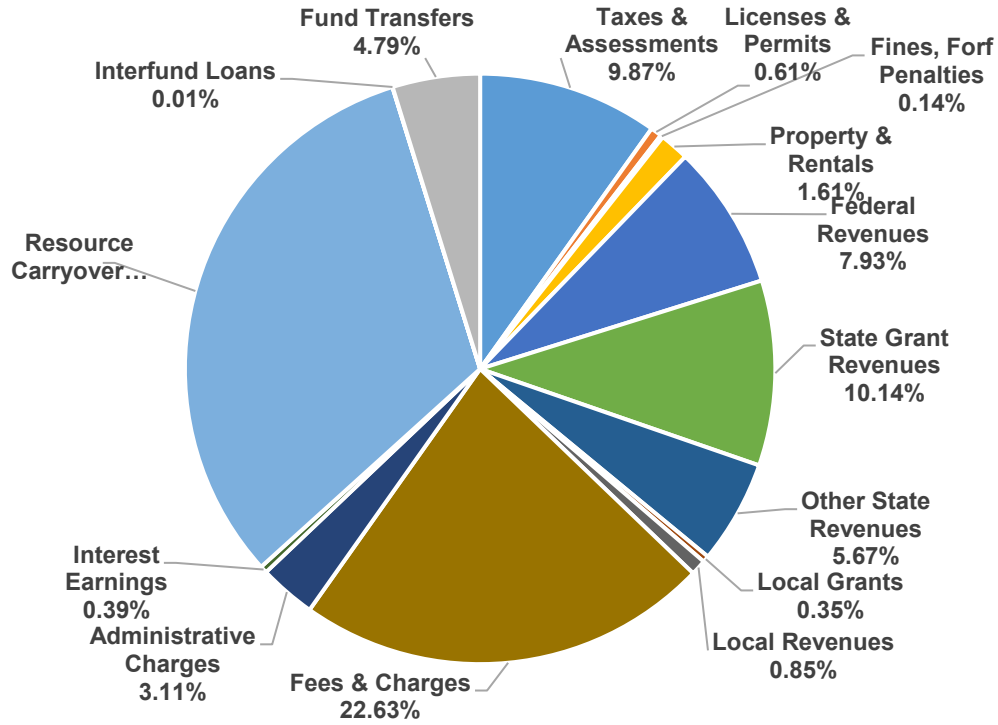
For more information on budgeted amounts for the remaining requirements within the FY 21-22 Proposed Budget, which includes Interfund Transfers, Contingencies and Reserves, please see the Non-Departmental Tab within this document.

FY 21-22 PROPOSED 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	\$3,526,534	\$5,001,585	\$34,091,841	\$79,174,246	\$28,811,585	\$69,486,578	\$0	\$220,092,369
Material & Services	4,581,703	8,944,455	20,630,856	64,210,607	24,834,301	33,962,358	88,945,096	246,109,376
Capital Expenditures	601,309	-	24,738,564	100,000	14,927,898	2,030,000	50,000	42,447,771
Debt Service	869,888	-	522,689	918,469	-	182,038	8,742,364	11,235,447
<b>TOTAL:</b>	<b>\$9,579,434</b>	<b>\$13,946,040</b>	<b>\$79,983,950</b>	<b>\$144,403,322</b>	<b>\$68,573,784</b>	<b>\$105,660,974</b>	<b>\$97,737,460</b>	<b>\$519,884,963</b>

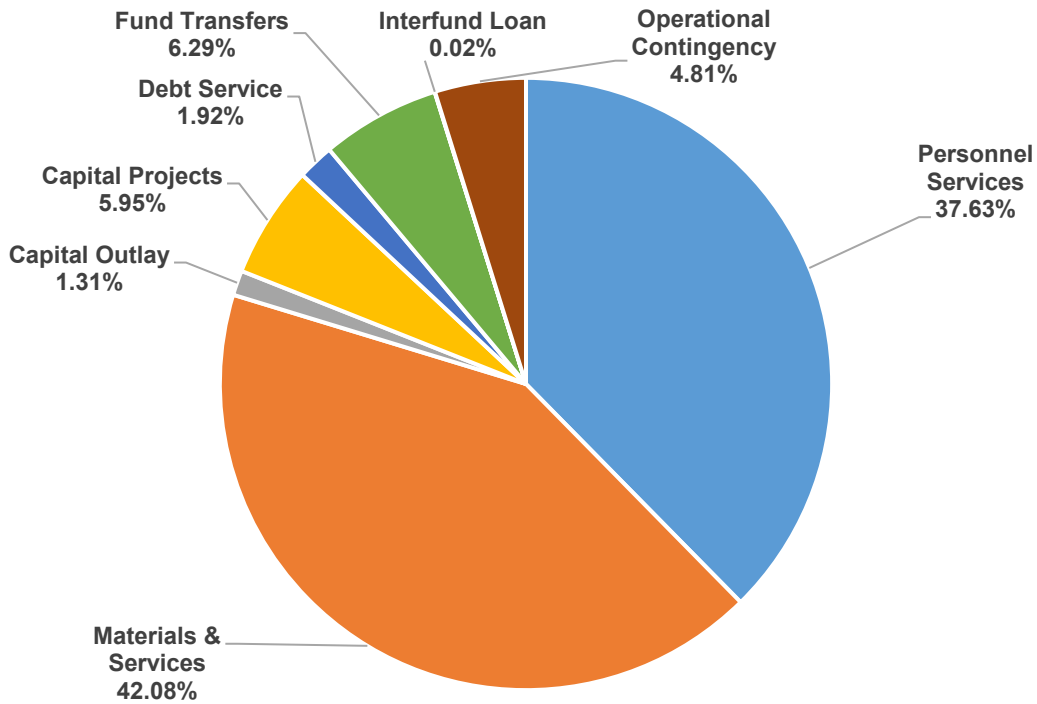
*PERS Bond Debt Service FY 21-22 payment of \$8,484,475 is found within Personnel in Service Category Budgets rather than Debt Service.*

# Financial & Planning Summary

## FY 21-22 Proposed Resources – All Funds



## FY 21-22 Proposed Requirements – All Funds



# 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.

To be most effective, the priorities and initiatives that the County sets and the resources that are allocated must be consistent with the purpose of the organization. Our purpose is, *To Improve Lives* and we see how that simple and straightforward purpose provides a very relatable opportunity to understand the variety of ways in which we can all impact the lives of others. Each employee, each workgroup, each department, each collaborative opportunity, and the overall priorities within the Strategic Plan play a big part in improving the lives of others. The priorities and initiatives found within the Strategic Plan further define out the ways in which we can meet our purpose and vision.

## Lane County Priorities

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

### 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.

For more detailed information about our Strategic Plan, please visit our website at: [www.lanecounty.org/strategicplan](http://www.lanecounty.org/strategicplan).



# 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: An equity lens is a set of questions we ask ourselves when we plan, develop or evaluate a policy, program or decision. An equity lens helps us identify potential impacts on under-served and marginalized individuals and groups, and to identify and potentially eliminate barriers. The purpose of an equity lens is to be deliberately inclusive as we make decisions. It is explicit in drawing attention to the inclusion of under-served and marginalized populations, with an emphasis on communities of color, and can be adapted to focus on other communities.

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.

This summer, we plan to undertake preparations for an updated Strategic Plan, in which even greater public participation is desired. We will also be using an equity lens as we work through these planning stages together. If you are interested in participating in our next strategic plan effort, please stay in touch by visiting our website at: [www.lanecounty.org/strategicplan](http://www.lanecounty.org/strategicplan)

## **Financial & Planning Summary**

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### **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. In addition, we have updated our performance measures throughout, and through this effort, each department identifies measures that relate back to the goals identified in the strategic plan and or in their department's goals.

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.



Revised: 12/17/2019

## 2018-2021 Lane County Strategic Plan Overview

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

**Purpose:** To improve lives

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

**Lenses:** Financial Stewardship | Equity | Collective Impact

### Strategic Priority

### Key Strategic Initiative

### Measures



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

- Affordable Housing & Homelessness
- Behavioral & Community Health
- Public Safety Funding & Service Delivery
- Incarceration & Recidivism
- Transportation Safety

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



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.

- Resilient, Diverse, & Sustainable Economy
- The Natural Environment
- Equity



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

- Transportation Options and Efficiencies
- Facility Maintenance & Management
- New Facility Development



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

- Fiscal Resilience & Operational Effectiveness
- Workplace Culture and Workforce Health
- Enhanced Partnerships

*Motto: Lane County Proud*

[www.lanecounty.org/strategicplan](http://www.lanecounty.org/strategicplan)



# Financial & Planning Summary

## Lane County 2018-2021 Strategic Plan - Activity Areas by Priority Area

#	Key Activity Areas
<b>Priority 1) 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>Priority 2) 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>Priority 3) 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>Priority 4) 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







# Financial & Planning Summary

## Performance Measures

Throughout the budget document, each department has performance measures that reflect priorities and initiatives of the Lane County Strategic Plan or in their department’s goals and priorities.

The following table is an example of what you will find in each department’s text section. An icon will show up on the far left if there is a direct connection back to a Strategic Plan priority. In the next column, if there is a number identified, then it also relates to a very specific Key Initiative or Key Activity Area. A summary of those Key Activity areas for the County can be found on the previous page, on a table titled, “Lane County 2018-2021 Strategic Plan – Activity Areas by Priority Area”. In the next column, the measures identified are simply measures that relate to the goal of that Initiative or Activity Area. If the table indicates “Dept Goal” in the place of a priority icon, then it is simply a measure of a department goal rather than a County Strategic Plan Goal.

Performance Measures - EXAMPLE							
PERFORMANCE MEASURES				FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Projected	FY 21-22 Proposed
	1.a.2	Performance Measure		X	X	X	X
	2.a.1	Performance Measure		X	X	X	X
	3.a.2	Performance Measure		X	X	X	X
	4.a.2	Performance Measure		X	X	X	X
Dept Goal		Performance Measure		X	X	X	X
Dept Goal		Performance Measure		X	X	X	X
Notes:							

# 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 Proposed Budget for FY 21-22.

### ***September 2020***

Mckenzie River Valley in eastern Lane County experienced significant wildfire events starting on September 7, 2020 at 8:17 pm at Holiday Farm. The fires moved westward and resulted in widespread evacuations, human life loss, structure loss and disrupted communications. On September 14, 2020, Oregon Governor Kate Brown issued a major disaster declaration and on Tuesday, September 15, 2020 President Trump signed a Federal Emergency Declaration.

Total acres burned totaled over 170,000 and consisted of privately-owned land, Willamette National Forest, Bureau of Land Management and County land. Total damages exceeded \$24.4 million for public agencies with private loss totals still being determined.

### ***January 2021***

#### ***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 for the coming year. Brian Rooney, Oregon's local economist, provided information on the Lane County economy during the pandemic including employment and unemployment information, Wildfires, and an economic forecast. The Team also heard presentations from the Assessor related to Property Tax, and heard presentations on the subject of State and Federal Legislative updates, Tracking Areas of Financial Pressures and Themes for the coming year. The meeting concluded with a review of the General Fund's initial 5-year Financial Forecast.

Initial budget direction for FY 21-22 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
- 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 19, 2021.

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 21-22.

## Financial & Planning Summary

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The Budget Office determined the rate for the vacancy variance for the General Fund for FY 21-22 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 2021**

On March 10, 2021, President Biden signed the American Rescue Plan Act which will provide direct funding to counties.

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 21-22. Following those meetings, the County Administrator identified key investments for the FY 21-22 Proposed Budget as detailed in his budget message. These items include:

- Funding for Mobile Assessor Software within Assessment & Taxation to improve efficiency for appraisers in the amount of \$159,440 with an additional annual ongoing maintenance fee of \$39,710 and an additional \$16,995 for a needed server replacement.
- \$100,000 one-time expense for carpet and furnishing for the Human Services Division Office Expansion.
- \$12,000 one-time expense for traffic safety education and advertising campaign within Public Works.
- \$25,000 one-time expense for a Hazard Mitigation Consultant to help prepare/submit grant/project applications applicable to wildfire recovery. Total cost \$100,000 with 75% believed to be reimbursable from Hazard Mitigation funds.
- \$426,229 one-time transfer into the Electronic Supervision Program within the Sheriff's Office. It is anticipated that the service will become self-sufficient in future years following full program development.
- \$50,000 one-time expense for a Failure Foundry workshop with the Centre for Public Impact.
- \$50,000 annually for two years additional funding for Elections Ballot Machine reserve.
- Addition of 3.0 FTE and \$191,128 beginning September, 2021 in Facilities to increase staffing levels closer to those recommended by the Facilities Review and support new buildings including the Four Corners Properties, Medication Assisted Treatment Building and future Development Disabilities Building now under construction. Additional \$22,492 for one-time vehicle purchase.
- Addition of 3.0 FTE and \$313,105 in Behavioral Health/Forensics within Health & Human Services for Trial Visits Monitor.
- Addition of 1.0 FTE and \$150,892 in County Counsel for legal support with Civil Commitment Hearings and to Behavioral Health.
- Creation of the Lane County Office of Data & Analytics within 2.0 FTE and \$294,246.
- Addition of 1.0 FTE and \$155,000 in Equity for the creation of an Equity Manager in the Department of County Administration.
- Addition of 1.0 FTE and \$158,511 in Youth Service Administration for a Program Manager.

### **May 2021**

The Budget Committee will begin their review of the FY 21-22 Proposed Budget at their first meeting on May 4, 2021 beginning at 5:30 pm with presentation of the Budget Message, Budget Overview and a Public Hearing. The meeting is anticipated to be held remotely due to the COVID-19 pandemic. There will also be additional remotely held Budget Committee work sessions on May 5, 6, 11, and 13 with final budget approval scheduled to occur on the evening of May 20, 2021.

## Financial & Planning Summary

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# General Fund

## General Fund

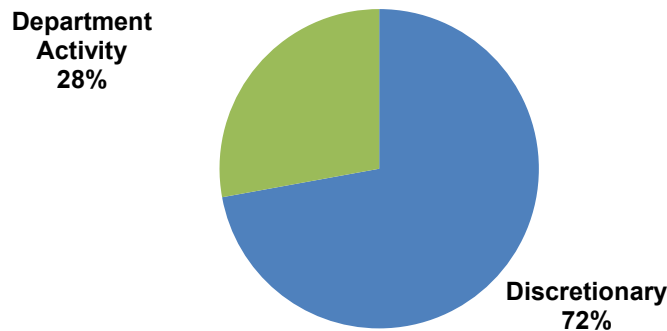
The General Fund is the County’s primary operating fund and supports a multitude of the County’s core services including public safety, public health and general government services such as elections, assessment & taxation and internal support services. For FY 21-22 the total General Fund budget is \$125,051,111 which is a decrease of \$3.4 million or 2.7% from the FY 20-21 current modified budget.

### General Fund Resources

Resources		FY 21-22	Percent of Bdgt
Current Year Property Taxes	\$	44,223,340	35.36%
Other Taxes & Assessments		4,225,960	3.38%
Licenses & Permits		1,015,580	0.81%
Fines, Forfeitures & Penalties		579,800	0.46%
Property Rentals		451,150	0.36%
Federal Revenue		5,835,399	4.67%
State Revenue		12,483,351	9.98%
Local Revenues		1,697,188	1.36%
Fees & Charges		3,904,691	3.12%
Administrative Charges		15,353,614	12.28%
Interest Earnings		600,000	0.48%
Intrafund Transfers		440,067	0.35%
Transfers from Other Funds		2,828,435	2.26%
Beginning Fund Balance		31,412,536	25.12%
<b>Total Resources</b>		<b>\$125,051,111</b>	<b>100%</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, property in lieu of tax, federal timber funds, state shared revenues and beginning fund balance/reserves. Resources within the Non-Departmental section of the General Fund will total \$90,213,258 in FY 21-22, while revenue generated by department activities is projected at \$34,837,853.

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

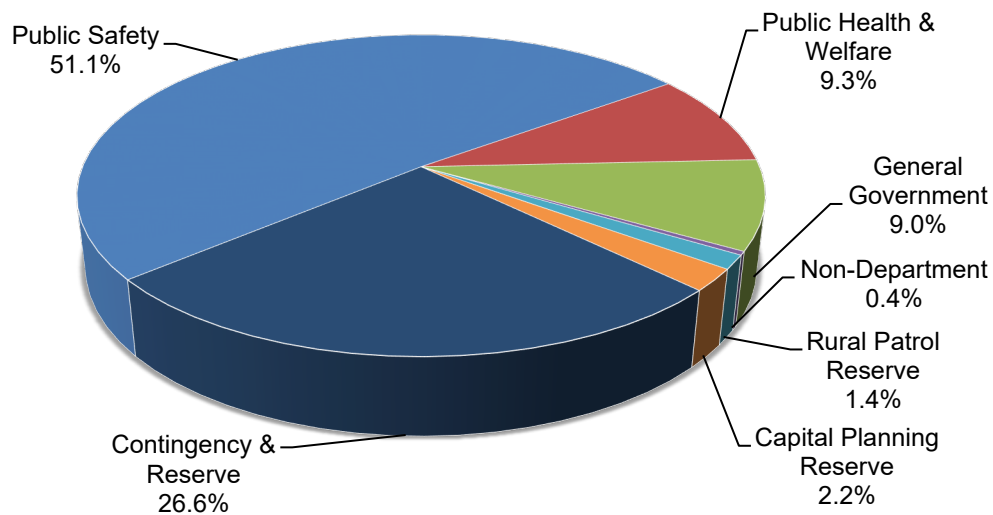


# General Fund

## Discretionary General Fund by Service Category

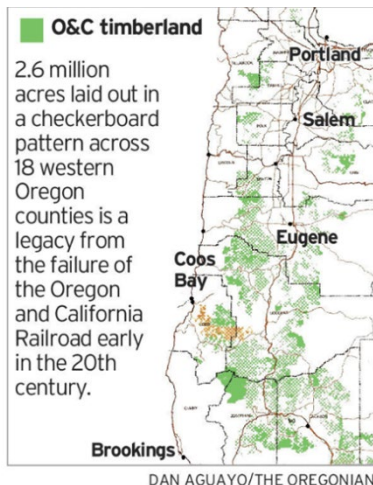
DGF is primarily allocated to the area of public safety, but also must be used to support other services such as public health and general government services including assessment and taxation, elections and internal support functions due to lack of other funds available to pay for those mandated and/or 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 21-22 Allocation by Service Category



The General Fund reserve, which represents 30.3% of the discretionary general funds, includes a specific reserve allocation for Rural Patrol estimated at \$1,261,013 in FY 21-22. A total of \$2 million was committed to fund two additional deputy sheriff positions to increase rural patrol for a period of 5 years. An additional \$2 million is currently reserved for future capital planning specific to a future new Lane County Courthouse/Justice Center. The remaining portion of the General Fund reserve meets the County's policy of 20% minimum of operating revenue, while also allocating \$1 million for a vacancy variance contingency.

## 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.

## General Fund

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### *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 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. The most 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 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 19-20, the most recent fiscal year in which data is available.

FY 2019-2020 COUNTY COMPARISON						
	Lane	Washington	Clackamas	Marion	Jackson	Deschutes
<b>2020 Population</b> <sup>1</sup>	381,365	620,080	426,515	349,120	223,240	197,015
<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>	\$34.9 bil.	\$66.9 bil.	\$50.9 bil.	\$25.6 bil.	\$21.4 bil.	\$25.5 bil.
<b>Average Tax Rate/1,000</b> <sup>4</sup>	\$16.29	\$17.56	\$17.31	\$16.88	\$14.52	\$15.29
<b>Property Tax Imposed (All Dist)</b> <sup>5</sup>	568.66 mil.	1,175.61 mil.	882.84 mil.	433.09 mil.	310.57 mil.	390.04 mil.
<b>Adopted FY 19-20 Budget</b> <sup>6</sup>	715.6 mil.	1,406.52 mil.	862.9 mil.	455.3 mil.	383.6 mil.	428.1 mil.

<sup>1</sup> Annual Oregon Population Report dated 2020 - Portland State University, College of Urban & Public Affairs, Population Research  
<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 2019-20  
<sup>5</sup> Taxes to be paid by taxpayers *after* the Measure 5 rate limits have been applied./DOR-Property Tax Statistics 2019-20  
<sup>6</sup> FY 19-20 Adopted Budget totals obtained at each County's website.

In addition, the 2019-2020 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.

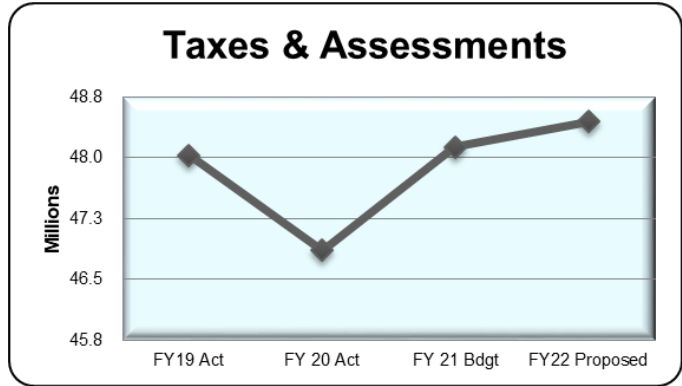
It is also interesting to note in the table above, that while Lane County government’s individual property tax rate is very low, the average property tax rate for each county is fairly close. This means the other taxing districts within Lane County at one point raised their rates to fill in the difference. 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

## General Fund Revenues/Resources

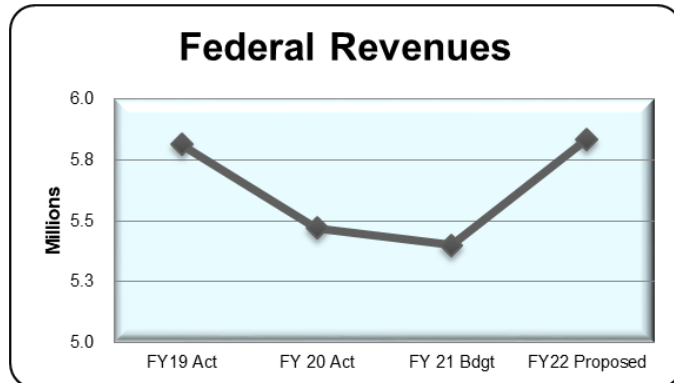
### Taxes and Assessments

In FY 21-22, Taxes and Assessments will make up 38.7% of General Fund resources and will total \$48.4 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 0.65% compared to FY 19-20. While Lane County is experiencing a strong housing economy, impacts from COVID-19 and anticipated property tax appeals are expected to keep current year property growth flat year over year. Car rental tax, also found within this category will increase in FY 21-22 after experiencing decreases due to the impacts of the COVID-19 pandemic and bankruptcy of Hertz car rental company.



### Federal Revenue

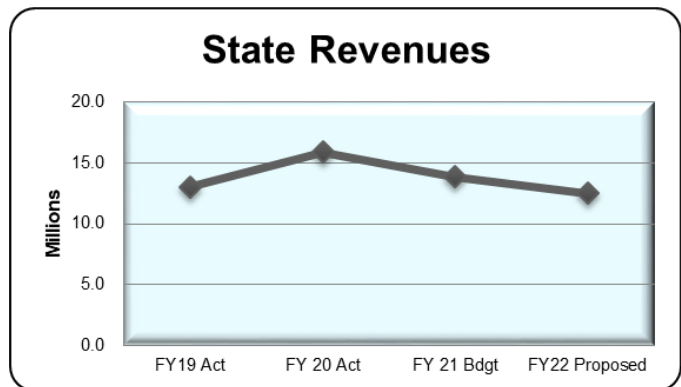
Federal revenues will increase 8% in FY 21-22 due primarily to an increase in to the anticipated O&C



Timber harvest sales following the end of the most recent renewal of Secure Rural Schools (SRS) legislation. Ongoing timber revenue, which is received in the years that SRS is not renewed, has remained strong in recent years due to timber prices. 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

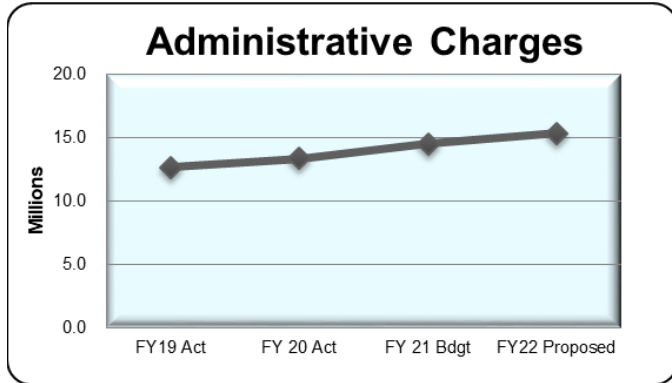
State revenues into the General Fund are estimated at \$12.5 million for FY 21-22. The decrease of \$1.3 million is related to the removal of one-time Coronavirus Relief Funds received from the State in FY 20-21. State shared revenue for liquor and marijuana taxes are relatively stable in spite of the COVID-19 pandemic and are anticipated to stay fairly flat or experience slight increases as compared to the current year budget.



# General Fund

## 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 \$15.4



million or for FY 21-22, of which \$14.8 million are paid through the County's full cost plan. The percentage of county indirect charges paid by the General Fund specifically each year varies based upon where expenditures occurred in the fiscal year 2 years prior.

## Fund Balance

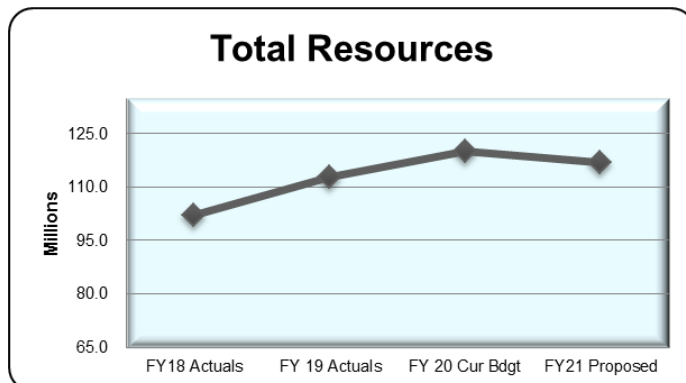
The fund balance carryover from the current year is projected to be \$31.4 million, which is a decrease of \$3 million from current year. The decrease is attributed primarily to the spending of one-time funds. Included in the total fund balance is the required reserve being carried forward from the prior year as well as one-time funds available for spending on one-time expenditures. In FY 21-22, 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 \$1,015,580
- Fines, Forfeitures & Penalties \$579,800
- Property Rentals \$451,150
- Interest Earnings \$600,000
- Fund Transfers of approximately \$2,828,435
- Intrafund Transfers for one-time expenditures \$440,067
- Local Revenues of \$1,697,188

## Total General Fund Resources

General Fund resources will total \$125,051,011 million for FY 21-22, which is a decrease of \$3.4 million or 2.7% from the current budget year.

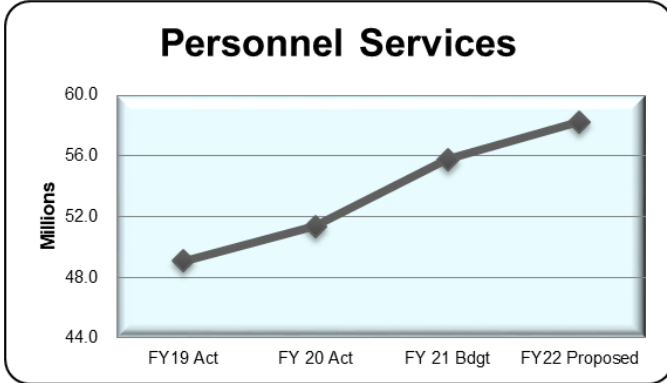


# General Fund

## General Fund Expenditures/Requirements

### Personnel Services

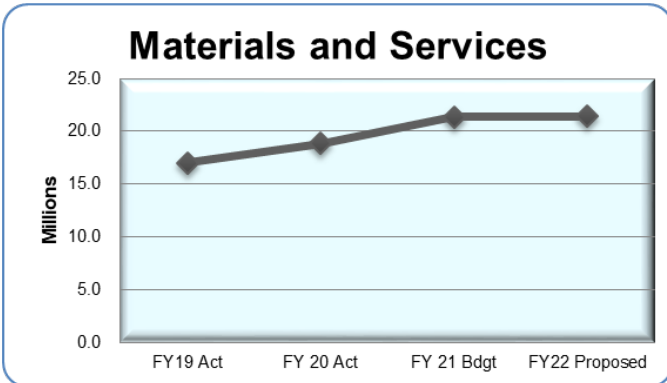
Personnel Services, which includes wages, employer taxes and employee benefits, are budgeted at \$58.2



million in FY 21-22, which is a 4.41% increase from current year. The increase is attributed to cost of living and merit (step) increases. The County's PERS employer rate is also increasing FY 21-22. The budget continues to assume a 3% vacancy variance rate in the General Fund to account for position vacancies in the initial budget. For FY 21-21, there is no overall increase for medical insurance rates but instead a shift in rate by plan occurred, which could result in increases or decreasing occurring within specific departments/funds

throughout the County's budget. No other benefit/employer tax rates are increasing in FY 21-22. Full-time equivalent positions in the General Fund are increasing as described in the Balancing Options topic of the Financial & Planning Summary section of this document.

### Materials and Services



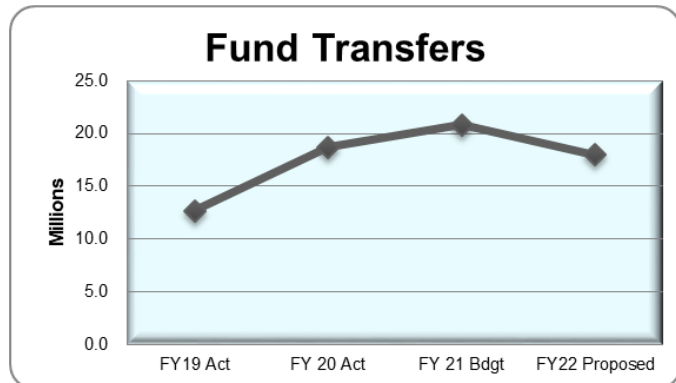
Materials and Services are budgeted at \$21.4 million, which is flat as compared to the current budget year. The FY 21-22 budget contains several one-time allocations including a rebudget of \$1 million for a Behavioral Health Crisis Center as well as an additional just over \$800 thousand in first year operating funds for a future Navigation Center.

### Capital Outlay/Capital Projects

The General Fund is budgeting for capital outlay expenditures for FY 21-22 in the total amount of \$166,687.

### Fund Transfers

Fund transfers out of the General Fund are budgeted at 14.4% of total General Fund requirements and will total \$17.9 million. The decrease from current year is due to one-time capital transfers occurring in FY 20-21 that do not repeat in the FY 21-22 budget. Ongoing Transfers for services are budgeted for Health and Human Services, Public Works, and

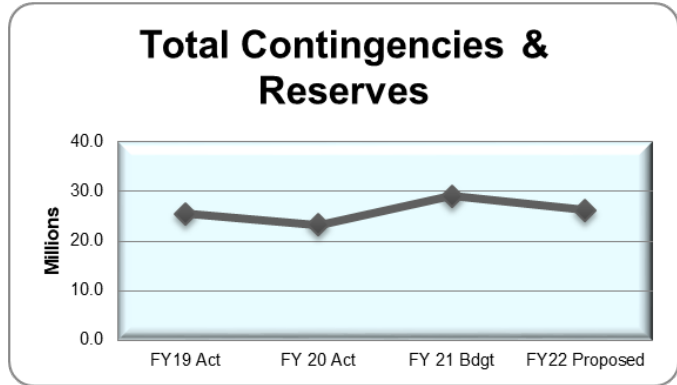


# General Fund

Sheriff's Office to support services such as Public Health, Behavioral Health, Animal Services, Developmental Disabilities, Behavioral Health, and basic needs for Lane County's most vulnerable residents.

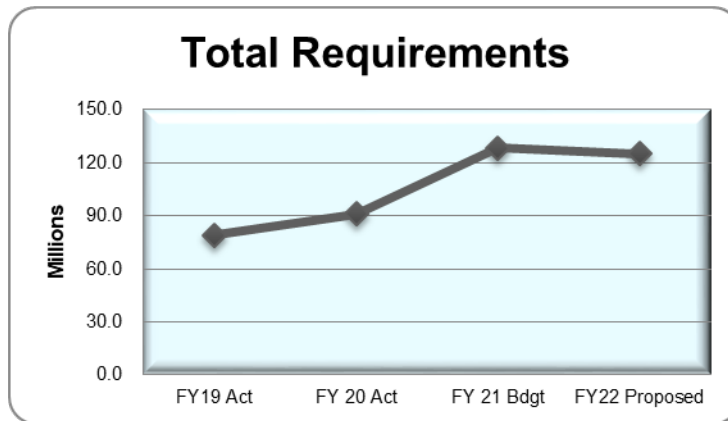
## Reserves & Contingencies

General Fund reserves and contingencies are budgeted at \$26.2 million for FY 21-22, which is a decrease from current year of \$2.9 million. The County 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 21-22 reserve amount also includes \$2 million for future capital planning and \$1.2 million for a 5 year commitment to fund additional rural patrol.



## Total General Fund Requirements

General Fund requirements overall are \$125,051,111 million for FY 21-22, which is a decrease of \$3.4 million or 2.7% from the current budget year.



### The Structural Deficit

The FY 21-22 General Fund budget maintains its structural balance for the fourth 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 2021, forecasted a FY 21-22 with a slight structural imbalance with potential for further challenges if current year property tax growth meets projections of 0% growth in FY 21-22. The Proposed Budget is structurally balanced due to revenues improving slightly over the January Forecast. The stability of the Fund over the next five years will be dependent upon revenue and expenditure growth and the economy. The financial forecast will be updated and presented at the May 4, 2021 Budget Committee meeting.

## 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 21-22 the County is allocating \$5.7 million in General Fund, which will then result in additional revenue of \$46.9 million to the County's General Fund, \$20.1 million to other County Funds, and \$608.5 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 Proposed SOS for FY 21-22 are available on the Budget and Financial Planning page of the County's website: [www.lanecounty.org/budget](http://www.lanecounty.org/budget). (Click Budget Committee and then 2021-2022 Budget Committee Materials)

Sample SOS:

Lane County - Service Option Sheet - FY 21-22 Proposed				
<b>SOS 39:</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 2020-21 certified tax roll contained approximately 180,400 tax accounts with a real market value of \$70 billion and a taxable value of \$36.9 billion. The taxable value generates \$608 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>Proposed Budget Total</b>		Revenue	Expense Total	General Fund
		FTE		
	\$1,656,152	\$7,373,982	\$5,717,830	50.00
<b>Addition</b>		\$0	\$216,105	\$216,105
		0.00		
<p>Two budget additions: 1) New Servers and 2) Mobile Assessor. Technology Services has advised Assessment and Taxation that during the FY 21-22 we will need to replace our Production and Test servers. Both servers have "aged out" and are two years past due for replacement. Mobile Assessor is a software application that digitally optimizes the field appraisal data collection. Compatible with any Computer Added Mass Appraisal (CAMA) system, the software eliminates second-hand data entry, and includes routing, interactive GIS &amp; GPS, sketching, photo synchronization, workflow prioritization and real time quality control. The Mobile Assessor digital property record card allows the field appraiser to make real time changes to property records and eliminates the data entry process back in the office. In addition to fulfilling mobile data collection and data entry, this software will streamline processes and eliminate duplication of work (reducing errors).</p>				
	<b>Level 1</b>	\$1,656,152	\$7,157,877	\$5,501,725
				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 who have current charges owning and specific exempt properties. The department collects and distributes the taxes to 85 tax districts, including Lane County. Budgeted 2021-22 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>				
\$46,907,893	back to the Discretionary General Fund			
\$20,105,595	into other non Discretionary County Funds			
\$608,471,012	directly to community members			
<p>For the purpose of this comparison, only include leveraged funds that are dependent on General Fund revenue. Do not include funds that would still be leveraged if the General Fund portion of the service were decreased or eliminated.</p>				
Additional Detail				
<p>Dept IDs: <u>3140010, 3140020, 3140080</u></p>				

# General Fund

A summary of the FY 21-22 Proposed SOS are found below:

## SOS Form Summary

Form #	Service Name	Dept	Revenue	Expense	General Fund	FTE
<b>Public Safety</b>						
1	Civil Process	SO	260,000	688,222	428,222	3.50
2	Law Enforcement, 9-1-1 Response	SO	2,844,247	14,248,142	11,403,895	75.50
3	Mandatory and Evidence-Based Adult in Custody Service	SO	-	1,046,485	1,046,485	6.00
4	Marine Patrol, Enforcement and Water Rescue	SO	474,382	713,219	238,837	3.50
5	Offender Community Service	SO	60,000	245,086	185,086	1.60
6	Search and Rescue	SO	220,300	563,304	343,004	2.00
7	Violent and Sex Crime Investigations	SO	136,233	1,348,182	1,211,949	6.00
8	Violent Offender Jail Capacity	SO	5,110,426	15,504,346	10,393,920	76.00
9	Inmate Transport and Court Security	SO	6,500	1,089,777	1,083,277	7.00
10	McKenzie Recovery Patrol	SO	192,801	385,603	192,802	2.00
11	West Lane Region Patrol	SO	182,819	365,637	182,818	2.00
12	Electronic Supervision Program	SO	351,280	777,509	426,229	3.00
13	Family Law	DA	1,647,652	2,234,139	586,487	14.00
14	Death Investigations	DA	-	647,847	647,847	3.00
15	Criminal Prosecution	DA	603,587	7,870,862	7,267,275	48.00
16	Victims' Services	DA	605,921	909,669	303,748	7.00
17	Emergency Management	EM	576,604	516,831	(59,773)	2.50
18	Recovery McKenzie Fire	EM	75,000	275,074	200,074	1.00
19	Detention	HHS	400,374	1,887,613	1,487,239	7.50
20	Nutrition Services	HHS	60,663	678,831	618,168	4.00
21	Phoenix Residential Treatment Program	HHS	200,000	1,501,665	1,301,665	7.00
22	Supervision Services	HHS	481,033	2,667,420	2,186,387	14.80
23	Youth Services Administration	HHS	117,702	1,266,505	1,148,803	5.00
24	MLK, Jr Education Center	HHS	901,407	1,126,406	224,999	1.54
25	Program Services	HHS	21,400	1,130,081	1,108,681	7.00
26	Restorative Services	HHS	1,859,831	2,057,095	197,264	1.67
27	Commitment Investigation	HHS	273,607	723,095	449,488	4.00
28	Behavioral Health Crisis Center	TBD	-	1,000,000	1,000,000	0.00
29	LC Justice Court	CAO	247,250	378,607	131,357	2.00
30	Four Corners Properties	ND	150,000	221,745	71,745	0.00
<b>Public Health &amp; Welfare</b>						
31	Communicable Disease Control	HHS	2,038,413	3,417,997	1,379,584	19.16
32	Health Svc High Risk Preg Women/Infants	HHS	3,257,378	3,956,340	698,962	17.64
33	Human Services	HHS	2,344,264	4,074,125	1,729,861	1.24
34	Resource Development	HHS	-	92,736	92,736	0.65
35	Veterans Services	HHS	449,125	869,557	420,432	4.00
36	Women, Infants & Children Nutrition Pgrm.	HHS	1,600,820	2,466,283	865,463	15.90
37	Dawn to Dawn Shelter	HHS	590,000	1,213,808	623,808	0.00
38	Homeless Systems Transformation	HHS	87,500	476,538	389,038	3.00
39	Animal Services	PW	-	529,162	529,162	4.50
40	Housing Strategies	CAO	87,500	175,000	87,500	0.00
41	Public Health Bldg Debt Service Payment	ND	-	685,707	685,707	0.00
42	Low Barrier Shelter/Navigation Center	TBD	-	872,537	872,537	0.00

# General Fund

## SOS Form Summary

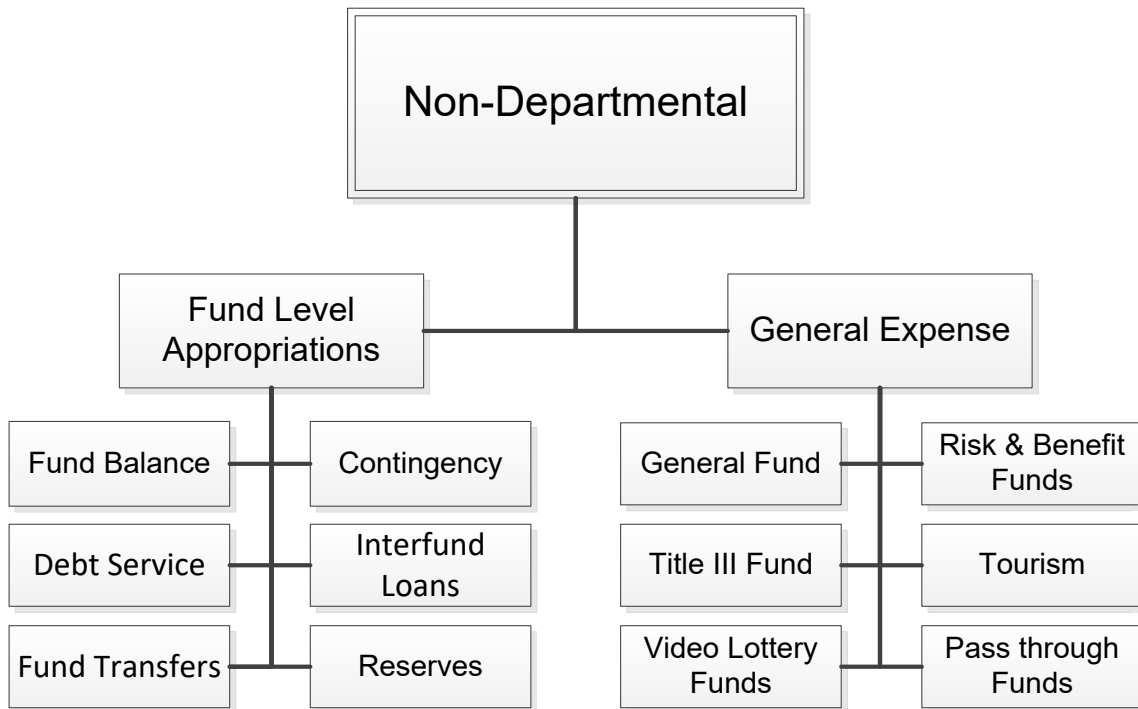
Form #	Service Name	Dept	Revenue	Expense	General Fund	FTE
<b>General Government</b>						
43	Prop Tax Assmt, Collection & Distribution	AT	1,656,152	7,373,982	5,717,830	50.00
44	Traffic Safety Messaging Campaign	PW	-	12,000	12,000	0.00
45	Interfund Loan to Parks	PW	-	110,000	110,000	0.00
46	Board of Property Tax Appeals	CAO	16,000	30,871	14,871	0.25
47	Elections and Voter Registration	CAO	393,000	2,236,269	1,843,269	7.40
48	Recording, Research, Marriage Licenses	CAO	3,058,964	851,043	(2,207,921)	6.10
49	Property Management	CAO	677,482	470,718	(206,764)	1.00
C1	Budget & Financial Planning	CAO	584,673	603,638	18,965	4.00
C2	County Governance	CAO	2,061,160	2,368,541	307,381	10.75
C3	County Records Retention Management	CAO	48,977	21,160	(27,817)	0.25
C4	Equity & Access	CAO	-	317,724	317,724	2.00
C5	Financial Services	CAO	1,957,058	2,060,983	103,925	14.00
C6	Intergovernmental Relations	CAO	271,094	265,444	(5,650)	1.00
C7	Performance Auditor	CAO	175,216	169,745	(5,471)	1.00
C8	Mail Room	CAO	90,222	84,751	(5,471)	1.00
C9	Operations Admin	CAO	293,845	322,578	28,733	1.50
C10	Public Information Officer	CAO	230,670	218,903	(11,767)	1.00
C11	Warehouse	CAO	81,304	116,319	35,015	1.00
C12	Community Fire Recovery Program	CAO	-	-	-	0.00
C13	Disaster Case Navigation	CAO	-	160,413	160,413	1.00
C14	Facilities	CAO	3,653,258	4,622,604	969,346	33.75
C15	Legal Services	CC	1,552,586	1,856,741	304,155	10.00
C16	Risk Management	CC	189,599	184,950	(4,649)	1.00
C17	Workers' Compensation	CC	132,717	129,144	(3,573)	1.00
C18	Data & Analytics	D&A	-	294,246	294,246	2.00
C19	Human Resources Administration	HR	424,116	572,957	148,841	3.00
C20	Labor Relations	HR	282,743	301,934	19,191	2.00
C21	Workforce Wellness Solutions	HR	1,271,503	1,207,529	(63,974)	9.50
C22	Talent Management	HR	1,393,165	1,571,988	178,823	9.00
<b>Non-Departmental</b>						
ND1	Misc. Non-Departmental Expense Items	ND	-	110,201	110,201	0.00
ND2	Public Access Television	ND	-	108,987	108,987	0.00
ND3	Federal Lobbying	ND	-	23,847	23,847	0.00
ND4	Countywide Intergov Dues & Agreements	ND	-	136,403	136,403	0.00
<b>Reserves</b>						
R1	General Fund Reserve & Contingency	ND	-	23,998,368	23,998,368	0.00
R2	Rural Patrol Reserve	ND	-	1,261,013	1,261,013	0.00
R3	Capital Planning Reserve	ND	-	2,000,000	2,000,000	0.00
<b>TOTAL DISCRETIONARY GENERAL FUND</b>					<b>\$ 90,063,258</b>	<b>558.70</b>

# 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.

FUND BALANCE BY FUND					
Name	FY 18 19 Actuals	FY 19-20 Actuals	FY 20-21 Cur Budget	FY 21-22 Proposed	\$ Chng from Curr
<b>GENERAL</b>					
124: General	\$ 24,624,350	\$ 33,830,245	\$ 34,514,969	\$ 31,412,536	\$ (3,102,433)
<b>SPECIAL REVENUE</b>					
216: Parks & Open Spaces	\$ 1,347,852	\$ 1,658,460	\$ 1,166,026	\$ 680,450	\$ (485,576)
222: Law Library	362,518	430,213	508,341	519,865	11,524
225: Road	32,744,166	45,783,463	44,332,648	33,826,625	(10,506,023)
231: Liquor Law Enforcement	65,540	67,673	62,938	58,000	(4,938)
240: Public Land Corners Presrv	873,656	884,003	1,050,374	1,325,560	275,186
241: County School	207,033	417,152	373,906	0	(373,906)
242: Extension Services Levy	3,035	2,162	2,626	0	(2,626)
244: County Clerk Records	281,960	266,592	266,067	492,398	226,331
250: Title III Projects	3,523,180	4,169,329	4,756,606	5,079,435	322,829
260: Special Revenue	12,281,339	14,886,297	14,802,618	11,412,490	(3,390,128)
275: Industrial Revolving	0	9,250	15,409	15,560	151
283: Animal Services	97,609	162,978	192,557	131,218	(61,339)
285: Intergov. Human Svcs	1,811,421	1,731,247	2,488,277	2,784,763	296,486
286: Health and Human Services	20,754,381	26,713,853	18,168,099	7,191,904	(10,976,195)
287: LaneCare	19,115,984	22,316,309	23,250,786	8,099,800	(15,150,986)
290: Local Option Tax Levy	23,358,443	24,016,412	24,575,780	23,700,000	(875,780)
<b>DEBT SERVICE</b>					
323: Lane Events Center	\$ 102,714	\$ 101,536	\$ 105,631	\$ 103,781	\$ (1,850)
333: Special Oblig Bond	5,513,922	4,666,962	3,813,627	387,079	(3,426,548)
<b>CAPITAL</b>					
435: Capital Improvement	\$ 8,833,353	\$ 6,935,725	\$ 12,064,912	\$ 11,870,102	\$ (194,810)
<b>ENTERPRISE</b>					
521: Lane Events Center	\$ 3,575,712	\$ 4,506,967	\$ 4,178,673	\$ 2,229,198	\$ (1,949,475)
530: Solid Waste Disposal	24,429,488	29,045,778	34,819,353	30,278,030	(4,541,323)
539: Corrections Commissary	565,764	630,221	700,888	750,000	49,112
570: Land Management	6,374,836	7,378,611	7,469,326	6,446,000	(1,023,326)
<b>INTERNAL SERVICES</b>					
612: Self Insurance	\$ 9,761,226	\$ 6,856,548	\$ 7,200,194	\$ 6,846,926	\$ (353,268)
614: Employee Benefit	15,282,620	20,791,102	22,580,886	14,841,221	(7,739,665)
615: Pension Bond	3,681,259	4,105,422	4,754,941	4,024,130	(730,811)
619: Motor & Equipment Pool	33,582,802	32,428,982	30,983,181	25,492,037	(5,491,144)
627: Intergovernmental Services	232,546	285,899	290,003	498,685	208,682
653: Technology Replacement	3,229,074	3,090,293	2,400,315	2,748,300	347,985
654: Information Services	758,147	887,305	1,423,388	902,673	(520,715)
<b>FIDUCIARY</b>					
714: Retiree Benefit Trust	\$ 10,671,803	\$ 10,594,160	\$ 10,936,584	\$ 10,700,000	\$ (236,584)
<b>TOTAL FUND BALANCE</b>	<b>\$ 268,047,733</b>	<b>\$ 309,651,146</b>	<b>\$ 314,249,929</b>	<b>\$ 244,848,766</b>	<b>\$ (69,401,163)</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 18-19 Final Budget</b>	<b>FY 19-20 Final Budget</b>	<b>FY 20-21 Cur Budget</b>	<b>FY 21-22 Proposed</b>	<b>\$ Chng from Curr</b>	
124: General	\$ 678,837	\$ 849,440	\$ 1,020,000	\$ 1,020,000	\$0	
216: Parks & Open Spaces	441,982	109,398	345,428	191,609	(153,819)	
222: Law Library	32,000	33,700	20,257	96,601	76,344	
225: Road	4,576,031	6,115,000	6,829,599	4,513,790	(2,315,809)	
231: Liquor Law Enforcement	59,443	61,208	49,314	46,343	(2,971)	
240: Public Land Corners Preserv	167,986	100,763	236,034	42,166	(193,868)	
244: County Clerk Records	12,300	37,140	37,140	80,670	43,530	
260: Special Revenue	2,121,210	1,747,879	2,386,306	1,632,183	(754,123)	
283: Animal Services	60,701	60,701	64,079	39,258	(24,821)	
286: Health and Human Services	6,726,769	6,695,821	9,276,619	6,730,433	(2,546,186)	
287: LaneCare	6,739,845	9,435,446	7,050,000	0	(7,050,000)	
290: Local Option Tax Levy	4,213,752	3,536,170	4,505,718	4,550,000	44,282	
435: Capital Improvement	0	1,830,776	1,980,709	247,538	(1,733,171)	
521: Lane Events Center	1,543,299	761,191	50,292	96,731	46,439	
530: Solid Waste Disposal	4,100,132	941,936	857,202	2,155,349	1,298,147	
539: Corrections Commissary	0	40,100	88,500	85,800	(2,700)	
570: Land Management	2,238,064	2,273,174	647,807	617,319	(30,488)	
612: Self Insurance	257,000	300,000	300,000	300,000	0	
614: Employee Benefit	740,909	750,000	750,000	750,000	0	
619: Motor & Equipment Pool	1,242,239	2,566,267	2,203,100	2,404,100	201,000	
627: Intergovernmental Services	49,000	119,360	93,610	106,335	12,725	
653: Technology Replacement	874,730	1,168,266	904,524	1,250,000	345,476	
654: Technology Services	292,224	777,466	635,780	902,673	266,893	
714: Retiree Benefit Trust	500,000	500,000	500,000	250,000	(250,000)	
<b>TOTAL CONTINGENCY</b>	<b>\$ 37,668,453</b>	<b>\$ 40,811,202</b>	<b>\$ 40,832,018</b>	<b>\$ 28,108,898</b>	<b>\$(12,723,120)</b>	

## 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.

FY 21-22 LANE COUNTY BONDED DEBT						
Fund	Bond Series	County Project	Type	Principal	Interest	Remaining Principal 06/30/2022
323	2002 A	Lane Events Center improvements (including refunded 1998)	Limited Tax	\$ 110,000	\$ 5,500	\$ -
323	2011 R	Lane Events Center Refunding (partial refunding of 2002A bonds)	Limited Tax	550,000	22,000	-
333	2003 B	Courthouse Plaza	Limited Tax	45,000	3,960	45,000
333	2003 B	Elections	Limited Tax	160,000	14,303	165,000
333	2011	Riverstone Health Clinic Improvements	Limited Tax	60,000	28,793	670,000
333	2011	Richardson Park Marina	Limited Tax	50,000	22,875	530,000
333	2011	Lane Events Center Convention Center Roof	Limited Tax	75,000	34,513	800,000
333	2011	Public Service Building/Courthouse HVAC	Limited Tax	75,000	34,513	800,000
333	2017	Jail HVAC (refunded 2009A)	Limited Tax	135,000	47,038	1,245,000
333	2017	Riverstone Health Clinic Bldg (refunded 2009A)	Limited Tax	105,000	38,969	1,035,000
615	2002	PERS	Limited Tax	5,515,000	2,969,475	37,834,999
<b>TOTAL</b>				<b>\$6,880,000</b>	<b>\$3,221,939</b>	<b>\$43,124,999</b>

The County also has two outstanding Notes Payables - for the Lane County Data Center Remodel project and for a FY 19-20 property purchase on Roosevelt Blvd in Eugene, Oregon (referred to as the Four Corners Property). Total payment for this debt for FY 21-22 is estimated at \$411,658.

In recent years Lane County focused on a plan to reduce or pre-pay debt with one-time funds to reduce interest and annual debt service payments. As part of this effort, funds were identified to pay off portions of prior 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 21-22 will see the final payoff of the Lane Evens Center improvement and refunding bonds.

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.

Due to revenue loss associated with the impacts of the COVID-19 pandemic, there is currently a \$110,000 interfund loan request between the Parks & Open Spaces Fund proposed budget within Public Works and the General Fund. The Parks & Open Spaces Fund loan request will be eliminated from the Budget in the event the the Fund receives reimbursement of COVID-19 revenue loss from the County’s American Rescue Plan Act funds.



## 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 21-22, the County’s budget contains Interfund Transfers of \$28,980,734 as detailed below:

INTERFUND TRANSFERS BY FUND					
Name	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Cur Budget	FY 21-22 Proposed	\$ Chng from Curr
124: General	\$ 12,321,816	\$ 18,396,094	\$ 20,147,186	\$ 17,439,488	\$(2,707,698)
216: Parks & Open Spaces	73,275	71,475	69,675	72,875	3,200
225: Road	1,000,000	1,320,426	6,870,382	1,643,643	(5,226,739)
244: County Clerk Records	103,110	107,914	113,463	109,964	(3,499)
260: Special Revenue	214,684	578,104	2,677,580	305,053	(2,372,527)
285: Intergov. Human Svcs	271,429	305,929	325,071	465,767	140,696
286: Health and Human Services	1,341,289	708,845	5,312,631	342,167	(4,970,464)
287: LaneCare	245,551	209,673	6,363,186	8,099,800	1,736,614
435: Capital Improvement	846,155	1,078,555	1,397,369	1,181,249	(216,120)
521: Lane Events Center Fund	107,513	104,913	107,313	109,513	2,200
612: Self Insurance	4,126,525	0	0	0	0
614: Employee Benefit	4,126,713	32,927	206,395	211,215	4,820
615: Pension Bond	0	0	1,748,262	0	0
619: Motor & Equipment Pool	243,907	2,138	200,000	0	(200,000)
<b>TOTAL INTERFUND TRANSFERS</b>	<b>\$ 25,021,967</b>	<b>\$ 22,916,993</b>	<b>\$ 45,538,513</b>	<b>\$ 29,980,734</b>	<b>(15,557,779)</b>
INTERFUND TRANSFERS BY FUND TYPE					
Name	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Cur Budget	FY 21-22 Proposed	\$ Chng from Curr
Transfer to General Fund	\$ 1,523,023	\$ 1,509,045	\$ 569,762	\$ 586,835	\$ 17,073
Transfer to General Fund Ongoing	0	204,155	2,373,533	2,241,600	(131,933)
Transfer to Special Revenue Fund	12,510,993	1,165,513	13,145,389	9,038,490	(4,106,899)
Transfer to Special Revenue Ongoing	0	11,898,832	13,891,294	16,086,480	2,195,186
Transfer to Debt Service Fund	2,220,806	2,225,719	2,268,601	2,027,329	(241,272)
Transfer to Capital Fund	0	5,650,543	11,218,522	0	(11,218,522)
Transfer to Enterprise Fund	0	0	123,150	0	(123,150)
Transfer to Internal Service Fund	8,767,145	263,187	1,948,262	0	(1,948,262)
<b>TOTAL INTERFUND TRANSFERS</b>	<b>\$ 25,021,967</b>	<b>\$ 22,916,994</b>	<b>\$ 45,538,513</b>	<b>\$ 29,980,734</b>	<b>(15,557,779)</b>

The decrease in overall Transfers from current year is attributed to the one-time transfers related to Capital Projects that occurred in FY 20-21 for various capital projects.

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 21-22 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 in reserves from FY 20-21 to FY 21-22 is due in part to the impacts of the COVID-19 pandemic and the Holiday Farm Fire on funds including Parks & Open Spaces, Road Fund and Land Management Fund, as well as the purposeful spending of one-time reserves in the General Fund and Local Option Tax Levy Fund. The Lane Care Fund is merging into the Health and Human Services Fund in FY 21-22, which accounts for its \$0 reserve balance shown below.

<b>RESERVES BY FUND</b>				
Name	FY 20-21 Cur Budget	FY 21-22 Proposed	\$ Chng from Curr	Restrictions on Use
124: General	\$ 29,104,307	\$ 26,239,381	\$ (2,864,926)	Lane Manual Chapter 4 Reserve Policy
216: Parks & Open Spaces	334,866	230,590	(104,276)	Transient Room Tax; Car Rental Tax
222: Law Library	422,814	422,218	(596)	ORS 357.203; State Court fees
225: Road	28,816,802	24,514,902	(4,301,900)	ORS 366.739&366.570; OR Constitution Art IX, Sec 3a
240: Public Land Corners Preserve	847,617	1,324,178	476,561	ORS 203.148
244: County Clerk Records	155,459	375,373	219,914	ORS 205.365
250: Title III Projects Fund	4,670,148	3,388,370	(1,281,778)	Secure Rural Schools Federal Law
260: Special Revenue	9,695,693	10,072,717	377,024	6 subfunds w/various federal, state & grant revenue
275: Industrial Revolving	15,559	15,700	141	Only projects authorized by ORS 271.510 .540 .500
283: Animal Services	67,139	64,530	(2,609)	Lane Manual Chapter 4 Reserve Policy
285: Intergov. Human Svcs	2,238,488	2,460,310	221,822	Federal, State & Local Grants
286: Health and Human Services	968,593	3,467,487	2,498,894	Federal, State & Local Grants
287: LaneCare	1,050,000	0	(1,050,000)	Fund being dissolved in FY 21-22
290: Local Option Tax Levy	19,826,289	17,446,699	(2,379,590)	Restricted by Voters
323: Lane Events Center Debt	106,181	0	(106,181)	Transient Room Tax
333: Special Obligation Bond	387,082	350,936	(36,146)	Reserved for future Debt Service Payments
435: Capital Improvement	3,312,304	0	(3,312,304)	Lane Manual 4.010(3)(e)
521: Lane Events Center	2,178,912	2,205,221	26,309	Transient Room Tax
530: Solid Waste Disposal	29,045,172	29,004,628	(40,544)	OAR Division 94.0140-94.0145
539: Corrections Commissary	638,179	667,703	29,524	Self-supporting service
570: Land Management	6,056,180	5,027,103	(1,029,077)	Title III and committed fees
612: Self Insurance	7,471,926	6,605,916	(866,010)	Self-insured reserves; ORS 294.343.
614: Employee Benefit	13,752,089	11,396,002	(2,356,087)	Lane Code 2.600; self-funded health reserve
615: Pension Bond Fund	4,024,130	4,979,693	955,563	Debt Service reserves for PERS Bond
619: Motor & Equipment Pool	19,292,496	20,183,855	891,359	ORS 294.343; Future equipment replacement
627: Intergovernmental Services	124,404	317,250	192,846	ORS 294.343
653: Technology Replacement	1,267,842	1,746,061	478,219	ORS 294.343; five year technology replace cycle
714: Retiree Benefit Trust	10,156,035	10,365,924	209,889	Lane Code 2.500(1)(2); legacy employee benefit
<b>TOTAL RESERVES</b>	<b>\$ 196,026,706</b>	<b>\$ 182,872,747</b>	<b>\$(13,153,959)</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 \$2.25 million in lottery funds for FY 21-22, 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 previously consisted of the local option levy passed in May 2017 and provides funding to the OSU 4-H Extension Service Program is on the ballot for renewal in May 2021 and therefore does not have an amount budgeted in the Proposed Budget but will be revised by the Budget Committee if the ballot measure passes; 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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Payments In-Lieu Of Taxes	2,167,517	711,724	711,724	711,000	(724)	-0.10%
Current Year Property Tax	41,569,880	43,070,167	44,748,610	44,223,340	(525,270)	-1.17%
Prior Years Property Taxes	1,837,300	868,015	757,500	850,000	92,500	12.21%
In Lieu Of Taxes	933,043	901,183	951,997	977,037	25,040	2.63%
Severance Tax	42,696	31,468	30,000	34,700	4,700	15.67%
Transient Room Tax	4,461,370	3,788,003	3,923,444	4,107,011	183,567	4.68%
Car Rental Tax	1,844,940	1,513,410	1,284,811	1,383,393	98,582	7.67%
County Marijuana Tax	57,520	154,959	159,608	172,500	12,892	8.08%
Miscellaneous Taxes	14,585	13,724	18,000	18,000	0	0.00%
<b>TAXES &amp; ASSESSMENTS</b>	<b>52,928,852</b>	<b>51,052,654</b>	<b>52,585,694</b>	<b>52,476,981</b>	<b>(108,713)</b>	<b>-0.21%</b>
Metro Cable Franchise	468,790	434,201	417,970	435,000	17,030	4.07%
Rural Cable Franchise	185,338	208,908	219,345	246,580	27,235	12.42%
<b>LICENSES &amp; PERMITS</b>	<b>654,128</b>	<b>643,109</b>	<b>637,315</b>	<b>681,580</b>	<b>44,265</b>	<b>6.95%</b>
Circuit Court Fines	206,063	228,279	205,000	215,000	10,000	4.88%
State Court Facility & Security	120,858	120,443	125,000	125,000	0	0.00%
Criminal Fine & Assessment	121,273	142	0	0	0	0.00%
County Infractions Forfeitures	40,000	32,000	0	30,000	30,000	100.00%
Forfeitures Other	(5,254)	6,852	0	0	0	0.00%
<b>FINES, FORFEITURES, PENALTIES</b>	<b>482,940</b>	<b>387,716</b>	<b>330,000</b>	<b>370,000</b>	<b>40,000</b>	<b>12.12%</b>
Rent - Other Properties	9,250	6,015	0	150,000	150,000	100.00%
<b>PROPERTY AND RENTALS</b>	<b>9,250</b>	<b>6,015</b>	<b>0</b>	<b>150,000</b>	<b>150,000</b>	<b>100.00%</b>
National Forest Timber Sales	1,832,105	1,700,541	354,824	464,413	109,589	30.89%
Willamette National Forest	0	0	750	750	0	0.00%
O & C Timber Sales	3,546,128	3,291,017	3,126,466	3,500,000	373,534	11.95%
Flood Control Leases	0	722	864	864	0	0.00%
Taylor Grazing Act	11	23	0	0	0	0.00%
Federal Title III Projects	895,551	831,203	816,981	0	(816,981)	-100.00%
<b>FEDERAL REVENUES</b>	<b>6,273,796</b>	<b>5,823,506</b>	<b>4,299,885</b>	<b>3,966,027</b>	<b>(333,858)</b>	<b>-7.76%</b>
Coronavirus Relief Fund	0	3,074,008	5,734,241	0	(5,734,241)	-100.00%
Miscellaneous State Revenue	0	0	39,583	0	(39,583)	-100.00%
<b>STATE GRANT REVENUES</b>	<b>0</b>	<b>3,074,008</b>	<b>5,773,824</b>	<b>0</b>	<b>(5,773,824)</b>	<b>-100.00%</b>
Timber Sales	2,365,957	2,476,273	1,473,020	2,568,971	1,095,951	74.40%
Video Lottery Revenue	1,571,244	1,738,431	1,796,573	2,250,000	453,427	25.24%
Video Lottery Grant	938,777	876,150	2,009,659	1,139,006	(870,653)	-43.32%
Liquor Tax	2,135,525	2,303,087	2,228,850	2,295,716	66,866	3.00%
Amusement Device Tax	82,265	36,546	82,500	82,500	0	0.00%
Cigarette Tax	295,460	283,429	300,000	297,000	(3,000)	-1.00%
Marijuana Tax	1,294,177	1,604,832	1,550,000	1,550,000	0	0.00%
<b>OTHER STATE REVENUES</b>	<b>8,683,405</b>	<b>9,318,749</b>	<b>9,440,602</b>	<b>10,183,193</b>	<b>742,591</b>	<b>7.87%</b>
Counties	7,500	0	0	0	0	0.00%
<b>LOCAL REVENUES</b>	<b>7,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
Plan Contributions	1,439,901	874,971	800,000	875,000	75,000	9.38%
Discounts and Rebates	859,252	771,151	650,000	800,000	150,000	23.08%

## Non-Departmental

RESOURCE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Refunds & Reimbursements	283,014	293,207	179,616	50,000	(129,616)	-72.16%
Deferred Comp Admin Fee	0	32,493	10,000	20,000	10,000	100.00%
Benefits	25,169,647	26,781,451	29,339,869	30,127,985	788,116	2.69%
Benefits HDHP Plan	7,194,256	7,275,710	9,002,541	9,416,117	413,576	4.59%
Benefits Plus Plan	1,865,460	2,783,249	2,904,045	3,688,479	784,434	27.01%
Benefits CoPay Plan	18,433,286	18,764,367	17,133,869	16,883,039	(250,830)	-1.46%
Employer PERS	13,520,123	17,977,634	19,434,355	22,920,888	3,486,533	17.94%
Employer OPSRP	0	0	130,366	0	(130,366)	-100.00%
Employee PERS	5,933,643	6,415,338	7,185,342	7,446,811	261,469	3.64%
Employer PERS Retiree	0	52,443	129,000	150,000	21,000	16.28%
Employer OPSRP Retiree	0	10,551	6,200	7,500	1,300	20.97%
<b>FEES AND CHARGES</b>	<b>74,698,581</b>	<b>82,032,566</b>	<b>86,905,203</b>	<b>92,385,819</b>	<b>5,480,616</b>	<b>6.31%</b>
County Indirect Revenue	346,063	312,747	546,698	355,655	(191,043)	-34.94%
<b>ADMINISTRATIVE CHARGES</b>	<b>346,063</b>	<b>312,747</b>	<b>546,698</b>	<b>355,655</b>	<b>(191,043)</b>	<b>-34.94%</b>
Investment Earnings	1,641,280	1,752,228	1,266,450	1,202,652	(63,798)	-5.04%
<b>INTEREST EARNINGS</b>	<b>1,641,280</b>	<b>1,752,228</b>	<b>1,266,450</b>	<b>1,202,652</b>	<b>(63,798)</b>	<b>-5.04%</b>
Transfer Fr General Fund (100)	858,944	858,320	862,945	1,089,490	226,545	26.25%
Transfer Fr Spec Rev Funds (200)	656,137	688,522	659,037	305,637	(353,400)	-53.62%
Transfer Fr Capital Fund (400)	598,212	621,741	639,306	522,689	(116,617)	-18.24%
Transfer Fr Enterprise Fd (500)	107,513	104,913	107,313	109,513	2,200	2.05%
Transfer Fr Int Svc Fnds (600)	8,253,238	0	1,748,262	0	(1,748,262)	-100.00%
Intrafund Transfer	289,387	0	0	0	0	0.00%
<b>FUND TRANSFERS</b>	<b>10,763,431</b>	<b>2,273,496</b>	<b>4,016,863</b>	<b>2,027,329</b>	<b>(1,989,534)</b>	<b>-49.53%</b>
<b>DEPARTMENT RESOURCES</b>	<b>156,489,225</b>	<b>156,676,794</b>	<b>165,802,534</b>	<b>163,799,236</b>	<b>(2,003,298)</b>	<b>-1.21%</b>

## Non-Departmental

EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Pension Expense	0	0	10,000,000	0	(10,000,000)	-100.00%
<b>PERSONNEL SERVICES</b>	<b>0</b>	<b>0</b>	<b>10,000,000</b>	<b>0</b>	<b>(10,000,000)</b>	<b>-100.00%</b>
Professional & Consulting	3,881,825	4,405,791	4,091,473	1,859,334	(2,232,139)	-54.56%
Court Related Personal Service	0	100	0	0	0	0.00%
Relief & Assistance	0	0	2,000	0	(2,000)	-100.00%
Intergovernmental Agreements	2,195,329	1,860,769	3,029,927	2,467,412	(562,515)	-18.57%
Agency Payments	4,829,933	5,975,390	10,920,080	8,507,629	(2,412,451)	-22.09%
Telephone Services	2,978	2,915	3,157	2,269	(888)	-28.13%
General Liability	1,452	9,221	11,872	11,693	(179)	-1.51%
SAIF Assessments	73,084	90,929	135,000	135,000	0	0.00%
ER PERS/OPSRP	13,578,050	18,042,172	19,572,120	23,078,388	3,506,268	17.91%
PERS 6% Contribution	5,936,007	6,407,284	7,191,542	7,446,811	255,269	3.55%
Insurance Premiums	16,802,919	17,085,781	19,616,656	20,115,565	498,909	2.54%
Claims	25,124,616	26,459,202	27,115,337	30,923,116	3,807,779	14.04%
Maintenance of Equipment	1,627	1,281	10,000	5,000	(5,000)	-50.00%
Maintenance of Structures	3,183	0	0	0	0	0.00%
Maintenance Agreements	0	147	0	0	0	0.00%
External Equipment Rental	0	2,050	0	0	0	0.00%
Real Estate & Space Rentals	51,302	58,249	55,140	57,070	1,930	3.50%
Metro Cable Commission	98,643	74,393	105,813	108,987	3,174	3.00%
County Indirect Charges	489,066	493,101	493,066	464,883	(28,183)	-5.72%
Direct/Technology Serv	5,399	0	0	0	0	0.00%
Office Supplies & Expense	10,621	8,674	3,000	3,000	0	0.00%
Professional Licenses	5,935	4,508	725	0	(725)	-100.00%
Dues & Memberships	0	129,617	184,750	198,278	13,528	7.32%
Printing & Binding	87,144	2,000	0	0	0	0.00%
Advertising & Publicity	6,039	6,686	15,000	806,186	791,186	5,274.57%
Small Tools & Equipment	0	2,751	0	0	0	0.00%
Food	0	168	0	0	0	0.00%
Special Supplies	6,556	6,821	1,500	1,500	0	0.00%
Business Expense & Travel	230	1,460	0	0	0	0.00%
Committee Stipends & Expense	722	765	1,000	1,000	0	0.00%
Awards & Recognition	3,790	(560)	100	0	(100)	-100.00%
Outside Education & Travel	7,895	2,777	9,500	9,500	0	0.00%
Miscellaneous Payments	41,492	18,896	41,585	41,585	0	0.00%
Account Funding/Contributions	1,939,419	2,159,425	2,300,865	2,383,796	82,931	3.60%
<b>MATERIALS &amp; SERVICES</b>	<b>75,185,256</b>	<b>83,312,763</b>	<b>94,911,208</b>	<b>98,628,002</b>	<b>3,716,794</b>	<b>3.92%</b>
Professional Services	0	1,375	0	0	0	0.00%
Land Acquisition	0	357,392	0	0	0	0.00%
Acquisition & Construction	0	1,442,608	0	0	0	0.00%
Improvements	0	0	50,000	50,000	0	0.00%
Permits & System Development	0	0	610	0	(610)	-100.00%
<b>CAPITAL PROJECTS</b>	<b>0</b>	<b>1,801,375</b>	<b>50,610</b>	<b>50,000</b>	<b>(610)</b>	<b>-1.21%</b>
<b>DEPARTMENT EXPENDITURES</b>	<b>75,185,256</b>	<b>85,114,138</b>	<b>104,961,818</b>	<b>98,678,002</b>	<b>(6,283,816)</b>	<b>-5.99%</b>

\*NOTE: Advertising & Publicity line item has an error of \$791,186 in the FY 21-22 Proposed Budget which will be corrected in a later budget action. The amount should have been budgeted within reserves in the Title 3 Fund.

## Non-Departmental

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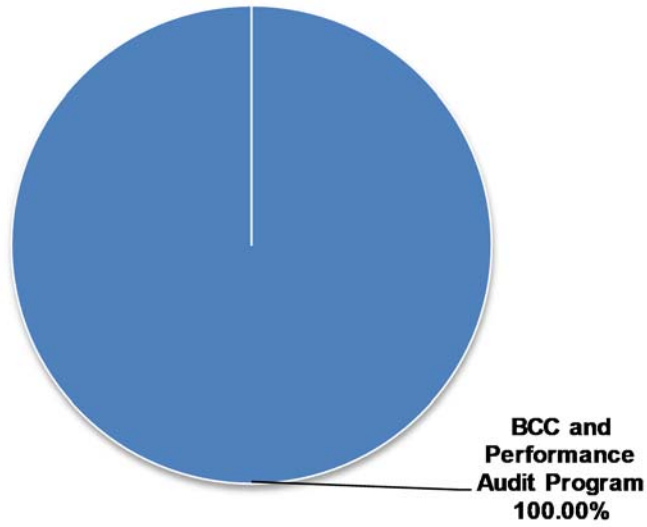
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# Board of County Commissioners

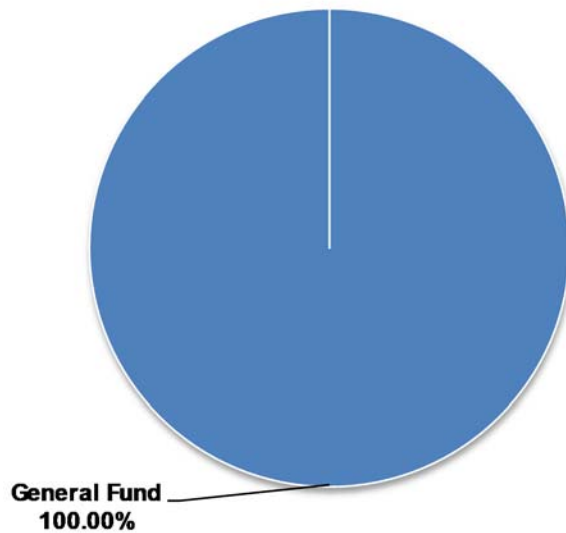
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FY 21-22 Proposed Expenditures: \$1,119,831

## FY 21-22 Requirements by Program



## FY 21-22 Expenditures by Fund

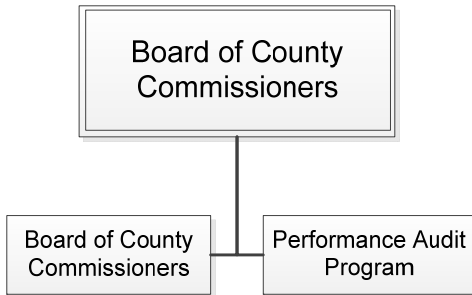




# Board of County Commissioners

## 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.*



*Joe Berney  
BCC Chair  
District 2*



*Jay Bozievich  
District 1*



*Heather Buch  
District 5*



*Pat Farr  
BCC Vice Chair  
District 4*



*Laurie Trieger  
District 3*

## Board of County Commissioners

FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Federal Revenues	60	0	0	0	0	0.00%
Fees And Charges	100	39	0	0	0	0.00%
Administrative Charges	1,124,579	1,015,632	1,037,215	1,164,026	126,811	12.23%
<b>Total Revenue</b>	<b>1,124,739</b>	<b>1,015,671</b>	<b>1,037,215</b>	<b>1,164,026</b>	<b>126,811</b>	<b>12.23%</b>
<b>TOTAL RESOURCES</b>	<b>1,124,739</b>	<b>1,015,671</b>	<b>1,037,215</b>	<b>1,164,026</b>	<b>126,811</b>	<b>12.23%</b>
<b>EXPENDITURES:</b>						
Personnel Services	879,984	837,692	928,535	934,664	6,129	0.66%
Materials & Services	106,910	160,547	207,042	185,167	(21,875)	-10.57%
<b>TOTAL EXPENDITURES</b>	<b>986,894</b>	<b>998,239</b>	<b>1,135,577</b>	<b>1,119,831</b>	<b>(15,746)</b>	<b>-1.39%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
General Fund	986,894	998,239	1,135,577	1,119,831	(15,746)	-1.39%
<b>TOTAL</b>	<b>986,894</b>	<b>998,239</b>	<b>1,135,577</b>	<b>1,119,831</b>	<b>(15,746)</b>	<b>-1.39%</b>

FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Board Of County Commissioners	828,073	938,872	954,608	950,086	(4,522)	-0.47%
Performance Audit Program	158,821	59,366	180,969	169,745	(11,224)	-6.20%
<b>TOTAL EXPENDITURES</b>	<b>986,894</b>	<b>998,239</b>	<b>1,135,577</b>	<b>1,119,831</b>	<b>(15,746)</b>	<b>-1.39%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	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 Division FTE Total</b>	
<b>Performance Audit Program</b>	
1.00	Program Manager
<b>1.00 Division FTE Total</b>	
<b>6.00 Department FTE Total</b>	

# Board of County Commissioners

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## **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.

## **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.
- Provide leadership for the development of an updated Lane County Strategic Plan that will establish objectives for 2022 and beyond.
- Work to accomplish goals and objectives related to collaboratively addressing affordable housing and homelessness.
- Work to accomplish goals and objectives related to supporting the recovery of Holiday Farm Fire survivors and the rebuilding of the McKenzie River Valley.
- 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 20-21**

- 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.
- Provide leadership for the development of an updated Lane County Strategic Plan that will establish objectives for 2022 and beyond.
- Work to accomplish goals and objectives related to collaboratively addressing affordable housing and homelessness.
- Work to accomplish goals and objectives related to supporting the recovery of Holiday Farm Fire survivors and the rebuilding of the McKenzie River Valley.
- 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.

## Board of County Commissioners

RESOURCE DETAIL						
	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Curr Bgt	FY 21-22 Proposed	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Reimbursements	60	0	0	0	0	0.00%
<b>FEDERAL REVENUES</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
Refunds & Reimbursements	100	39	0	0	0	0.00%
<b>FEES AND CHARGES</b>	<b>100</b>	<b>39</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
County Indirect Revenue	1,124,579	1,015,632	1,037,215	1,164,026	126,811	12.23%
<b>ADMINISTRATIVE CHARGES</b>	<b>1,124,579</b>	<b>1,015,632</b>	<b>1,037,215</b>	<b>1,164,026</b>	<b>126,811</b>	<b>12.23%</b>
<b>RESOURCES</b>	<b>1,124,739</b>	<b>1,015,671</b>	<b>1,037,215</b>	<b>1,164,026</b>	<b>126,811</b>	<b>12.23%</b>

## Board of County Commissioners

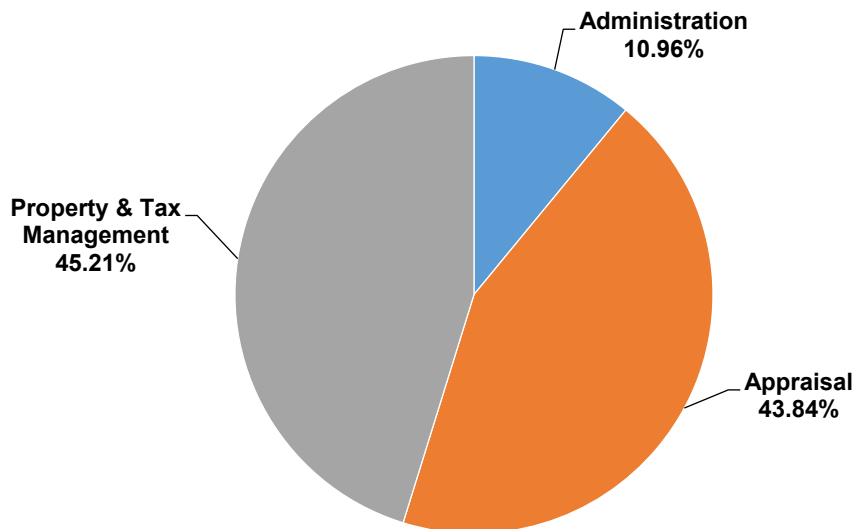
EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>EXPENDITURE ACCOUNTS</b>						
Regular Operating Wages	552,192	494,541	547,941	547,930	(11)	-0.00%
Extra Help	8,725	15,508	22,008	22,008	0	0.00%
Reduction Unfunded Vac Liab	0	2,563	0	0	0	0.00%
Social Security Expense	34,021	31,023	35,329	35,317	(12)	-0.03%
Medicare Insurance Expense	7,956	7,255	8,279	8,232	(47)	-0.57%
Unemployment Insurance (State)	311	345	663	693	30	4.52%
Workers Comp	1,791	1,629	1,724	1,735	11	0.64%
Disability Insurance - Long-term	3,048	3,192	3,899	3,876	(23)	-0.59%
PERS - OPSRP Employer rate	77,823	97,887	106,157	106,331	174	0.16%
PERS Bond	38,761	39,778	41,101	41,078	(23)	-0.06%
PERS - 6% Contribution	29,017	29,041	32,883	32,872	(11)	-0.03%
Health Insurance	99,642	91,328	104,271	108,206	3,935	3.77%
Dental Insurance	7,716	6,703	6,938	7,170	232	3.34%
EE Assistance Pgm	101	87	139	139	0	0.00%
Life Insurance	1,209	1,109	2,165	2,165	0	0.00%
Flexible Spending Admin	92	80	139	139	0	0.00%
Disability Insurance - Short Term	212	183	210	210	0	0.00%
Deferred Comp Employer Contrib	2,637	681	1,734	3,585	1,851	106.75%
Retiree Medical	14,567	14,618	12,816	12,839	23	0.18%
FMLA Administration	165	142	139	139	0	0.00%
<b>PERSONNEL SERVICES</b>	<b>879,984</b>	<b>837,692</b>	<b>928,535</b>	<b>934,664</b>	<b>6,129</b>	<b>0.66%</b>
Professional & Consulting	7,767	12,326	34,000	34,000	0	0.00%
Subscriptions	(100)	0	500	500	0	0.00%
Agency Payments	5,630	21,850	23,500	23,500	0	0.00%
Telephone Services	5,387	5,570	8,924	5,010	(3,914)	-43.86%
General Liability	22,878	54,628	44,740	42,395	(2,345)	-5.24%
External Equipment Rental	88	52	0	0	0	0.00%
Copier Charges	272	125	400	400	0	0.00%
Mail Room Charges	49	76	500	500	0	0.00%
License Replacement	0	1,652	1,650	2,752	1,102	66.79%
Indirect/Technology Serv	41,083	38,943	45,948	30,512	(15,436)	-33.59%
Infrastructure Replacement	0	1,299	1,375	979	(396)	-28.80%
Direct/Technology Serv	0	0	1,386	0	(1,386)	-100.00%
PC Replacement Services	1,350	1,350	1,350	1,850	500	37.04%
Office Supplies & Expense	3,009	5,891	4,250	4,250	0	0.00%
Professional Licenses	578	250	2,405	2,405	0	0.00%
Printing & Binding	806	126	1,200	1,200	0	0.00%
Advertising & Publicity	295	375	300	300	0	0.00%
Photo/Video Supplies & Svcs	0	0	100	100	0	0.00%
DP Supplies And Access	1,791	1,478	3,000	3,000	0	0.00%
Food	345	878	1,000	1,000	0	0.00%
Business Expense & Travel	13,490	13,612	24,516	24,516	0	0.00%
Awards & Recognition	278	66	700	700	0	0.00%
Outside Education & Travel	1,845	0	5,048	5,048	0	0.00%
County Training Classes	0	0	250	250	0	0.00%
Parking	70	0	0	0	0	0.00%
<b>MATERIALS &amp; SERVICES</b>	<b>106,910</b>	<b>160,547</b>	<b>207,042</b>	<b>185,167</b>	<b>(21,875)</b>	<b>-10.57%</b>
<b>EXPENDITURES</b>	<b>986,896</b>	<b>998,240</b>	<b>1,135,577</b>	<b>1,119,831</b>	<b>(15,746)</b>	<b>-1.39%</b>

# Department of Assessment and Taxation

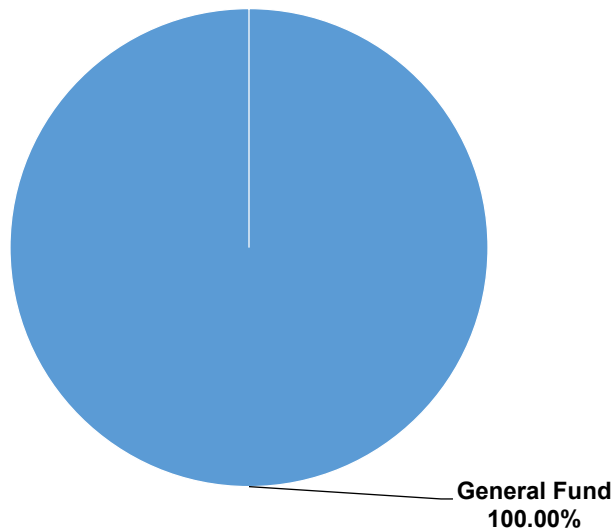
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FY 21-22 Proposed Expenditures: \$7,373,982

## FY 21-22 Expenditures by Division



## FY 21-22 Expenditures by Fund



Michael Cowles  
Assessor  
541-682-6798

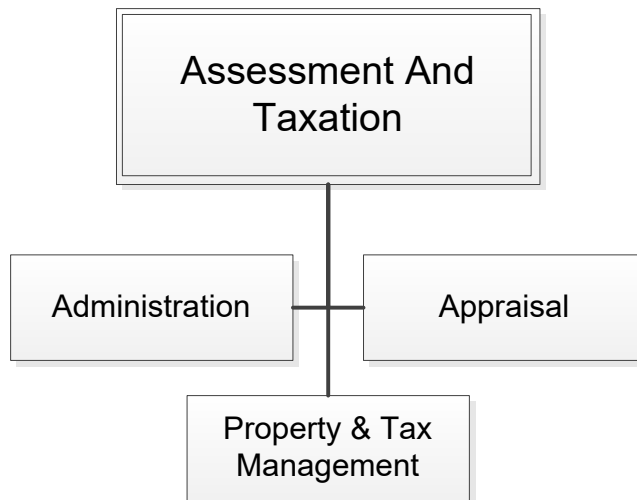
# Assessment and Taxation

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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 Assessment and Taxation (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 recently adopted a 2021-26 departmental strategic plan. The new strategic plan focuses on the following five areas:

- Accuracy of Property Data
- Communication
- Documentation
- Mental Health and Wellness
- Technology

Performance Measures			FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Projected	FY 21-22 Proposed
Dept Goal		Paperless property tax statement enrollment	0	0	700	1750
Dept Goal		Number of reappraisal accounts	3,530	4,035	2,546	0
Dept Goal		Number of property records accounts sketched	500	1,184	3,791	3,000

Notes: Paperless billing option started fiscal year 2020-2021, due to COVID - no reappraisals in fiscal year 2020-2021, sketching as of 3/30/2021 at 1,560.

## 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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	371,056	409,145	330,000	400,000	70,000	21.21%
Fines, Forfeitures, Penalties	78,313	134,462	90,000	90,000	0	0.00%
Property And Rentals	11,944	11,403	6,510	8,550	2,040	31.34%
Fees And Charges	30,316	51,750	23,000	23,000	0	0.00%
Fund Transfers	350,000	0	0	16,955	16,955	100.00%
<b>TOTAL RESOURCES</b>	<b>2,224,862</b>	<b>1,848,162</b>	<b>1,437,170</b>	<b>1,673,107</b>	<b>235,937</b>	<b>16.42%</b>
<b>EXPENDITURES:</b>						
Personnel Services	4,358,530	4,598,887	5,033,790	5,302,912	269,122	5.35%
Materials & Services	1,793,248	1,982,735	1,823,580	1,926,875	103,295	5.66%
Capital Expenses	38,888	43,951	0	144,195	144,195	100.00%
<b>TOTAL EXPENDITURES</b>	<b>6,190,666</b>	<b>6,625,574</b>	<b>6,857,370</b>	<b>7,373,982</b>	<b>516,612</b>	<b>7.53%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
General Fund	6,190,666	6,625,574	6,857,370	7,373,982	516,612	7.53%
<b>TOTAL</b>	<b>6,190,666</b>	<b>6,625,574</b>	<b>6,857,370</b>	<b>7,373,982</b>	<b>516,612</b>	<b>7.53%</b>

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
DIVISIONS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Administration	388,585	494,674	670,107	840,919	170,812	25.49%
Appraisal	2,602,233	2,669,602	2,886,541	3,218,469	331,928	11.50%
Property & Tax Management	3,199,848	3,461,298	3,300,722	3,314,594	13,872	0.42%
<b>TOTAL EXPENDITURES</b>	<b>6,190,666</b>	<b>6,625,574</b>	<b>6,857,370</b>	<b>7,373,982</b>	<b>516,612</b>	<b>7.53%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>49.00</b>	<b>49.00</b>	<b>50.00</b>	<b>50.00</b>	<b>0.00</b>	<b>0.00%</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

**4.00 Division FTE Total**

### Appraisal

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

**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

**25.00 Division FTE Total**

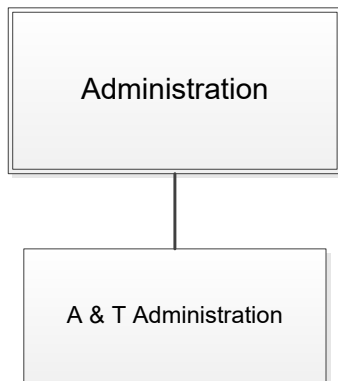
**50.00 Department FTE Total**

# 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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Property And Rentals	86	0	510	510	0	0.00%
Fund Transfers	350,000	0	0	16,955	16,955	100.00%
<b>TOTAL RESOURCES</b>	<b>1,733,289</b>	<b>1,241,402</b>	<b>988,170</b>	<b>1,152,067</b>	<b>163,897</b>	<b>16.59%</b>
<b>EXPENDITURES:</b>						
Personnel Services	285,392	337,140	500,017	589,600	89,583	17.92%
Materials & Services	103,192	151,758	170,090	234,364	64,274	37.79%
Capital Expenses	0	5,776	0	16,955	16,955	100.00%
<b>TOTAL EXPENDITURES</b>	<b>388,585</b>	<b>494,674</b>	<b>670,107</b>	<b>840,919</b>	<b>170,812</b>	<b>25.49%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
General Fund	388,585	494,674	670,107	840,919	170,812	25.49%
<b>TOTAL</b>	<b>388,585</b>	<b>494,674</b>	<b>670,107</b>	<b>840,919</b>	<b>170,812</b>	<b>25.49%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
A & T Administration	388,585	494,674	670,107	840,919	170,812	25.49%
<b>TOTAL EXPENDITURES</b>	<b>388,585</b>	<b>494,674</b>	<b>670,107</b>	<b>840,919</b>	<b>170,812</b>	<b>25.49%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>2.00</b>	<b>2.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>	<b>0.00%</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 four positions: the Assessor/Tax Collector, also known as the Director of A&T, Deputy Assessor, Management Analyst 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 20-21**

- A&T has been very efficient with use of general fund resources and continually looks for new ways to increase productivity, and quality.
- 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 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.

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

- The Holiday Farm Fire increased the workload for the entire department. Proposed legislation may cause us to have to review and re-issue refunds to those affected.
- As COVID subsides, we will plan the reentry of A&T staff currently working remotely to the physical office space at the Public Service Building (PSB). COVID has prompted many questions regarding revenue for the FY 21-22 and beyond. We are currently analyzing sales data to determine if any COVID related property tax value adjustments will be needed. We expect a significant increase in appeals for the 1/1/2021 assessment date.

## **Anticipated Service & Budget Changes for FY 21-22**

- Estimated County Assessment Function Funding Assistance Program (CAFFA) funds for FY 21-22 is expected to be slightly lower than the amounts received in FY 20-21. For budgeting purposes, A&T used a 15.5% reimbursement rate. Fund reimbursement for the past few years has typically been in the 16% range of A&T expenditures.
- As the Assessor will be retiring at the end of this current term, a limited duration (2 year) Deputy Assessor position has been added in the current FY 20-21 budget year. The new Deputy Assessor will be starting on April 5, 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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### **Future Service Challenges & Planning Efforts**

- COVID-19 will have a continued impact on A&T business processes, customer service, collections and staffing resources. We are making service and business process adjustments as needed.
- Proposed FY 21-22 legislation may significantly increase our current workload. We have been active with OSACA and the DOR to monitor proposed legislation.
- A&T has submitted our base budget holding service levels even with the prior fiscal year. As the FY 21-22 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. The FY 21-22 includes funding for the “Mobile Assessor” project, which will help increase productivity and increased reappraisal efforts.
- 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. OSACA is actively involved with proposed legislation to improve A&T funding.
- 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. We have submitted the computer software replacement in the pre-planning phases of current capital improvement plan. We are planning for retirements with the resources that we currently have.

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

The 2018 sale of the Thomson Reuter’s property tax assessment division (including our ProVal and Ascend software systems) to Harris Software has caused us to closely evaluate our future software replacement options.

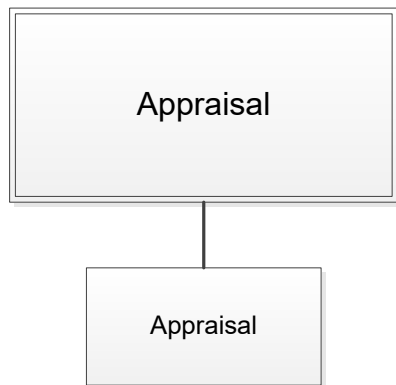
The replacement of the A&T computer system is in the current CIP as a preplanning item as funding has not yet be fully identified for this major project. The conversion date is fluid depending on funding, evolving needs and software provider’s schedules.

# 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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Property And Rentals	3,060	2,890	0	2,040	2,040	100.00%
Fees And Charges	0	12	0	0	0	0.00%
<b>TOTAL RESOURCES</b>	<b>3,060</b>	<b>2,902</b>	<b>0</b>	<b>2,040</b>	<b>2,040</b>	<b>100.00%</b>
<b>EXPENDITURES:</b>						
Personnel Services	1,843,290	1,945,894	2,175,223	2,282,445	107,222	4.93%
Materials & Services	720,055	723,708	711,318	808,784	97,466	13.70%
Capital Expenses	38,888	0	0	127,240	127,240	100.00%
<b>TOTAL EXPENDITURES</b>	<b>2,602,233</b>	<b>2,669,602</b>	<b>2,886,541</b>	<b>3,218,469</b>	<b>331,928</b>	<b>11.50%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
General Fund	2,602,233	2,669,602	2,886,541	3,218,469	331,928	11.50%
<b>TOTAL</b>	<b>2,602,233</b>	<b>2,669,602</b>	<b>2,886,541</b>	<b>3,218,469</b>	<b>331,928</b>	<b>11.50%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Appraisal	2,602,233	2,669,602	2,886,541	3,218,469	331,928	11.50%
<b>TOTAL EXPENDITURES</b>	<b>2,602,233</b>	<b>2,669,602</b>	<b>2,886,541</b>	<b>3,218,469</b>	<b>331,928</b>	<b>11.50%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>0.00</b>	<b>0.00%</b>



# **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 20-21**

- Achieved 100% of Real Market Value (RMV) for all property in Lane County as reported in the Ratio Report filed with the DOR July 31, 2020.
- 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.
- Created valuation model for multi-family properties. Valuations will conclude the reappraisal of Eugene multi-family properties.
- Audited 296 new personal property account filings.
- Valued 2,300 tax accounts with property changes (plats, divisions, lot line adjustments, etc.).

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

- COVID restrictions have limited our ability to conduct site inspections. Permit inspections are the priority. We expect limited, if any, reappraisal work.
- Have resorted at times to 'busy work' for staff working from home.
- The Holiday Farm Fire increased the workload in appraisal. Value estimates are calculated for the proration of property taxes, removal of destroyed buildings from the record, maximum assessed value adjustments, as well as increased site inspections of properties known to be affected.

## **Anticipated Service & Budget Changes for FY 21-22**

- We hope to have all staff back working in the office by the beginning of the fiscal year.
- An increase in appeals of commercial properties is anticipated in the coming year(s) due to COVID-19 impacts to those properties.
- The 2021 legislative session has the possibility of creating / changing work for our department.

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

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- The purchase of the Mobile Assessor software has been approved. Staff resources will be allocated to testing and implementation.

### **Future Service Challenges & Planning Efforts**

The department's 2021 – 2025 Strategic Plan has four focuses: mental health and wellness, documentation, updating technology and accuracy of data. Assessment & Taxation will be devoting considerable staff time to them.

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

“Assessment and Taxation Mobile Assessor”, has been approved. 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 are 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.*

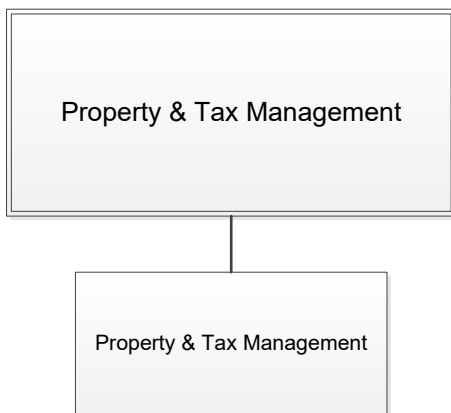
## **Division Locator**

### **Assessment and Taxation**

*Administration*

*Appraisal*

*Property and Tax Management* ◀



## Assessment and Taxation: Property and Tax Management

DIVISION FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	371,056	409,145	330,000	400,000	70,000	21.21%
Fines, Forfeitures, Penalties	78,313	134,462	90,000	90,000	0	0.00%
Property And Rentals	8,799	8,513	6,000	6,000	0	0.00%
Fees And Charges	30,316	51,739	23,000	23,000	0	0.00%
<b>TOTAL RESOURCES</b>	<b>488,513</b>	<b>603,859</b>	<b>449,000</b>	<b>519,000</b>	<b>70,000</b>	<b>15.59%</b>
<b>EXPENDITURES:</b>						
Personnel Services	2,229,847	2,315,853	2,358,550	2,430,867	72,317	3.07%
Materials & Services	970,001	1,107,270	942,172	883,727	(58,445)	-6.20%
Capital Expenses	0	38,175	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>3,199,848</b>	<b>3,461,298</b>	<b>3,300,722</b>	<b>3,314,594</b>	<b>13,872</b>	<b>0.42%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
General Fund	3,199,848	3,461,298	3,300,722	3,314,594	13,872	0.42%
<b>TOTAL</b>	<b>3,199,848</b>	<b>3,461,298</b>	<b>3,300,722</b>	<b>3,314,594</b>	<b>13,872</b>	<b>0.42%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Property & Tax Management	3,199,848	3,461,298	3,300,722	3,314,594	13,872	0.42%
<b>TOTAL EXPENDITURES</b>	<b>3,199,848</b>	<b>3,461,298</b>	<b>3,300,722</b>	<b>3,314,594</b>	<b>13,872</b>	<b>0.42%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>26.00</b>	<b>26.00</b>	<b>25.00</b>	<b>25.00</b>	<b>0.00</b>	<b>0.00%</b>

# Assessment and Taxation

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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. \$608.5 million was certified for FY 20-21 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 20-21**

- We stopped using US Bank's Lockbox service for the first trimester payments. All payments were instead processed in-house. Despite being the first year, payments were posted faster and we maintained more control of the process.
- Interactive Voice Recognition (IVR) was successfully implemented as another payment option. 800 payments were made through IVR in the first 6 months of the year totaling almost \$1.4M.
- Completed a 3-year project to audit all tax exempt properties.
- A new database was created to track property changes, replacing a mostly manual workflow.
- Added a dedicated payment drop box on Pearl Street.
- Completed over 15,000 ownership changes resulting from deeds and manufactured structure title structures.
- Updated 2,300 tax accounts with property changes (plats, divisions, lot line adjustments, etc.).

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

- Our doors have been officially closed to the public for most of the year, opening only for payment due dates.
- Inability to train new staff working from home has stalled their progress.
- Have resorted at times to 'busy work' for staff working from home.
- Technical Services support was redirected for some time to EOC efforts, resulting in projects taking longer to complete.
- Processed close to 500 applications for proration of tax due to damaged or destroyed property.

## **Anticipated Service & Budget Changes for FY 21-22**

- We hope to have all staff back working in the office by the beginning of the fiscal year.
- We hope to be open to the public and resume all of our services by the beginning of the fiscal year.
- The 2021 legislative session has the possibility of creating / changing work for our department.

## **Future Service Challenges & Planning Efforts**

The department's 2021 – 2025 Strategic Plan has four focuses: mental health and wellness, documentation, updating technology and accuracy of data. We will be devoting considerable staff time to them.

## Assessment and Taxation

DEPARTMENT RESOURCE DETAIL						
	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Curr Bgt	FY 21-22 Proposed	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Tax Penalties	371,056	409,145	330,000	400,000	70,000	21.21%
<b>TAXES &amp; ASSESSMENTS</b>	<b>371,056</b>	<b>409,145</b>	<b>330,000</b>	<b>400,000</b>	<b>70,000</b>	<b>21.21%</b>
Foreclosure Penalty	64,785	84,715	65,000	65,000	0	0.00%
Late Filing Penalties	13,528	49,746	25,000	25,000	0	0.00%
<b>FINES, FORFEITURES, PENALTIES</b>	<b>78,313</b>	<b>134,462</b>	<b>90,000</b>	<b>90,000</b>	<b>0</b>	<b>0.00%</b>
Miscellaneous Sales	11,944	11,403	6,510	8,550	2,040	31.34%
<b>PROPERTY AND RENTALS</b>	<b>11,944</b>	<b>11,403</b>	<b>6,510</b>	<b>8,550</b>	<b>2,040</b>	<b>31.34%</b>
Witness	30	0	0	0	0	0.00%
<b>STATE GRANT REVENUES</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
Department of Revenue	1,383,204	1,241,402	987,660	1,134,602	146,942	14.88%
<b>OTHER STATE REVENUES</b>	<b>1,383,204</b>	<b>1,241,402</b>	<b>987,660</b>	<b>1,134,602</b>	<b>146,942</b>	<b>14.88%</b>
A&T Application Fee	15,100	11,015	10,000	10,000	0	0.00%
Miscellaneous Svc Charges	7,810	8,583	6,000	6,000	0	0.00%
Refunds & Reimbursements	7,406	32,153	7,000	7,000	0	0.00%
<b>FEES AND CHARGES</b>	<b>30,316</b>	<b>51,750</b>	<b>23,000</b>	<b>23,000</b>	<b>0</b>	<b>0.00%</b>
Transfer Fr General Fund (100)	350,000	0	0	0	0	0.00%
Intrafund Transfer	0	0	0	16,955	16,955	100.00%
<b>FUND TRANSFERS</b>	<b>350,000</b>	<b>0</b>	<b>0</b>	<b>16,955</b>	<b>16,955</b>	<b>100.00%</b>
<b>DEPARTMENT RESOURCES</b>	<b>2,224,862</b>	<b>1,848,162</b>	<b>1,437,170</b>	<b>1,673,107</b>	<b>235,937</b>	<b>16.42%</b>

## Assessment and Taxation

DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>EXPENDITURE ACCOUNTS</b>						
Regular Operating Wages	2,469,074	2,591,379	2,836,890	2,975,434	138,544	4.88%
Extra Help	10,642	4,100	12,492	12,492	0	0.00%
Overtime	12,862	14,197	20,004	20,004	0	0.00%
Reduction Unfunded Vac Liab	19,499	20,991	16,640	20,600	3,960	23.80%
Compensatory Time	3,292	1,882	6,000	6,000	0	0.00%
Personal Time	549	0	0	0	0	0.00%
Risk Management Benefits	5,357	5,149	5,085	4,968	(117)	-2.30%
Social Security Expense	152,824	160,089	179,226	188,038	8,812	4.92%
Medicare Insurance Expense	35,741	37,440	41,941	43,961	2,020	4.82%
Unemployment Insurance (State)	4,611	4,568	5,272	5,494	222	4.21%
Workers Comp	8,579	8,571	8,717	9,033	316	3.63%
Disability Insurance - Long-term	18,118	18,054	20,467	21,427	960	4.69%
PERS - OPSRP Employer rate	303,492	413,322	449,592	530,229	80,637	17.94%
PERS Bond	188,538	198,118	215,899	226,601	10,702	4.96%
PERS - 6% Contribution	149,691	156,711	172,637	181,192	8,555	4.96%
Health Insurance	816,527	803,535	880,059	888,085	8,026	0.91%
Dental Insurance	64,700	61,872	62,351	63,787	1,436	2.30%
EE Assistance Pgm	778	763	1,153	1,164	11	0.95%
Life Insurance	3,633	3,833	10,534	10,708	174	1.65%
Flexible Spending Admin	711	698	1,153	1,164	11	0.95%
Disability Insurance - Short Term	1,636	1,604	1,729	1,746	17	0.98%
Deferred Comp Employer Contrib	10,957	11,980	13,864	15,246	1,382	9.97%
Retiree Medical	75,445	78,780	70,955	74,375	3,420	4.82%
FMLA Administration	1,275	1,250	1,130	1,164	34	3.01%
<b>PERSONNEL SERVICES</b>	<b>4,358,530</b>	<b>4,598,887</b>	<b>5,033,790</b>	<b>5,302,912</b>	<b>269,122</b>	<b>5.35%</b>
Professional & Consulting	89,128	103,159	122,500	195,410	72,910	59.52%
Telephone Services	29,813	27,539	23,976	24,864	888	3.70%
General Liability	31,042	33,847	31,941	27,370	(4,571)	-14.31%
Maintenance of Equipment	1,946	2,547	3,800	5,000	1,200	31.58%
Maintenance Agreements	1,547	259,668	264,964	276,409	11,445	4.32%
Fleet Equipment Replacement	29,696	29,214	43,993	17,563	(26,430)	-60.08%
Fleet Equipment Maintenance	0	0	0	20,664	20,664	100.00%
Copier Charges	4,619	3,065	5,300	5,325	25	0.47%
Mail Room Charges	16,384	14,490	19,500	19,910	410	2.10%
License Replacement	0	13,493	13,772	22,935	9,163	66.53%
Indirect/Technology Serv	278,450	304,127	328,353	340,154	11,801	3.59%
Infrastructure Replacement	3,199	13,068	12,575	12,985	410	3.26%
County Indirect Charges	542,053	470,867	474,309	489,420	15,111	3.19%
Direct/Technology Serv	564,432	328,232	236,275	224,015	(12,260)	-5.19%
PC Replacement Services	11,600	11,600	11,700	12,500	800	6.84%
Office Supplies & Expense	31,882	63,314	47,860	48,080	220	0.46%
Professional Licenses	6,230	2,449	1,850	1,865	15	0.81%
Dues & Memberships	0	1,470	7,850	7,980	130	1.66%
Printing & Binding	24,412	41,971	21,705	21,960	255	1.17%
Advertising & Publicity	125	0	200	200	0	0.00%
Microfilm Imaging Services	4,238	117,001	4,300	4,300	0	0.00%
Postage	69,477	76,436	77,325	77,576	251	0.32%
Radio/Communic Supplies & Svcs	9,129	15,145	9,672	9,672	0	0.00%
DP Supplies And Access	13,181	20,348	10,285	10,643	358	3.48%
DP Equipment	0	2,590	0	0	0	0.00%
Printer & Copier Expenses	2,097	905	625	625	0	0.00%
Small Office Furniture	0	2,169	2,200	2,200	0	0.00%

## Assessment and Taxation

DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Clothing	1,002	800	4,500	4,500	0	0.00%
Business Expense & Travel	10,199	14,028	15,880	16,030	150	0.94%
Awards & Recognition	2,104	(305)	1,700	1,900	200	11.76%
Outside Education & Travel	14,180	8,353	20,300	20,430	130	0.64%
County Training Classes	1,085	1,010	4,250	4,270	20	0.47%
Training Services & Materials	0	135	120	120	0	0.00%
<b>MATERIALS &amp; SERVICES</b>	<b>1,793,248</b>	<b>1,982,735</b>	<b>1,823,580</b>	<b>1,926,875</b>	<b>103,295</b>	<b>5.66%</b>
Vehicles	38,888	0	0	0	0	0.00%
Data Processing Equipment	0	19,500	0	144,195	144,195	100.00%
<b>CAPITAL OUTLAY</b>	<b>38,888</b>	<b>19,500</b>	<b>0</b>	<b>144,195</b>	<b>144,195</b>	<b>100.00%</b>
Improvements	0	24,253	0	0	0	0.00%
Permits & System Development	0	198	0	0	0	0.00%
<b>CAPITAL PROJECTS</b>	<b>0</b>	<b>24,451</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>DEPARTMENT EXPENDITURES</b>	<b>6,190,668</b>	<b>6,625,573</b>	<b>6,857,370</b>	<b>7,373,982</b>	<b>516,612</b>	<b>7.53%</b>



## Assessment and Taxation

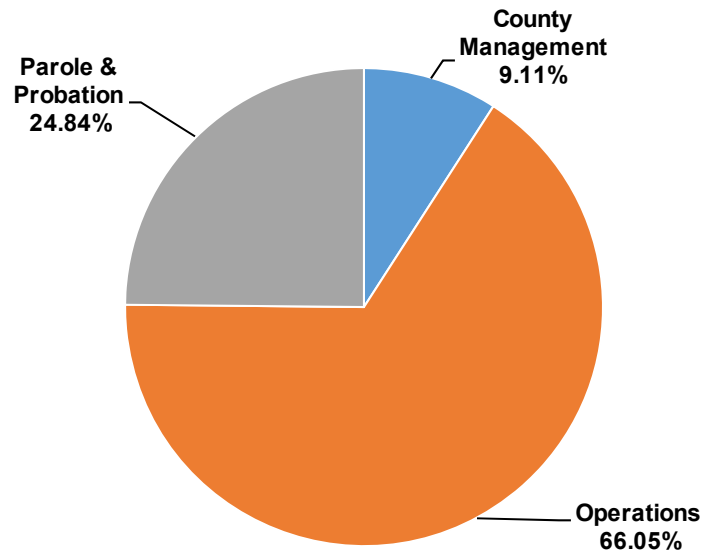
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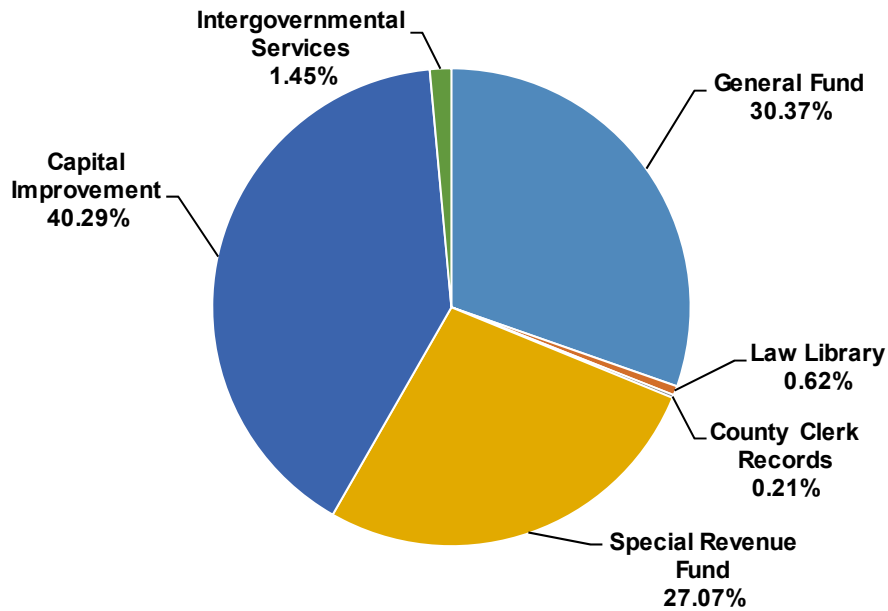
# Department of County Administration

FY 21-22 Proposed Expenditures: \$48,337,444

## FY 21-22 Expenditures by Division



## FY 21-22 Expenditures by Fund



Greg Rikhoff  
Director of Operations  
541-682-6262

Steve Mokrohisky  
County Administrator  
541-682-4203

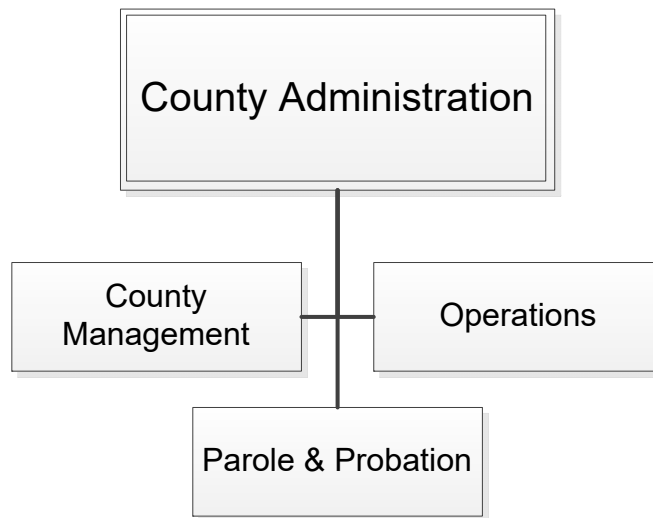
# County Administration

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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: County Management (County Administrator's Office, Budget & Financial Planning, Justice Courts, Public Information Office, Intergovernmental Relations, Equity & Access, Community & Economic Development, Law Library, and Housing Strategies), Operations (Facilities, 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**

- Budget & Financial Planning will continue to focus on achieving best practice standards in financial stewardship in addition to compliance with local budget law and the County's financial policies.
- Capital Improvements will have oversight of the addition of permanent structural changes or the restoration of some aspect of property that will either enhance the property's overall value, prolong its useful life, or adapts it to new uses.
- County Administration will continue to focus on tracking and reporting on the overall progress of the 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.
- The County Clerk will administer all federal, state, and local laws as they apply to conducting elections, processing voter registration, recording land documents, and issuing marriage licenses, while maintaining the highest degree of integrity and accuracy, and providing exceptional customer service
- Community and Economic Development will continue to create and support equitable and sustainable economic opportunity across Lane County.
- Equity and Access will implement the racial equity plan, which includes training, communication, strengthening the equity program, and the implementation of an equity lens.
- 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.
- Housing Strategies implements the recommendations of the TAC report (Lane County Public Shelter Feasibility Study) adopted by City of Eugene and Lane County.
- 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 focus on enhancing and expanding web-based content and methods of providing virtual service to meet increasing demand.
- 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, as well as increase capacity to provide emergency communications.

# County Administration

Performance Measures		FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Projected	FY 21-22 Proposed
	1.d.1. Recidivism - Frequency in percentages with which individuals reengage with the criminal justice system through new criminal convictions	20.90%	20.81%	20%	19%
	1.d.1. Total Supervision Population	4,915	4,530	4,350	4,350
	1.d.1. Percentage of clients who successfully expired community supervision and case management services.	70%	73%	73%	74%
	2.c.1. Percent of employees who meet the three hour equity training annually	87%	76%	88%	89%
	2.c.1. Percent of employees who have completed Equity 101 training		11.40%	18%	30%
	2.c.2. Number of county departments that the Equity and Access Advisory Board meets with each year		4	4	6
	2.c.3. Number of root cause analysis performed (with both employees and community members) to operationalize greater service to, understanding of, and acceptance for all people we serve	0	0	3	3
	4.a.2. Maintain a structurally balanced budget	Yes	Yes	Yes	Yes
	4.a. County bond rating	Aa2	Aa1	Aa1	Aa1
<b>Dept Goal</b>	Number of people living in poverty who are at risk of falling through the "justice gap" by not receiving assistance with a civil	42,762	41,059	39,957	39,150
<b>Dept Goal</b>	Percentage of new and updated voter registration completed without errors.*	# 79,046 / 98.8%	# 69,344 / 99%	# 99,754 / 96.58%	# 69,000 / 98%
<b>Dept Goal</b>	Number of eligible voters per voter registration	259,346	262,673	274,000	277,000
<b>Dept Goal</b>	Percentage of recorded property documents are error free	# 55,462 / 98.4%	# 68,675 / 98.1%	# 85,625 / 98.3%	Target is 98%

Notes: 4a2 - structurally balanced budget initially achieved in General Fund and Road Fund; maintained in all major funds to date; goal to maintain in FY 21-22 despite COVID-19 impacts now more likely due to American Rescue Plan Federal Funding.

\*County Clerk: The accuracy percentage for voter registration processing fell from 99% to 96.58% due to four brand-new staff. The loss of experience significantly impacted the accuracy rate.

## Partnerships

- County Administration partners with local and regional government entities, private organizations, and non-profits to facilitate the completion of large strategic objectives.
- Lane County partnered with Better Housing Together to convene local government and nonprofit agencies alongside business and advocacy groups to create an Affordable Housing Action Plan.
- Law Library to partner with Springfield-Eugene Tenant Association in FY 21-22 on federal grant project to provide legal information and resources on landlord/tenant law to rental housing tenants.
- Community and Economic Development partners with urban and rural communities, chambers of commerce, workforce development agencies, for-profit and non-profit organizations, utilities, state and federal partners to support a variety of important community and economic development projects throughout the county.
- Parole and Probation works in close collaboration with community partners to achieve optimal change in the lives of those they are charged and eager to work with.
- Through Parole and Probation's strong partnership with Sponsors Inc. and Homes for Good, an innovative performance based funding model has been successfully integrated.
- The renovation of Parole and Probation's future office at 2699 Roosevelt Boulevard will significantly contribute to the vibrancy of the four corners area and further strengthen community partnerships.

## County Administration

DEPARTMENT FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	101,687	126,980	111,000	132,500	21,500	19.37%
Licenses & Permits	59,962	53,819	64,000	59,000	(5,000)	-7.81%
Fines, Forfeitures, Penalties	380,412	305,347	391,000	236,000	(155,000)	-39.64%
Property And Rentals	3,791,973	579,999	6,211,648	5,660,809	(550,839)	-8.87%
Federal Revenues	140,347	364,972	147,759	147,759	0	0.00%
State Revenues	11,833,933	11,976,987	12,923,827	11,898,768	(1,025,059)	-7.93%
Local Revenues	177,667	599,620	351,253	455,666	104,413	29.73%
Fees And Charges	2,767,491	3,011,030	3,849,407	3,750,066	(99,341)	-2.58%
Administrative Charges	10,849,954	11,608,267	11,738,064	12,535,705	797,641	6.80%
Interest Earnings	694,375	587,308	465,332	497,138	31,806	6.84%
<b>Total Revenue</b>	<b>30,797,801</b>	<b>29,214,328</b>	<b>36,253,290</b>	<b>35,373,411</b>	<b>(879,879)</b>	<b>-2.43%</b>
Fund Transfers	466,096	6,419,271	12,223,419	978,516	(11,244,903)	-91.99%
<b>TOTAL RESOURCES</b>	<b>31,263,896</b>	<b>38,433,599</b>	<b>48,476,709</b>	<b>36,351,927</b>	<b>(12,124,782)</b>	<b>-25.01%</b>
<b>EXPENDITURES:</b>						
Personnel Services	13,826,154	15,306,684	16,946,975	17,480,443	533,468	3.15%
Materials & Services	10,861,504	10,658,249	12,335,706	11,623,091	(712,615)	-5.78%
Capital Expenses	7,365,512	6,391,172	24,990,095	19,233,910	(5,756,185)	-23.03%
<b>TOTAL EXPENDITURES</b>	<b>32,053,169</b>	<b>32,356,106</b>	<b>54,272,776</b>	<b>48,337,444</b>	<b>(5,935,332)</b>	<b>-10.94%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Capital Improvement	7,386,662	5,950,973	25,044,628	19,464,337	(5,580,291)	-22.28%
County Clerk Records	19,453	25,622	74,005	61,891	(12,114)	-16.37%
General Fund	11,086,098	11,955,374	14,521,404	14,739,040	217,636	1.50%
Intergovernmental Services	586,116	505,327	607,521	652,704	45,183	7.44%
Law Library	243,822	240,909	297,315	322,587	25,272	8.50%
Road Fund	877,960	910,682	0	0	0	0.00%
Special Revenue Fund	11,853,059	12,767,218	13,727,903	13,096,885	(631,018)	-4.60%
<b>TOTAL</b>	<b>32,053,169</b>	<b>32,356,106</b>	<b>54,272,776</b>	<b>48,337,444</b>	<b>(5,935,332)</b>	<b>-10.94%</b>

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
County Management	3,009,450	3,045,985	4,382,562	4,416,241	33,679	0.77%
Operations	17,964,721	17,546,300	37,550,173	31,904,890	(5,645,283)	-15.03%
Parole & Probation	11,078,999	11,763,822	12,340,041	12,016,313	(323,728)	-2.62%
<b>TOTAL EXPENDITURES</b>	<b>32,053,169</b>	<b>32,356,106</b>	<b>54,272,776</b>	<b>48,337,444</b>	<b>(5,935,332)</b>	<b>-10.94%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>133.74</b>	<b>137.25</b>	<b>145.25</b>	<b>148.75</b>	<b>3.50</b>	<b>2.41%</b>

# County Administration

## DEPARTMENT POSITION LISTING

### County Management

0.50 Administrative Assistant  
 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  
 6.00 Management Analyst  
 1.00 Manager  
 5.00 Program Manager  
 1.75 Program Supervisor  
 1.00 Sr. Manager  
 1.00 Sr. Program Specialist

**21.25 Division FTE Total**

### Operations

1.00 Accountant  
 3.00 Accounting Analyst  
 2.00 Accounting Clerk, Sr  
 1.00 Administrative Analyst  
 2.00 Administrative Analyst, Sr  
 0.50 Administrative Support Spec  
 16.00 Custodian  
 1.00 Dept Director (TS, HR, OPs)  
 1.00 Detention Custodian  
 1.00 Facilities Electrician  
 2.00 Landscape Technician  
 1.00 Mail Clerk  
 1.00 Maintenance Specialist 1  
 3.00 Maintenance Specialist 2  
 5.00 Maintenance Specialist 3  
 2.00 Manager  
 5.00 Office Assistant 2  
 1.00 Office Assistant 2-Bilingual  
 3.00 Office Assistant, Sr  
 2.00 Payroll Specialist  
 1.00 Payroll Specialist, Sr  
 2.00 Prof/Tech Supervisor  
 1.00 Program Manager  
 5.00 Program Supervisor  
 1.00 Property Management Officer 2  
 2.00 Sr. Management Analyst  
 1.00 Sr. Manager  
 1.00 Sr. Program Specialist  
 1.00 Stores Clerk  
 1.00 TEMP - Custodian

**69.50 Division FTE Total**

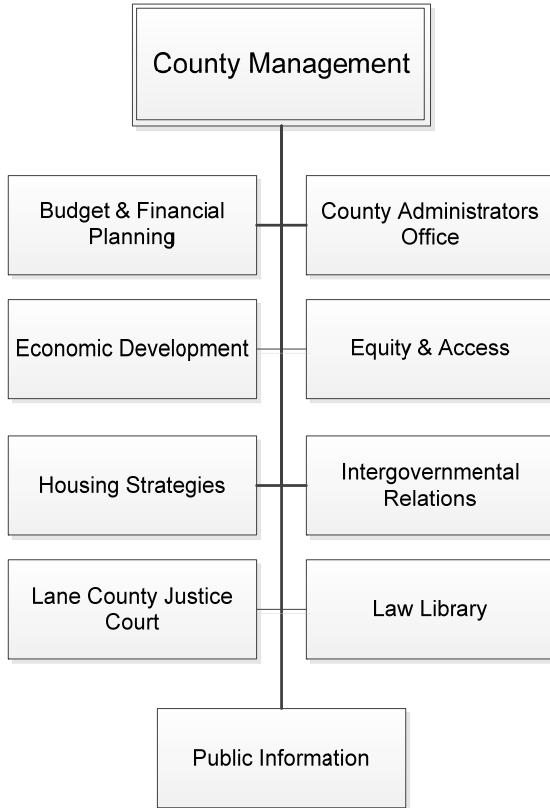
### Parole & Probation

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

**58.00 Division FTE Total**

**148.75 Department FTE Total**

# County Administration: County Management



## **Division Purpose Statement**

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

## **Division Locator**

### **County Administration**

*County Management ↙  
Operations  
Parole and Probation*



## County Administration: County Management

DIVISION FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Fines, Forfeitures, Penalties	380,412	305,347	391,000	232,000	(159,000)	-40.66%
Property And Rentals	650	387	500	500	0	0.00%
State Revenues	822,261	654,492	1,244,682	852,210	(392,472)	-31.53%
Local Revenues	1,600	87,500	87,500	87,500	0	0.00%
Fees And Charges	23,799	13,124	24,000	15,000	(9,000)	-37.50%
Administrative Charges	1,772,954	2,181,319	1,950,589	2,159,037	208,448	10.69%
Interest Earnings	7,373	11,630	2,346	4,680	2,334	99.49%
<b>Total Revenue</b>	<b>3,009,049</b>	<b>3,253,798</b>	<b>3,700,617</b>	<b>3,350,927</b>	<b>(349,690)</b>	<b>-9.45%</b>
Fund Transfers	0	0	0	87,500	87,500	100.00%
<b>TOTAL RESOURCES</b>	<b>3,009,049</b>	<b>3,253,798</b>	<b>3,700,617</b>	<b>3,438,427</b>	<b>(262,190)</b>	<b>-7.09%</b>
<b>EXPENDITURES:</b>						
Personnel Services	2,305,362	2,429,084	2,863,151	3,202,538	339,387	11.85%
Materials & Services	609,718	623,066	1,519,411	1,213,703	(305,708)	-20.12%
Capital Expenses	94,370	(6,165)	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>3,009,450</b>	<b>3,045,985</b>	<b>4,382,562</b>	<b>4,416,241</b>	<b>33,679</b>	<b>0.77%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>FUNDS</b>						
General Fund	2,246,976	2,458,313	3,068,508	3,363,184	294,676	9.60%
Law Library	243,822	240,909	297,315	322,587	25,272	8.50%
Special Revenue Fund	518,652	346,763	1,016,739	730,470	(286,269)	-28.16%
<b>TOTAL</b>	<b>3,009,450</b>	<b>3,045,985</b>	<b>4,382,562</b>	<b>4,416,241</b>	<b>33,679</b>	<b>0.77%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>PROGRAMS</b>						
Budget & Financial Planning	519,063	511,012	600,102	603,638	3,536	0.59%
County Administrators Office	837,139	970,775	1,156,968	1,418,455	261,487	22.60%
Economic Development	518,652	346,763	1,082,914	696,262	(386,652)	-35.70%
Equity & Access	149,972	155,918	152,520	317,724	165,204	108.32%
Housing Strategies	0	76,721	273,279	194,621	(78,658)	-28.78%
Intergovernmental Relations	213,999	221,704	260,148	265,444	5,296	2.04%
Lane County Justice Court	358,109	335,352	363,821	378,607	14,786	4.06%
Law Library	243,822	240,909	297,315	322,587	25,272	8.50%
Public Information	168,694	186,832	195,495	218,903	23,408	11.97%
<b>TOTAL EXPENDITURES</b>	<b>3,009,450</b>	<b>3,045,985</b>	<b>4,382,562</b>	<b>4,416,241</b>	<b>33,679</b>	<b>0.77%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>18.25</b>	<b>18.75</b>	<b>19.75</b>	<b>21.25</b>	<b>1.50</b>	<b>7.59%</b>

# County Administration: County Management

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## **Division Overview**

The Division of County Management 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 Administrator's Office, Public Information Office, Intergovernmental Relations, Equity & Access, Economic Development, Housing Strategies, 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 County Departments, the County Administrator and Board of Commissioners.
- Public Information will continue to leverage partnerships and tools to enhance the effectiveness of outreach efforts, as well as increase the use of tools that provide better information accessibility.
- Housing Strategies will continue to work with public and private partners to identify needs, sites, funding, and staffing for Emergency/Alternative Shelter and Permanent Supportive Housing.
- Equity and Access will implement the racial equity plan.
- 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.
- Economic Development will support and catalyze an equitable economic recovery of our region by taking action in alignment with the [Governor's 10-point economic recovery plan](#).

## **Major Accomplishments & Achievements in FY 20-21**

- Equity created the 2021-2022 Racial Equity Action Plan and Equity Lens Tool.
- Budget & Financial Planning coordinated the county-wide annual budget development process which resulted in a FY 20-21 Adopted Budget, maintaining overall financial stability with no service reductions and strong reserve levels.
- Lane County was recognized as 2020's second healthiest employer in Oregon by the Portland Business Journal and was the highest ranked public employer in Oregon for its employee clinic, focus on physical and mental health, new policy for infants in the workplace, healthy eating challenges, and its new online employee benefits assistance tool.

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

- Public Information provided critical support during the COVID-19 pandemic and Sweet Creek Fire/Holiday Farm Fire (evacuation communications and ongoing recovery communications).
- Authorized up to \$2,225,000 in Coronavirus Relief Funds through the CARES Act to respond to the Effects of COVID-19.
- Established an Emergency Operations Center for coordinating resources and services to those community members affected by the Holiday Farm fire.
- Implemented COVID-19 community emergency response plan; Contain the spread of disease; Ensure healthcare providers, first responders, and hospitals have what they need; Public Information and Guidance; Prepare for fall and winter.
- Community and Economic Development convened cities across the county to create a joint-CRF funded emergency small business grant program. Approximately \$630,000 (\$400,000 of which came from Lane County) was distributed to eligible small businesses.
- Lane County received and distributed approximately \$3.8M from Governor Kate Brown to provide emergency relief grants to businesses impacted by the pandemic.

## **County Administration: County Management**

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- Budget & Financial Planning provided financial guidance, support, analysis, and research efforts. Served as backup Finance Chief in the Holiday Farm Fire Emergency Operations Center.
- Allocated \$30 million of CARES Act funding for “Project Turnkey,” a program for agencies to acquire motels/hotels for use as non-congregate shelter for people experiencing homelessness or at-risk of homelessness in communities impacted by the 2020 wildfires.
- Transferred Title to Four Lots at 13th Avenue and Tyler Street in Eugene to Homes for Good Housing Agency for Permanent Supportive Housing.
- Purchased the Red Lion Hotel at 599 East Broadway as part of Project Turnkey. It will be used to house Holiday Farm Fire survivors vulnerable to homelessness and then for permanent supportive housing once there is no longer a need for temporary housing.
- Lane County served over 900 Lane County residents affected by the Holiday Farm fire at our Multi-Agency Resource Center (MARC). The Resource Center included various agencies that provided information and support.

### **Anticipated Service & Budget Changes for FY 21-22**

- An addition of 1.0 FTE Equity Manager position will be dedicated to equity work and will be responsible for: coordinating the implementation of the equity lens in departments across the county, assisting in strategic planning, working with county leadership to ensure that communication about our racial equity work is clear and understood at all levels of the organization, ensuring focus and alignment with the Equity and Access Advisory Board and the Racial Equity Action Plan.
- Law Library personnel expenses will increase due to the addition of a half-time administrative assistant, who will provide much-needed support to the Library’s one full-time employee.
- In response to the Holiday Farm Fire, Community and Economic Development has added one FTE dedicated to supporting the long-term recovery effort. As a program with 2 FTE previously, the addition of 1 FTE is a significant but much needed shift for the program.
- It is expected that Community and Economic Development programs and services will pivot to focus on pandemic and wildfire recovery for the coming years, with a focus on regional equity and resiliency.

### **Future Service Challenges & Planning Efforts**

- Increased demand for communication, real-time social media interactions, support for special outreach projects and assistance to the Emergency Management Office are increasingly difficult to accomplish with 1.0 FTE in the Public Information Office.
- COVID-19 (disease as well as vaccination access) and other disparities continue to call our attention to ongoing issues of racial inequities. Our goal remains to listen to employees and the public and seek solutions that improve policies, institutions and structures to create a more equitable organization and community.
- Countywide Budget Software is at the end of maintenance agreement with the vendor and will need an upgrade or replacement within the next fiscal year.
- Law Library is funded every two years by an Oregon Judicial Department (OJD) allocation. In 2020, OJD reduced the 2019-2021 allocation amount. The County must be diligent in advocating for continued stable and predictable law library funding.
- Economic Development has successfully secured critical resources for recovery activities, but the organization will need to continue to focus efforts on obtaining resources in order for long-term recovery to be sustainable.

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

- None at this time.

# County Administration: Operations

## Division Purpose Statement

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

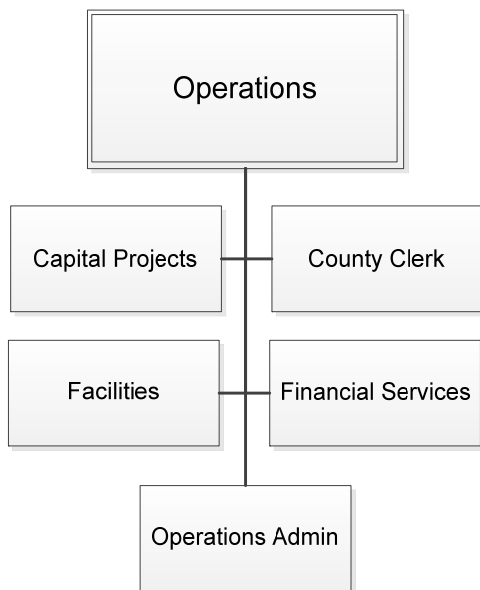
## Division Locator

### **County Administration**

*County Management*

*Operations* ◀

*Parole and Probation*



## County Administration: Operations

DIVISION FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	101,687	126,980	111,000	132,500	21,500	19.37%
Licenses & Permits	59,962	53,819	64,000	59,000	(5,000)	-7.81%
Fines, Forfeitures, Penalties	0	0	0	4,000	4,000	100.00%
Property And Rentals	3,789,223	579,611	6,211,148	5,660,309	(550,839)	-8.87%
Federal Revenues	0	225,000	0	0	0	0.00%
State Revenues	54,336	213,494	285,783	59,079	(226,704)	-79.33%
Local Revenues	156,401	489,723	245,587	350,000	104,413	42.52%
Fees And Charges	2,101,859	2,505,566	3,106,500	3,119,000	12,500	0.40%
Administrative Charges	9,077,000	9,426,949	9,787,475	10,376,668	589,193	6.02%
Interest Earnings	629,610	518,481	437,986	467,458	29,472	6.73%
<b>Total Revenue</b>	<b>15,970,078</b>	<b>14,139,622</b>	<b>20,249,479</b>	<b>20,228,014</b>	<b>(21,465)</b>	<b>-0.11%</b>
Fund Transfers	466,096	6,419,271	12,223,419	891,016	(11,332,403)	-92.71%
<b>TOTAL RESOURCES</b>	<b>16,436,173</b>	<b>23,358,893</b>	<b>32,472,898</b>	<b>21,119,030</b>	<b>(11,353,868)</b>	<b>-34.96%</b>
<b>EXPENDITURES:</b>						
Personnel Services	5,581,875	6,030,928	6,992,840	7,303,181	310,341	4.44%
Materials & Services	5,116,577	5,118,034	5,567,238	5,367,799	(199,439)	-3.58%
Capital Expenses	7,266,269	6,397,338	24,990,095	19,233,910	(5,756,185)	-23.03%
<b>TOTAL EXPENDITURES</b>	<b>17,964,721</b>	<b>17,546,300</b>	<b>37,550,173</b>	<b>31,904,890</b>	<b>(5,645,283)</b>	<b>-15.03%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Capital Improvement	7,386,662	5,950,973	25,044,628	19,464,337	(5,580,291)	-22.28%
County Clerk Records	19,453	25,622	74,005	61,891	(12,114)	-16.37%
General Fund	8,839,122	9,497,062	11,452,896	11,375,856	(77,040)	-0.67%
Intergovernmental Services	586,116	505,327	607,521	652,704	45,183	7.44%
Road Fund	877,960	910,682	0	0	0	0.00%
Special Revenue Fund	255,408	656,634	371,123	350,102	(21,021)	-5.66%
<b>TOTAL</b>	<b>17,964,721</b>	<b>17,546,300</b>	<b>37,550,173</b>	<b>31,904,890</b>	<b>(5,645,283)</b>	<b>-15.03%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Capital Projects	7,646,372	6,407,787	25,802,691	20,122,897	(5,679,794)	-22.01%
County Clerk	2,578,012	3,214,314	3,315,001	3,226,798	(88,203)	-2.66%
Facilities	4,978,014	5,163,811	5,339,270	5,317,860	(21,410)	-0.40%
Financial Services	2,508,860	2,468,349	2,775,568	2,914,757	139,189	5.01%
Operations Admin	253,463	292,038	317,643	322,578	4,935	1.55%
<b>TOTAL EXPENDITURES</b>	<b>17,964,721</b>	<b>17,546,300</b>	<b>37,550,173</b>	<b>31,904,890</b>	<b>(5,645,283)</b>	<b>-15.03%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>56.49</b>	<b>59.50</b>	<b>66.50</b>	<b>69.50</b>	<b>3.00</b>	<b>4.51%</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 will administer all federal, state, and local laws as they apply to conducting elections, processing voter registration, recording land documents, and issuing marriage licenses, while maintaining the highest degree of integrity and accuracy, and providing exceptional customer service.
- Financial Services is responsible for 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.
- Capital Improvements has oversight of the addition of permanent structural changes or the restoration of some aspect of property that will either enhance the property's overall value, prolong its useful life, or adapts it to new uses.
- Facilities provides a safe, functional, clean and attractive environment for all staff and members of the community that visit our facilities. Operating under the same umbrella of County Administration, our team of employees are responsible for operation and maintenance of all county owned buildings, utilities, and grounds as well as custodial and cleaning services.
- FY 21-22 budget reflects the movement of Property Tax Foreclosure and Property Management programs moving from Public Works to the County Administration – Operations umbrella. These programs maintain proper records, files and inventory of all County-owned lands, buildings, leases and related documents and prepares sales and auctions of County-owned real property.

## **Division Goals & Strategic Planning**

County Clerk:

- 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.
- Fulfill the statutory mandates to record documents, provide property records research, issue marriage licenses and administer the Board of Property Tax Appeals accurately and completely, while providing exceptional customer service.

Financial Services

- Manage the County's investment portfolio to ensure preservation of principal and adequate liquidity while maximizing investment returns.
- Receive the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting.
- 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.
- Maintain investment grade rating from Moody's Investor Service.
- Continue efforts for promoting equity and access in public contracting, and standardizing purchasing procedures internally.
- Develop and implement programs and provide related consultation in order to achieve best value for public funds.
- Procurement seeks to continue partnership with Capital Projects and community to ensure implementation and success of minority and women set-aside subcontracts and climate-related goals on Community Benefits Bidding (CBB) projects.

## County Administration: Operations

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### Facilities:

- Provide the Board of Commissioners with a comprehensive capital planning document for the entire County.

### **Major Accomplishments & Achievements in FY 20-21**

#### County Clerk:

- Elections staff processed over 90,696 voter registration transactions and processed 28,937 National Change of Address records. Automatic Voter Registration has been in place for 6 years, resulting in a 32% increase and the highest voter registration ever.
- Elections updated the public service area, as well as made internal and external building updates in response to two security assessments and existing COVID restrictions.
- Elections utilized Automatic Signature Verification for ballot processing, which led to increased efficiencies for the Presidential Election conducted in November 2020. We verified 223,890 ballot signatures, or 82% of the 273,053 eligible voters.
- Deeds & Records staff recorded 88,231 documents, and issued 1,837 marriage licenses. Board of Property Tax Appeals processed 240 petitions.

#### Financial Services:

- The County received the report of independent auditors for the period ended June 30, 2020 indicating the County's financial data is presented fairly according to general accounting principles.
- Financial Services was awarded a Certificate of Achievement for Excellence in Financial Reporting for its comprehensive annual financial report for the fiscal year ended June 30, 2020 by the Government Finance Officers Association. This was the eighteenth consecutive year the County received this award.
- Procurement, in partnership with Capital Projects, contributed to the development of the Community Benefits Bidding (CBB) program which progresses worker equity on CBB projects, and laid the framework for equity through a set-aside program and climate through reduction of waste and associated greenhouse emissions.

#### Facilities:

- Provided high touch cleaning, sanitizer, gloves, and masks County-wide in response to the COVID-19 pandemic.
- Developed a Service Level Agreement that will be implemented July 1, 2021.

### **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

#### County Clerk:

COVID restrictions have resulted in 2 Records staff working remotely. All essential services have continued during the pandemic even while closed to walk-in customers. This successful model is expected to continue even when COVID restrictions are lifted as it has been successfully adopted and positively received by our customers.

- The Board of Property Tax Appeals (BoPTA) session was completed entirely virtually this session.
- Elections utilization of extra help to conduct a major general election created challenges that were quickly overcome. Following strict COVID restrictions allowed full time staff and extra help to conduct the election in a safe environment. All other essential services for processing voter registration and related work have been conducted with minimal interruption to the public.

#### Facilities:

The Facilities Section contracted with All Star Labor & Staffing and Hepa-Graff for high touch cleaning to ensure compliance with OSHA and CDC guidelines in response to the COVID-19 pandemic. Facilities increased revenue by \$204,704 with COVID Relief Funds as a result of the increased expenditures for this service.

# County Administration: Operations

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## **Anticipated Service & Budget Changes for FY 21-22**

### County Clerk:

Records recording revenue has seen a \$2.9M or 34% increase over FY 19-20. This trend is expected to continue primarily due to low mortgage interest rates. The uncertainty of the pandemic's economic impact is yet to be fully felt, creating some uncertainty.

### Financial Services:

The Financial Services division budget and service levels remain consistent with prior years.

### Facility Services:

Added three positions; one Maintenance Specialist 1, one Maintenance Specialist 2, and one Custodian.

## **Future Service Challenges & Planning Efforts**

### County Clerk:

The Lane County Clerk's Office is one of the lowest staffed in terms of FTE for the volume of voter registration and number of recorded documents. Staffing changes due to unexpected retirements has created vulnerabilities within the division. Elections has a new supervisor and 4 of 5 staff are new. Records has 1 new staff. The addition of one new FTE in Records will help manage the high number of recorded documents and backlog of verification. In addition, the addition of one Senior Administrative Analyst in the division will enable both programs to receive much needed staffing support for completing high level tasks. A major focus is to build knowledge with the new staff, this is necessary to accurately complete mandated work.

### Financial Services:

- Financial Services will need to implement various new financial reporting standards as established by the Governmental Accounting Standards Board (GASB) to ensure financial statements are prepared in conformity with GAAP as applied to governmental units. Specifically, GASB Statement No. 84, Fiduciary Activities, GASB Statement No. 87, Leases, and GASB Statement No. 90, Majority Equity Interests.
- Due to retirements, promotions and other transitions in Financial Services, there continues to be significant staff turnover. With a majority of staff being relatively new in their positions, a commitment to ongoing training and process improvement is needed to ensure effective accounting systems and processing.
- Procurement will continue to work with Capital Projects to develop CBB-related equity and climate tools and program elements.
- Procurement will need to continue to adapt to COVID-related constraints to engage with historically under-utilized business groups, including minority and women owned business.

### Facility Services:

- The footprint of Lane County continues to increase, which results in additional square footage to be cleaned and maintained. At current staffing levels, Lane County will continue to be below the International Facility Management Association (IFMA) standards for staff per square foot for cleaning and maintenance. Custodial staff provide services for over 10,000 square feet per custodian, where our peer counties average 4,000 square feet. The maintenance crew provides maintenance and repair to 120,000 square feet per staff member, compared to our peer counties of 21,000 square feet per staff.
- The County will be adding an additional 32,455 square feet this fiscal year and another 50,923 in FY22. Even with the addition of custodial and maintenance positions in FY22, we are still significantly below industry standards.
- In 2016, the Lane County Performance Auditor released a report with information on financial indicators for Lane County. One area of focus in this report was on Capital Assets and the financial impacts of maintaining aging capital assets. This area was flagged as a "caution" area due to the long-



## County Administration: Operations

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term financial requirements needed to maintain our assets and the fact that many assets are aging and may need significant repairs and maintenance in the near future.

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

Facility Services:

- Preplanning is being done to: increase downtown parking capacity needs resulting from the Butterfly Parking lot and County annex property transactions; for space planning in the Public Service Building; and for the Public Service Building parking lot to create physical security, such as gates, fencing and roll-up vehicle gate, as well as surveillance through cameras.

# 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.*

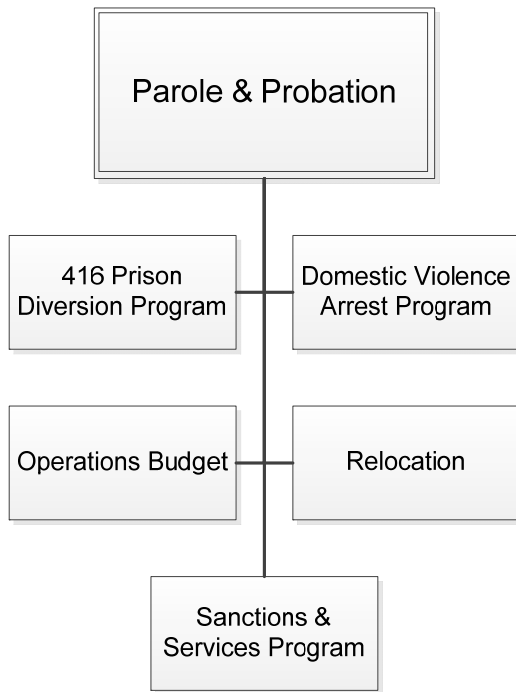
## Division Locator

### **County Administration**

*County Management*

*Operations*

*Parole and Probation ◀*



## County Administration: Parole and Probation

DIVISION FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Property And Rentals	2,100	0	0	0	0	0.00%
Federal Revenues	140,347	139,972	147,759	147,759	0	0.00%
State Revenues	10,957,336	11,109,001	11,393,362	10,987,479	(405,883)	-3.56%
Local Revenues	19,666	22,397	18,166	18,166	0	0.00%
Fees And Charges	641,834	492,340	718,907	616,066	(102,841)	-14.31%
Interest Earnings	57,392	57,197	25,000	25,000	0	0.00%
<b>Total Revenue</b>	<b>11,818,674</b>	<b>11,820,907</b>	<b>12,303,194</b>	<b>11,794,470</b>	<b>(508,724)</b>	<b>-4.13%</b>
<b>TOTAL RESOURCES</b>	<b>11,818,674</b>	<b>11,820,907</b>	<b>12,303,194</b>	<b>11,794,470</b>	<b>(508,724)</b>	<b>-4.13%</b>
<b>EXPENDITURES:</b>						
Personnel Services	5,938,917	6,846,673	7,090,984	6,974,724	(116,260)	-1.64%
Materials & Services	5,135,210	4,917,149	5,249,057	5,041,589	(207,468)	-3.95%
Capital Expenses	4,873	0	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>11,078,999</b>	<b>11,763,822</b>	<b>12,340,041</b>	<b>12,016,313</b>	<b>(323,728)</b>	<b>-2.62%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Special Revenue Fund	11,078,999	11,763,822	12,340,041	12,016,313	(323,728)	-2.62%
<b>TOTAL</b>	<b>11,078,999</b>	<b>11,763,822</b>	<b>12,340,041</b>	<b>12,016,313</b>	<b>(323,728)</b>	<b>-2.62%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
416 Prison Diversion Pgm	755,776	501,909	347,382	411,987	64,605	18.60%
Dom Violence Arrest Pgm	150,214	149,492	147,759	144,251	(3,508)	-2.37%
Operations Budget	7,252,633	8,286,317	8,585,021	8,603,250	18,229	0.21%
Relocation	24,378	4,627	70,373	0	(70,373)	-100.00%
Sanctions & Services Pgm	2,895,997	2,821,476	3,189,506	2,856,825	(332,681)	-10.43%
<b>TOTAL EXPENDITURES</b>	<b>11,078,999</b>	<b>11,763,822</b>	<b>12,340,041</b>	<b>12,016,313</b>	<b>(323,728)</b>	<b>-2.62%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>59.00</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.

## **Division Goals & Strategic Planning**

- Incorporate Continuous Quality Improvement (CQI) in Service Delivery (*Safe, Healthy County*): Implement developed CQI strategies that promote evidence based practices for both internal services and external providers. Ensuring evidence based strategies within established practices will reduce recidivism.
- Probation Services for Misdemeanor Domestic Violence Cases (*Safe, Healthy County*): As a measure of identified need, in 2019, the District Attorney's Office estimated that 180 individuals received misdemeanor domestic violence related convictions. Of these 180 cases, approximately 2/3 (120 cases) no community supervision or direct case management services. It is widely known that one's misdemeanor or felony status is of minimal significance in considering the risk of recidivism and community safety. Providing direct services to this population will seek to reduce community risk and restore many who have been impacted by crime.
- Parole/ Probation Office Renovation (*Vibrant Communities/ Robust Infrastructure*): The renovation of the division's future office at 2699 Roosevelt Boulevard. A successful renovation in meeting the business needs of parole/ probation will deeply enhance their means to improve the quality of life. In addition to embracing community safety, this renovation will significantly contribute to the vibrancy of the four corners area and further strengthen community partnerships.

## **Major Accomplishments & Achievements in FY 20-21**

- Officer Staffing & Training: The division has made the strongest efforts possible to fill vacancies and has full filled its obligation to provide the very best training possible. Parole/Probation currently has 1 vacant position and has successfully trained all new hires.
- Officer Caseloads: With caseloads once containing 120 high risk clients per Officer, we have successfully reduced general caseloads to 70 clients per caseload and specialized to 50 per caseload. Although these numbers are significantly above evidence based recommendations and the statewide average, this is marked improvement that allows for improved service quality.
- Parole/ Probation's Future Office Space: The County successfully purchased the property at 2699 Roosevelt Boulevard and the division has worked with GMA architects to develop a design that will best improve the quality of life.
- Operations (Supervision/ Case Management Services): There are approximately 2,500 (200 Misdemeanor and 2,300 Felony) clients who receive community supervision and case management services. Through a balanced approach of accountability and rehabilitation, parole/ probation strives to achieve lasting community safety. The division identifies its charged clientele as individuals. As such, parole/ probation services seeks to assess the specific risk, barriers and needs and work collaboratively with individuals to develop a strength and evidence based plan that best navigates pro-social change. The division breathes innovation and works in close collaboration with community partners to achieve optimal change in the lives of those we are charged and eager to work with. In breathing innovation, the division is super excited about the potential and early outcomes in two collaborative efforts. They are as follows:

## **County Administration: Parole and Probation**

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### Coordinated Reentry Services Officer:

- Through the utilization of County General Fund, capitalizing on the Division's strong collaboration with LCSO, Parole/ Probation Services has developed a specialized Coordinated Reentry Services Officer within the Jail and Alternative Programs. It is widely known that incarceration of themselves do little to nothing in reducing barriers and ultimately recidivism. Systems often fail to take advantage of the direct access and available time with individuals lodged in jail or serving alternative programs. Parole/Probation's Coordinated Reentry Officer takes full advantage of a captive audience to perform needed assessments and integrate dosage (A cognitive and behavioral intervention aimed at identified criminogenic risk factors) opportunities to reduce risk and effect pro-social change. The established model and its deliberate attention to risk, barriers and needs possess massive potential in reducing recidivism.

### The Way Home:

- Through the Division's strong partnership with Sponsors Inc. and Homes for Good, we have successfully integrated an innovative performance based funding model. In an effort to end chronic homelessness and reduce the number of individuals that cycle through our criminal justice system, Lane County has successfully launched a permanent supported housing initiative that incorporates individualized case management, behavioral health services, prevailing evidence-based supervision services and additional support services related to employment, education and mentoring. Since implementation, the project has successfully placed well over 100 high risk/need individuals into permanent supportive housing. The program is currently undergoing thorough evaluation to determine the program's effectiveness. The Division is pushing the evidence based envelop in piloting dosage, duration, intensity and creative recidivism reduction strategies in concluding parole/probation services. Early program evaluation findings are yielding extremely promising results.

### **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

- In the past supervision fee collection efforts have been reliable and predictable revenue source for the division. COVID has played a significant role in both the division's ability to collect and client's ability to pay supervision fees. It is estimated that the division will experience a total loss of \$100k in revenue for FY 20-21 that would account for budgeted operation.

### **Anticipated Service & Budget Changes for FY 21-22**

- Parole & Probation will be losing a 1 FTE Corrections Technician due to the SAMHSA Adult Treatment Court Enhancement Project grant ending on June 30, 2021.
- In FY 19-20 the County identified and purchased a building for Parole/ Probation's future office. In FY 20-21 the division transferred its Future Projects Reserve account to the Capital Fund to renovate purchased space. Upon occupying the renovated space, the division estimates an additional cost of \$220,000 per year.
- 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 funds in the short session. Despite the need, this funding has yet to be delivered and continues to leave community corrections short funded.

## **County Administration: Parole and Probation**

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### **Future Service Challenges & Planning Efforts**

- 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 case management services.
- Linked to our IGA with the Oregon Department of Corrections the Correctional Program Checklist (CPC) Evaluation is required of all providers that serve CCA funded clientele (felony convictions). To assist our treatment providers in adherence to the CPC, the division has a vested interest and responsibility to provide program observation, evaluation, coaching, curriculum review and regular CPC evaluations to ensure the adherence to evidence-based practices. The division is aware of many existing practices among our treatment providers that would not favorably align with CPC evaluation scoring outcomes.

### **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 April of 2021 and conclude in the fall of 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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Other Assessment	101,687	126,980	111,000	132,500	21,500	19.37%
<b>TAXES &amp; ASSESSMENTS</b>	<b>101,687</b>	<b>126,980</b>	<b>111,000</b>	<b>132,500</b>	<b>21,500</b>	<b>19.37%</b>
Marriage	59,737	53,594	64,000	59,000	(5,000)	-7.81%
Domestic Partnership Fee	225	225	0	0	0	0.00%
<b>LICENSES &amp; PERMITS</b>	<b>59,962</b>	<b>53,819</b>	<b>64,000</b>	<b>59,000</b>	<b>(5,000)</b>	<b>-7.81%</b>
Court Fines	201,024	190,282	215,000	115,000	(100,000)	-46.51%
Collection Agency Receipts	138,598	74,893	135,000	75,000	(60,000)	-44.44%
Drivers License Suspension	8,823	8,382	9,000	7,000	(2,000)	-22.22%
Fines From Other Courts	31,967	31,791	32,000	35,000	3,000	9.38%
Foreclosure Penalty	0	0	0	4,000	4,000	100.00%
<b>FINES, FORFEITURES, PENALTIES</b>	<b>380,412</b>	<b>305,347</b>	<b>391,000</b>	<b>236,000</b>	<b>(155,000)</b>	<b>-39.64%</b>
Sale Of Capital Assets	347	0	0	0	0	0.00%
Land Sales	2,671,176	131,293	254,709	294,709	40,000	15.70%
Miscellaneous Sales	35,835	4,973	3,000	3,000	0	0.00%
Bond Sales	0	0	5,000,000	5,000,000	0	0.00%
Real Property	695,861	2,000	2,000	0	(2,000)	-100.00%
Parking	309,909	329,916	354,000	330,000	(24,000)	-6.78%
Rent - Other Properties	78,845	111,816	597,939	33,100	(564,839)	-94.46%
<b>PROPERTY AND RENTALS</b>	<b>3,791,973</b>	<b>579,999</b>	<b>6,211,648</b>	<b>5,660,809</b>	<b>(550,839)</b>	<b>-8.87%</b>
Department Of Justice	140,347	139,972	147,759	147,759	0	0.00%
Reimbursements	0	225,000	0	0	0	0.00%
<b>FEDERAL REVENUES</b>	<b>140,347</b>	<b>364,972</b>	<b>147,759</b>	<b>147,759</b>	<b>0</b>	<b>0.00%</b>
Coronavirus Relief Fund	0	150,586	724,029	0	(724,029)	-100.00%
Community Corrections	8,525,202	8,353,609	8,595,957	8,351,984	(243,973)	-2.84%
M57 Supp Transition Funds	61,250	43,687	124,333	0	(124,333)	-100.00%
Justice Reinvestment	2,096,514	2,208,495	2,289,673	2,208,495	(81,178)	-3.55%
Release Subsidy Funds	34,730	37,072	37,072	0	(37,072)	-100.00%
Local Staff	112,747	170,900	59,203	114,000	54,797	92.56%
Miscellaneous State Revenue	126,894	207,415	305,799	313,000	7,201	2.35%
<b>STATE GRANT REVENUES</b>	<b>10,957,336</b>	<b>11,171,764</b>	<b>12,136,066</b>	<b>10,987,479</b>	<b>(1,148,587)</b>	<b>-9.46%</b>
Motor Voter Funds	32,031	40,898	32,000	40,000	8,000	25.00%
Department of Revenue	22,305	19,389	49,079	19,079	(30,000)	-61.13%
Video Lottery Grant	520,363	285,390	477,137	535,169	58,032	12.16%
Court Fees	301,898	306,339	229,545	317,041	87,496	38.12%
State Reimbursements	0	153,208	0	0	0	0.00%
<b>OTHER STATE REVENUES</b>	<b>876,597</b>	<b>805,223</b>	<b>787,761</b>	<b>911,289</b>	<b>123,528</b>	<b>15.68%</b>
Eugene	0	0	87,500	87,500	0	0.00%
Misc Local Grants	0	0	195,587	0	(195,587)	-100.00%
<b>LOCAL GRANTS</b>	<b>0</b>	<b>0</b>	<b>283,087</b>	<b>87,500</b>	<b>(195,587)</b>	<b>-69.09%</b>
Eugene	18,166	105,666	18,166	18,166	0	0.00%
Other Local	3,100	4,231	0	0	0	0.00%
Special Elections	156,401	489,723	50,000	350,000	300,000	600.00%
<b>LOCAL REVENUES</b>	<b>177,667</b>	<b>599,620</b>	<b>68,166</b>	<b>368,166</b>	<b>300,000</b>	<b>440.10%</b>

## County Administration

DEPARTMENT RESOURCE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Supervised Probationer Fees	480,016	348,061	450,000	450,000	0	0.00%
DOR - Probationer Fees	161,214	144,244	125,000	166,016	41,016	32.81%
Justice Court Fees	23,799	12,507	24,000	15,000	(9,000)	-37.50%
Witness Fees	65	30	50	50	0	0.00%
Elections Fees	12,979	2,935	5,000	3,000	(2,000)	-40.00%
Recording Fees	1,513,531	2,165,349	2,700,000	2,700,000	0	0.00%
Marriage Ceremonies	44,987	37,763	40,000	8,000	(32,000)	-80.00%
State Processing Fee	27,467	33,459	28,000	32,000	4,000	14.29%
BOPTA Filing Fee	10,885	11,270	12,000	10,000	(2,000)	-16.67%
Other Clerk Fees	0	137	0	0	0	0.00%
Construction Reimbursement	120,225	(114,795)	0	0	0	0.00%
Maintenance Reimbursement	2,819	2,308	0	0	0	0.00%
Miscellaneous Svc Charges	174,057	200,175	161,500	206,000	44,500	27.55%
Refunds & Reimbursements	3,606	1,615	6,126	0	(6,126)	-100.00%
Mailroom Services	170,107	148,660	160,000	160,000	0	0.00%
Miscellaneous Internal Services	(72)	3,024	137,731	0	(137,731)	-100.00%
Facilities Services	21,806	14,288	0	0	0	0.00%
<b>FEES AND CHARGES</b>	<b>2,767,491</b>	<b>3,011,030</b>	<b>3,849,407</b>	<b>3,750,066</b>	<b>(99,341)</b>	<b>-2.58%</b>
County Indirect Revenue	10,083,077	10,868,161	11,210,006	12,052,702	842,696	7.52%
Departmental Administration	766,877	740,107	528,058	483,003	(45,055)	-8.53%
<b>ADMINISTRATIVE CHARGES</b>	<b>10,849,954</b>	<b>11,608,267</b>	<b>11,738,064</b>	<b>12,535,705</b>	<b>797,641</b>	<b>6.80%</b>
Investment Earnings	694,375	587,308	465,332	497,138	31,806	6.84%
<b>INTEREST EARNINGS</b>	<b>694,375</b>	<b>587,308</b>	<b>465,332</b>	<b>497,138</b>	<b>31,806</b>	<b>6.84%</b>
Transfer Fr General Fund (100)	50,000	5,615,111	4,479,041	50,000	(4,429,041)	-98.88%
Transfer Fr General Fund ONGOING	0	50,000	50,000	137,500	87,500	175.00%
Transfer Fr Spec Rev Funds (200)	103,110	189,432	6,739,481	0	(6,739,481)	-100.00%
Transfer Fr Spec Rev Funds ONGOING	0	107,914	113,463	109,964	(3,499)	-3.08%
Transfer Fr Capital Fund (400)	247,943	0	0	0	0	0.00%
Transfer Fr Capital Fund ONGOING	0	456,814	758,063	658,560	(99,503)	-13.13%
Intrafund Transfer	65,043	0	83,371	22,492	(60,879)	-73.02%
<b>FUND TRANSFERS</b>	<b>466,096</b>	<b>6,419,271</b>	<b>12,223,419</b>	<b>978,516</b>	<b>(11,244,903)</b>	<b>-91.99%</b>
<b>DEPARTMENT RESOURCES</b>	<b>31,263,896</b>	<b>38,433,599</b>	<b>48,476,709</b>	<b>36,351,927</b>	<b>(12,124,782)</b>	<b>-25.01%</b>



## County Administration

DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>EXPENDITURE ACCOUNTS</b>						
Regular Operating Wages	7,765,446	8,538,368	9,259,852	9,514,835	254,983	2.75%
Extra Help	195,592	184,574	343,056	370,548	27,492	8.01%
Unclassified Temporary	0	3,780	89,868	26,304	(63,564)	-70.73%
Overtime	51,904	50,212	61,704	47,604	(14,100)	-22.85%
Reduction Unfunded Vac Liab	124,637	145,716	178,227	184,175	5,948	3.34%
Compensatory Time	9,292	4,512	25,656	25,656	0	0.00%
Personal Time	666	780	0	0	0	0.00%
Risk Management Benefits	108,480	93,645	80,314	76,777	(3,537)	-4.40%
Social Security Expense	483,241	530,053	612,621	624,840	12,219	1.99%
Medicare Insurance Expense	114,410	125,449	143,533	146,154	2,621	1.83%
Unemployment Insurance (State)	13,323	13,739	15,537	15,906	369	2.37%
Workers Comp	27,196	28,119	30,422	30,303	(119)	-0.39%
Disability Insurance - Long-term	49,818	54,142	66,949	69,259	2,310	3.45%
PERS - OPSRP Employer rate	1,173,255	1,571,384	1,638,504	1,886,799	248,295	15.15%
PERS Bond	600,594	650,249	720,415	734,212	13,797	1.92%
PERS - 6% Contribution	461,757	508,378	569,192	579,023	9,831	1.73%
Health Insurance	2,146,958	2,264,457	2,569,328	2,595,938	26,610	1.04%
Dental Insurance	166,211	172,171	181,115	182,889	1,774	0.98%
EE Assistance Pgm	2,028	2,151	3,234	3,384	150	4.64%
Life Insurance	12,277	13,542	33,018	34,117	1,099	3.33%
Flexible Spending Admin	1,837	1,952	3,211	3,361	150	4.67%
Disability Insurance - Short Term	4,264	4,519	6,199	5,071	(1,128)	-18.20%
Deferred Comp Employer Contrib	76,700	84,513	80,820	84,604	3,784	4.68%
Retiree Medical	232,971	256,785	230,813	235,218	4,405	1.91%
FMLA Administration	3,297	3,493	3,387	3,466	79	2.33%
<b>PERSONNEL SERVICES</b>	<b>13,826,154</b>	<b>15,306,684</b>	<b>16,946,975</b>	<b>17,480,443</b>	<b>533,468</b>	<b>3.15%</b>
Professional & Consulting	4,251,369	4,059,044	4,881,005	4,044,547	(836,458)	-17.14%
Surveyor's Services	0	0	5,000	3,000	(2,000)	-40.00%
Banking & Armored Car Svc	102,975	84,497	90,927	113,000	22,073	24.28%
Construction Services	2,158	1,286	0	0	0	0.00%
Engineering Services	121	0	0	0	0	0.00%
Road Work Services	1,203	0	1,500	0	(1,500)	-100.00%
Support Services	20,535	27,625	45,000	50,000	5,000	11.11%
Subscriptions	2,325	3,567	8,975	10,750	1,775	19.78%
Intergovernmental Agreements	47,068	28,682	35,500	33,500	(2,000)	-5.63%
Agency Payments	12,189	47,137	71,500	22,825	(48,675)	-68.08%
Release Subsidy - P & P	34,729	34,730	37,072	0	(37,072)	-100.00%
Motor Fuel & Lubricants	2,242	6,006	4,700	4,700	0	0.00%
Machinery & Equipment Parts	17,770	462	37,100	37,100	0	0.00%
Refuse & Garbage	50,092	51,151	49,495	49,525	30	0.06%
Spec Handling & Haz Waste Disp	8,867	21	10,500	10,500	0	0.00%
Light, Power & Water	753,011	746,391	580,134	583,694	3,560	0.61%
Telephone Services	152,657	151,417	153,814	150,916	(2,898)	-1.88%
General Liability	73,408	124,882	159,906	389,389	229,483	143.51%
SAIF Assessments	0	0	1,335	1,335	0	0.00%
Claims	289	0	0	0	0	0.00%
Maintenance of Equipment	189,413	123,777	210,290	212,390	2,100	1.00%
Maintenance of Structures	139,129	98,360	172,231	141,400	(30,831)	-17.90%
Maintenance of Grounds	53,109	18,390	53,500	32,500	(21,000)	-39.25%
Maintenance Agreements	166,822	287,909	295,905	282,950	(12,955)	-4.38%
Operating Licenses & Permits	29,638	1,437	2,600	2,600	0	0.00%
Department Materials	2,415	3,085	205,213	3,500	(201,713)	-98.29%

## County Administration

DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
External Equipment Rental	4,771	6,952	9,943	9,883	(60)	-0.60%
Real Estate & Space Rentals	49,039	55,650	60,780	211,000	150,220	247.15%
Fleet Equipment Replacement	102,104	96,242	113,868	61,780	(52,088)	-45.74%
Fleet Equipment Maintenance	0	0	0	77,567	77,567	100.00%
Groundskeeping Services	61,440	3,222	0	0	0	0.00%
Copier Charges	32,590	15,278	29,700	30,910	1,210	4.07%
Mail Room Charges	20,123	15,997	15,734	21,534	5,800	36.86%
License Replacement	0	36,549	37,463	65,710	28,247	75.40%
Indirect/Technology Serv	756,977	843,795	902,299	941,097	38,798	4.30%
Infrastructure Replacement	0	28,883	27,000	26,908	(92)	-0.34%
County Indirect Charges	1,632,428	1,869,855	2,025,862	2,088,963	63,101	3.11%
Direct/Technology Serv	383,466	75,886	(125,071)	51,862	176,933	-141.47%
Dept Support/Direct	162,224	71,040	0	0	0	0.00%
PC Replacement Services	34,400	28,900	35,150	43,096	7,946	22.61%
Dept Support/Indirect	199,186	211,522	183,649	185,649	2,000	1.09%
Office Supplies & Expense	50,176	66,412	62,320	66,582	4,262	6.84%
Educational Materials	0	199	0	500	500	100.00%
Professional Licenses	18,003	6,991	11,050	14,190	3,140	28.42%
Dues & Memberships	0	7,476	12,051	12,340	289	2.40%
Printing & Binding	316,749	259,079	329,889	267,575	(62,314)	-18.89%
Advertising & Publicity	14,958	8,063	21,360	15,550	(5,810)	-27.20%
Microfilm Imaging Services	0	0	1,000	1,000	0	0.00%
Photo/Video Supplies & Svcs	0	0	250	250	0	0.00%
Postage	198,614	239,956	322,377	322,720	343	0.11%
Radio/Communic Supplies & Svcs	28,750	36,010	32,126	31,876	(250)	-0.78%
DP Supplies And Access	32,415	56,037	46,875	58,200	11,325	24.16%
DP Equipment	2,886	2,046	13,000	3,000	(10,000)	-76.92%
Printer & Copier Expenses	4,722	6,844	4,500	4,500	0	0.00%
Small Tools & Equipment	10,211	7,411	22,753	26,700	3,947	17.35%
Small Office Furniture	117,270	10,982	30,000	18,500	(11,500)	-38.33%
Library - Serials & Conts	30,684	22,484	25,750	31,500	5,750	22.33%
Library - Monographs	0	25,274	30,000	30,000	0	0.00%
Food	6,994	6,884	9,487	9,856	369	3.89%
Miscellaneous Supplies	218	802	500	0	(500)	-100.00%
Special Supplies	103,566	116,389	204,800	192,821	(11,979)	-5.85%
Clothing & Personal Supplies	2,403	19,409	5,700	5,950	250	4.39%
Safety Supplies	4,128	19,249	11,200	11,200	0	0.00%
Campsite Supplies	223	0	0	0	0	0.00%
Janitorial Supplies	101,468	181,800	221,215	108,500	(112,715)	-50.95%
Traffic Supplies	0	295	0	0	0	0.00%
Agricultural Supplies	0	80	500	0	(500)	-100.00%
Building Materials Supplies	29,446	51,438	21,500	26,500	5,000	23.26%
Electrical Supplies	21,547	13,997	21,300	21,300	0	0.00%
Low Voltage System Supplies	92	4,884	5,000	2,500	(2,500)	-50.00%
HVAC Supplies	3,375	39,825	20,000	20,000	0	0.00%
Plumbing/Pipefitting Supplies	2,261	23,355	20,000	20,000	0	0.00%
Medical Supplies	4,440	3,225	5,000	5,000	0	0.00%
Stores Inventory	9,303	2,191	2,500	1,460	(1,040)	-41.60%
Business Expense & Travel	65,382	71,501	99,741	105,727	5,986	6.00%
Committee Stipends & Expense	4,047	4,353	6,025	4,600	(1,425)	-23.65%
Awards & Recognition	2,599	3,148	6,525	5,550	(975)	-14.94%
Outside Education & Travel	92,680	61,638	152,598	150,214	(2,384)	-1.56%

## County Administration

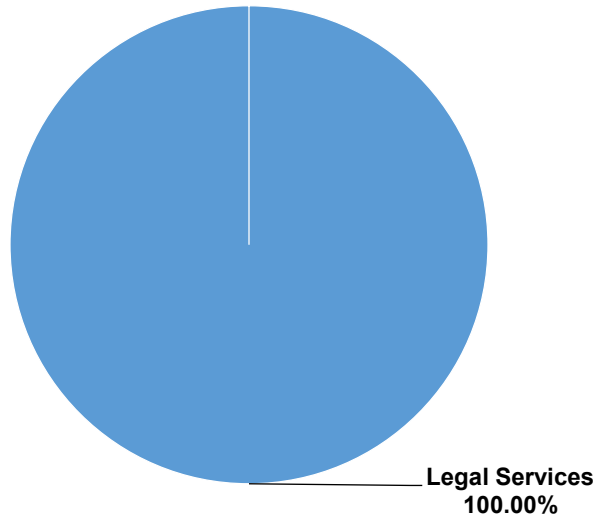
DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
County Training Classes	8,161	10,235	17,800	19,700	1,900	10.67%
Training Services & Materials	18,251	4,101	8,400	8,400	0	0.00%
Miscellaneous Payments	2,579	3,935	100,979	2,700	(98,279)	-97.33%
Reimbursable Expenses	0	0	50	50	0	0.00%
Parking	624	624	6	0	(6)	-100.00%
<b>MATERIALS &amp; SERVICES</b>	<b>10,861,504</b>	<b>10,658,249</b>	<b>12,335,706</b>	<b>11,623,091</b>	<b>(712,615)</b>	<b>-5.78%</b>
Vehicles	0	0	0	22,492	22,492	100.00%
Office Machines	8,134	410,594	0	50,000	50,000	100.00%
Machinery & Equipment	0	15,465	0	0	0	0.00%
Mortgage Capital Outlay	0	3,150,000	0	0	0	0.00%
<b>CAPITAL OUTLAY</b>	<b>8,134</b>	<b>3,576,059</b>	<b>0</b>	<b>72,492</b>	<b>72,492</b>	<b>100.00%</b>
Professional Services	17,977	117,727	105,000	31,621	(73,379)	-69.88%
Architectural Services	83,124	650,707	800,000	795,000	(5,000)	-0.63%
Engineering Services	38,710	47,898	90,000	105,000	15,000	16.67%
Project Management Services	0	17,098	0	0	0	0.00%
Other Professional Services	0	0	0	10,000	10,000	100.00%
Land Acquisition	5,531,295	14,619	0	0	0	0.00%
Testing & Inspection	82	20	75,000	131,000	56,000	74.67%
Improvements	1,555,624	1,807,999	23,770,095	18,041,297	(5,728,798)	-24.10%
Maintenance Shops	129,237	131,356	0	0	0	0.00%
Miscellaneous	1,329	18,035	0	0	0	0.00%
Permits & System Development	0	9,654	150,000	47,500	(102,500)	-68.33%
<b>CAPITAL PROJECTS</b>	<b>7,357,378</b>	<b>2,815,113</b>	<b>24,990,095</b>	<b>19,161,418</b>	<b>(5,828,677)</b>	<b>-23.32%</b>
<b>DEPARTMENT EXPENDITURES</b>	<b>32,053,172</b>	<b>32,356,105</b>	<b>54,272,776</b>	<b>48,337,444</b>	<b>(5,935,332)</b>	<b>-10.94%</b>

# Department of County Counsel

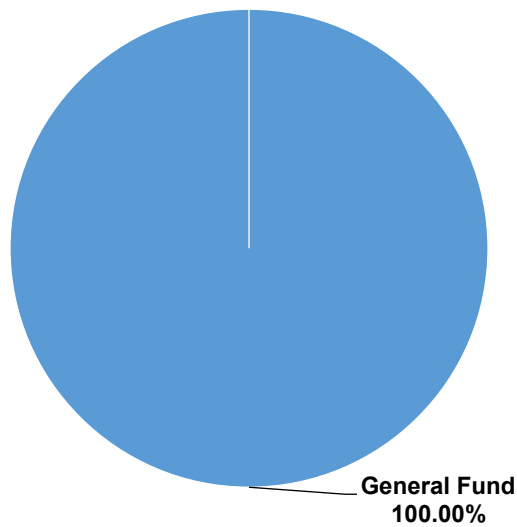
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FY 21-22 Proposed Expenditures: \$2,170,835

## FY 21-22 Expenditures by Division



## FY 21-22 Expenditures by Fund



Stephen Dingle  
County Counsel  
541-682-6561

# County Counsel

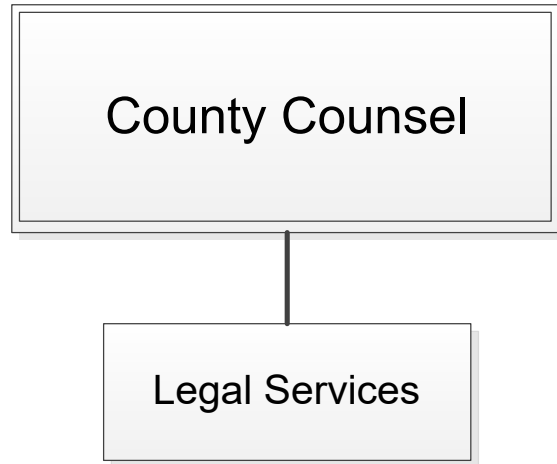
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## **Department Purpose & Overview**

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:

- **Succession Planning.** Several of the attorneys in our office are eligible for retirement; it is important to begin planning for these retirements so that the historical knowledge can be shared, and a seamless transition can occur.
- **Holiday Farm Fire Assistance.** County Counsel is working closely with County departments and other agencies to streamline and expedite services to those affected by the wildfire.
- **Telework.** County Counsel will assist departments as the County implements a permanent telework option.

Performance Measures			FY 18-19	FY 19-20	FY 20-21	FY 21-22
			Actuals	Actuals	Projected	Proposed
  <b>CC Dept Goal</b>	4.a.	Percentage of Public Record Request's acknowledged within 5 calendar days.	n/a	n/a	95	100
	4.a.	Percent of cost savings for in house legal services compared to outside counsel.	65%	63%	60%	60%
		Number of training's conducted each year focused on reducing litigation exposure.	11	12	19	15

## Partnerships

- Partnered with Public Works Engineering & Construction Services, for ODOT certifications, electronic bidding, and development of ROW utility regulation.
- Partnered with County Administration staff, for creation and implementation of Board-approved Community Benefits Bidding system.
- Partnered with Health & Human Services, for emergency purchasing, leasing, funding, and operating multiple hotel and treatment facilities for COVID-19 and fire victims' use, including operational agreements with State and service providers.
- Partnered with Economic Development and Emergency Management, for securing and distributing FEMA funding for Holiday Farm disaster response and recovery.
- Worked with multiple departments and local agencies (contracts, IGAs, policy and process interpretation, land use) to assist victims of wildfire with property clean-up as well as necessary human services (housing, counseling, FEMA assistance, etc.)
- Partnered with other county departments to interpret and implement constantly changing policies and procedures related to COVID-19.
- Assisted Economic Development in drafting grant agreement language for local businesses impacted by COVID-19 regulations and restrictions.
- Partnered with Human Resources to develop and implement telework policy in order to maintain critical services and keep employees working during COVID-19 shut-down.
- Continued the Enhanced Managing Within the Law Discussion Sessions for managers and supervisors.
- We are also currently partnering with Human Resources and Cascade Health to offer reasonable suspicion training to all County supervisors and CDL Holders with Public Works.
- Worked extensively with other counties to streamline processes and policies related to both wildfire recovery efforts and COVID-19. This is an on-going effort that saves time and money and is also an

## County Counsel

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opportunity to share valuable experiences and information while building relationships with our county partners.

### **Major Accomplishments & Achievements in FY 20-21**

- Implemented electronic bid documents and bidding for Public Works construction.
- Strategized and Implemented notification and recording requirements for properties on Local Access Roads.
- Partnered with ODOT and local entities to get approximately 7 miles of London Road declared to be a safety corridor with double fines.
- Successfully negotiated a roll over contract with AFSCME and are currently in negotiations with AFSCME General and Nurses, Prosecuting Attorneys (PAA), and interest based bargaining with FOPPO.
- Responded to three BOLI/EEOC complaints in 2020. Two were dismissed and one was resolved via mediation. Received an additional BOLI/EEOC complaint at the end of December 2020 and provided our response in January of 2021. The results of that particular complaint are still pending.

### **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

County Counsel staff transitioned to working from home pursuant to the Governor's emergency declaration almost seamlessly. Clients reported no loss or change of service.

### **Anticipated Service & Budget Changes for FY 21-22**

Legal Counsel anticipates additional duties related to Civil Commitments, which were previously handled by the District Attorney's Office. The addition of one Assistant County Counsel 2 is needed to handle this workload.

### **Future Service Challenges & Planning Efforts**

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. Additionally, several attorneys in the office are eligible to retire; this will require review of various duties as well as succession planning.

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

Lane County Legal Counsel has no planned capital projects for FY 21-22.

## County Counsel

DEPARTMENT FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Fees And Charges	1,676	818	0	0	0	0.00%
Administrative Charges	1,586,717	1,538,690	1,788,395	1,874,902	86,507	4.84%
<b>TOTAL RESOURCES</b>	<b>1,588,393</b>	<b>1,539,508</b>	<b>1,788,395</b>	<b>1,874,902</b>	<b>86,507</b>	<b>4.84%</b>
<b>EXPENDITURES:</b>						
Personnel Services	1,532,084	1,657,802	1,733,940	1,971,066	237,126	13.68%
Materials & Services	166,397	173,547	203,133	199,769	(3,364)	-1.66%
<b>TOTAL EXPENDITURES</b>	<b>1,698,481</b>	<b>1,831,349</b>	<b>1,937,073</b>	<b>2,170,835</b>	<b>233,762</b>	<b>12.07%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
General Fund	1,698,481	1,831,349	1,937,073	2,170,835	233,762	12.07%
<b>TOTAL</b>	<b>1,698,481</b>	<b>1,831,349</b>	<b>1,937,073</b>	<b>2,170,835</b>	<b>233,762</b>	<b>12.07%</b>

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Legal Services	1,698,481	1,831,349	1,937,073	2,170,835	233,762	12.07%
<b>TOTAL EXPENDITURES</b>	<b>1,698,481</b>	<b>1,831,349</b>	<b>1,937,073</b>	<b>2,170,835</b>	<b>233,762</b>	<b>12.07%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>12.00</b>	<b>1.00</b>	<b>9.09%</b>

DEPARTMENT POSITION LISTING	
<b>Legal Services</b>	
2.00	Administrative Support Tech
1.00	Assistant County Counsel 1
5.00	Assistant County Counsel 2
1.00	Co Counsel Paralegal
1.00	County Counsel
1.00	Management Analyst
1.00	Program Manager
<b>12.00</b>	<b>Division FTE Total</b>
<b>12.00</b>	<b>Department FTE Total</b>



## County Counsel

DEPARTMENT RESOURCE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Refunds & Reimbursements	1,676	818	0	0	0	0.00%
<b>FEES AND CHARGES</b>	<b>1,676</b>	<b>818</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
County Indirect Revenue	1,586,717	1,538,690	1,788,395	1,874,902	86,507	4.84%
<b>ADMINISTRATIVE CHARGES</b>	<b>1,586,717</b>	<b>1,538,690</b>	<b>1,788,395</b>	<b>1,874,902</b>	<b>86,507</b>	<b>4.84%</b>
<b>DEPARTMENT RESOURCES</b>	<b>1,588,393</b>	<b>1,539,508</b>	<b>1,788,395</b>	<b>1,874,902</b>	<b>86,507</b>	<b>4.84%</b>

## County Counsel

DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>EXPENDITURE ACCOUNTS</b>						
Regular Operating Wages	938,842	1,008,369	1,004,455	1,138,938	134,483	13.39%
Extra Help	15,655	7,928	41,796	26,796	(15,000)	-35.89%
Unclassified Temporary	0	0	5,004	20,004	15,000	299.76%
Reduction Unfunded Vac Liab	33,081	19,621	45,629	45,647	18	0.04%
Compensatory Time	45	0	0	0	0	0.00%
Risk Management Benefits	0	0	0	130	130	100.00%
Social Security Expense	56,862	60,051	67,843	76,156	8,313	12.25%
Medicare Insurance Expense	14,144	14,841	15,845	17,807	1,962	12.38%
Unemployment Insurance (State)	1,123	1,169	1,231	1,397	166	13.48%
Workers Comp	3,097	3,233	3,280	3,712	432	13.17%
Disability Insurance - Long-term	5,089	6,443	7,435	8,396	961	12.93%
PERS - OPSRP Employer rate	134,314	177,641	181,680	225,219	43,539	23.96%
PERS Bond	73,905	76,694	78,660	90,726	12,066	15.34%
PERS - 6% Contribution	56,555	61,054	62,927	72,545	9,618	15.28%
Health Insurance	134,811	151,897	154,498	171,066	16,568	10.72%
Dental Insurance	13,221	14,100	12,999	14,719	1,720	13.23%
EE Assistance Pgm	168	178	256	268	12	4.69%
Life Insurance	2,076	2,261	3,970	4,330	360	9.07%
Flexible Spending Admin	153	163	256	268	12	4.69%
Disability Insurance - Short Term	353	374	384	420	36	9.38%
Deferred Comp Employer Contrib	19,256	20,353	20,979	23,676	2,697	12.86%
Retiree Medical	29,059	31,140	24,557	28,566	4,009	16.33%
FMLA Administration	275	291	256	280	24	9.38%
<b>PERSONNEL SERVICES</b>	<b>1,532,084</b>	<b>1,657,802</b>	<b>1,733,940</b>	<b>1,971,066</b>	<b>237,126</b>	<b>13.68%</b>
Professional & Consulting	0	5,284	370	300	(70)	-18.92%
Motor Fuel & Lubricants	245	96	0	0	0	0.00%
Telephone Services	8,675	8,120	8,184	10,068	1,884	23.02%
General Liability	14,529	15,423	21,163	14,994	(6,169)	-29.15%
Maintenance of Equipment	0	50	0	0	0	0.00%
External Equipment Rental	77	71	125	0	(125)	-100.00%
Fleet Equipment Replacement	9,750	9,036	10,101	2,777	(7,324)	-72.51%
Fleet Equipment Maintenance	0	0	0	8,229	8,229	100.00%
Copier Charges	6,205	2,698	5,100	5,100	0	0.00%
Mail Room Charges	697	365	700	500	(200)	-28.57%
License Replacement	0	3,028	3,024	5,046	2,022	66.87%
Indirect/Technology Serv	82,165	85,302	97,868	91,779	(6,089)	-6.22%
Infrastructure Replacement	0	3,117	3,125	2,936	(189)	-6.05%
PC Replacement Services	4,000	4,260	4,150	4,650	500	12.05%
Office Supplies & Expense	6,245	6,560	5,500	6,500	1,000	18.18%
Professional Licenses	5,149	4,072	7,000	4,100	(2,900)	-41.43%
Dues & Memberships	0	1,296	25	3,225	3,200	12,800.00%
Advertising & Publicity	20	0	0	0	0	0.00%
Postage	0	14	75	75	0	0.00%
Radio/Communic Supplies & Svcs	3	5	25	25	0	0.00%
DP Supplies And Access	814	0	0	0	0	0.00%
Printer & Copier Expenses	694	0	0	0	0	0.00%
Small Office Furniture	388	337	500	0	(500)	-100.00%
Special Supplies	9,707	13,536	10,773	12,000	1,227	11.39%
Business Expense & Travel	177	16	175	175	0	0.00%
Outside Education & Travel	16,612	10,551	24,950	26,950	2,000	8.02%
County Training Classes	245	310	200	340	140	70.00%
<b>MATERIALS &amp; SERVICES</b>	<b>166,397</b>	<b>173,547</b>	<b>203,133</b>	<b>199,769</b>	<b>(3,364)</b>	<b>-1.66%</b>
<b>DEPARTMENT EXPENDITURES</b>	<b>1,698,481</b>	<b>1,831,349</b>	<b>1,937,073</b>	<b>2,170,835</b>	<b>233,762</b>	<b>12.07%</b>

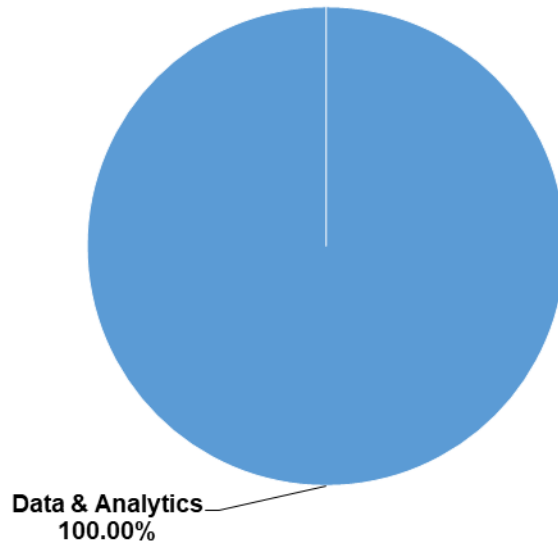
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# Office of Data & Analytics

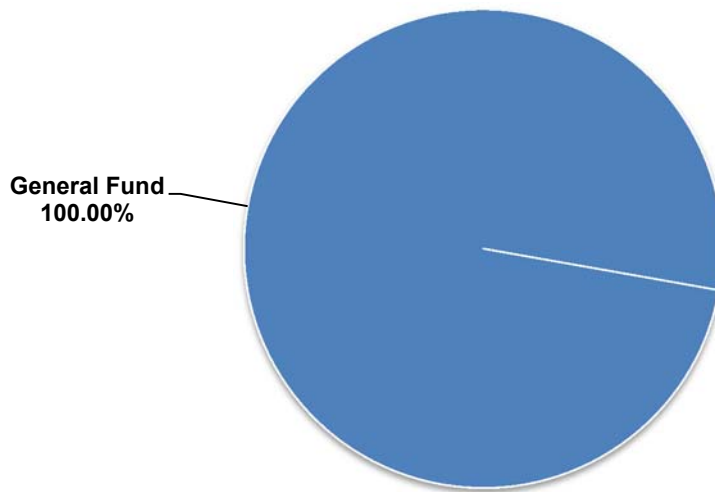
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FY 21-22 Proposed Expenditures: \$294,246

## FY 21-22 Expenditures by Division



## FY 21-22 Expenditures by Fund



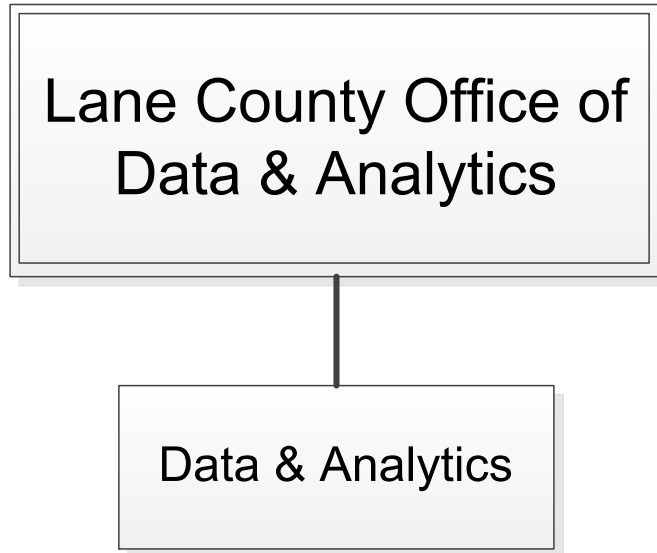
Michael Finch  
Technology Services Director  
541-682-4232

# Data & Analytics

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## **Department Purpose & Overview**

The purpose of the Office of Data & Analytics is to ensure that Lane County has access to the best data and actionable insights available, in the moment and place needed, to make data driven decisions. This will be accomplished through partnerships and data leadership, development, literacy, ethics, equity, technology innovation and infrastructure.



# Data & Analytics

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## **Department Goals & Strategic Planning**

The Office of Data & Analytics has aligned several goals and objectives for FY 21-22 with the following Strategic Areas of Focus:

- People and Partnerships
  - Establish and partner the new Department and Roles
  - Form and document relationships with data and analytics entities across Lane County
  - Align and provide data and analytics capabilities Countywide
- Safe and Healthy County, Vibrant Communities
  - Establish work plan for top County initiatives (Equity, Homelessness, Economic Development, etc)
- Infrastructure
  - Partner with Technology Services and our community to evolve data relationships, infrastructure, tools and sharing capabilities

Performance metrics have not yet been defined for the Office of Data & Analytics since this is a newly established department. Once a manager is hired, they will work with the Technology Services director to further outline the strategic measures and performance metrics.

## **Partnerships**

- All departments of Lane County, plus other agencies or individuals who may perform specialized data and/or analytics functions will be encouraged to be a part of the Data & Analytics Organization and invited to participate in analytics activities including training, user groups, data governance, sharing of stories and other data & analytics exercises.
- Equity partnerships – Engage with Lane County’s Equity teams, tools and processes to support this essential work
- Lane Geographic Data Consortium (LGDC) – Actively participate in the use and growth of regional datasets provided by the LGDC.
- Local, Regional, State and Federal data organizations – Actively participate in developing and maintaining data organizations and relationships at all levels.

## **Major Accomplishments & Achievements in FY 20-21**

Not applicable.

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

Not applicable.

## **Anticipated Service & Budget Changes for FY 21-22**

- Establish new department and identify needs such as workstations, licensing needs, and training/certification depending on the candidate’s experience.
- Recruit and hire 1.0 FTE for Manager Position.
- Recruit and hire 1.0 FTE for Sr. Management Analyst position.

## **Data & Analytics**

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### **Future Service Challenges & Planning Efforts**

This new department will need to successfully form leadership roles, relationships, partnerships and processes in a decentralized data and analytic environment to align goals and work. As new resources, training and needs for Analytics grow, availability of Technology Services, data and data infrastructure to fuel analytics will increase demands on current systems and support escalating the need for resources and larger, more modern data warehousing platforms as well as regional data sharing and security needs. Tableau licensing growth will also be a challenge and require planning for funding a 100% to 300% increase in Tableau licensing costs depending on the speed of adoption in use and if Lane County wants a public Tableau presence beyond the free version of Tableau Public.

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

- Tableau enterprise licensing adoption
- Data warehouse/infrastructure modernization

## Data & Analytics

DEPARTMENT FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
<b>TOTAL RESOURCES</b>	0	0	0	0	0	0.00%
<b>EXPENDITURES:</b>						
Personnel Services	0	0	0	287,568	287,568	100.00%
Materials & Services	0	0	0	6,678	6,678	100.00%
<b>TOTAL EXPENDITURES</b>	0	0	0	294,246	294,246	100.00%

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
General Fund	0	0	0	294,246	294,246	100.00%
<b>TOTAL</b>	0	0	0	294,246	294,246	100.00%

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Data & Analytics	0	0	0	294,246	294,246	100.00%
<b>TOTAL EXPENDITURES</b>	0	0	0	294,246	294,246	100.00%

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	0.00	0.00	0.00	2.00	2.00	100.00%

DEPARTMENT POSITION LISTING	
<b>Data &amp; Analytics</b>	
1.00	Manager
1.00	Sr. Management Analyst
<b>2.00</b>	<b>Division FTE Total</b>
<b>2.00</b>	<b>Department FTE Total</b>



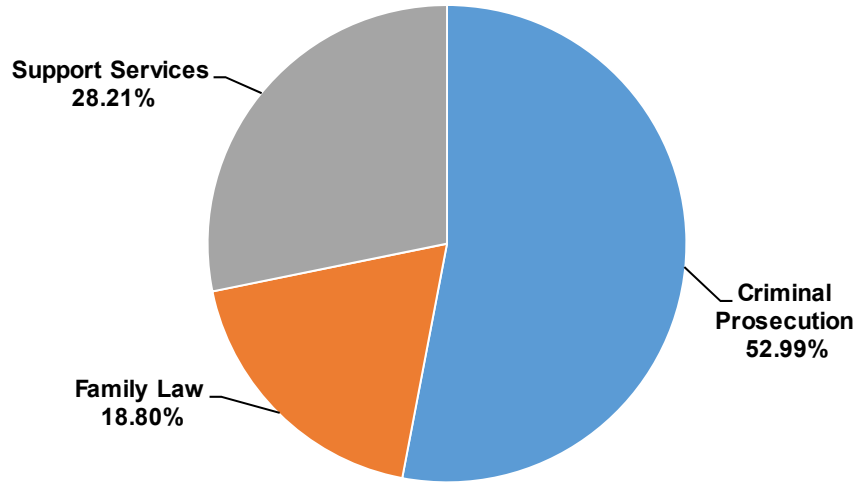
## Data & Analytics

DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>EXPENDITURE ACCOUNTS</b>						
Regular Operating Wages	0	0	0	170,280	170,280	100.00%
Social Security Expense	0	0	0	10,560	10,560	100.00%
Medicare Insurance Expense	0	0	0	2,472	2,472	100.00%
Unemployment Insurance (State)	0	0	0	216	216	100.00%
Workers Comp	0	0	0	504	504	100.00%
Disability Insurance - Long-term	0	0	0	1,212	1,212	100.00%
PERS - OPSRP Employer rate	0	0	0	28,200	28,200	100.00%
PERS Bond	0	0	0	12,768	12,768	100.00%
PERS - 6% Contribution	0	0	0	10,224	10,224	100.00%
Health Insurance	0	0	0	39,864	39,864	100.00%
Dental Insurance	0	0	0	2,712	2,712	100.00%
EE Assistance Pgm	0	0	0	24	24	100.00%
Life Insurance	0	0	0	720	720	100.00%
Flexible Spending Admin	0	0	0	24	24	100.00%
Disability Insurance - Short Term	0	0	0	72	72	100.00%
Deferred Comp Employer Contrib	0	0	0	3,408	3,408	100.00%
Retiree Medical	0	0	0	4,260	4,260	100.00%
FMLA Administration	0	0	0	48	48	100.00%
<b>PERSONNEL SERVICES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>287,568</b>	<b>287,568</b>	<b>100.00%</b>
Telephone Services	0	0	0	2,040	2,040	100.00%
General Liability	0	0	0	878	878	100.00%
Fleet Equipment Replacement	0	0	0	150	150	100.00%
PC Replacement Services	0	0	0	500	500	100.00%
DP Supplies And Access	0	0	0	1,060	1,060	100.00%
Small Tools & Equipment	0	0	0	100	100	100.00%
Business Expense & Travel	0	0	0	200	200	100.00%
Outside Education & Travel	0	0	0	1,500	1,500	100.00%
County Training Classes	0	0	0	50	50	100.00%
Training Services & Materials	0	0	0	200	200	100.00%
<b>MATERIALS &amp; SERVICES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,678</b>	<b>6,678</b>	<b>100.00%</b>
<b>DEPARTMENT EXPENDITURES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>294,246</b>	<b>294,246</b>	<b>100.00%</b>

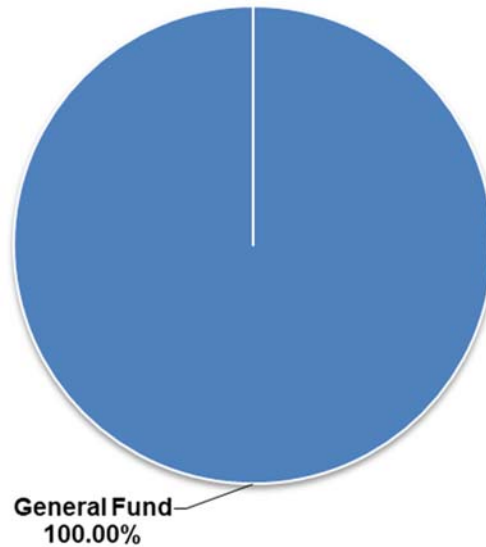
# Department of District Attorney

FY 21-22 Proposed Expenditures: \$11,678,591

## FY 21-22 Expenditures by Division



## FY 21-22 Expenditures by Fund



Patty Perlow  
District Attorney  
541-682-4261

# District Attorney

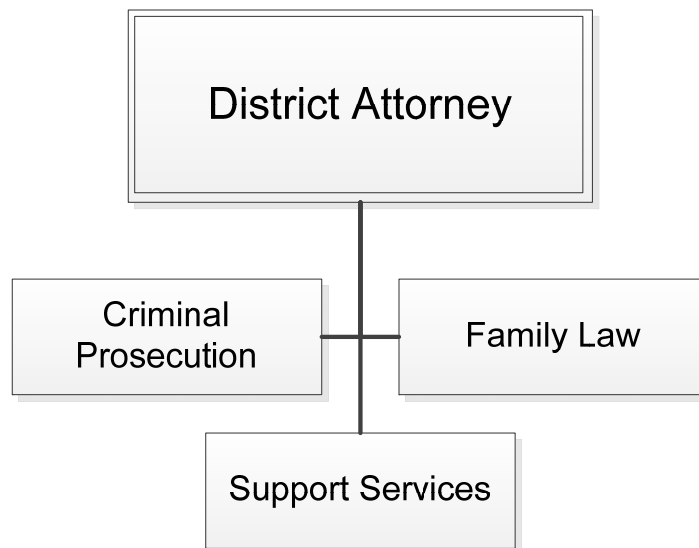
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## Department Purpose & Overview

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

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.

Performance Measures			FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Projected	FY 21-22 Proposed
	1	Amount of child support collected	\$19,991,000	\$19,000,000	\$21,000,000	\$20,000,000
	1	Number of victims served by Victim/Witness program	2,305	2,446	2,649	2,300
	1	Number of resolved cases through increased utilization of Drug Court, Veternas Court, Mental Health Treatment Court, and the 416 Program.	36-DC, 11-Vets, 1-MHTC, 21-416	42-DC, 17-Vets, 2-MHTC, 16-416	30-DC, 9-Vets, 11-MHTC, 12-416	65-DC, 15-Vets, 15-MHTC, 20-416

**Notes:**

Access to alternative means of resolution are limited by program eligibility requirements and capacity limitations. For example, Drug Court currently has 67 participants and a maximum capacity of 125 participants. Mental Health Court has 25 current participants and a maximum capacity of 30 participants. Veterans Court has 17 participants and a maximum capacity of 30 participants. The 416 program has a current capacity of 40 participants, but may be subject to expansion based on needs and the resources of Parole and Probation and community partners.

## 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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Fines, Forfeitures, Penalties	16,293	9,056	8,000	5,300	(2,700)	-33.75%
Federal Revenues	1,587,718	1,508,635	1,532,115	1,516,768	(15,347)	-1.00%
State Revenues	1,641,797	1,256,864	1,204,477	1,020,092	(184,385)	-15.31%
Fees And Charges	431,449	366,315	330,100	318,550	(11,550)	-3.50%
Interest Earnings	11	(7)	10	7	(3)	-30.00%
<b>Total Revenue</b>	<b>3,677,268</b>	<b>3,140,863</b>	<b>3,074,702</b>	<b>2,860,717</b>	<b>(213,985)</b>	<b>-6.96%</b>
Fund Transfers	0	108,400	243,607	0	(243,607)	-100.00%
<b>TOTAL RESOURCES</b>	<b>3,677,268</b>	<b>3,249,263</b>	<b>3,318,309</b>	<b>2,860,717</b>	<b>(457,592)</b>	<b>-13.79%</b>
<b>EXPENDITURES:</b>						
Personnel Services	9,002,127	9,194,531	9,449,000	9,649,530	200,530	2.12%
Materials & Services	1,642,588	1,757,819	2,096,527	2,029,061	(67,466)	-3.22%
Capital Expenses	0	72,060	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>10,644,715</b>	<b>11,024,410</b>	<b>11,545,527</b>	<b>11,678,591</b>	<b>133,064</b>	<b>1.15%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>FUNDS</b>						
General Fund	10,635,485	11,012,088	11,525,374	11,662,517	137,143	1.19%
Liquor Law Enforcement	9,097	12,215	19,624	15,157	(4,467)	-22.76%
Special Revenue Fund	133	107	529	917	388	73.35%
<b>TOTAL</b>	<b>10,644,715</b>	<b>11,024,410</b>	<b>11,545,527</b>	<b>11,678,591</b>	<b>133,064</b>	<b>1.15%</b>

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>DIVISIONS</b>						
Criminal Prosecution	7,169,658	7,506,381	6,188,946	6,169,289	(19,657)	-0.32%
Family Law	2,234,187	2,135,196	2,246,527	2,234,139	(12,388)	-0.55%
Support Services	1,240,871	1,382,833	3,110,054	3,275,163	165,109	5.31%
<b>TOTAL EXPENDITURES</b>	<b>10,644,715</b>	<b>11,024,410</b>	<b>11,545,527</b>	<b>11,678,591</b>	<b>133,064</b>	<b>1.15%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>72.00</b>	<b>73.00</b>	<b>72.00</b>	<b>72.00</b>	<b>0.00</b>	<b>0.00%</b>

# District Attorney

## DEPARTMENT POSITION LISTING

### **Criminal Prosecution**

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

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**28.00 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 Legal Secretary 1  
5.00 Legal Secretary 2  
1.00 Manager  
2.00 Medical -Legal Death Investigator  
9.00 Office Assistant 2  
1.00 Office Assistant, Sr  
2.00 Paralegal  
1.00 Prof/Tech Supervisor  
2.00 Program Supervisor  
3.00 Victim Advocate  
2.00 Victim Advocate-Bilingual

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**30.00 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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Fines, Forfeitures, Penalties	16,293	9,056	8,000	5,300	(2,700)	-33.75%
State Revenues	1,018,943	534,483	343,830	286,287	(57,543)	-16.74%
Fees And Charges	431,662	363,413	327,100	315,550	(11,550)	-3.53%
Interest Earnings	4	1	0	3	3	100.00%
<b>Total Revenue</b>	<b>1,466,902</b>	<b>906,953</b>	<b>678,930</b>	<b>607,140</b>	<b>(71,790)</b>	<b>-10.57%</b>
Fund Transfers	0	108,400	243,607	0	(243,607)	-100.00%
<b>TOTAL RESOURCES</b>	<b>1,466,902</b>	<b>1,015,353</b>	<b>922,537</b>	<b>607,140</b>	<b>(315,397)</b>	<b>-34.19%</b>
<b>EXPENDITURES:</b>						
Personnel Services	6,177,447	6,379,857	4,907,772	4,925,323	17,551	0.36%
Materials & Services	992,210	1,054,464	1,281,174	1,243,966	(37,208)	-2.90%
Capital Expenses	0	72,060	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>7,169,658</b>	<b>7,506,381</b>	<b>6,188,946</b>	<b>6,169,289</b>	<b>(19,657)</b>	<b>-0.32%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
General Fund	7,160,561	7,494,138	6,168,993	6,153,829	(15,164)	-0.25%
Liquor Law Enforcement	9,097	12,215	19,624	15,157	(4,467)	-22.76%
Special Revenue Fund	0	28	329	303	(26)	-7.90%
<b>TOTAL</b>	<b>7,169,658</b>	<b>7,506,381</b>	<b>6,188,946</b>	<b>6,169,289</b>	<b>(19,657)</b>	<b>-0.32%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Criminal Prosecution	7,160,561	7,494,138	6,168,993	6,153,829	(15,164)	-0.25%
DA Empl Incentive Program	0	28	329	303	(26)	-7.90%
Liquor Law Enforcement	9,097	12,215	19,624	15,157	(4,467)	-22.76%
<b>TOTAL EXPENDITURES</b>	<b>7,169,658</b>	<b>7,506,381</b>	<b>6,188,946</b>	<b>6,169,289</b>	<b>(19,657)</b>	<b>-0.32%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>48.00</b>	<b>49.00</b>	<b>29.00</b>	<b>28.00</b>	<b>(1.00)</b>	<b>-3.45%</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:

- Utilization 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 20-21**

- The division investigated, reviewed, and made a prosecution decision on over 6,500 referrals from law enforcement. Possession of drug cases were down by 329 in 2020 from 2019 (and down 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.
- Although significantly hampered by the pandemic, our DUII Investigator assisted in the investigation of 20 vehicular accidents and served two warrants, both for Manslaughter.
- Lane County Treatment Court participant graduates:
  - Drug Court: Graduated 44 in 2019  
Graduated 27 in 2020
  - Veterans Court: Graduated 13 in 2019  
Graduated 8 in 2020
  - Mental Health Court: Graduated 5 in 2019  
Graduated 7 in 2020
- Justice Re-Investment (JRI) revenue was lost in FY 20-21, however, an Intrafund Transfer was budgeted in order to sustain services that would have otherwise lost by the reduction of the funded FTE.

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

As of this writing, Circuit Court has not returned to pre-pandemic operations. We have almost 2,000 pending cases from 2020 alone, and cases from 2019 that remain pending as well.

## **District Attorney: Criminal Prosecution**

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### **Anticipated Service & Budget Changes for FY 21-22**

- The ODOT Grant for a DUII Investigator ends September 30, 2021, and we are in discussion with our grantor regarding re-application.
- Personnel costs may be impacted by the Prosecuting Attorneys contract, which expires June 30, 2021.

### **Future Service Challenges & Planning Efforts**

- As noted previously, much is dependent on Circuit Court reopening. We have one attorney vacancy but at this point it is unknown how caseloads will be affected, and how quickly the court will resume in-person hearings and trials once COVID restrictions are lifted.
- Mental health issues, particularly civil commitments, have taken a dramatic increase in attorney and staff time. This is not a statutorily mandated function for the District Attorney and is diverting sources from our prime functions.
- The legislature is considering bills to increase the number of expunctions (set-asides of convictions) which will directly impact workload. We currently contract with a retired DDA to handle the extra workload of expunctions and other post-conviction motions.
- The legislature is also considering a bill, introduced at the request of the Oregon Judicial Department, which would allow the Court to collect a fee from counties who file more than 500 felony cases, at a fee cap of \$102.00 per filing.
- The impact of Measure 110, reclassifying possession/penalties for specified drugs, including heroin, methamphetamine, LSD and oxycodone, as well as others, has yet to be felt. Although this will result in a reduction of cases related to possession of these drugs, it is anticipated that property and possibly person crimes will increase as a means to support addiction. More importantly, the measure takes funding away from court diversion programs, and provides screening and referrals, not treatment.
- In FY18-19 the addition of a fifth attorney to the Major Crimes team came at the expense of the Chief Deputy position. The lack of this position and the workload placed on the District Attorney is not sustainable long term, and there is an immediate need to reinstate this position for succession planning.

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

None at this time, although sometime it would be nice to make improvements to the insufficient kitchenette.

# 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.*

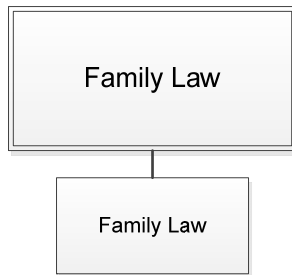
## **Division Locator**

### **District Attorney**

*Criminal Prosecution*

*Family Law ◀*

*Support Services*



## District Attorney: Family Law

DIVISION FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Federal Revenues	1,587,718	1,508,635	1,532,115	1,516,768	(15,347)	-1.00%
State Revenues	137,241	116,338	127,746	127,884	138	0.11%
Fees And Charges	(339)	2,902	3,000	3,000	0	0.00%
Total Revenue	1,724,620	1,627,875	1,662,861	1,647,652	(15,209)	-0.91%
<b>TOTAL RESOURCES</b>	<b>1,724,620</b>	<b>1,627,875</b>	<b>1,662,861</b>	<b>1,647,652</b>	<b>(15,209)</b>	<b>-0.91%</b>
<b>EXPENDITURES:</b>						
Personnel Services	1,887,841	1,780,853	1,853,854	1,848,329	(5,525)	-0.30%
Materials & Services	346,346	354,343	392,673	385,810	(6,863)	-1.75%
<b>TOTAL EXPENDITURES</b>	<b>2,234,187</b>	<b>2,135,196</b>	<b>2,246,527</b>	<b>2,234,139</b>	<b>(12,388)</b>	<b>-0.55%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
General Fund	2,234,187	2,135,196	2,246,527	2,234,139	(12,388)	-0.55%
<b>TOTAL</b>	<b>2,234,187</b>	<b>2,135,196</b>	<b>2,246,527</b>	<b>2,234,139</b>	<b>(12,388)</b>	<b>-0.55%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Family Law Division	2,234,187	2,135,196	2,246,527	2,234,139	(12,388)	-0.55%
<b>TOTAL EXPENDITURES</b>	<b>2,234,187</b>	<b>2,135,196</b>	<b>2,246,527</b>	<b>2,234,139</b>	<b>(12,388)</b>	<b>-0.55%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	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 Family Law Division provides these services in compliance with federal and state statutes and regulations. The services provided by the Family Law Division play an important role in 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.
- Maintain a high level of services to children and families while facing challenges, internal and external, presented by the COVID-19 pandemic.

## **Major Accomplishments & Achievements in FY 20-21**

- The Family Law Division achieved more than \$21.0 million in weighted child support collections for Lane county children and families.
- Handled approximately 3,900 child support cases for children and families.
- Achieved high levels of success, under multiple federal criteria, for incentive payments during a period of economic uncertainty and stress related to the COVID-19 pandemic. Achieved 100% performance level for potential federal performance incentives in Cases with Support Orders, Collection of Arrears, and Cost Effectiveness. Achieved 90% performance level for potential federal performance incentives in Collection of Current Support.
- Handled a high volume caseload while adjusting to new workplace restrictions, limited court hearing capacity for a number of months, and remote court hearings.

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

- The Family Law Division has adjusted to having staff work both remotely and in office during the past year.
- During a portion of the past year, court hearings have been limited or unavailable. Currently, court hearings are occurring regularly by remote hearing. Attorneys have adjusted well to the use of remote hearings and new ways of filings exhibits and conducting hearings. Some court proceedings take longer to complete due to court capacity issues. Court limitations on the issuance of bench warrants is requiring investigator time to serve an increased number of citations for court proceedings. The Family Law Division has successfully dedicated itself to focusing on solutions to these challenges that limit the impact on children and families, as evidenced by the performance numbers set forth above.

## **District Attorney: Family Law**

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### **Anticipated Service & Budget Changes for FY 21-22**

- The Family Law Division continues to adjust work flow and office practices to meet the constantly changing economic and legal developments created by the continuing COVID-19 pandemic. The priority is to avoid any impact on the services the Family Law Division provides. Children require financial support more than ever during this period, but family financial resources are strained for many. Balancing these considerations is an ongoing challenge.
- There are no known budget changes at this time. 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.

### **Future Service Challenges & Planning Efforts**

- The Family Law Division has not experienced any recent reductions in staffing or services.
- 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 not known at this time.
- The Family Law Division is adjusting to issues and restrictions surrounding remote court hearings in establishment, modification and enforcement of child support obligations
- The Origin statewide child support computer 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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
State Revenues	485,613	606,043	732,901	605,921	(126,980)	-17.33%
Fees And Charges	126	0	0	0	0	0.00%
Interest Earnings	7	(8)	10	4	(6)	-60.00%
<b>Total Revenue</b>	<b>485,746</b>	<b>606,035</b>	<b>732,911</b>	<b>605,925</b>	<b>(126,986)</b>	<b>-17.33%</b>
<b>TOTAL RESOURCES</b>	<b>485,746</b>	<b>606,035</b>	<b>732,911</b>	<b>605,925</b>	<b>(126,986)</b>	<b>-17.33%</b>
<b>EXPENDITURES:</b>						
Personnel Services	936,839	1,033,821	2,687,374	2,875,878	188,504	7.01%
Materials & Services	304,032	349,012	422,680	399,285	(23,395)	-5.53%
<b>TOTAL EXPENDITURES</b>	<b>1,240,871</b>	<b>1,382,833</b>	<b>3,110,054</b>	<b>3,275,163</b>	<b>165,109</b>	<b>5.31%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
General Fund	1,240,738	1,382,754	3,109,854	3,274,549	164,695	5.30%
Special Revenue Fund	133	79	200	614	414	207.00%
<b>TOTAL</b>	<b>1,240,871</b>	<b>1,382,833</b>	<b>3,110,054</b>	<b>3,275,163</b>	<b>165,109</b>	<b>5.31%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Death Investigations	454,083	546,007	590,933	647,847	56,914	9.63%
Prosecution Clerical Supp	0	0	1,583,554	1,717,033	133,479	8.43%
Victim Services Program	786,788	836,825	935,567	910,283	(25,284)	-2.70%
<b>TOTAL EXPENDITURES</b>	<b>1,240,871</b>	<b>1,382,833</b>	<b>3,110,054</b>	<b>3,275,163</b>	<b>165,109</b>	<b>5.31%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>10.00</b>	<b>10.00</b>	<b>29.00</b>	<b>30.00</b>	<b>1.00</b>	<b>3.45%</b>



# District Attorney: Support Services

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## **Division Overview**

Support Services is comprised of Death Investigations, Victim/Witness Program, and Prosecution Clerical Support.

Death Investigations investigates unattended or non-natural deaths that are required by ORS Chapter 146. These 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 referrals as appropriate; and assisting victims with filing claims with the State of Oregon Crime Victim's Compensation program.

Prosecution Clerical Support assists with case management, court filings, discovery, and records management for 25 attorneys in the Criminal and Juvenile divisions.

## **Division Goals & Strategic Planning**

- Death Investigations performs approximately 1200 comprehensive death investigations in Lane County on an annual basis within the parameters set under ORS 146. The division collects pertinent information on all youth suicides (under 24 years-old) and provides the data to a designated H&HS representative, enabling a multidisciplinary team to provide the community a "postvention" response. The division maintains an environment that positively reinforces the importance of community service, collaboration with other groups, and embraces more efficient processes while remaining fiscally responsible.
- Victim Services' provides services to 2,000 petitioners filing for protective orders, and 15,000 services to 2,300 crime victims in Lane County. In addition to seven paid staff, we maintain a staff of 20 volunteers who provide an estimated 5,000 hours of assistance to crime victims.
- Prosecution Clerical Support is the foundation for processing criminal cases, from intake to sentencing. Each clerical assignment supports the work that our attorneys do in bringing the State's case to court. Planning for FY20-21 includes hiring for a vacant position and fully implementing our cross-training program.

## **Major Accomplishments & Achievements in FY 20-21**

- Death Investigations played a larger role in the Lane County Overdose Response Team, a multiagency collaboration to address the opioid pandemic by more progressive investigations leading to federal charges under the Len Bias Law. One of our full-time medical-legal death investigators became nationally board certified, and a part-time morgue attendant was hired to fill a vacant position.
- Victim Services Program provided services to 1,440 petitioners seeking Protective orders, and provided 12,829 other services to 2,649 crime victims in Lane County.
- Prosecution Clerical Support was fully staffed for the majority of FY 20-21. We were also able to initiate a cross-training program to cover future vacancies, leaves, and retirements.

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

- As a small division, Death Investigations was hugely impacted by COVID-19. The division was impacted financially due to the increase of supplies required as well as cost. For suspected COVID

## **District Attorney: Support Services**

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deaths outside of the hospital, jurisdiction was assumed in order to perform a postmortem COVID swab. In turn that increased the number of deaths under our jurisdiction, requiring a more lengthy investigation process. The impact of investigating additional deaths created a backlog of work, and many more hours worked than the expected 40 hour week by investigators.

- The Holiday Farm Fire impacted Death Investigations in a very abrupt and intense way. While continuing to work through the challenges of the pandemic, the fire immediately required a full-time investigator to be removed from the schedule and assigned to work directly with the Lane County Sheriff's Office and Search and Rescue. The Lead Investigator and Search and Rescue Coordinator created a county wide system of the recovery of remains. This assignment lasted two weeks and significantly impacted the workload of the other investigators.
- COVID-19 restrictions required modifications to the restraining order clinic and services provided by the Victim/Witness program. While paid staff continued to provide all mandated services, our volunteers were sent home March 23, 2020 and they have not returned to the office, resulting in a loss of over 4,500 volunteer hours in the office providing services to crime victims.
- Prosecution Clerical Support was impacted by two main factors: 1) A remote workforce of attorneys they support, and 2) Physical limitations of the workplace. The first was mitigated through communication between the Court, attorneys, and staff, although changing directives by the Court demanded the need to adjust quickly and with flexibility. The second required more creative methods. Due to the cramped physical layout of the workspace, staff were unable to safely practice social distancing. Initially, all staff were placed on an alternating schedule to reduce staff in the workplace; days in the office were offset by paid administrative leave while at home. Legal Secretaries, whose job duties allowed working from home, were set up for teleworking. Office Assistant duties required staff in the office; while the County was in the extreme risk category, staff continued on the alternating schedule. Plexiglas shields were installed, as well as relocating staff to unoccupied cubicles. Once the County moved to moderate risk, all staff returned to the office.

### **Anticipated Service & Budget Changes for FY 21-22**

- Death Investigations will see a 9% increase cost per transport of remains from scenes to the morgue, and the current vendor is the only viable option. Cost of supplies are increasing while availability is decreasing, driving prices further up. Professional & Consulting fees will increase 21% as PeaceHealth is now charging for imaging as part of autopsies.
- The Victim/Witness Program VOCA/CFA grant funding is scheduled to be reduced 10% beginning with the 2 year cycle effective October 1, 2021.
- Prosecution Clerical Support personnel costs may be impacted by the AFSCME contract, which expires June 30, 2021.

### **Future Service Challenges & Planning Efforts**

- Death Investigations faces a constant challenge for funding the division. With limited personnel budget, the three full-time Medical-Legal Death Investigators work a minimum of 50-60 hours on a regular basis. Recruiting extra help to increase the number of on-call investigators to cover additional shifts is challenging, given the current pay structure.
- Victim/Witness Program staff have returned to the office and we are expecting to bring volunteers back into the office at the beginning of April.
- Prosecution Clerical Support almost exclusively promotes from within. While this is positive, it put us back in recruiting mode in early 2021 due to an unexpected retirement and two promotions. We plan to hire to full complement in the first half of FY 21-22, and to continue our cross-training program. We anticipate a significant increase in workload once the Court resumes normal operations.

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

No projects planned.

## District Attorney

DEPARTMENT RESOURCE DETAIL						
	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Curr Bgt	FY 21-22 Proposed	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Court Fines	11,230	7,480	6,000	3,500	(2,500)	-41.67%
Forfeitures Other	5,063	1,576	2,000	1,800	(200)	-10.00%
<b>FINES, FORFEITURES, PENALTIES</b>	<b>16,293</b>	<b>9,056</b>	<b>8,000</b>	<b>5,300</b>	<b>(2,700)</b>	<b>-33.75%</b>
Child Support Enforcement	1,587,718	1,508,635	1,532,115	1,516,768	(15,347)	-1.00%
<b>FEDERAL REVENUES</b>	<b>1,587,718</b>	<b>1,508,635</b>	<b>1,532,115</b>	<b>1,516,768</b>	<b>(15,347)</b>	<b>-1.00%</b>
ODOT	141,527	67,137	74,326	15,000	(59,326)	-79.82%
OR Dept of Justice	0	28,676	0	531,600	531,600	100.00%
Miscellaneous State	419,633	475,252	656,797	0	(656,797)	-100.00%
Justice Reinvestment	631,352	233,866	0	0	0	0.00%
Victim - Witness Program	205,921	205,921	205,921	205,921	0	0.00%
Miscellaneous State Revenue	243,365	246,013	267,433	267,571	138	0.05%
<b>STATE GRANT REVENUES</b>	<b>1,641,797</b>	<b>1,256,864</b>	<b>1,204,477</b>	<b>1,020,092</b>	<b>(184,385)</b>	<b>-15.31%</b>
Miscellaneous Svc Charges	71,559	55,214	25,000	25,000	0	0.00%
Special Projects	41	100	100	50	(50)	-50.00%
Report Fees	40	0	0	0	0	0.00%
Discovery - Police Records	357,202	309,246	303,000	293,000	(10,000)	-3.30%
Refunds & Reimbursements	2,436	1,587	2,000	500	(1,500)	-75.00%
Cash Over & Under	6	3	0	0	0	0.00%
Legal Services	165	165	0	0	0	0.00%
<b>FEES AND CHARGES</b>	<b>431,449</b>	<b>366,315</b>	<b>330,100</b>	<b>318,550</b>	<b>(11,550)</b>	<b>-3.50%</b>
Investment Earnings	11	(7)	10	7	(3)	-30.00%
<b>INTEREST EARNINGS</b>	<b>11</b>	<b>(7)</b>	<b>10</b>	<b>7</b>	<b>(3)</b>	<b>-30.00%</b>
Intrafund Transfer	0	108,400	243,607	0	(243,607)	-100.00%
<b>FUND TRANSFERS</b>	<b>0</b>	<b>108,400</b>	<b>243,607</b>	<b>0</b>	<b>(243,607)</b>	<b>-100.00%</b>
<b>DEPARTMENT RESOURCES</b>	<b>3,677,268</b>	<b>3,249,263</b>	<b>3,318,309</b>	<b>2,860,717</b>	<b>(457,592)</b>	<b>-13.79%</b>

## District Attorney

DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>EXPENDITURE ACCOUNTS</b>						
Regular Operating Wages	5,133,099	5,272,379	5,391,601	5,460,015	68,414	1.27%
Extra Help	167,367	85,041	154,608	154,608	0	0.00%
Unclassified Temporary	17,852	27,564	14,976	27,300	12,324	82.29%
Overtime	12,039	9,397	14,592	14,592	0	0.00%
Reduction Unfunded Vac Liab	152,011	123,876	45,914	42,441	(3,473)	-7.56%
Compensatory Time	163	360	0	0	0	0.00%
Risk Management Benefits	74,729	23,213	5,247	4,404	(843)	-16.07%
Social Security Expense	320,890	328,098	348,163	352,901	4,738	1.36%
Medicare Insurance Expense	78,384	79,004	81,446	82,572	1,126	1.38%
Unemployment Insurance (State)	7,880	7,754	7,826	8,228	402	5.14%
Workers Comp	18,581	17,900	16,817	17,167	350	2.08%
Disability Insurance - Long-term	29,833	33,737	38,669	39,206	537	1.39%
PERS - OPSRP Employer rate	710,454	888,515	945,674	1,046,150	100,476	10.62%
PERS Bond	381,445	387,545	421,170	426,858	5,688	1.35%
PERS - 6% Contribution	306,810	311,331	333,638	338,217	4,579	1.37%
PERS - 4% Optional IAP	111,105	123,307	130,366	132,884	2,518	1.93%
Health Insurance	1,201,689	1,194,794	1,237,740	1,237,239	(501)	-0.04%
Dental Insurance	89,596	87,079	83,110	85,903	2,793	3.36%
EE Assistance Pgm	1,147	1,161	1,665	1,665	0	0.00%
Life Insurance	9,454	10,369	15,167	15,341	174	1.15%
Flexible Spending Admin	1,047	1,062	1,665	1,665	0	0.00%
Disability Insurance - Short Term	2,411	2,440	2,514	2,514	0	0.00%
Deferred Comp Employer Contrib	16,971	19,094	16,885	15,997	(888)	-5.26%
Retiree Medical	155,290	157,609	137,859	139,975	2,116	1.53%
FMLA Administration	1,879	1,901	1,688	1,688	0	0.00%
<b>PERSONNEL SERVICES</b>	<b>9,002,127</b>	<b>9,194,531</b>	<b>9,449,000</b>	<b>9,649,530</b>	<b>200,530</b>	<b>2.12%</b>
Professional & Consulting	105,286	143,091	195,035	195,970	935	0.48%
Court Related Personal Service	36,478	46,554	86,400	86,400	0	0.00%
Public Safety Services	0	42	0	0	0	0.00%
Relief & Assistance	17,417	36,750	44,165	15,614	(28,551)	-64.65%
Intergovernmental Agreements	0	0	125,541	135,233	9,692	7.72%
Agency Payments	21,911	26,000	28,438	24,000	(4,438)	-15.61%
Telephone Services	56,693	52,355	46,176	48,330	2,154	4.66%
General Liability	26,457	27,966	28,370	28,660	290	1.02%
Insurance Premiums	3,519	4,169	4,375	4,600	225	5.14%
Claims	500	0	0	0	0	0.00%
External Equipment Rental	24	26	30	28	(2)	-6.67%
Real Estate & Space Rentals	136,716	137,538	154,129	157,560	3,431	2.23%
Fleet Equipment Replacement	43,561	35,583	40,697	14,770	(25,927)	-63.71%
Fleet Equipment Maintenance	0	0	0	25,174	25,174	100.00%
Copier Charges	7,579	4,682	8,640	8,100	(540)	-6.25%
Mail Room Charges	16,495	11,689	20,000	21,100	1,100	5.50%
License Replacement	0	19,826	20,070	33,026	12,956	64.55%
Indirect/Technology Serv	424,522	462,406	509,838	472,348	(37,490)	-7.35%
Infrastructure Replacement	9,347	24,634	24,189	23,380	(809)	-3.34%
County Indirect Charges	498,163	475,094	483,344	486,229	2,885	0.60%
Direct/Technology Serv	13,697	14,643	8,761	(13,328)	(22,089)	-252.13%
PC Replacement Services	19,900	24,600	25,450	25,450	0	0.00%
Office Supplies & Expense	27,384	28,055	33,200	33,400	200	0.60%
Professional Licenses	18,075	24,717	27,300	26,306	(994)	-3.64%
Dues & Memberships	0	12,547	8,850	8,850	0	0.00%
Printing & Binding	8,808	5,425	10,250	10,300	50	0.49%

## District Attorney

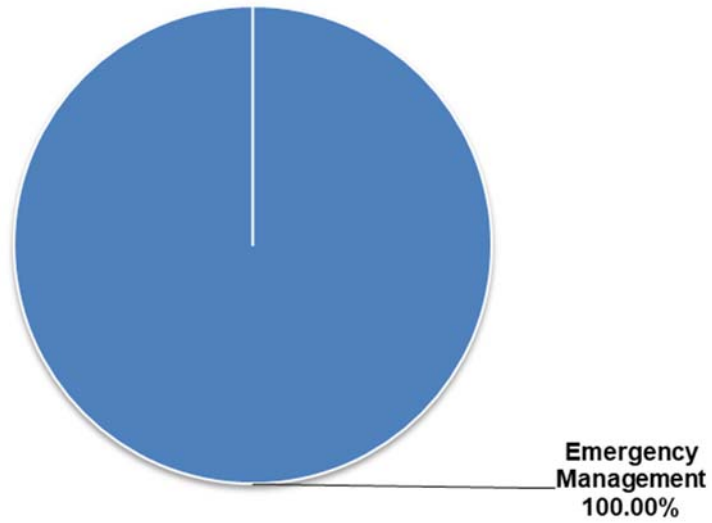
DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Advertising & Publicity	350	0	0	0	0	0.00%
Postage	1,176	7,680	10,350	10,350	0	0.00%
Radio/Communic Supplies & Svcs	2,247	2,398	3,250	4,909	1,659	51.05%
DP Supplies And Access	36,778	17,244	17,888	24,470	6,582	36.80%
DP Equipment	2,241	6,815	2,200	2,150	(50)	-2.27%
Printer & Copier Expenses	21,646	16,891	23,800	23,835	35	0.15%
Small Tools & Equipment	2,423	0	150	150	0	0.00%
Small Office Furniture	905	2,036	250	250	0	0.00%
Unallocated PCard Transactions	0	110	0	0	0	0.00%
Special Supplies	19,947	31,464	21,875	22,210	335	1.53%
Clothing & Personal Supplies	521	1,035	500	600	100	20.00%
Medical Supplies	11,163	18,654	11,500	12,075	575	5.00%
Business Expense & Travel	5,840	4,166	4,500	4,295	(205)	-4.56%
Awards & Recognition	1,296	2,053	6,226	6,387	161	2.59%
Outside Education & Travel	42,035	28,065	58,500	43,560	(14,940)	-25.54%
County Training Classes	489	325	390	390	0	0.00%
Training Services & Materials	1,000	492	1,900	1,930	30	1.58%
<b>MATERIALS &amp; SERVICES</b>	<b>1,642,588</b>	<b>1,757,819</b>	<b>2,096,527</b>	<b>2,029,061</b>	<b>(67,466)</b>	<b>-3.22%</b>
Architectural Services	0	4,810	0	0	0	0.00%
Construction Management	0	67,250	0	0	0	0.00%
<b>CAPITAL PROJECTS</b>	<b>0</b>	<b>72,060</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>DEPARTMENT EXPENDITURES</b>	<b>10,644,715</b>	<b>11,024,410</b>	<b>11,545,527</b>	<b>11,678,591</b>	<b>133,064</b>	<b>1.15%</b>

# Office of Emergency Management

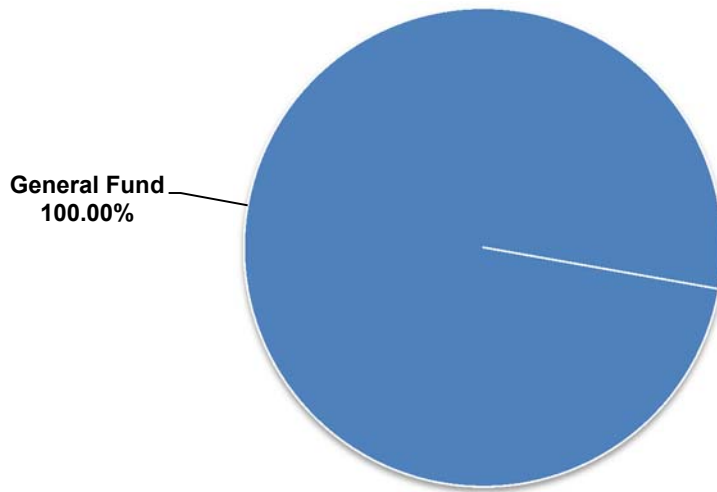
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FY 21-22 Proposed Expenditures: \$791,905

## FY 21-22 Expenditures by Division



## FY 21-22 Expenditures by Fund



Patence Winingham-Melcher  
Emergency Program Manager  
541-682-6999

# Emergency Management

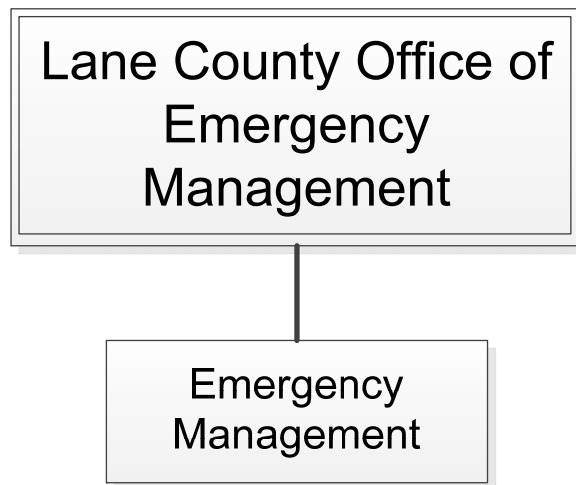
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## **Department Purpose & Overview**

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




# Emergency Management

## Department Goals & Strategic Planning

The Emergency Management Office has aligned several goals and objectives for FY 21-22 with the following Strategic Areas of Focus included in the Board of County Commissioners 2018-2021 Strategic Plan:

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

Performance Measures			FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Projected	FY 21-22 Proposed
	4.a.3	Number of reviews of County Emergency Operations Plan (EOP)	1	1	1	1
	4.a.3	Number of tabletop exercises	1	1	NA	1
	4.a.3	Number of full activations (exercise or actual) of the Emergency Operations Center (EOC)	1	2	2	1
	4.a.3	Number of Incident Command System/ EOC trainings conducted for County leadership	10%	20%	50%	75%
	4.a.3	Criteria met for Emergency Management Preparedness Grant (EMPG)	Yes	Yes	Yes	Yes
	4.a.3	Number of State Homeland Security Program (SHSP) grants awarded	4	7	4	TBD

Notes: The realworld response to COVID-19 and the Holiday Farm Fire have supplanted previous goals for preparedness and recovery. Roughly 50% of leadership has supported EOC or response operations this year. The SHSP grant awarding provides funding for our partners and adds capabilities that improve preparedness and response resources.

## 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 EOC positions during activations.
- Conduct appropriate training and exercising of key personnel for critical positions in the EOC.
- Serve as day-to-day liaison between Eugene-Springfield, County Staff, public, volunteer, private, and other agencies for emergency planning.
- 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.
- EOP– Develop an updated EOP 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.



# Emergency Management

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## **Major Accomplishments & Achievements in FY 20-21**

- Supported the COVID-19 response efforts, in coordination with Public Health.
- Holiday Farm Fire response, EOC activated for 36 days, 209 staff, 88 partner agencies.
- Completed Community Wildfire Protection Plan.
- Wildfire Evacuation planning project implemented.
- Added Long Term Recovery Manager.

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

The COVID-19 Pandemic required all EM staff to support efforts early on, staff continue to support efforts for vaccination distribution and EOC staffing. The EM program is funded in part by a Federal Grant and is ineligible to seek reimbursement for personnel time.

The Holiday Farm Fire resulted in significant impacts to the EM budget that will continue into the upcoming fiscal year including:

- The addition of the Long Term Recovery Disaster Manager limited duration position and a 1040 Community Service Worker 2 limited duration position working together.
- EOC expenses incurred for fire response and recovery efforts.
- Reimbursing mutual aid support to include staffing the EOC, Law Enforcement evacuation/perimeter security efforts, and watershed stabilization efforts.

## **Anticipated Service & Budget Changes for FY 21-22**

The Emergency Management Program budget contains an additional \$100,000 expense to secure a consultant to spearhead grants and project specific to the Holiday Farm Fire Wildfire Recovery.

## **Future Service Challenges & Planning Efforts**

- Emergency Management Performance Grant Funding allocations anticipate having additional funding from the American Rescue Plan dollars.
- The Holiday Farm fire/COVID-19 recovery will demand a number of resources from Lane County staff across all Departments.
- Anticipate support demands for Olympic Trials, World Games, and Cascadia Rising Exercise events planned for 2022.

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

There are no known capital projects at this time.

## Emergency Management

DEPARTMENT FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Federal Revenues	131,526	173,649	167,144	241,877	74,733	44.71%
Local Revenues	17,561	0	0	0	0	0.00%
Fees And Charges	0	1,787	0	0	0	0.00%
Administrative Charges	0	419,878	299,750	409,727	109,977	36.69%
<b>Total Revenue</b>	<b>149,087</b>	<b>595,314</b>	<b>466,894</b>	<b>651,604</b>	<b>184,710</b>	<b>39.56%</b>
Fund Transfers	0	105,000	0	25,000	25,000	100.00%
<b>TOTAL RESOURCES</b>	<b>149,087</b>	<b>700,314</b>	<b>466,894</b>	<b>676,604</b>	<b>209,710</b>	<b>44.92%</b>
<b>EXPENDITURES:</b>						
Personnel Services	135,442	254,066	378,513	477,274	98,761	26.09%
Materials & Services	199,737	180,239	473,692	314,631	(159,061)	-33.58%
Capital Expenses	0	27,070	7,000	0	(7,000)	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>335,179</b>	<b>461,374</b>	<b>859,205</b>	<b>791,905</b>	<b>(67,300)</b>	<b>-7.83%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
General Fund	335,179	461,374	859,205	791,905	(67,300)	-7.83%
<b>TOTAL</b>	<b>335,179</b>	<b>461,374</b>	<b>859,205</b>	<b>791,905</b>	<b>(67,300)</b>	<b>-7.83%</b>

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Emergency Management	335,179	461,374	859,205	791,905	(67,300)	-7.83%
<b>TOTAL EXPENDITURES</b>	<b>335,179</b>	<b>461,374</b>	<b>859,205</b>	<b>791,905</b>	<b>(67,300)</b>	<b>-7.83%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>1.00</b>	<b>2.50</b>	<b>3.50</b>	<b>3.50</b>	<b>0.00</b>	<b>0.00%</b>

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

DEPARTMENT POSITION LISTING	
<b>Lane County Office Of Emergency Management</b>	
2.00	Program Manager
0.50	Program Specialist
1.00	Sr. Management Analyst
<b>3.50</b>	<b>Division FTE Total</b>
<b>3.50</b>	<b>Department FTE Total</b>

# Emergency Management

DEPARTMENT RESOURCE DETAIL						
	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Curr Bgt	FY 21-22 Proposed	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Civil Defense Grants	131,526	151,315	167,144	166,877	(267)	-0.16%
FEMA	0	22,334	0	75,000	75,000	100.00%
<b>FEDERAL REVENUES</b>	<b>131,526</b>	<b>173,649</b>	<b>167,144</b>	<b>241,877</b>	<b>74,733</b>	<b>44.71%</b>
Other Local	17,561	0	0	0	0	0.00%
<b>LOCAL REVENUES</b>	<b>17,561</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
Miscellaneous Internal Services	0	1,787	0	0	0	0.00%
<b>FEES AND CHARGES</b>	<b>0</b>	<b>1,787</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
County Indirect Revenue	0	419,878	299,750	409,727	109,977	36.69%
<b>ADMINISTRATIVE CHARGES</b>	<b>0</b>	<b>419,878</b>	<b>299,750</b>	<b>409,727</b>	<b>109,977</b>	<b>36.69%</b>
Intrafund Transfer	0	105,000	0	25,000	25,000	100.00%
<b>FUND TRANSFERS</b>	<b>0</b>	<b>105,000</b>	<b>0</b>	<b>25,000</b>	<b>25,000</b>	<b>100.00%</b>
<b>DEPARTMENT RESOURCES</b>	<b>149,087</b>	<b>700,314</b>	<b>466,894</b>	<b>676,604</b>	<b>209,710</b>	<b>44.92%</b>

# Emergency Management

DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>EXPENDITURE ACCOUNTS</b>						
Regular Operating Wages	80,051	154,916	225,804	286,358	60,554	26.82%
Extra Help	2,198	10,337	4,680	4,704	24	0.51%
Overtime	0	44	0	0	0	0.00%
Reduction Unfunded Vac Liab	0	0	0	1,569	1,569	100.00%
Compensatory Time	0	195	504	504	0	0.00%
Social Security Expense	5,092	10,156	14,320	18,159	3,839	26.81%
Medicare Insurance Expense	1,191	2,375	3,365	4,263	898	26.69%
Unemployment Insurance (State)	98	297	382	391	9	2.36%
Workers Comp	277	584	691	875	184	26.63%
Disability Insurance - Long-term	402	958	1,594	2,036	442	27.73%
PERS - OPSRP Employer rate	13,214	18,341	32,171	47,758	15,587	48.45%
PERS Bond	7,438	12,452	16,971	21,623	4,652	27.41%
PERS - 6% Contribution	5,010	7,739	13,592	17,309	3,717	27.35%
Health Insurance	15,078	25,651	49,278	53,183	3,905	7.92%
Dental Insurance	1,007	2,474	3,732	4,074	342	9.16%
EE Assistance Pgm	14	38	70	81	11	15.71%
Life Insurance	182	322	1,001	1,269	268	26.77%
Flexible Spending Admin	13	34	70	81	11	15.71%
Disability Insurance - Short Term	30	79	99	116	17	17.17%
Deferred Comp Employer Contrib	1,601	3,048	4,521	5,751	1,230	27.21%
Retiree Medical	2,522	3,964	5,598	7,089	1,491	26.63%
FMLA Administration	24	62	70	81	11	15.71%
<b>PERSONNEL SERVICES</b>	<b>135,442</b>	<b>254,066</b>	<b>378,513</b>	<b>477,274</b>	<b>98,761</b>	<b>26.09%</b>
Professional & Consulting	2,788	6,816	55,000	160,000	105,000	190.91%
Banking & Armored Car Svc	0	(87)	0	0	0	0.00%
Agency Payments	39,775	35,785	61,168	50,000	(11,168)	-18.26%
Motor Fuel & Lubricants	15	0	0	0	0	0.00%
Refuse & Garbage	0	0	6,000	0	(6,000)	-100.00%
Telephone Services	13,829	4,505	8,380	4,446	(3,934)	-46.95%
General Liability	521	884	1,153	1,455	302	26.19%
Insurance Premiums	0	0	3,000	0	(3,000)	-100.00%
Maintenance of Equipment	4,028	995	5,000	0	(5,000)	-100.00%
Maintenance of Structures	0	635	100	0	(100)	-100.00%
Maintenance Agreements	1,500	0	60,000	0	(60,000)	-100.00%
External Equipment Rental	0	0	60,000	0	(60,000)	-100.00%
External Vehicle Rental	0	0	700	0	(700)	-100.00%
Real Estate & Space Rentals	13,819	10,800	99,000	19,366	(79,634)	-80.44%
Fleet Equipment Replacement	4,601	4,853	3,526	1,932	(1,594)	-45.21%
Fleet Equipment Maintenance	0	0	0	4,910	4,910	100.00%
Copier Charges	0	0	200	300	100	50.00%
License Replacement	0	275	687	1,605	918	133.62%
Indirect/Technology Serv	0	9,763	50,935	22,746	(28,189)	-55.34%
Infrastructure Replacement	0	390	375	489	114	30.40%
Direct/Technology Serv	45,879	0	(44,937)	0	44,937	-100.00%
PC Replacement Services	622	700	750	900	150	20.00%
Dept Support/Indirect	0	0	6,906	13,926	7,020	101.65%
Office Supplies & Expense	7,452	2,942	17,000	3,000	(14,000)	-82.35%
Professional Licenses	517	356	650	500	(150)	-23.08%
Dues & Memberships	0	100	0	0	0	0.00%
Printing & Binding	400	1,230	2,400	1,400	(1,000)	-41.67%
Advertising & Publicity	230	658	230	1,230	1,000	434.78%
Postage	3	24	200	0	(200)	-100.00%

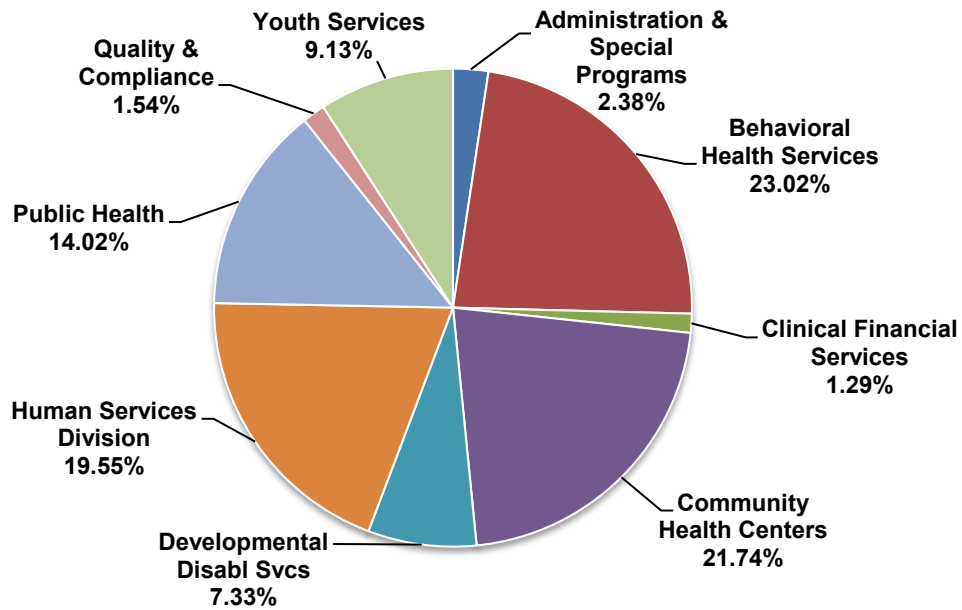
## Emergency Management

DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Radio/Communic Supplies & Svcs	241	420	907	674	(233)	-25.69%
DP Supplies And Access	1,760	90,418	11,000	6,500	(4,500)	-40.91%
Printer & Copier Expenses	0	0	350	200	(150)	-42.86%
Small Tools & Equipment	2,206	545	3,960	1,500	(2,460)	-62.12%
Library - Serials & Conts	40,168	3,900	0	0	0	0.00%
Food	257	0	20,000	500	(19,500)	-97.50%
Miscellaneous Supplies	0	0	16,000	0	(16,000)	-100.00%
Special Supplies	10,857	0	5,552	5,452	(100)	-1.80%
Clothing & Personal Supplies	0	0	400	0	(400)	-100.00%
Safety Supplies	80	2,153	3,000	1,000	(2,000)	-66.67%
Building Materials Supplies	251	0	100	0	(100)	-100.00%
Medical Supplies	0	0	100	0	(100)	-100.00%
Business Expense & Travel	0	0	4,800	1,500	(3,300)	-68.75%
Committee Stipends & Expense	0	8	0	0	0	0.00%
Outside Education & Travel	1,528	1,097	5,400	5,400	0	0.00%
County Training Classes	102	75	2,500	2,500	0	0.00%
Training Services & Materials	89	0	1,200	1,200	0	0.00%
Miscellaneous Payments	6,222	0	0	0	0	0.00%
<b>MATERIALS &amp; SERVICES</b>	<b>199,737</b>	<b>180,239</b>	<b>473,692</b>	<b>314,631</b>	<b>(159,061)</b>	<b>-33.58%</b>
Vehicles	0	27,070	0	0	0	0.00%
Data Processing Equipment	0	0	7,000	0	(7,000)	-100.00%
<b>CAPITAL OUTLAY</b>	<b>0</b>	<b>27,070</b>	<b>7,000</b>	<b>0</b>	<b>(7,000)</b>	<b>-100.00%</b>
<b>DEPARTMENT EXPENDITURES</b>	<b>335,181</b>	<b>461,376</b>	<b>859,205</b>	<b>791,905</b>	<b>(67,300)</b>	<b>-7.83%</b>
<p><i>*Note: This was a new Department for FY19-20. Historical data for Emergency Response Planning prior is located within the Administration Division of the Sherriff's Office.</i></p>						

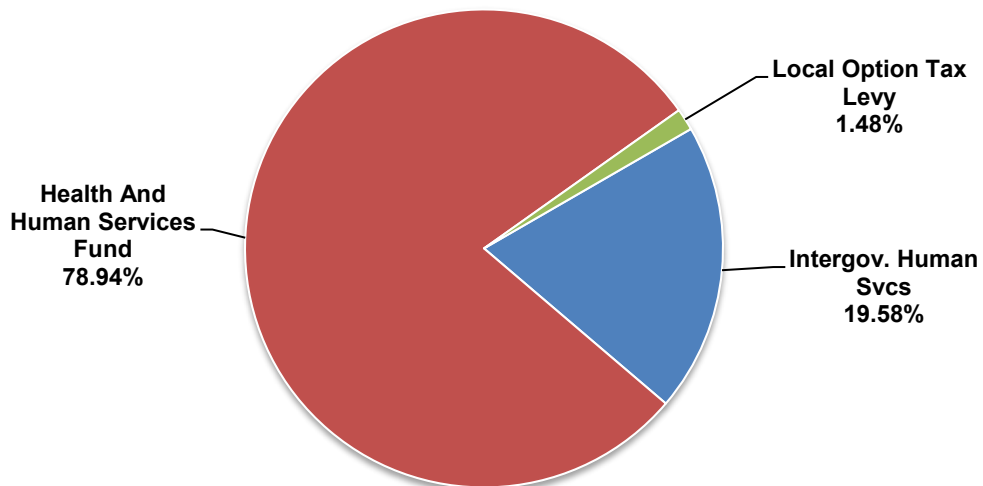
# Department of Health and Human Services

FY 21-22 Proposed Expenditures: \$155,375,610

## FY 21-22 Expenditures by Division



## FY 21-22 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

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## **Department Goals & Strategic Planning**

Lane County Health and Human Services (H&HS) promotes and protects 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 department has just completed an update to its strategic plan, identifying four department-wide goals: 1) Promote equity and decrease disparities; 2) Integrated support for those at the intersection of behavioral health, homelessness, and public safety; 3) Strengthen a supportive infrastructure; and 4) Focus on our people.

The department plan is closely aligned to the County's strategic priorities including Safe and Healthy County, Vibrant Communities, Robust Infrastructure, and People and Partnerships. Specifically, the County strategic activity areas of expanding access to primary care, behavioral and oral health, implementation of 10 Housing and Shelter recommendations from the Technical Assistance Collaborative (TAC), and establishing a behavioral health crisis center map to targeted elements in the strategic work in H&HS. The department goal of promoting equity and decreasing disparities is aligned with the County goal to enhance equity and access in service delivery and governance. And, the H&HS goal to focus on our people aligns with the County initiative to enhance employee engagement and resilience. Specific strategies in H&HS's updated plan include:

### **Goal 1: Promote equity and decrease disparities**

- Strengthen Diversity, Equity, and Inclusion (DEI) competencies
- Implement the equity lens across the department
- Increase outreach, engagement, and access with our marginalized populations and communities facing disparities

### **Goal 2: Integrated support for those at the intersection of behavioral health, homelessness, and public safety**

- Build a community behavioral health crisis center in partnership with community organizations
- Develop a community-wide care coordination referral system in partnership with community organizations
- Continue to build out our H&HS Dovetail care coordination strategies
- Stabilize housing through investment in permanent supportive housing and outreach efforts

### **Goal 3: Strengthen a supportive infrastructure**


- Strengthen our intra-departmental collaboration and coordination
- Provide staff access to improved resources, tools, and information
- Invest in technology efforts that enhance efficiencies

### **Goal 4: Focus on our People**

- Hire more diverse staff
- Support opportunities for development throughout the employment lifecycle
- Create policies and practices that mitigate the causes and effects of workplace stress and promote health and well-being



## Health and Human Services

PERFORMANCE MEASURES			FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Projected	FY 21-22 Proposed
	1.a.2	Percent of persons with no prior homeless system enrollments who enter the homeless housing and service system.	68.7% or 2,118 first time homeless	65.9% or 1,960 first time homeless		
	1.d.2	Percent of individuals who have one or more behavioral health disorders who are booked into a jail 4 or more times in a one year period.	N/A	31.61%	40%	30%
	1.d.2	Number of individuals who have one or more behavioral health disorders who utilize hospital or urgent care resources 4 or more times per year.	NA	514	650	500

### 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. 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 Behavioral Health/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 and the CCO Boards. Additional significant partnerships include work with United Way on health and early childhood issues, work with cities to address housing needs, and collaborations with law enforcement and local courts to improve care coordination for individuals intersecting both the behavioral health and criminal justice systems. This past year H&HS has 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.

## Health and Human Services

DEPARTMENT FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	2,649,702	1,727,582	1,783,375	1,783,375	0	0.00%
Licenses & Permits	992,855	1,219,157	1,276,561	1,276,561	0	0.00%
Fines, Forfeitures, Penalties	118,342	323,736	331,657	331,657	0	0.00%
Property And Rentals	406,663	331,796	89,897	303,197	213,300	237.27%
Federal Revenues	37,707,958	26,323,390	63,847,907	49,263,120	(14,584,787)	-22.84%
State Revenues	51,115,471	57,760,921	72,478,716	54,622,855	(17,855,861)	-24.64%
Local Revenues	2,407,859	2,620,970	3,948,619	2,622,011	(1,326,608)	-33.60%
Fees And Charges	16,807,688	17,717,717	23,215,736	24,770,093	1,554,357	6.70%
Interest Earnings	670,873	688,279	66,502	7,300	(59,202)	-89.02%
<b>Total Revenue</b>	<b>112,877,412</b>	<b>108,713,547</b>	<b>167,038,970</b>	<b>134,980,169</b>	<b>(32,058,801)</b>	<b>-19.19%</b>
Fund Transfers	16,109,126	16,655,626	26,081,528	29,235,864	3,154,336	12.09%
<b>TOTAL RESOURCES</b>	<b>128,986,537</b>	<b>125,369,174</b>	<b>193,120,498</b>	<b>164,216,033</b>	<b>(28,904,465)</b>	<b>-14.97%</b>
<b>EXPENDITURES:</b>						
Personnel Services	63,651,937	70,380,613	84,463,709	88,094,608	3,630,899	4.30%
Materials & Services	48,517,488	51,252,323	111,870,243	67,181,002	(44,689,241)	-39.95%
Capital Expenses	306,499	4,499,275	2,969,399	100,000	(2,869,399)	-96.63%
<b>TOTAL EXPENDITURES</b>	<b>112,475,924</b>	<b>126,132,210</b>	<b>199,303,351</b>	<b>155,375,610</b>	<b>(43,927,741)</b>	<b>-22.04%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>FUNDS</b>						
Health and Human Services	87,837,130	99,221,648	122,568,977	122,647,730	78,753	0.06%
Intergov. Human Svcs	17,207,803	18,719,306	61,225,865	30,418,118	(30,807,747)	-50.32%
LaneCare	5,458,957	6,001,362	13,247,098	0	(13,247,098)	-100.00%
Local Option Tax Levy	1,972,034	2,189,894	2,261,411	2,309,762	48,351	2.14%
<b>TOTAL</b>	<b>112,475,924</b>	<b>126,132,210</b>	<b>199,303,351</b>	<b>155,375,610</b>	<b>(43,927,741)</b>	<b>-22.04%</b>

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>DIVISIONS</b>						
Administration & Spec Pgms	2,795,670	3,037,104	3,813,344	3,665,657	(147,687)	-3.87%
Behavioral Health Services	28,634,590	34,170,385	45,880,633	35,800,297	(10,080,336)	-21.97%
Clinical Financial Services	1,359,897	1,651,748	1,843,015	1,999,589	156,574	8.50%
Community Health Centers	27,626,613	29,491,272	32,853,664	33,796,038	942,374	2.87%
Developmental Disabl Svcs	7,706,812	8,901,892	10,420,658	11,354,093	933,435	8.96%
Human Services Division	17,207,803	18,719,306	61,225,865	30,418,118	(30,807,747)	-50.32%
Public Health	14,548,125	16,327,962	27,429,726	21,837,088	(5,592,638)	-20.39%
Quality & Compliance	1,679,891	2,299,606	2,451,730	2,352,647	(99,083)	-4.04%
Youth Services	10,916,523	11,532,935	13,384,716	14,152,083	767,367	5.73%
<b>TOTAL EXPENDITURES</b>	<b>112,475,924</b>	<b>126,132,210</b>	<b>199,303,351</b>	<b>155,375,610</b>	<b>(43,927,741)</b>	<b>-22.04%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>658.74</b>	<b>702.43</b>	<b>755.68</b>	<b>758.78</b>	<b>3.10</b>	<b>0.41%</b>

# Health and Human Services

## DEPARTMENT POSITION LISTING

### Administration & Special Progra

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

**23.10 Division FTE Total**

### Behavioral Health Services

2.00 Administrative Analyst  
 5.50 Administrative Assistant  
 1.00 Administrative Support Supv  
 4.00 Community Health Nurse 2  
 8.00 Community Service Worker 2  
 1.00 Community Svc Wkr 2-Bilingual  
 3.00 Licensed Practical Nurse  
 2.00 Management Analyst  
 2.00 Manager  
 4.00 Medical Assistant 2  
 12.00 Mental Health Associate  
 1.00 Mental Health Nurse  
 2.00 Mental Health Spec 2-Bilingual  
 27.00 Mental Health Specialist 1  
 21.00 Mental Health Specialist 2  
 6.00 Mental Health Specialist, Sr  
 15.00 MHO Care Coord Specialist  
 2.00 Nurse Practitioner - Mental Hlth  
 13.00 Office Assistant 2  
 5.00 Office Assistant, Sr  
 10.00 Peer Support Specialist  
 1.00 Physician  
 14.50 Prof/Tech Supervisor  
 1.00 Program Manager  
 1.00 Program Services Coordinator 1  
 6.80 Psychiatrist  
 1.00 Sr. Management Analyst  
 1.00 Sr. Manager

**172.80 Division FTE Total**

### Clinical Financial Services

3.00 Accounting Analyst  
 5.00 Accounting Clerk 2  
 2.00 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

**15.00 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  
 2.55 Internal Medicine Physician  
 25.00 Licensed Practical Nurse  
 2.00 Licensed Practical Nurse-Bil  
 2.00 Management Analyst  
 2.50 Manager  
 9.00 Medical Assistant 2  
 6.00 Medical Assistant 2-Bilingual  
 1.00 Mental Health Specialist 1  
 8.00 Mental Health Specialist 2  
 3.00 MHO Care Coord Specialist  
 0.84 Naturopathic Physician  
 8.60 Nurse Practitioner  
 1.65 Nurse Practitioner-Bilingual  
 1.00 Office Assistant 1 - Bilingual  
 22.00 Office Assistant 2  
 13.00 Office Assistant 2-Bilingual  
 4.00 Office Assistant, Sr  
 4.00 Office Assistant, Sr-Bil  
 13.00 Patient Care Coordinator  
 9.75 Physician  
 2.80 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  
 0.50 TEMP Licensed Practical Nurse  
 3.50 TEMP-Office Assistant 2

**199.78 Division FTE Total**

### Developmental Disabl Svcs

3.00 Developmental Dis Abuse Invtgr  
 4.00 Developmental Dis Spec - Bil  
 59.00 Developmental Dis Specialist  
 1.00 Management Analyst  
 9.00 Office Assistant 2  
 1.00 Office Assistant 2-Bilingual  
 5.00 Office Assistant, Sr  
 1.00 Office Assistant, Sr-Bil  
 7.00 Prof/Tech Supervisor  
 1.00 Sr. Management Analyst  
 1.00 Sr. Manager  
 1.00 TEMP - Developmental Dis Specialist

**93.00 Division FTE Total**

### Human Services Division

1.00 Accounting Analyst  
 2.00 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  
 2.00 Office Assistant 2-Bilingual  
 2.00 Office Assistant, Sr  
 1.00 Prof/Tech Supervisor  
 2.00 Program Services Coord, Sr  
 3.00 Program Services Coordinator 2  
 4.00 Program Supervisor  
 2.00 Sr. Management Analyst  
 1.00 Sr. Manager  
 0.50 TEMP - Administrative Assistant  
 3.00 TEMP Community Service Worker 2  
 1.00 Temp Peer Support Specialist  
 0.50 TEMP-Office Assistant 2

**52.35 Division FTE Total**

# Health and Human Services

## DEPARTMENT POSITION LISTING

### Public Health

- 1.00 Administrative Assistant
- 1.00 Community Health Analyst 1
- 7.00 Community Health Analyst 2
- 2.00 Community Health Analyst Sr - Bilingual
- 14.00 Community Health Nurse 2
- 6.00 Community Service Worker 2
- 3.00 Community Svc Wkr 2-Bilingual
- 4.00 Comunity Health Nurse 2 -Bilingual
- 1.00 EH Sanitarian Bilingual
- 1.00 Environmental Health Spec 1
- 6.00 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
- 6.00 Prof/Tech Supervisor
- 0.80 Program Manager
- 1.00 Program Services Coordinator 2
- 1.00 Program Supervisor
- 6.00 Sr Community Health Analyst
- 1.00 Sr Stores Clerk
- 4.00 Sr. Management Analyst
- 2.00 Sr. Manager
- 1.00 TEMP - Administrative Assistant
- 0.50 TEMP - Community Health Analyst 2
- 1.50 TEMP Community Health Nurse 2
- 5.00 TEMP Community Service Worker 2
- 0.50 TEMP Environmental Health Specialist 2
- 0.50 TEMP Prof/Technical Supervisor
- 0.50 TEMP WIC Certifier
- 0.50 TEMP-Accounting Analyst
- 5.00 TEMP-Community Svc Wkr 2-Bilingual
- 0.50 TEMP-Office Assistant 2 -
- 1.00 TEMP-Office Assistant 2 Bilingual
- 0.50 TEMP-Program Services Coordinator 1
- 4.80 WIC Certifier
- 2.00 WIC Certifier - Bilingual
- 2.00 WIC Nutritionist/Dietitian

**109.45 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 1 - Bilingual
- 1.00 Office Assistant 2
- 1.00 Office Assistant 2-Bilingual
- 1.00 Office Assistant, Sr
- 4.00 Office Assistant, Sr-Bil
- 6.00 Prof/Tech Supervisor
- 1.00 Program Manager
- 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

**79.30 Division FTE Total**

**758.78 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*  
*Public Health*  
*Quality and Compliance*  
*Youth Services*

## Health and Human Services: Administration

DIVISION FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Property And Rentals	3,301	2,200	0	3,300	3,300	100.00%
State Revenues	20,026	200,634	325,401	0	(325,401)	-100.00%
Fees And Charges	60,356	118,378	180,965	169,679	(11,286)	-6.24%
Interest Earnings	220,395	213,560	59,202	0	(59,202)	-100.00%
Total Revenue	304,078	534,773	565,568	172,979	(392,589)	-69.41%
Fund Transfers	2,701,555	3,004,115	3,134,896	3,198,363	63,467	2.02%
<b>TOTAL RESOURCES</b>	<b>3,005,633</b>	<b>3,538,888</b>	<b>3,700,464</b>	<b>3,371,342</b>	<b>(329,122)</b>	<b>-8.89%</b>
<b>EXPENDITURES:</b>						
Personnel Services	2,288,939	2,369,038	2,820,472	2,957,812	137,340	4.87%
Materials & Services	503,307	664,663	992,872	707,845	(285,027)	-28.71%
Capital Expenses	3,424	3,403	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>2,795,670</b>	<b>3,037,104</b>	<b>3,813,344</b>	<b>3,665,657</b>	<b>(147,687)</b>	<b>-3.87%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Health and Human Services	2,795,670	3,037,104	3,813,344	3,665,657	(147,687)	-3.87%
<b>TOTAL</b>	<b>2,795,670</b>	<b>3,037,104</b>	<b>3,813,344</b>	<b>3,665,657</b>	<b>(147,687)</b>	<b>-3.87%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Administration Services	1,960,735	2,142,765	2,679,114	2,490,466	(188,648)	-7.04%
Administrative Contingency	38,735	22,104	22,707	0	(22,707)	-100.00%
Contracts & Planning	796,200	872,235	1,111,523	1,175,191	63,668	5.73%
<b>TOTAL EXPENDITURES</b>	<b>2,795,670</b>	<b>3,037,104</b>	<b>3,813,344</b>	<b>3,665,657</b>	<b>(147,687)</b>	<b>-3.87%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Total FTE	20.10	21.10	22.10	23.10	1.00	4.52%

# Health and Human Services: Administration

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## **Division Overview**

Administration provides leadership and operational support to all Health & Human Services divisions.

- **Executive Management** provides department-wide leadership, strategy, vision and direction.
- **Contracts Management** is responsible for planning and monitoring H&HS' extensive in-house and subcontracted services system.
- **Fiscal Services** develops and manages the department's budget, and is responsible for grant accounting and reporting, payroll, personnel services, and accounts payable and receivable.
- **Strategic Development** identifies and facilitates new resource opportunities for our programs and supports strategic initiatives in Integration, Equity and Trauma Informed Care.
- The **Public Information Officer** enhances communication both internally and externally.

## **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.

- Integrate systems to improve collaboration and coordination across the department
- Enhance systems and supports to improve recruitment, onboarding and retention
- Provide strategic support to programs through process navigation, quality control and the ongoing development of training, tools and resources.
- Develop grants management processes, procedures and oversight to ensure consistency and compliance across the department.
- Hire more diverse staff through increased transparency, partnership, and removal of unnecessary barriers.

## **Major Accomplishments & Achievements in FY 20-21**

- Managed more than \$45M in unbudgeted COVID related funds department-wide.
- Supported the acquisition, renovation and/or development of four new facilities.
- Processed 268 hire actions, with a high of 40 each in the months of August and January.
- Led a refresh to the department's Strategic Plan for 2021-2023.
- Provided comprehensive public information support to County's COVID-19 emergency response.

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

As the lead agency for the COVID-19 pandemic, the Health & Human Services (H&HS) department has spent the entirety of FY 20-21 managing the public health response and related community support. H&HS received more than \$45M in the first half of the year through CARES Act Funding, with substantial additional funds expected through the American Rescue Plan in the latter part of FY 20-21.

This influx of resources put a significant strain on the Administration Division, from receiving and tracking funds to managing contracts, processing payments and managing the influx of volunteers, Extra Help and Temporary staff to operate the Emergency Operations Center (EOC). In addition, several Administration staff played key roles in staffing the Incident Command Structure of the EOC, along with their regular duties. As a result, a number of planned initiatives and strategic improvements were put on hold in FY 20-21.



## **Health and Human Services: Administration**

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### **Anticipated Service & Budget Changes for FY 21-22**

The Division is adding a supervisor to lead the Contracts Team and improve planning and oversight in grant and contract compliance.

### **Future Service Challenges & Planning Efforts**

The Administration Division is continually challenged to provide excellent leadership and operational support, while maintaining low overhead costs as the department steadily grows, expanding and adding complexity to its diverse system of services.

Administration anticipates an array of retirements in the next 3 years, both within the Administration Division and in Departmental Leadership. This provides both an opportunity and a challenge, and necessitates active workforce and succession planning to ensure continuity of quality services.

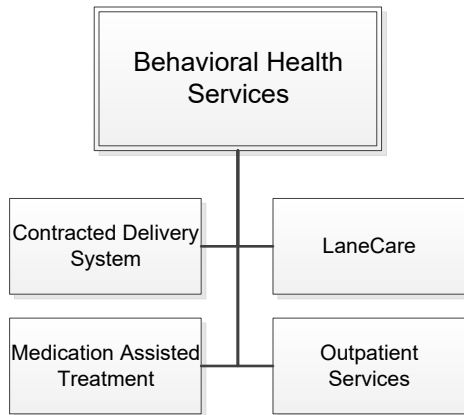
### **Capital Projects – Planned and Known Needs**

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  
Public Health  
Quality and Compliance  
Youth Services*

## Health and Human Services: Behavioral Health Services

DIVISION FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Property And Rentals	139,580	134,095	26,400	126,400	100,000	378.79%
Federal Revenues	10,752,831	4,014,486	10,971,360	10,855,574	(115,786)	-1.06%
State Revenues	20,869,468	17,488,801	18,179,858	18,570,434	390,576	2.15%
Local Revenues	272,504	25,000	0	0	0	0.00%
Fees And Charges	4,106,284	3,796,989	4,883,071	4,953,137	70,066	1.43%
Interest Earnings	374,484	358,464	7,000	7,000	0	0.00%
<b>Total Revenue</b>	<b>36,515,151</b>	<b>25,817,834</b>	<b>34,067,689</b>	<b>34,512,545</b>	<b>444,856</b>	<b>1.31%</b>
Fund Transfers	810,269	116,143	6,119,406	8,549,288	2,429,882	39.71%
<b>TOTAL RESOURCES</b>	<b>37,325,420</b>	<b>25,933,977</b>	<b>40,187,095</b>	<b>43,061,833</b>	<b>2,874,738</b>	<b>7.15%</b>
<b>EXPENDITURES:</b>						
Personnel Services	14,475,649	16,219,727	19,435,727	20,451,193	1,015,466	5.22%
Materials & Services	14,122,201	13,583,863	24,494,854	15,349,104	(9,145,750)	-37.34%
Capital Expenses	36,741	4,366,795	1,950,052	0	(1,950,052)	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>28,634,590</b>	<b>34,170,385</b>	<b>45,880,633</b>	<b>35,800,297</b>	<b>(10,080,336)</b>	<b>-21.97%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Health and Human Services	23,175,633	28,169,023	32,633,535	35,800,297	3,166,762	9.70%
LaneCare	5,458,957	6,001,362	13,247,098	0	(13,247,098)	-100.00%
<b>TOTAL</b>	<b>28,634,590</b>	<b>34,170,385</b>	<b>45,880,633</b>	<b>35,800,297</b>	<b>(10,080,336)</b>	<b>-21.97%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Contracted Delivery System	8,297,761	6,384,522	10,074,792	6,320,722	(3,754,070)	-37.26%
Lanecare	5,458,957	6,001,362	13,247,098	7,329,788	(5,917,310)	-44.67%
Medication Assisted Trtmnt	2,074,533	6,818,589	5,757,579	3,980,251	(1,777,328)	-30.87%
Outpatient Services	12,803,339	14,965,912	16,801,164	18,169,536	1,368,372	8.14%
<b>TOTAL EXPENDITURES</b>	<b>28,634,590</b>	<b>34,170,385</b>	<b>45,880,633</b>	<b>35,800,297</b>	<b>(10,080,336)</b>	<b>-21.97%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>158.00</b>	<b>166.00</b>	<b>169.80</b>	<b>172.80</b>	<b>3.00</b>	<b>1.77%</b>

# Health and Human Services: Behavioral Health Services

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## **Division Overview**

Lane County Behavioral Health (LCBH) 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.
- Medication Assisted Treatment (MAT): Serving members of the community with opiate addiction, this program offers methadone and buprenorphine medication assisted treatment to overcome addiction. This program has begun moving into a new building and will complete the move in Spring 2021.

## **Division Goals & Strategic Planning**

In FY 21-22, Behavioral Health is committed to enhancing programs to meet community need, further improving fiscal stability, and fostering strong team culture to enhance employee engagement and decrease turnover.

- Program Improvement: Implement evidenced-based practices to create more consistency in treatment services and encourage the professional development of staff. This includes leveraging technology like training platforms, supervisor expertise, and considering reclassifying a position to add a Clinical Educator role to support clinicians.
- Enhancing Organizational Culture: Increase communication and feedback with staff using various techniques like newsletters, more visibility to leadership projects and opportunities for input, and cultivating a culture of understanding the “why” behind decision-making.
- Realign Client Encounter Goals: Established new goals for client encounters that are more achievable and measurable to improve financial stability and transparency with staff. Create strong practices of accountability through data solutions and supervision.

## **Major Accomplishments & Achievements in FY 20-21**

- Achieved high marks on several compliance audits resulting in no additional administrative burden to implement a plan of correction.
- Completed documentation compliance project shoring up many areas of opportunity with system-based solutions that also decrease clinician workload.
- Awarded \$2.5M IMPACTS grant to fund 2 years of Forensic Intensive Treatment Team (FITT) work.
- Stabilized the LCBH budget and identified funding gaps for state-mandated Forensic services creating opportunity for meaningful discussion with state and local funders.
- Wrap up construction project to move MAT services to the W. 11<sup>th</sup> area increasing overall capacity and improving the quality of services we’re able to provide.
- The Behavioral Health Division recently integrated the LaneCare Division into its portfolio, and consolidated leadership and program management. This followed implementation of a new Coordinated Care Organization (CCO) structure in the Lane County region that significantly impacted LaneCare’s revenue and financial sustainability. The focus is on right-sizing the organizational footprint and services, capturing operational efficiencies and improving the Behavioral system of care and coordination.

## **Health and Human Services: Behavioral Health Services**

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### **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

In the Spring of 2020, LCBH transitioned to telemedicine, a large administrative lift that enabled more than 70 providers to connect virtually with clients. The pandemic also forced several other changes impacting service delivery including discontinuing group therapy and adjusting billing practices. The MAT program suffered the most significant revenue impact as client dosing encounters sharply decreased and are irreplaceable virtually.

### **Anticipated Service & Budget Changes for FY 21-22**

The division is adding a Trial Visit Monitor program, including two Senior Mental Health Specialists to serve as Trial Visit Monitors and one Mental Health Specialist to serve as an Access Coordinator. Together, these positions will provide system navigation, oversight and care coordination to individuals at the intersection of the behavioral health and criminal justice systems. This complex population frequently uses high levels of institutional care, including the Emergency Room, Oregon State Hospital and the County Jail, resulting in high costs. The new program will support collaboration with the courts and other institutions to appropriately address underlying behavioral health concerns in criminal matters.

With the MAT program unable to achieve regular encounter volume due to the pandemic combined with the cost of construction at the new building, LCBH will need to remain focused on financial stability in the upcoming fiscal year. The new location also brings opportunity for increased access and productivity. Community need for BH services continues to grow and the division may consider expanding capacity by adding additional revenue-generating teams in the upcoming fiscal year.

### **Future Service Challenges & Planning Efforts**

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 exploring other available options and opportunities in the community.

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

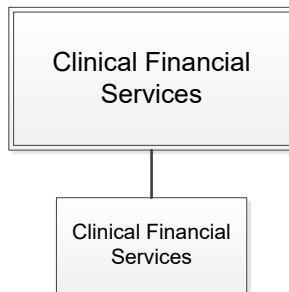
LCBH is planning for a duress system that reliably notifies staff of potentially dangerous situations in the building. LCBH is also planning to renovate the Behavioral Health Clinic lobby including layout, function, furniture, and finishes providing a safer space that allows us to better serve clients, by providing a welcoming space that is compliant and accessible. Both of these projects are in the planning stage.

# Health and Human Services: Clinical Financial Services

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## **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  
Public Health  
Quality and Compliance  
Youth Services*

## Health and Human Services: Clinical Financial Services

DIVISION FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Federal Revenues	9,351	0	0	0	0	0.00%
State Revenues	0	4,620	0	0	0	0.00%
Fees And Charges	21,990	22,965	23,000	23,000	0	0.00%
Interest Earnings	12,075	8,138	300	300	0	0.00%
Total Revenue	43,416	35,723	23,300	23,300	0	0.00%
Fund Transfers	1,541,338	1,551,912	1,748,839	1,828,771	79,932	4.57%
<b>TOTAL RESOURCES</b>	<b>1,584,754</b>	<b>1,587,635</b>	<b>1,772,139</b>	<b>1,852,071</b>	<b>79,932</b>	<b>4.51%</b>
<b>EXPENDITURES:</b>						
Personnel Services	1,064,621	1,276,853	1,403,542	1,576,782	173,240	12.34%
Materials & Services	295,276	374,895	439,473	422,807	(16,666)	-3.79%
<b>TOTAL EXPENDITURES</b>	<b>1,359,897</b>	<b>1,651,748</b>	<b>1,843,015</b>	<b>1,999,589</b>	<b>156,574</b>	<b>8.50%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Health and Human Services	1,359,897	1,651,748	1,843,015	1,999,589	156,574	8.50%
<b>TOTAL</b>	<b>1,359,897</b>	<b>1,651,748</b>	<b>1,843,015</b>	<b>1,999,589</b>	<b>156,574</b>	<b>8.50%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Clinical Financial Services	1,359,897	1,651,748	1,843,015	1,999,589	156,574	8.50%
<b>TOTAL EXPENDITURES</b>	<b>1,359,897</b>	<b>1,651,748</b>	<b>1,843,015</b>	<b>1,999,589</b>	<b>156,574</b>	<b>8.50%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Total FTE	12.00	13.00	14.00	15.00	1.00	7.14%

# Health and Human Services: Clinical Financial Services

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

## **Major Accomplishments & Achievements in FY 20-21**

The CFS team completed work with a technology consultant to evaluate the efficiency and functionality of the NextGen Practice Management System. Several opportunities were identified to improve the management of accounts receivables and work queues so that staff have a clear assignment of duties and can track progress and performance to ensure the universe of accounts is addressed in a timely fashion. There is additional build within the system needed to fully implement the discovered functionality and that work will be performed by the CFS team and is expected to continue into FY 21-22.



## **Health and Human Services: Clinical Financial Services**

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CFS continues to complete Centers for Medicare and Medicaid Services (CMS), State and Federal reporting requirements to include the Medicare Cost Report, 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 continue to work closely with other County staff, Pacific Source Community Solutions, and the Trillium/Centene Coordinated Care Organizations (CCO) in support of Oregon's healthcare transformation initiatives.

### **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

The rapid implementation of telehealth regulations and billing requirements in response to the COVID-19 pandemic added a layer of complexity to revenue cycle tasks and resulted in increased review and manual intervention of charges prior to submission to insurance payers. Increased volume credentialing responsibilities for volunteers used in the Lane County Public Health Mass Vaccination clinics impacted limited resources to perform this work. The CFS Credentialing Coordinator worked closely with volunteers, agencies, and payers to ensure staff would be available to work the clinics and continued to maintain regularly assigned credentialing duties for permanent and Locums staff in the FQHC. Time spent completing credentialing requirements for vaccine clinic volunteers was recorded against Coronavirus Relief Funds.

### **Anticipated Service & Budget Changes for FY 21-22**

CFS is adding an Accounting Clerk, Sr. to address the increased billing needs of the Behavioral Health division and planned expansion of the Medication Assisted Treatment services. As these divisions have grown, the revenue cycle support has not increased, resulting in a negative impact on financial performance and staff morale. This will bring the provider to fiscal support staff ratio into closer alignment with industry standards. Medicare now allows benefits for Opioid Treatment Programs under CMS which involves a complicated billing methodology that will have to be performed manually, given the limitations of the NextGen Practice Management system. The increased complexity of billing and claims follow up results in the need for additional resources to retain all available revenue for services provided.

### **Future Service Challenges & Planning Efforts**

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**

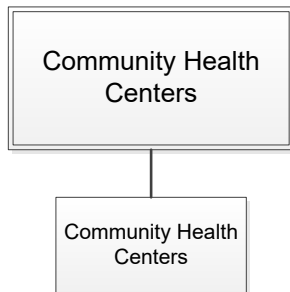
None.

# 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  
Public Health  
Quality and Compliance  
Youth Services*

## Health and Human Services: Community Health Centers

DIVISION FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Federal Revenues	16,473,133	12,681,422	19,008,558	19,526,881	518,323	2.73%
State Revenues	4,502,076	6,564,063	3,974,158	3,192,576	(781,582)	-19.67%
Fees And Charges	7,898,159	8,937,388	13,212,153	14,496,880	1,284,727	9.72%
Interest Earnings	(70,418)	(46,741)	0	0	0	0.00%
Total Revenue	28,802,949	28,136,131	36,194,869	37,216,337	1,021,468	2.82%
<b>TOTAL RESOURCES</b>	<b>28,802,949</b>	<b>28,136,131</b>	<b>36,194,869</b>	<b>37,216,337</b>	<b>1,021,468</b>	<b>2.82%</b>
<b>EXPENDITURES:</b>						
Personnel Services	18,806,253	20,893,789	24,297,242	25,253,292	956,050	3.93%
Materials & Services	8,747,388	8,577,716	8,556,422	8,542,746	(13,676)	-0.16%
Capital Expenses	72,971	19,768	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>27,626,613</b>	<b>29,491,272</b>	<b>32,853,664</b>	<b>33,796,038</b>	<b>942,374</b>	<b>2.87%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Health and Human Services	27,626,613	29,491,272	32,853,664	33,796,038	942,374	2.87%
<b>TOTAL</b>	<b>27,626,613</b>	<b>29,491,272</b>	<b>32,853,664</b>	<b>33,796,038</b>	<b>942,374</b>	<b>2.87%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Community Health Centers	27,626,613	29,491,272	32,853,664	33,796,038	942,374	2.87%
<b>TOTAL EXPENDITURES</b>	<b>27,626,613</b>	<b>29,491,272</b>	<b>32,853,664</b>	<b>33,796,038</b>	<b>942,374</b>	<b>2.87%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Total FTE	178.59	187.58	197.48	199.78	2.30	1.16%

# **Health and Human Services: Community Health Centers**

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## **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. 78% of program revenue is derived from insurance related revenue. Grants comprise 13% of program revenue. 8% of revenue comes from the 340B prescription program and less than 1% comes from patient payments.

## **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 on patient health, CHC operations and finances, and the emotional impacts on our staff. Changes include: Extensive outreach to promote and provide COVID-19 vaccinations for CHC patients and vulnerable members of our community.
- Outreach and promotion to "re-connect and re-engage" with patients that have delayed preventive and chronic care during the pandemic.
  - Expand use of telehealth visits with primary care and behavioral health providers.
  - 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 2022. 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.
- Expand services to develop and begin providing full-service dental care in a Eugene/Springfield location.

## **Major Accomplishments & Achievements in FY 20-21**

The CHC operations were significantly impacted by COVID-19 during this past year. The division quickly modified workflows and workspaces to meet required COVID-19 protocols. This included working with Technology Services to enable a large number of CHC staff to work off-site. CHC implemented new clinical protocols regarding the use of Personal Protective Equipment (PPE) and infection control. The CHC modified patient scheduling to limit the risk of transmission while continuing to meet patients' acute needs, and added front door staff and screening protocols at all of our sites. The medical and behavioral health teams were able to mitigate the impact of COVID-19 through the implementation of phone and virtual visits.

- The Springfield School Health Center was closed, but were able to serve these patients in other sites.
- Re-deployed supervisors, administrative, and clinical staff to COVID-19 incident command team activities. Provided staffing to assist in critical community outbreaks and continue to provide staffing for community vaccination clinics.
- The CHC is conducting CHC COVID-19 vaccination clinics targeted to more vulnerable community members.
- Did not eliminate any positions as a result of COVID-19, though service volumes were significantly reduced.

## **Health and Human Services: Community Health Centers**

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- The CHC provided 66,619 services to 23,560 patients in 2020. This was a 27% decrease in patients served and a 22% decrease in encounters. The most significant impact was on school based dental prevention program which was unable to provide services from March 2020 through the end of the 20-21 school year. The dental program saw 57% fewer patients and provided 70% fewer encounters.
- The medical program was able to contain the impact to only a 9% reduction in the number of patients served and an 11% reduction in service volume.

### **Anticipated Service & Budget Changes for FY 21-22**

COVID-19 has had a profound impact on services and budgets in the current fiscal year.

- The CHC is budgeting a rebound during the coming year to include re-establishing medical services are pre-COVID levels. (Medical services are currently at 90% of pre-COVID levels.)
- Expect that the preventive dental services will again be able to provide school-based services starting in late fall.
- Adding two additional FTEs to the budget, both will expand clinical services and will be funded by additional service revenue.
- The timeline for activities and expenses related to opening a new clinic site in Cottage Grove remains unknown. The timeline is subject to community fund-raising for the capital costs associated with renovation and pre-operational start-up costs, though opening in spring 2022 is anticipated. The CHC will submit a supplemental budget request when there is a firm commitment timelines for construction and clinic opening.

### **Future Service Challenges & Planning Efforts**

Managing care in the COVID-19 environment is extremely challenging. Staff scheduling is a major challenge in being able to meet patient care needs. The ability to staff the clinics is impacted by social distancing restrictions that limit the number of staff who are on-site.

There is also concern about reduced contacts with two vulnerable populations, children who need preventative visits and adults with chronic conditions. The CHC will do active outreach to re-establish care to existing patients. The CHC will also explore strategies to “take services to communities” by leveraging lessons learned during the pandemic using non-traditional methods such as tele-medicine, as well as options such as having care teams go to community service nodes such as homeless shelters.

The insurance market is moving to “value-based pay” arrangements in which compensation will be more dependent on overall performance in achieving clinical metrics as well as managing the costs of care for assigned patient populations. The CHC has been building strong foundations such as robust Tableau reporting suites, clinical quality improvement skills and financial analysis capabilities to enable successful navigation of these changes.

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

The CHC will be opening a new clinic in Cottage Grove, with a scheduled opening in 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 better utilize space previously used for paper medical records space. The CHC also is evaluating options to open a full service dental clinic in the space the current methadone treatment space in the Charnelton building.

# Health and Human Services: Developmental Disabilities Services

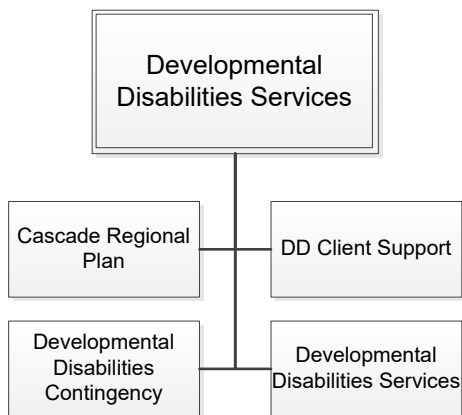
## Division Purpose Statement

*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  
Public Health  
Quality and Compliance  
Youth Services*



## Health and Human Services: Developmental Disabilities Services

DIVISION FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
State Revenues	8,862,770	11,981,807	11,578,503	11,462,687	(115,816)	-1.00%
Fees And Charges	61	30	0	0	0	0.00%
Total Revenue	8,862,831	11,981,837	11,578,503	11,462,687	(115,816)	-1.00%
<b>TOTAL RESOURCES</b>	<b>8,862,831</b>	<b>11,981,837</b>	<b>11,578,503</b>	<b>11,462,687</b>	<b>(115,816)</b>	<b>-1.00%</b>
<b>EXPENDITURES:</b>						
Personnel Services	6,068,529	7,035,345	8,381,620	9,127,598	745,978	8.90%
Materials & Services	1,544,932	1,777,309	2,039,038	2,226,495	187,457	9.19%
Capital Expenses	93,351	89,238	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>7,706,812</b>	<b>8,901,892</b>	<b>10,420,658</b>	<b>11,354,093</b>	<b>933,435</b>	<b>8.96%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Health and Human Services	7,706,812	8,901,892	10,420,658	11,354,093	933,435	8.96%
<b>TOTAL</b>	<b>7,706,812</b>	<b>8,901,892</b>	<b>10,420,658</b>	<b>11,354,093</b>	<b>933,435</b>	<b>8.96%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Cascade Regional Plan	36,088	0	0	0	0	0.00%
DD Client Support	208,403	359,429	400,000	300,000	(100,000)	-25.00%
Developmental Disab Svc	7,462,321	8,542,462	10,020,658	11,054,093	1,033,435	10.31%
<b>TOTAL EXPENDITURES</b>	<b>7,706,812</b>	<b>8,901,892</b>	<b>10,420,658</b>	<b>11,354,093</b>	<b>933,435</b>	<b>8.96%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Total FTE	74.50	87.00	94.50	93.00	(1.50)	-1.59%

# **Health and Human Services: Developmental Disabilities Services**

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## **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. 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.
- Improve access to services by mapping processes, creating reports, and establishing baseline measurements to improve the timeliness of eligibility determinations.
- Collaborate with Lane County Public Health to continue to provide outreach and support to assist individuals with intellectual and developmental disabilities and their caregivers to receive the COVID-19 vaccine.
- Create a clear onboarding structure, tools, and training to improve the experience of employees new to the division and the effectiveness of services provided to the community.
- Create a secure portal to efficiently facilitate an exchange of information between DDS and more than 1,500 Personal Support Workers who submit timecards to DDS for review every two weeks.

## **Major Accomplishments & Achievements in FY 20-21**

- Served over 2,800 individuals in Lane County with intellectual and developmental disabilities.
- Accessed state funding to hire an additional 8 FTE which included two bilingual positions to improve access and the quality of services to the Spanish speaking community.
- Contacted all individuals residing in evacuation zones to offer support and connection to needed resources during the wildfires and provided daily reporting to the state on individual and provider evacuation plans and needed resources.
- Reviewed and recommended approval of 158 emergency plans developed by Adult and Child Foster Providers in response to the pandemic.
- Collaborated with Public Health and local Brokerages to hold multiple vaccination clinics for individuals with intellectual and developmental disabilities and their caregivers.
- Accessed state funding to purchase and distribute over 200 technology items such as iPads to support children and families struggling to connect and engage following the school and day care closures.

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

- Maximized revenue by continuing all services remotely through virtual meetings and telephonic appointments when allowed by state requirements, and in person when required.
- In response to state requirements revised the division emergency response plan to incorporate pandemic specific elements, and reviewed and approved emergency plans for local providers.
- Providing ongoing outreach, education, and support to supported individuals and their caregivers to facilitate access to various vaccine clinics as the individuals and caregivers are prioritized in the state sequencing plan to receive the vaccine.
- Providing ongoing monitoring and frequent reporting to the state to ensure appropriate precautions and responses for supported individuals and providers experiencing COVID-19 symptoms.



# **Health and Human Services: Developmental Disabilities Services**

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## **Anticipated Service & Budget Changes for FY 21-22**

- Increased personnel expenses due to the growth in services requiring more staff over time.
- Increased indirect costs and office supplies needed to support the additional growth in FTE experienced over time.
- There will be an increase in expenses to operate the new building. Carryover from prior years, with funds dedicated to the Operational Contingency account, will support these increased costs.

## **Future Service Challenges & Planning Efforts**

- DDS continues to experience increased demands for services, 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. Efforts are underway to improve the onboarding and training processes for new staff to address this concern.
- DDS is collaborating in the design of a new building with a planned move in 2022. There will be a challenge to move all services to a new location without an interruption in service. A workgroup will be convened once the date is closer to plan for an efficient move to mitigate this issue.
- As DDS continues to experience a growth in services, there will be ongoing challenges to secure sufficient space to provide services. A new building is underway which will provide significantly more space than the current location, and a long term plan of incorporating telework and sharing of assigned work spaces will provide a means to manage the ongoing growth well into the future.
- The state is implementing a new rate model for providers of services. The state has announced several anticipated start dates. The current plan is for the changes to occur sometime in the 21-22 fiscal year. While DDS funding will not be impacted, there will be a temporary increase in workload for DDS staff as a result of the transition to the new system. There may be a need to hire extra help or add temporary positions once the date is finalized. 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 need to explain the changes, provide reassurance, and present 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.

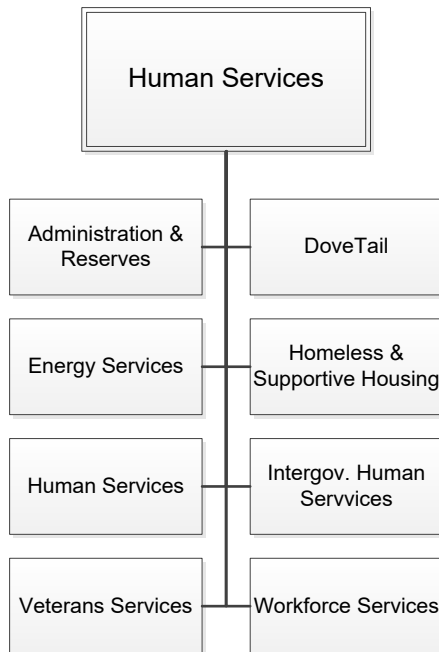
## **Capital Projects – Planned and Known Needs**

- Developmental Disabilities Services Building: 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 previously stood, and on the same campus as Lane County Behavioral Health and Youth Services.
  - The building is projected to be two stories, 25,372 square feet, and cost \$14.7 million.
  - 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 ◀  
Public Health  
Quality and Compliance  
Youth Services*

## Health and Human Services: Human Services

DIVISION FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Federal Revenues	7,914,403	8,356,475	31,734,707	16,762,383	(14,972,324)	-47.18%
State Revenues	5,552,934	6,268,050	21,745,579	7,391,701	(14,353,878)	-66.01%
Local Revenues	1,928,266	2,400,248	3,686,708	2,406,732	(1,279,976)	-34.72%
Fees And Charges	667,043	518,844	568,071	835,477	267,406	47.07%
Interest Earnings	21,731	24,861	0	0	0	0.00%
<b>Total Revenue</b>	<b>16,084,377</b>	<b>17,568,477</b>	<b>57,735,065</b>	<b>27,396,293</b>	<b>(30,338,772)</b>	<b>-52.55%</b>
Fund Transfers	1,793,509	2,714,523	4,153,026	3,817,966	(335,060)	-8.07%
<b>TOTAL RESOURCES</b>	<b>17,877,886</b>	<b>20,283,000</b>	<b>61,888,091</b>	<b>31,214,259</b>	<b>(30,673,832)</b>	<b>-49.56%</b>
<b>EXPENDITURES:</b>						
Personnel Services	3,681,974	3,898,691	4,973,947	5,209,961	236,014	4.75%
Materials & Services	13,525,829	14,820,615	55,273,618	25,108,157	(30,165,461)	-54.57%
Capital Expenses	0	0	978,300	100,000	(878,300)	-89.78%
<b>TOTAL EXPENDITURES</b>	<b>17,207,803</b>	<b>18,719,306</b>	<b>61,225,865</b>	<b>30,418,118</b>	<b>(30,807,747)</b>	<b>-50.32%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Intergov. Human Svcs	17,207,803	18,719,306	61,225,865	30,418,118	(30,807,747)	-50.32%
<b>TOTAL</b>	<b>17,207,803</b>	<b>18,719,306</b>	<b>61,225,865</b>	<b>30,418,118</b>	<b>(30,807,747)</b>	<b>-50.32%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Administration & Reserves	462,343	528,112	618,626	779,819	161,193	26.06%
Dovetail	282,526	324,680	343,092	386,143	43,051	12.55%
Energy Services	4,484,349	4,470,509	6,547,687	4,385,115	(2,162,572)	-33.03%
Homeless & Sprtv Housing	5,920,329	6,723,426	41,668,351	15,835,164	(25,833,187)	-62.00%
Human Services	752,846	439,124	972,593	913,840	(58,753)	-6.04%
Intergov Human Services	2,101,604	3,048,706	6,983,020	4,081,684	(2,901,336)	-41.55%
Veterans Services	640,877	735,309	786,717	797,434	10,717	1.36%
Workforce Services	2,562,929	2,449,440	3,305,779	3,238,919	(66,860)	-2.02%
<b>TOTAL EXPENDITURES</b>	<b>17,207,803</b>	<b>18,719,306</b>	<b>61,225,865</b>	<b>30,418,118</b>	<b>(30,807,747)</b>	<b>-50.32%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>38.90</b>	<b>46.10</b>	<b>52.35</b>	<b>52.35</b>	<b>0.00</b>	<b>0.00%</b>

### Division Overview

The Human Services Division (HSD) administers a range of programs that support people in Lane County communities, which include veterans, seniors, adults, children, youth and families during challenges and transitions in their lives. HSD helps address the root causes of poverty, hunger and homelessness through a range of prevention, intervention, stabilization and economic opportunity services. HSD 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.

- HSD Administration provides leadership and oversight in planning, policy, grants, programmatic

## Health and Human Services: Human Services

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contract management, budget development, and personnel management and supervision.

- Energy Services provides a variety of low-income energy assistance, energy education and weatherization programs.
- Human Services and Housing provides for an effective county-wide Continuum of Care with the goal of moving low-income and homeless people toward stability and maximum self-sufficiency.
- Veterans Services provides counseling, advice and assistance to 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 15-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**

HSD leads the County's efforts in the revised 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 include identifying and implementing programs for: supportive housing, short-term and transitional housing, long-term and permanent solutions to address homelessness, and efforts to prevent homelessness through rental and utility assistance. HSD continues to advance the ten recommendations from the Shelter Feasibility Study and Systems Analysis report. HSD strategies are aligned with the Poverty and Homelessness Board (PHB) five-year strategic plan.

### **Major Accomplishments & Achievements in FY 20-21**

**Housing & Homelessness** - HSD, in partnerships with the City of Eugene, City of Springfield, Homes for Good, small cities and community based private non-profit organizations, implemented the following Lane County strategic plan priorities and recommendations of the Shelter Feasibility Study and Systems Analysis.

- Increased the availability of Permanent Supportive Housing through the completion of a Housing First, 51-unit complex; the MLK Commons
- Collaborated with Homes for Good on planning of services for three additional Permanent Supportive Housing Projects totaling 97 units to be opened in FY 22-24
- Expanded Coordinated Entry and Outreach services for unhoused individuals by adding a Coordinator, four temporary humanitarian outreach FTE and countywide contracted services
- Began Rapid Resolution services diverting or rapidly exiting individuals from the shelter system
- Redesigned Rapid Rehousing services for homeless for implementation in FY 21-22
- Placed 120 Pallet Shelters at micro sites and rest stops throughout Lane County

**Human Services** – The Dovetail program continued providing social services to customers of other H&HS Divisions to further better health outcomes. HSD disbursed \$7 million of emergency rent relief to assist Lane County renters impacted by the COVID-19 pandemic and began the disbursement of an additional \$17 million through partnerships with local non-profits, the Homes for Good housing authority, Lane County Public Health and Workforce services.

**Energy Assistance** – Energy Services expended an additional \$2,635,179 COVID-19 funds. Staff and nonprofit agencies stepped up to expend funds, often with tight timelines, to serve clients remotely.

**Workforce** – Workforce Services transitioned to serving in-person clients at the Eugene Public Library to assist those who otherwise do not have access to technology and job search guidance. An additional \$711,856 was received to serve COVID-19 and Holiday Farm fire impacted clients which has allowed for a partnership with employers to perform restoration and recovery work along the McKenzie River corridor by recruiting and hiring individuals to perform this work.

## **Health and Human Services: Human Services**

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**Veterans** – Veterans Services continues to lead the state in total amount of federal VA benefits received with over \$163.8 million received by Lane County Veterans and their survivors. (Amounts are from latest available VA Geographic Distribution of Expenditures report: FFY 2019.)

### **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

- HSD has been instrumental in the response to both the COVID-19 pandemic and the Holiday Farm fire. The influx of funding toward ameliorating the economic impact of COVID-19 increased the FY 20-21 HSD budget by 180%. An additional 51 unique service agreements were implemented including recruiting seven non-profit partners who had not previously contracted with HSD.
- The Oregon Community Foundation awarded HSD a \$5.5 million Project Turnkey grant for the purchase of a 50-unit motel in Eugene for wildfire survivors. An agreement with Homes for Good was implemented in March 2021 for operations. Eventually, it will be converted to Permanent Supportive Housing.
- Veteran Services, Workforce Services, Energy Assistance and Rent Relief staff continue to serve clients via tele-work and in-person appointments.
- HSD dedicated 1.0 FTE to work directly with households impacted by the Holiday Farm fire, assisting in securing housing and services. Additionally, Veteran Services staff reached out to each client in the Holiday Farm fire affected areas to make sure they were aware of the veteran-specific resources for which they could qualify.
- In responding to these funds, existing staff time was moved or split to give focus to these new programs; additionally HSD added 2.0 permanent Employment Specialist positions, eight Temp homeless outreach workers, 2.0 Program Services Coordinators, 1.0 HMIS Analyst, 1.0 Office Assistant, 0.50 Temp Administrative Assistant, and two Extra Help Rent Assistant Workers.

### **Anticipated Service & Budget changes for FY 21-22**

In Veterans Services, recent years have carried over a significant fund balance largely due to position vacancies. Full staffing in FY 20-21 has resulted in a much smaller cash balance, requiring an 11% General Fund increase to maintain the same level of services in FY 21-22. Due to additional FTE and COVID-19 funding, H&HS indirect obligation increased 38% from FY 20-21. County overhead and the Division administration increased by 8%.

### **Future Service Challenges & Planning Efforts**

Sustainable funding for Homeless and Permanent Housing services for future fiscal years is needed to replace one-time COVID-19 funding, Federal and State funding that has allowed the Division to expand housing and service capacity. Planning is occurring in partnership with cities in Lane County to investigate ongoing funding. Legislative advocacy at the State and Federal level is needed to provide revenue to continue to support existing efforts and expansion of efforts to prevent homelessness and reduce the homeless population in Lane County.

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

Construction resources are needed to convert the 100 River Avenue Building, currently used in COVID-19 response, into a Navigation Center and Shelter for homeless singles.

HSD has experienced unprecedented growth due to COVID-19 response and the implementation of the Shelter Feasibility Study recommendations. Rather than leasing space, we have an opportunity to use space in the Lane County Medication Assisted Treatment building. The space is not move-in ready and requires investments in remodeling and furnishings. The Division has requested \$100,000 in one-time General Fund support to kick off this renovation effort and address basic habitability.

# Health and Human Services: Public Health

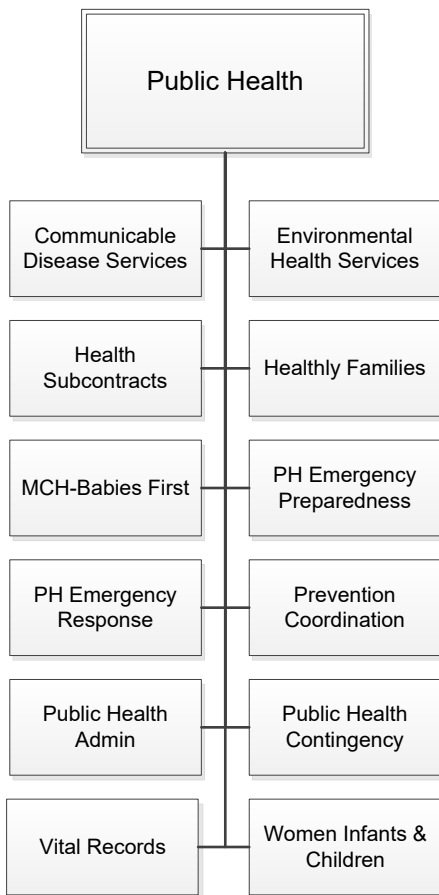
## Division Purpose Statement

*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  
Public Health ◀  
Quality and Compliance  
Youth Services*



## Health and Human Services: Public Health

DIVISION FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Licenses & Permits	970,905	1,198,407	1,254,561	1,254,561	0	0.00%
Fines, Forfeitures, Penalties	3,342	3,688	10,000	10,000	0	0.00%
Federal Revenues	2,240,524	1,071,251	1,931,552	1,931,552	0	0.00%
State Revenues	9,569,320	12,979,806	14,308,688	11,907,966	(2,400,722)	-16.78%
Local Revenues	0	0	30,000	0	(30,000)	-100.00%
Fees And Charges	1,700,019	1,767,253	1,820,882	1,811,999	(8,883)	-0.49%
<b>Total Revenue</b>	<b>14,484,109</b>	<b>17,020,405</b>	<b>19,355,683</b>	<b>16,916,078</b>	<b>(2,439,605)</b>	<b>-12.60%</b>
Fund Transfers	2,769,682	2,779,558	3,292,392	3,458,865	166,473	5.06%
<b>TOTAL RESOURCES</b>	<b>17,253,791</b>	<b>19,799,963</b>	<b>22,648,075</b>	<b>20,374,943</b>	<b>(2,273,132)</b>	<b>-10.04%</b>
<b>EXPENDITURES:</b>						
Personnel Services	8,233,328	9,248,017	12,527,094	12,262,758	(264,336)	-2.11%
Materials & Services	6,294,329	7,079,944	14,902,632	9,574,330	(5,328,302)	-35.75%
Capital Expenses	20,468	0	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>14,548,125</b>	<b>16,327,962</b>	<b>27,429,726</b>	<b>21,837,088</b>	<b>(5,592,638)</b>	<b>-20.39%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Health and Human Services	14,548,125	16,327,962	27,429,726	21,837,088	(5,592,638)	-20.39%
<b>TOTAL</b>	<b>14,548,125</b>	<b>16,327,962</b>	<b>27,429,726</b>	<b>21,837,088</b>	<b>(5,592,638)</b>	<b>-20.39%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Communicable Disease Svc	1,999,221	4,191,096	8,608,433	3,203,320	(5,405,113)	-62.79%
Environmental Hlh Svcs	2,357,613	2,348,312	2,496,186	2,433,899	(62,287)	-2.50%
Health Subcontracts	775,043	233,897	240,814	246,997	6,183	2.57%
Healthy Families	1,216,106	1,169,969	1,374,516	1,165,421	(209,095)	-15.21%
MCH-Babies First	2,943,125	2,891,775	3,726,327	3,733,174	6,847	0.18%
PH Emergency Preparedness	163,835	198,654	434,238	374,437	(59,801)	-13.77%
PH Emergency Response	0	0	1,364,793	2,689,820	1,325,027	97.09%
Prevention Coordination	2,356,491	2,432,287	5,827,554	4,763,370	(1,064,184)	-18.26%
Public Health Admin	652,543	560,937	677,811	613,296	(64,515)	-9.52%
Public Health Contingency	19,949	12,208	0	0	0	0.00%
Vital Records	181,318	277,164	293,143	292,371	(772)	-0.26%
Women Infants & Children	1,882,880	2,011,664	2,385,911	2,320,983	(64,928)	-2.72%
<b>TOTAL EXPENDITURES</b>	<b>14,548,125</b>	<b>16,327,962</b>	<b>27,429,726</b>	<b>21,837,088</b>	<b>(5,592,638)</b>	<b>-20.39%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>86.85</b>	<b>90.35</b>	<b>113.15</b>	<b>109.45</b>	<b>(3.70)</b>	<b>-3.27%</b>

# Health and Human Services: Public Health

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## **Division Overview**

Public Health (PH), in collaboration with health system partners, community organizations, and other stakeholders, endeavors to ensure all people in Lane County have opportunity and access to environments and systems that support their health. Public Health promotes optimal health through policies, interventions, and population-health programs based on scientific evidence and emerging best practices. Public Health also protects the health of all people in Lane County through surveillance, regulation, and response to infectious disease and injury risks.

Over the last year, the emergency response to the COVID-19 pandemic has reshaped the Public Health Division. Supervisors have taken on additional responsibilities in Emergency Operations and Logistics. Many staff have been reassigned in full or in part to the response while others continue a version of their regular jobs from their homes, and an auxiliary work force of temporary, extra help, and loaned County staff fills out the Public Health floors in the Charnelton building. Three new positions in Communicable Disease (nursing supervisor and two nurses) provide consistent, ongoing support and expanded capacity for surveillance and response.

Community needs unrelated to COVID-19 remain or have become more acute. Women, Infants & Children (WIC) staff work remotely to support nutrition and breast feeding while the WIC classroom now houses contact tracers and WIC staff offices and cubicles have been converted to the COVID-19 Call Center. Home visiting staff now provide virtual support to pregnant women and families while nurses alternate shifts in the Call Center and supporting people in isolation and quarantine. Environmental Health staff support restaurant owners navigating evolving COVID-19 guidelines and provide guidance to shelter operators, day care providers, and schools to reduce the risk of viral transmission. Many staff from Prevention have been given roles in Emergency Operations and Planning while they also move forward important community work in suicide response and prevention, the Community Health Improvement Plan, substance use prevention and tobacco control. The Communicable Disease team monitors and responds to other infectious diseases, including syphilis and tuberculosis. The increase in county deaths over the past year is also being felt in the Vital Records section which has added a temporary position to assist with issuing death certificates.

## **Division Goals & Strategic Planning**

Public Health's primary goal now is to save lives by containing the spread of the COVID-19 virus. The Biden administration announced that all Americans will be eligible for vaccination starting on May 1<sup>st</sup> and, if vaccine allocations keep pace, Public Health will make vaccination available locally to all Lane County residents before summer begins. There are two major considerations related to this goal. The first is equity – PH continues to partner with community-based organizations to ensure vaccine access for groups that have experienced disproportionate morbidity and mortality during the pandemic. The second consideration is vaccine hesitancy. Lane County is expected to be among regions with the highest rate of vaccine refusal in the country given historic attitudes toward vaccination.

## **Major Accomplishments & Achievements in FY 20-21**

The COVID-19 response in Lane County has been (and continues to be) a massive undertaking, consistently reinforced with staff from across the County and with the staunch support of County Administration and elected officials. The response also has benefitted enormously from the collaboration of clinical and community partners, including the hospitals, provider practices, and the University of Oregon. Other highlights:

- Environmental Health has licensed approximately 1800 businesses, issued 6580 food handler cards for Lane County residents and nearly 70,000 on behalf of all Oregon counties via the Lane County-hosted ORFoodhandlers website.



## **Health and Human Services: Public Health**

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- The CCO Prevention Initiative has successfully integrated both Coordinated Care Organizations (Trillium Community Health Plan and Pacific Source Community Solutions). The CCOs' ongoing investment in primary prevention has created a dynamic, sustainable, cross-collaborative model for delivering programs and services to Lane County communities, schools, and families.
- With funding from the Garrett Lee Smith grant, the Suicide Prevention team has begun working with school districts to develop capacity in suicide prevention and to implement the requirements of SB 52 (Adi's Act). Staff are also completing policy level work by developing stakeholder capacity and MOAs between Peace Health, McKenzie Willamette, the Child and Adolescent Crisis Response Program, and Lane County school districts to facilitate communication during school re-entry following a suicide attempt/behavioral health crisis requiring hospitalization.

### **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

Due to ongoing restrictions, licensees of Environmental Health have experienced substantial economic strain. The number of businesses licensed in 2020 declined 10% when compared to 2019. In the McKenzie River Valley, of the 45 licensed facilities in the area, all experienced substantial losses in revenue during the fires. Many were destroyed and will not reopen. Less than 5% of licenses issued for temporary events in 2019 were issued in 2020 due to COVID-19 restrictions, accounting for nearly \$90,000 in lost revenue. Concurrently as restaurants reduced their staffing, the number of food handler cards issued in 2020 was down 30%. It is unclear how these changes will impact businesses in FY 20-21.

### **Anticipated Service & Budget Changes for FY 21-22**

In general, federal funding and FEMA reimbursement are expected to cover the majority of expenses associated with the COVID-19 response. In addition, Public Health has received a grant from the Kresge Foundation to address equity in the response effort. In other programs, the federal allocation for Lane County's WIC program is not keeping pace with increases in local administrative costs. The future of the statewide Family Connects nurse home visiting program is uncertain – it was not included in Governor Brown's budget but may yet be supported by the legislature.

### **Future Service Challenges & Planning Efforts**

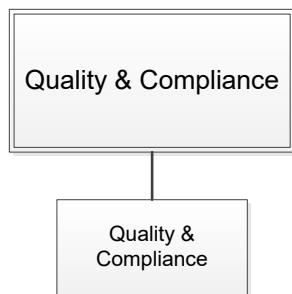
Ongoing federal support for pandemic preparedness is unknown. The state legislature is being asked to support public health modernization at \$69m for the biennium. Local funding for two positions created to support cannabis prevention in Lane County among youth ends in FY 21-22.

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

None planned.

## **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  
Public Health  
Quality and Compliance ◀  
Youth Services*

## Health and Human Services: Quality and Compliance

DIVISION FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Federal Revenues	41,399	0	0	0	0	0.00%
State Revenues	0	124,042	51,410	0	(51,410)	-100.00%
Fees And Charges	2,056,998	2,341,614	2,400,320	2,352,647	(47,673)	-1.99%
Total Revenue	2,098,397	2,465,656	2,451,730	2,352,647	(99,083)	-4.04%
<b>TOTAL RESOURCES</b>	<b>2,098,397</b>	<b>2,465,656</b>	<b>2,451,730</b>	<b>2,352,647</b>	<b>(99,083)</b>	<b>-4.04%</b>
<b>EXPENDITURES:</b>						
Personnel Services	1,305,367	1,596,915	1,739,672	1,790,469	50,797	2.92%
Materials & Services	374,524	695,706	712,058	562,178	(149,880)	-21.05%
Capital Expenses	0	6,985	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>1,679,891</b>	<b>2,299,606</b>	<b>2,451,730</b>	<b>2,352,647</b>	<b>(99,083)</b>	<b>-4.04%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Health and Human Services	1,679,891	2,299,606	2,451,730	2,352,647	(99,083)	-4.04%
<b>TOTAL</b>	<b>1,679,891</b>	<b>2,299,606</b>	<b>2,451,730</b>	<b>2,352,647</b>	<b>(99,083)</b>	<b>-4.04%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Quality & Compliance	1,679,891	2,299,606	2,451,730	2,352,647	(99,083)	-4.04%
<b>TOTAL EXPENDITURES</b>	<b>1,679,891</b>	<b>2,299,606</b>	<b>2,451,730</b>	<b>2,352,647</b>	<b>(99,083)</b>	<b>-4.04%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>0.00</b>	<b>0.00%</b>

# Health and Human Services: Quality and Compliance

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## Division Overview

The Quality & Compliance (Q&C) Division provides support to the Department of H&HS in the following areas:

- **Compliance Officer:** 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. Coordinates with County Counsel on litigation issues. Develops annual department compliance plan and chairs internal Compliance Committee.
- **HIPAA Officer:** Serves as HIPAA Privacy Officer, monitoring compliance with HIPAA privacy 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.
- **Risk Management:** Monitors risk management issues for H&HS; conducts risk assessments for divisions/programs and chairs risk management teams focused on risk mitigation activities; 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.
- **Quality Improvement:** Works with H&HS divisions to develop and implement strong quality improvement efforts; provides training, technical assistance and promotes collaboration; promotes strategic development in this area.
- **Data & Analytics:** Leads department data and analytics efforts, including working with divisions to identify appropriate performance management measures and design systems for collecting, monitoring, and reporting results. Provides training and resources to department end users on data systems and coordinates with Technology Services on data practices and systems including Tableau, Data Warehouse and similar efforts.
- **EMR Application Support:** Supports all elements of Electronic Medical Record (EMR) applications, including NextGen and other similar software systems as identified. Oversees daily support, end-user training, development, upgrades, and related activities.

## Division Goals & Strategic Planning

1. **Create and sustain a collaborative culture of quality and learning across H&HS**
  - Implement interventions and strategies to advance the state of H&HS culture of learning
  - Collaborate with H&HS Division/Program Risk Management teams to utilize Quality Improvement (QI) principles, tools and the Model for Improvement to proactively mitigate risk areas
  - Advance utilization of data visualizations associated with QI projects
  - Provide QI support, resources and knowledge to H&HS Strategic Plan initiatives and lead other Department-wide QI activities
2. **Maintain regulatory compliance with applicable federal, state, and local regulations**
  - Conduct quarterly HIPAA security audits and ensure completion of required breach and reporting activities
  - Complete risk assessments for divisions and monitor and support mitigation activities
  - Coordinate H&HS legal issues
  - Prepare and implement required compliance trainings and policies and procedures
  - Educate and inform H&HS staff on areas of compliance via messaging campaigns
3. **Ensure necessary infrastructure to optimize data-driven decision and technology usage**

## **Health and Human Services: Quality and Compliance**

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- Utilize data governance model to ensure accessibility of data and bridge gap between data and business decisions
- Continue empowerment of end users related to the ability and comfort of acquiring and using data to create improvements and efficiencies
- Enhance and support advancement of technology usage including provision of training and resources and support of telehealth expansion.

### **Major Accomplishments & Achievements in FY 20-21**

- Provided data and analytics support to H&HS resulting in 430 Tableau data users who have interacted with 2,999 dashboards and visualizations over 100,000 times in the last year. These dashboards provide the divisions with information to manage performance, monitor service levels, caseloads, financial metrics, and enhance the efficiency and effectiveness of services.
- Collaborated with the Public Health division and the COVID-19 Emergency Operations Center to create 36 Tableau dashboards that provide staff and the community with daily updates around all aspects of the COVID-19 pandemic. These dashboards were viewed over 900,000 times as of February 2021.
- In the provision of end user support for the electronic health record (EHR), led 359 training sessions instructing 187 staff and responded and resolved 4339 ticket requests in calendar year 2020.

### **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

The Q&C division shifted work of several staff to support the COVID-19 Emergency Operations Center. This change slowed progress on some projects and goals but overall had minimal impact on the operations of the division.

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

None

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

None

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

In collaboration with Developmental Disability Services constructing a new building to house both that division and the Q&C division.

# Health and Human Services: Youth Services

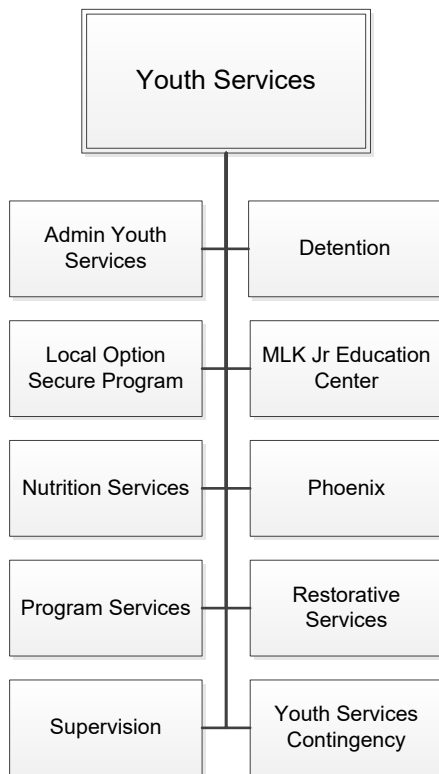
## Division Purpose Statement

*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  
Public Health  
Quality and Compliance  
Youth Services ◀*



## Health and Human Services: Youth Services

DIVISION FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	2,649,702	1,727,582	1,783,375	1,783,375	0	0.00%
Licenses & Permits	21,950	20,750	22,000	22,000	0	0.00%
Fines, Forfeitures, Penalties	115,000	320,048	321,657	321,657	0	0.00%
Property And Rentals	263,782	195,501	63,497	173,497	110,000	173.24%
Federal Revenues	276,317	199,757	201,730	186,730	(15,000)	-7.44%
State Revenues	1,738,877	2,149,098	2,315,119	2,097,491	(217,628)	-9.40%
Local Revenues	207,089	195,722	231,911	215,279	(16,632)	-7.17%
Fees And Charges	296,779	214,256	127,274	127,274	0	0.00%
Interest Earnings	112,606	129,997	0	0	0	0.00%
<b>Total Revenue</b>	<b>5,682,104</b>	<b>5,152,711</b>	<b>5,066,563</b>	<b>4,927,303</b>	<b>(139,260)</b>	<b>-2.75%</b>
Fund Transfers	6,492,772	6,489,376	7,632,969	8,382,611	749,642	9.82%
<b>TOTAL RESOURCES</b>	<b>12,174,876</b>	<b>11,642,086</b>	<b>12,699,532</b>	<b>13,309,914</b>	<b>610,382</b>	<b>4.81%</b>
<b>EXPENDITURES:</b>						
Personnel Services	7,727,277	7,842,237	8,884,393	9,464,743	580,350	6.53%
Materials & Services	3,109,702	3,677,612	4,459,276	4,687,340	228,064	5.11%
Capital Expenses	79,545	13,086	41,047	0	(41,047)	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>10,916,523</b>	<b>11,532,935</b>	<b>13,384,716</b>	<b>14,152,083</b>	<b>767,367</b>	<b>5.73%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Health and Human Services	8,944,489	9,343,042	11,123,305	11,842,321	719,016	6.46%
Local Option Tax Levy	1,972,034	2,189,894	2,261,411	2,309,762	48,351	2.14%
<b>TOTAL</b>	<b>10,916,523</b>	<b>11,532,935</b>	<b>13,384,716</b>	<b>14,152,083</b>	<b>767,367</b>	<b>5.73%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Admin Youth Services	841,121	845,402	989,188	1,248,767	259,579	26.24%
Detention	1,514,096	1,414,626	1,600,514	1,852,212	251,698	15.73%
Local Option Secure Program	1,972,034	2,189,894	2,261,411	2,309,762	48,351	2.14%
Mlk Jr Education Center	819,479	991,111	1,136,778	1,100,564	(36,214)	-3.19%
Nutrition Services	705,002	652,699	674,041	663,806	(10,235)	-1.52%
Phoenix	1,322,531	1,250,671	1,475,897	1,472,734	(3,163)	-0.21%
Program Services	729,027	846,934	1,121,387	1,102,100	(19,287)	-1.72%
Restorative Svcs	881,092	1,095,295	1,382,496	1,576,853	194,357	14.06%
Supervision	2,132,142	2,212,138	2,563,254	2,611,369	48,115	1.88%
Youth Services Contingency	0	34,167	179,750	213,916	34,166	19.01%
<b>TOTAL EXPENDITURES</b>	<b>10,916,523</b>	<b>11,532,935</b>	<b>13,384,716</b>	<b>14,152,083</b>	<b>767,367</b>	<b>5.73%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>75.80</b>	<b>77.30</b>	<b>78.30</b>	<b>79.30</b>	<b>1.00</b>	<b>1.28%</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 80 staff, eight program service units and is housed in three different buildings on the Serbu campus:

- Administration Services: Division planning and management, data, grants administration, information systems, volunteers and accounting.
- Program Services: Provides health services (medical, dental, mental health) for youth; victim advocate services; records management and expungements; support for division-wide work.
- Restorative Services: Youth restorative and diversion opportunities including victim offender dialogues, Crime Impact class, and Minor in Possession class; conflict resolution for families with a domestic relations court case; and strengths-based parent interventions.
- Supervision Services: Services for youth on probation, including staff assigned to juvenile drug court and to youth with problematic sexual behaviors.
- Detention Services: Sixteen-bed detention facility lodging youth ages 12-17, including youth being held on adult criminal charges.
- Treatment Services (Phoenix): Sixteen-bed behavioral treatment program for male and female youth involved in the juvenile justice system.
- Education & Vocation Services (MLK Education Center): A collaboration between the division and Lane Education Service District (Lane ESD). Services provided - alternative school for high-risk, adjudicated, community youth; education for youth in Detention and Phoenix Treatment; horticulture and culinary arts vocational programs; and community service and restitution crews for youth.
- Nutrition Services: Is a federally licensed National School Lunch Program. Provides approximately 50,000 meals and snacks per year to youth housed in Detention, Phoenix, and youth in school and on vocational crews at and through the MLK Education Center.

## **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 20-21**

- In response to COVID-19, Restorative Services transitioned all programs to video conferencing platforms: parent education and mediation orientation and mediation; juvenile crime prevention assessments; evidence based restorative classes; Family Check-Up program.
- In response to COVID-19, Supervision (probation) adjusted practices to meet increased youth and family needs and decreased family, court and community resources. Successes in this area are reflective of prior investments in incentivizing, prevention, communal skill building and collaboration with community partners.
- In response to COVID-19, the Phoenix Program was initially closed. The program was reopened in April 2020, with reduced capacity. In July 2020 capacity increased to 8 youth. COVID testing is



## **Health and Human Services: Youth Services**

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required for youth upon admission, which allows youth to reside as a cohort/family. Isolation and quarantine space and protocols established in Phoenix. The Phoenix graduation rate has remained constant despite the impacts of COVID-19.

- In response to COVID-19 and in accordance with ODE guidelines, MLK Ed Center initially successfully implemented distance learning and has recently transitioned to in-person learning. Additionally, MLK community service and vocational program staff were able to meet all service contract requirements despite COVID restrictions.
- In response to COVID-19, isolation and quarantine spaces and protocols were established in Detention. COVID testing was made available to youth at intake. Program Services nursing staff worked with Detention staff to ensure the proper response to all youth who were identified as COVID positive or presumptive. Two remote access spaces were established for youth to accommodate court, appointments and visitation (provider, assessment, family visitation, etc.).

### **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

In addition to the accomplishments listed in the section above, Youth Services was impacted operationally in significant ways by COVID-19. A few additional examples include:

- Social distancing and mask wearing expectations were implemented for youth in Detention.
- On-site operations were limited to critical essential and operationally essential functions.
- Vocational programs were temporarily suspended and then re-implemented under limited and strict COVID-19 requirements and restrictions.
- Additional, weekend, extra-help nursing support was established to effectively support the COVID-19 response in Detention and Phoenix.
- During the first few months of the pandemic, Nutrition Services provided approximately 300 meals a day to the temporary emergency COVID-19 shelter at the Fairgrounds.

### **Anticipated Service & Budget Changes for FY 21-22**

- During FY 19-20, the open Professional/Technical Supervisor position was mistakenly deleted and was re-added during FY 20-21. This position is in the process of being filled.
- The division will add a Program Manager position to support the Division Manager and provide better division oversight, administration, leadership and staff support, transparency, and quality improvement.
- Three Juvenile Justice Specialists (JJS) positions were converted to the newly created JJS Senior classification to establish consistent lead worker positions, no significant budget impact.

### **Future Service Challenges & Planning Efforts**

- Ballot Measure 110 implementation could have meaningful and significant impacts on the way youth who possess a controlled substance are processed. It is anticipated that both the minor in possession and drug court programs will be impacted, but the details of those impacts are currently unknown.
- Proposed reduction in Juvenile Detention Education Program (JDEP) funding has the potential to result in a violation of Oregon Department of Education (ODE) OARs. This would be due to an inability to adequately fund and provide a full-time licensed staff and/or 226 full student contract days.
- Implement evidence based services across the division while engaging stakeholders and upholding community partnerships.
- Identify existing racial and ethnic disparities in order to examine how to best reduce such disparities in our system.

## Health and Human Services: Youth Services

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### **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, door control, and other accessibility tied to the system. Replacement options are being analyzed. Cost is unknown at this time.

## Health and Human Services

DEPARTMENT RESOURCE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Current Year Property Tax	2,593,307	1,679,455	1,753,375	1,753,375	0	0.00%
Prior Years Property Taxes	55,643	47,375	30,000	30,000	0	0.00%
In Lieu Of Taxes	752	752	0	0	0	0.00%
<b>TAXES &amp; ASSESSMENTS</b>	<b>2,649,702</b>	<b>1,727,582</b>	<b>1,783,375</b>	<b>1,783,375</b>	<b>0</b>	<b>0.00%</b>
Marriage	21,950	20,750	22,000	22,000	0	0.00%
Temporary Restaurant Licenses	54,362	37,750	101,206	101,206	0	0.00%
Mobile Unit Licenses	75,670	94,606	82,815	82,815	0	0.00%
Swimming Pool Licenses	92,814	125,646	122,291	122,291	0	0.00%
Restaurant Licenses	673,948	857,049	865,062	865,062	0	0.00%
Recreation Park Licenses	23,390	32,462	30,400	30,400	0	0.00%
Motel/Hotel Licenses	36,046	37,269	37,687	37,687	0	0.00%
Tobacco Retailer License Fee	14,675	13,625	15,100	15,100	0	0.00%
<b>LICENSES &amp; PERMITS</b>	<b>992,855</b>	<b>1,219,157</b>	<b>1,276,561</b>	<b>1,276,561</b>	<b>0</b>	<b>0.00%</b>
Criminal Fine & Assessment	115,000	320,048	321,657	321,657	0	0.00%
Late Filing Penalties	3,342	3,688	10,000	10,000	0	0.00%
<b>FINES, FORFEITURES, PENALTIES</b>	<b>118,342</b>	<b>323,736</b>	<b>331,657</b>	<b>331,657</b>	<b>0</b>	<b>0.00%</b>
Sale Of Capital Assets	700	0	0	0	0	0.00%
Miscellaneous Sales	4,978	0	0	0	0	0.00%
Catering	62,302	25,400	25,285	25,285	0	0.00%
Parking	253,363	240,415	0	210,000	210,000	100.00%
Rent - Other Properties	85,321	65,320	64,612	67,912	3,300	5.11%
Miscellaneous Rent	0	662	0	0	0	0.00%
<b>PROPERTY AND RENTALS</b>	<b>406,663</b>	<b>331,796</b>	<b>89,897</b>	<b>303,197</b>	<b>213,300</b>	<b>237.27%</b>
Department Of Energy	771,939	752,007	738,601	738,601	0	0.00%
FEMA	3,169	7,378	911,095	0	(911,095)	-100.00%
Health & Human Services	6,163,040	8,112,459	8,747,349	7,923,928	(823,421)	-9.41%
DMAP Open Card	1,743,027	841,273	1,310,928	1,349,491	38,563	2.94%
Medicaid Wrap	24,740,243	11,643,552	24,257,769	24,928,471	670,702	2.76%
Title XIX Babies First	157,265	857,546	1,802,843	1,802,843	0	0.00%
FPEP Expansion Project	12,604	25,899	32,914	32,914	0	0.00%
Title IV-E	62,997	28,456	60,000	45,000	(15,000)	-25.00%
Justice Department	15,875	0	0	0	0	0.00%
SAMHSA	323,452	440,980	411,212	401,216	(9,996)	-2.43%
Housing & Comm Development	2,240,776	2,392,429	6,495,169	5,617,981	(877,188)	-13.51%
HUD SB Rcpt Grnt	0	0	0	(1,357,369)	(1,357,369)	100.00%
Department Of Justice	74,515	0	0	0	0	0.00%
Miscellaneous Federal	1,285,085	1,123,538	18,975,818	7,675,835	(11,299,983)	-59.55%
Federal Title II Reimbursements	113,971	97,873	104,209	104,209	0	0.00%
<b>FEDERAL REVENUES</b>	<b>37,707,958</b>	<b>26,323,390</b>	<b>63,847,907</b>	<b>49,263,120</b>	<b>(14,584,787)</b>	<b>-22.84%</b>
Bio-Terrorism	163,911	363,360	155,132	155,132	0	0.00%
Title V Flexible Funds	96,247	138,155	136,823	136,823	0	0.00%
Mosquito Surveillance	7,076	0	5,000	5,000	0	0.00%
Community Services Block Grant	476,589	459,911	1,015,320	965,337	(49,983)	-4.92%
Cacoon OR Health Sciences	70,165	27,048	42,189	42,189	0	0.00%
Family Planning	19,007	41,749	86,867	86,867	0	0.00%
HIV Block Grant Prevent-Federal	112,957	103,389	117,157	116,747	(410)	-0.35%

## Health and Human Services

DEPARTMENT RESOURCE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
DHS Immunization	77,947	79,056	78,597	78,597	0	0.00%
Mental Health Division	21,003,854	22,162,712	22,060,967	21,294,157	(766,810)	-3.48%
Child & Adolescent Health	54,140	24,228	23,945	23,945	0	0.00%
WIC Program	1,365,119	1,350,085	1,363,396	1,420,504	57,108	4.19%
Title XIX	393,819	657,310	547,000	547,000	0	0.00%
Oregon Mothers Care	18,081	19,188	19,539	19,539	0	0.00%
Coordinated Care Org-CCO	13,606,239	13,562,304	9,024,310	8,614,693	(409,617)	-4.54%
Coronavirus Relief Fund	0	4,087,866	4,561,039	273,998	(4,287,041)	-93.99%
Miscellaneous State	3,001,823	2,815,724	4,473,695	4,571,491	97,796	2.19%
Prior Year Revenues	201,591	191,590	488,772	0	(488,772)	-100.00%
Homeless Shelters	3,277,190	3,629,866	14,866,069	4,192,889	(10,673,180)	-71.80%
Childrens Services Division	280,541	318,049	11,624	21,000	9,376	80.66%
H I V Community Outreach	316,366	371,812	639,859	665,626	25,767	4.03%
OHD State Support	436,844	2,013,008	4,979,213	569,545	(4,409,668)	-88.56%
Immune Action & Babies 1st	41,194	41,268	67,786	40,786	(27,000)	-39.83%
Perinatal	24,188	12,912	12,762	12,762	0	0.00%
School Based Clinic	536,399	130,000	123,000	123,000	0	0.00%
TB Case Management	10,274	7,300	16,128	0	(16,128)	-100.00%
Tobacco Prevention	213,158	242,138	339,179	339,179	0	0.00%
Justice Reinvestment	5,000	0	0	0	0	0.00%
Healthy Start	758,711	563,910	887,302	732,587	(154,715)	-17.44%
Veterans Affairs	257,246	274,085	249,596	249,596	0	0.00%
Miscellaneous State Revenue	3,156,981	3,044,021	5,107,503	8,344,919	3,237,416	63.39%
Prior Year Revenues	57,915	0	0	0	0	0.00%
<b>STATE GRANT REVENUES</b>	<b>50,040,571</b>	<b>56,732,044</b>	<b>71,499,769</b>	<b>53,643,908</b>	<b>(17,855,861)</b>	<b>-24.97%</b>
Drinking Water Program	139,793	135,315	139,794	139,794	0	0.00%
Timber Sales	31,790	25,124	20,000	20,000	0	0.00%
Video Lottery Grant	158,000	162,740	145,832	145,832	0	0.00%
Liquor Tax - Local Programs	362,859	320,678	288,300	288,300	0	0.00%
Court Fees	382,457	385,020	385,021	385,021	0	0.00%
<b>OTHER STATE REVENUES</b>	<b>1,074,900</b>	<b>1,028,877</b>	<b>978,947</b>	<b>978,947</b>	<b>0</b>	<b>0.00%</b>
Eugene	1,723,812	2,172,590	3,016,738	2,146,738	(870,000)	-28.84%
Springfield	254,454	252,658	584,870	259,994	(324,876)	-55.55%
Serbu Endowment Fund	179,000	145,339	180,999	177,447	(3,552)	-1.96%
<b>LOCAL GRANTS</b>	<b>2,157,266</b>	<b>2,570,587</b>	<b>3,782,607</b>	<b>2,584,179</b>	<b>(1,198,428)</b>	<b>-31.68%</b>
Eugene	0	0	60,100	0	(60,100)	-100.00%
Miscellaneous Cities	0	0	25,000	0	(25,000)	-100.00%
Other Local	227,337	25,291	55,912	12,832	(43,080)	-77.05%
Community Contracts	23,256	25,092	25,000	25,000	0	0.00%
<b>LOCAL REVENUES</b>	<b>250,593</b>	<b>50,383</b>	<b>166,012</b>	<b>37,832</b>	<b>(128,180)</b>	<b>-77.21%</b>
Site Reviews	0	0	100	0	(100)	-100.00%
Daycare Inspection Fees	25,684	29,238	34,010	34,630	620	1.82%
School Inspections	39,984	26,752	41,420	40,470	(950)	-2.29%
Frat/Sor/Coops	3,864	3,864	4,600	4,600	0	0.00%
Food Handlers Fees	1,041,486	863,877	939,960	939,960	0	0.00%
Clinic Fees	174,502	174,102	269,102	269,102	0	0.00%
Birth Certificate Fees	64,283	61,219	60,000	60,000	0	0.00%
Childrens Trust Fund	2,912	2,631	2,500	2,500	0	0.00%

## Health and Human Services

DEPARTMENT RESOURCE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Mental Health Clinic Fees	94,723	102,204	118,331	118,331	0	0.00%
Death Certificate Fees	369,360	403,497	250,328	250,328	0	0.00%
Influenza Immunization	18,192	18,024	16,500	16,500	0	0.00%
Immunization Fees	32,580	20,057	20,000	20,000	0	0.00%
Tuberculin Test Fees	4,783	4,169	4,500	4,500	0	0.00%
Supervised Parent Visits	9,528	3,315	0	0	0	0.00%
Parent Education	108,240	84,270	100,000	100,000	0	0.00%
Supervised Probationer Fees	234	(160)	0	0	0	0.00%
Witness Fees	35	0	0	0	0	0.00%
Domestic Partner Fees	1,000	10	0	0	0	0.00%
Other Clerk Fees	1,027	0	0	0	0	0.00%
Restaurant Plan Reviews	26,951	24,746	8,097	48,925	40,828	504.24%
Medicare	1,709,986	1,640,550	2,090,138	2,214,370	124,232	5.94%
Trillium/OHP FEES	6,563,562	6,092,083	5,118,018	5,549,635	431,617	8.43%
PacificSource/OHP Fees	0	1,795,233	7,089,621	7,122,089	32,468	0.46%
Other Third Party Fees	555,390	714,591	680,612	680,612	0	0.00%
Miscellaneous Fees/Reimbursement	24,210	606	71,371	71,371	0	0.00%
Miscellaneous Svc Charges	284,633	142,594	67,017	193,331	126,314	188.48%
Special Projects	3,491,097	3,003,563	3,558,860	4,372,466	813,606	22.86%
Private Donations	10,270	1,284	183,355	224,240	40,885	22.30%
Refunds & Reimbursements	35,868	60,327	28,066	27,274	(792)	-2.82%
Cash Over & Under	(16)	155	0	0	0	0.00%
Replacement Prog - Repl.	0	10,083	0	0	0	0.00%
Miscellaneous Internal Services	2,113,320	2,434,833	2,459,230	2,404,859	(54,371)	-2.21%
<b>FEES AND CHARGES</b>	<b>16,807,688</b>	<b>17,717,717</b>	<b>23,215,736</b>	<b>24,770,093</b>	<b>1,554,357</b>	<b>6.70%</b>
Investment Earnings	670,484	688,279	66,502	7,300	(59,202)	-89.02%
Miscellaneous Interest	389	0	0	0	0	0.00%
<b>INTEREST EARNINGS</b>	<b>670,873</b>	<b>688,279</b>	<b>66,502</b>	<b>7,300</b>	<b>(59,202)</b>	<b>-89.02%</b>
Transfer Fr General Fund (100)	10,181,251	10,996,814	1,578,411	241,056	(1,337,355)	-84.73%
Transfer Fr General Fund ONGOING	0	0	12,346,941	14,681,522	2,334,581	18.91%
Transfer Fr Spec Rev Funds (200)	1,275,407	623,647	6,000,000	8,209,205	2,209,205	36.82%
Transfer Fr Spec Rev Funds ONGOING	0	0	793,149	465,768	(327,381)	-41.28%
Intrafund Transfer	4,652,467	5,035,166	5,363,027	5,638,313	275,286	5.13%
<b>FUND TRANSFERS</b>	<b>16,109,126</b>	<b>16,655,626</b>	<b>26,081,528</b>	<b>29,235,864</b>	<b>3,154,336</b>	<b>12.09%</b>
<b>DEPARTMENT RESOURCES</b>	<b>128,986,537</b>	<b>125,369,174</b>	<b>193,120,498</b>	<b>164,216,033</b>	<b>(28,904,465)</b>	<b>-14.97%</b>

## Health and Human Services

DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>EXPENDITURE ACCOUNTS</b>						
Regular Operating Wages	37,281,112	40,549,741	47,051,614	48,038,452	986,838	2.10%
Extra Help	568,881	591,780	1,653,962	1,345,128	(308,834)	-18.67%
Unclassified Temporary	4,065	6,780	1,621,900	1,846,441	224,541	13.84%
Overtime	473,526	622,798	633,889	423,996	(209,893)	-33.11%
Reduction Unfunded Vac Liab	354,981	399,445	316,401	375,579	59,178	18.70%
Compensatory Time	96,837	87,718	19,992	14,988	(5,004)	-25.03%
Personal Time	59,099	23,457	60,996	60,996	0	0.00%
Risk Management Benefits	175,483	189,674	(344,523)	180,752	525,275	-152.46%
Social Security Expense	2,287,943	2,489,008	3,143,870	3,223,361	79,491	2.53%
Medicare Insurance Expense	555,210	604,760	733,453	753,771	20,318	2.77%
Unemployment Insurance (State)	61,504	65,358	95,937	84,495	(11,442)	-11.93%
Workers Comp	135,790	141,529	154,125	156,022	1,897	1.23%
Disability Insurance - Long-term	234,055	257,226	330,896	347,564	16,668	5.04%
PERS - OPSRP Employer rate	4,241,924	6,026,330	7,207,530	8,582,025	1,374,495	19.07%
PERS Bond	2,925,149	3,149,254	3,530,425	3,700,496	170,071	4.82%
PERS - 6% Contribution	2,095,625	2,333,063	2,803,802	2,945,714	141,912	5.06%
Health Insurance	9,954,404	10,525,566	12,863,560	13,315,263	451,703	3.51%
Dental Insurance	773,935	801,319	915,245	947,115	31,870	3.48%
EE Assistance Pgm	9,581	10,127	16,255	16,912	657	4.04%
Life Insurance	52,608	57,893	152,236	158,972	6,736	4.42%
Flexible Spending Admin	8,748	9,264	16,207	16,912	705	4.35%
Disability Insurance - Short Term	20,133	21,282	28,625	25,865	(2,760)	-9.64%
Deferred Comp Employer Contrib	206,881	222,007	287,473	297,538	10,065	3.50%
Retiree Medical	1,058,776	1,179,593	1,152,803	1,218,778	65,975	5.72%
FMLA Administration	15,688	16,583	17,036	17,473	437	2.57%
Salary Offset	0	(942)	0	0	0	0.00%
<b>PERSONNEL SERVICES</b>	<b>63,651,937</b>	<b>70,380,613</b>	<b>84,463,709</b>	<b>88,094,608</b>	<b>3,630,899</b>	<b>4.30%</b>
Professional & Consulting	4,009,765	3,874,220	4,533,623	3,256,061	(1,277,562)	-28.18%
Data Processing Services	109,089	174,248	117,682	22,250	(95,432)	-81.09%
Banking & Armored Car Svc	8,272	8,096	10,000	10,000	0	0.00%
Construction Services	0	0	120,000	100,000	(20,000)	-16.67%
Relief & Assistance	134	0	0	0	0	0.00%
Training Services	200,880	201,017	319,598	252,500	(67,098)	-20.99%
On The Job Training	51,024	52,756	50,000	38,943	(11,057)	-22.11%
Support Services	235,645	164,389	154,206	152,895	(1,311)	-0.85%
Subscriptions	16,621	4,894	4,841	4,841	0	0.00%
On The Job Training - Services	343,515	205,283	235,000	235,000	0	0.00%
Victim's Services	4,259	3,848	9,000	4,500	(4,500)	-50.00%
Intergovernmental Agreements	1,444,797	944,660	1,873,031	1,134,017	(739,014)	-39.46%
Agency Payments	20,347,665	20,229,900	65,253,846	31,139,980	(34,113,866)	-52.28%
Family Support Services	933	849	1,500	1,500	0	0.00%
Client Support Fund	2,518,764	2,935,503	5,877,414	2,924,583	(2,952,831)	-50.24%
Family Subsidy Payments	209,734	353,282	401,500	301,500	(100,000)	-24.91%
Agency Payments Prior Year	92,646	436,369	1,200	1,200	0	0.00%
State Payback	873,836	628,583	995,549	985,281	(10,268)	-1.03%
Motor Fuel & Lubricants	3,760	4,370	4,400	4,400	0	0.00%
Automotive Equipment Parts	0	1,841	0	0	0	0.00%
Refuse & Garbage	54,543	55,438	64,040	55,830	(8,210)	-12.82%
Spec Handling & Haz Waste Disp	0	2,799	400	400	0	0.00%
Light, Power & Water	449,002	469,593	494,512	496,871	2,359	0.48%
Telephone Services	584,170	639,125	705,668	572,866	(132,802)	-18.82%
General Liability	279,316	314,497	369,872	446,451	76,579	20.70%

## Health and Human Services

DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Insurance Premiums	32,941	0	0	0	0	0.00%
Vehicle Repair	499	1,005	3,000	2,000	(1,000)	-33.33%
Maintenance of Equipment	23,520	17,878	48,176	40,776	(7,400)	-15.36%
Maintenance of Structures	64,398	51,754	225,197	124,203	(100,994)	-44.85%
Maintenance of Grounds	39,301	38,657	43,800	45,800	2,000	4.57%
Maintenance Agreements	73,741	142,612	43,021	25,449	(17,572)	-40.85%
Operating Licenses & Permits	450	1,290	2,100	2,100	0	0.00%
External Equipment Rental	1,247	15,048	11,500	70,461	58,961	512.70%
Real Estate & Space Rentals	434,647	748,725	1,613,192	443,806	(1,169,386)	-72.49%
Fleet Equipment Replacement	222,496	202,094	228,382	187,700	(40,682)	-17.81%
Copier Charges	158,540	89,793	162,658	128,630	(34,028)	-20.92%
Mail Room Charges	51,643	53,505	67,110	64,096	(3,014)	-4.49%
License Replacement	0	179,284	187,908	337,313	149,405	79.51%
Indirect/Technology Serv	3,327,704	3,877,032	4,436,798	4,694,539	257,741	5.81%
Infrastructure Replacement	25,400	147,837	149,900	148,939	(961)	-0.64%
County Indirect Charges	5,718,040	6,964,875	7,535,252	8,500,899	965,647	12.82%
Direct/Technology Serv	346,472	337,791	197,092	124,618	(72,474)	-36.77%
Dept Support/Direct	2,056,979	2,371,614	2,400,320	2,352,647	(47,673)	-1.99%
PC Replacement Services	0	0	193,625	176,650	(16,975)	-8.77%
Dept Support/Indirect	56,341	63,219	58,910	52,212	(6,698)	-11.37%
Office Supplies & Expense	342,402	359,565	489,973	455,810	(34,163)	-6.97%
Educational Materials	50,685	25,166	31,901	17,900	(14,001)	-43.89%
Professional Licenses	169,960	98,960	216,856	215,364	(1,492)	-0.69%
Dues & Memberships	0	100,537	15,519	13,919	(1,600)	-10.31%
Printing & Binding	86,280	100,698	114,521	115,706	1,185	1.03%
Advertising & Publicity	191,004	170,625	316,555	190,330	(126,225)	-39.87%
Photo/Video Supplies & Svcs	9,852	30,077	0	4,000	4,000	100.00%
Postage	25,094	33,828	36,950	36,650	(300)	-0.81%
Radio/Communic Supplies & Svcs	13,857	6,621	3,550	3,545	(5)	-0.14%
DP Supplies And Access	335,619	360,828	317,287	346,011	28,724	9.05%
DP Equipment	6,982	9,616	170,288	80,559	(89,729)	-52.69%
Printer & Copier Expenses	12,483	3,577	6,500	6,500	0	0.00%
Small Tools & Equipment	22,255	26,605	31,300	29,800	(1,500)	-4.79%
Small Office Furniture	150,762	214,271	207,209	122,645	(84,564)	-40.81%
Institutional Supplies	19,751	22,989	13,872	13,872	0	0.00%
Food	139,558	213,578	146,300	143,300	(3,000)	-2.05%
Clothing	35,855	38,532	35,650	35,300	(350)	-0.98%
Bedding & Linens	5,786	9,096	10,000	10,000	0	0.00%
Kitchen & Dining Supplies	1,145	974	4,000	4,000	0	0.00%
Miscellaneous Supplies	1,034	2,320	4,900	4,900	0	0.00%
Special Supplies	47,930	54,260	43,800	37,400	(6,400)	-14.61%
Clothing & Personal Supplies	0	115	0	0	0	0.00%
Safety Supplies	3,796	8,101	26,312	26,312	0	0.00%
Janitorial Supplies	6,050	5,942	6,812	6,812	0	0.00%
Agricultural Supplies	1,211	1,733	2,000	4,000	2,000	100.00%
Building Materials Supplies	7,883	652	0	0	0	0.00%
Medical Supplies	604,682	653,644	1,027,733	1,050,733	23,000	2.24%
Dental Supplies	12,858	55,079	16,000	16,000	0	0.00%
Lab Supplies	0	8,240	16,500	16,500	0	0.00%
340B Medications	878,417	992,308	270,000	270,000	0	0.00%
Business Expense & Travel	125,157	107,131	211,852	240,232	28,380	13.40%
Committee Stipends & Expense	38,878	45,694	74,050	79,019	4,969	6.71%



## Health and Human Services

DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Awards & Recognition	1,097	1,128	6,150	6,150	0	0.00%
Employee Moving Expenses	2,846	3,685	15,000	15,000	0	0.00%
Outside Education & Travel	517,643	339,573	488,259	478,335	(9,924)	-2.03%
County Training Classes	7,193	10,079	20,273	24,973	4,700	23.18%
Training Services & Materials	149,714	67,270	136,761	79,470	(57,291)	-41.89%
Tuition Reimbursement	2,635	0	0	0	0	0.00%
Miscellaneous Payments	5,509	38,275	8,109,624	3,287,602	(4,822,022)	-59.46%
Parking	10,894	21,384	21,163	27,646	6,483	30.63%
<b>MATERIALS &amp; SERVICES</b>	<b>48,517,488</b>	<b>51,252,323</b>	<b>111,870,243</b>	<b>67,181,002</b>	<b>(44,689,241)</b>	<b>-39.95%</b>
Vehicles	106,241	0	0	0	0	0.00%
Data Processing Equipment	0	33,295	0	0	0	0.00%
Institutional Furn & Equipment	59,545	0	41,047	0	(41,047)	-100.00%
Machinery & Equipment	20,000	0	0	0	0	0.00%
Medical & Dental Equipment	0	7,955	0	0	0	0.00%
<b>CAPITAL OUTLAY</b>	<b>185,785</b>	<b>41,250</b>	<b>41,047</b>	<b>0</b>	<b>(41,047)</b>	<b>-100.00%</b>
Professional Services	0	55,113	0	0	0	0.00%
Architectural Services	0	503	0	0	0	0.00%
Engineering Services	0	0	13,211	0	(13,211)	-100.00%
Other Professional Services	0	2,003	0	0	0	0.00%
Land Acquisition	0	871,293	0	0	0	0.00%
Acquisition & Construction	7,127	3,148,518	1,822,456	0	(1,822,456)	-100.00%
Testing & Inspection	0	0	170	0	(170)	-100.00%
Improvements	113,588	370,535	94,962	0	(94,962)	-100.00%
Miscellaneous	0	146	0	0	0	0.00%
Acquisition & Construction	0	9,914	0	0	0	0.00%
Permits & System Development	0	0	19,253	0	(19,253)	-100.00%
Special Projects	0	0	978,300	100,000	(878,300)	-89.78%
<b>CAPITAL PROJECTS</b>	<b>120,714</b>	<b>4,458,025</b>	<b>2,928,352</b>	<b>100,000</b>	<b>(2,828,352)</b>	<b>-96.59%</b>
<b>DEPARTMENT EXPENDITURES</b>	<b>112,475,925</b>	<b>126,132,214</b>	<b>199,303,351</b>	<b>155,375,610</b>	<b>(43,927,741)</b>	<b>-22.04%</b>



## Health and Human Services

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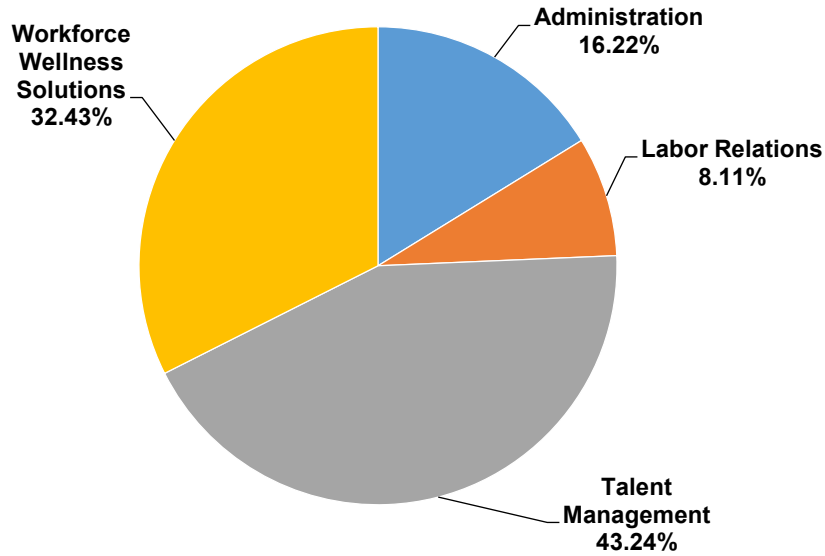
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# Department of Human Resources

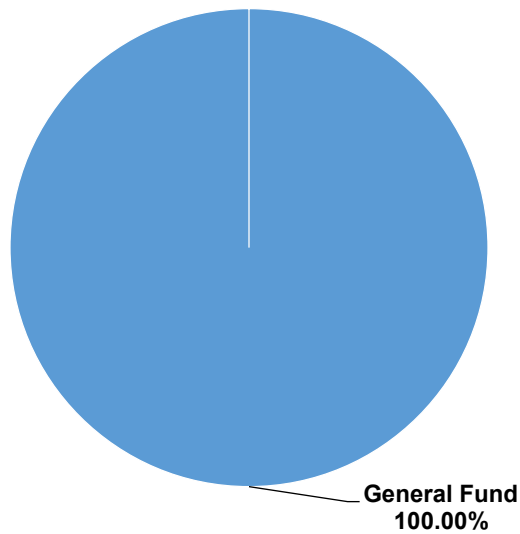
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FY 21-22 Proposed Expenditures: \$3,654,408

## FY 21-22 Expenditures by Division



## FY 21-22 Expenditures by Fund



Alana Holmes  
Human Resources Director  
541-682-3689

# Human Resources

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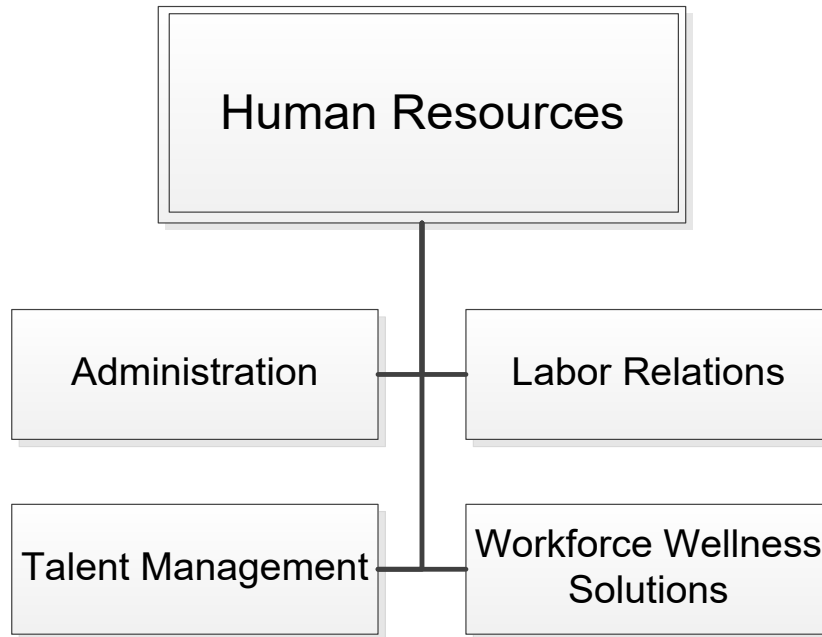
## Department Purpose & Overview

Lane County Human Resources is dedicated to creating a workplace where all employees thrive. Talent Management, Labor Relations and Workforce Wellness Solutions provide exceptional service by focusing on solutions through collaborative relationships that promote equity, respect, integrity and innovation.

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:

- Workforce transition mid/post COVID-19.
- Trauma informed process reviews utilizing an equity lens in Talent Management.
- Creation of strategic data analytics to inform and drive decision making.
- Continued partnership on Equity 2.0 initiatives.
- Strategic initiatives in support of employee well-being

Performance Measures			FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Projected	FY 21-22 Proposed
	2.c.3	Percentage of employees who have completed the annual diversity training hours requirement.	87.0%	76.0%	88.0%	89.0%
	4.b.2	Percent of preventative care compliance compared to national norms	83.1%	74.5%	83.5%	85.1%

Notes: 4.b.2 - Lane County's data is based on preventative care claims captured by Pacific Source. June through May of each year with national norm provided by Cotiviti's Commercial Normative Database of 599 visits per 1000 (LC visits per 1000/norm visits per 1000):  
 18-19: 498/599  
 19-20: 446/599  
 20-21: 500/599  
 21-22: 510/599

## 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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Fees And Charges	26,512	28,877	99,893	262,191	162,298	162.47%
Administrative Charges	2,383,622	2,489,087	2,655,871	2,898,121	242,250	9.12%
Fund Transfers	0	32,927	206,395	211,215	4,820	2.34%
<b>TOTAL RESOURCES</b>	<b>2,410,134</b>	<b>2,550,892</b>	<b>2,962,159</b>	<b>3,371,527</b>	<b>409,368</b>	<b>13.82%</b>
<b>EXPENDITURES:</b>						
Personnel Services	2,078,388	2,565,098	2,971,638	3,081,207	109,569	3.69%
Materials & Services	284,629	331,476	369,175	573,201	204,026	55.27%
Capital Expenses	25,855	32,093	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>2,388,872</b>	<b>2,928,667</b>	<b>3,340,813</b>	<b>3,654,408</b>	<b>313,595</b>	<b>9.39%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
General Fund	2,388,872	2,928,667	3,340,813	3,654,408	313,595	9.39%
<b>TOTAL</b>	<b>2,388,872</b>	<b>2,928,667</b>	<b>3,340,813</b>	<b>3,654,408</b>	<b>313,595</b>	<b>9.39%</b>

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
DIVISIONS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Administration	947,459	638,418	602,593	572,957	(29,636)	-4.92%
Labor Relations	831,696	329,793	319,958	301,934	(18,024)	-5.63%
Talent Management	16,957	1,063,271	1,291,054	1,571,988	280,934	21.76%
Workforce Wellness Soltns	592,760	897,185	1,127,208	1,207,529	80,321	7.13%
<b>TOTAL EXPENDITURES</b>	<b>2,388,872</b>	<b>2,928,667</b>	<b>3,340,813</b>	<b>3,654,408</b>	<b>313,595</b>	<b>9.39%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>18.50</b>	<b>22.50</b>	<b>23.50</b>	<b>23.50</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  
7.00 Sr. Management Analyst

**9.00 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  
2.00 Sr. Management Analyst

**9.50 Division FTE Total**

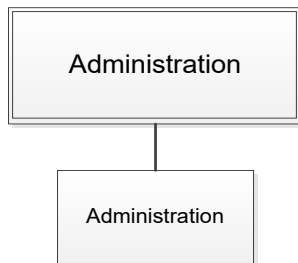
**23.50 Department FTE Total**

# 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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Fees And Charges	51	103	0	0	0	0.00%
Administrative Charges	1,024,440	270,446	388,665	424,116	35,451	9.12%
<b>TOTAL RESOURCES</b>	<b>1,024,491</b>	<b>270,549</b>	<b>388,665</b>	<b>424,116</b>	<b>35,451</b>	<b>9.12%</b>
<b>EXPENDITURES:</b>						
Personnel Services	771,327	490,027	496,483	507,426	10,943	2.20%
Materials & Services	150,277	116,299	106,110	65,531	(40,579)	-38.24%
Capital Expenses	25,855	32,093	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>947,459</b>	<b>638,418</b>	<b>602,593</b>	<b>572,957</b>	<b>(29,636)</b>	<b>-4.92%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
General Fund	947,459	638,418	602,593	572,957	(29,636)	-4.92%
<b>TOTAL</b>	<b>947,459</b>	<b>638,418</b>	<b>602,593</b>	<b>572,957</b>	<b>(29,636)</b>	<b>-4.92%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Administration	947,459	638,418	602,593	572,957	(29,636)	-4.92%
<b>TOTAL EXPENDITURES</b>	<b>947,459</b>	<b>638,418</b>	<b>602,593</b>	<b>572,957</b>	<b>(29,636)</b>	<b>-4.92%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>8.50</b>	<b>3.00</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, this includes data analytics as well as legislative analysis. 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**

- Lead the organization in addressing workforce impacts due to COVID-19 related issues. This includes, monitoring state and federal laws, regulations, etc.
- 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 while utilizing the County's Equity Lens.
- Oversight of HR's role in advancing strategic equity and inclusion work.

## **Major Accomplishments & Achievements in FY 20-21**

- Created and revised the Temporary COVID-19 APM and other COVID-19 related projects.
- Assisted with the creation of Community Listening Sessions on Racial Equity and participated in multiple sessions.
- Completion of phases 1-3 of the Pay Equity project.
- Employee Resource Group (ERG) sponsor for Child/Caregiver Connections group
- Lead County-wide COVID-19 Workforce Transition team.
- Transitioned data to Tableau to leverage visualization opportunities for ongoing data needs and independent projects.

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

- Some planned work for the fiscal year was put on hold as COVID-19 continued to dominate the workforce landscape.
- The creation and implementation of various policies were put on hold and have either just been released or are still in draft stage.
- Areas of work have been augmented to be responsive to employee needs and to comply with new laws and regulations.
- Challenges and opportunities included but are not limited to:
  - Creation of a 24 hour hotline staffed by HR for employee positive tests and communications to those affected pursuant to OR-OSHA regulations.
  - Support for employees impacted by the Holiday Farm Fire.
  - County-wide OR-OSHA COVID-19 rules implementation.
  - High level recruitments.
  - Increased collaboration with union partners on a variety of topics.

## **Human Resources: Administration**

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### **Anticipated Service & Budget Changes for FY 21-22**

None anticipated.

### **Future Service Challenges & Planning Efforts**

- In the coming year, a critical aspect of our work will be a focus on supporting our workforce as it transitions through the current phase of COVID-19 and beyond.
- Within our department we recruited for and onboarded several positions including three new FTE this fiscal year to meet customer demands. Over 25% of our HR staff have been in their current positions for less than a year and we are still working to support them in learning about Lane County culture, policy, collective bargaining agreements and so much more. These positions range from a program manager, senior management analyst to paraprofessional positions. A focus on building bench depth in our work continues to be a high priority.
- As departments continue to add FTE, HR will monitor and find ways to support the growth and development needs of the organization as demand for rapid response increases.
- Trends for this next year include ways to support the mental, physical and financial well-being of our employees as they adjust to the experiences of the last year. Flexibility and adaptability will be important traits for our department as we strive to work to our best potential.
- HR has outgrown its space with its current FTE, so we have had to move a pod of staff to the first floor in shared space with Finance. Any further additions to HR would compound this issue. Will need a plan in the coming years to co-locate HR staff.

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

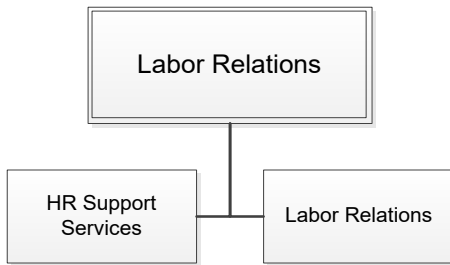
There are no anticipated capital expenses.

# 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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Administrative Charges	716,479	309,464	259,109	282,743	23,634	9.12%
<b>TOTAL RESOURCES</b>	<b>716,479</b>	<b>309,464</b>	<b>259,109</b>	<b>282,743</b>	<b>23,634</b>	<b>9.12%</b>
<b>EXPENDITURES:</b>						
Personnel Services	767,145	277,069	277,521	284,611	7,090	2.55%
Materials & Services	64,550	52,723	42,437	17,323	(25,114)	-59.18%
<b>TOTAL EXPENDITURES</b>	<b>831,696</b>	<b>329,793</b>	<b>319,958</b>	<b>301,934</b>	<b>(18,024)</b>	<b>-5.63%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
General Fund	831,696	329,793	319,958	301,934	(18,024)	-5.63%
<b>TOTAL</b>	<b>831,696</b>	<b>329,793</b>	<b>319,958</b>	<b>301,934</b>	<b>(18,024)</b>	<b>-5.63%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Labor Relations	831,696	329,793	319,958	301,934	(18,024)	-5.63%
<b>TOTAL EXPENDITURES</b>	<b>831,696</b>	<b>329,793</b>	<b>319,958</b>	<b>301,934</b>	<b>(18,024)</b>	<b>-5.63%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>5.00</b>	<b>2.00</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 American Federation of State, County and Municipal Employees (AFSCME- General Unit and Nurses Unit), the Lane County Prosecuting Attorneys Association (PAA) and Interest Based Bargaining with the Federation of Parole and Probation Officers (FOPPO).
- Continue to utilize Interest Based Bargaining whenever possible to successfully negotiate collective bargaining agreements.
- Work with Talent Management Division to develop central resources for supervisors/managers and employees.
- Continue presenting frontline supervisor trainings in conjunction with County Counsel and the Talent Management Division.
- Assist in implementation of compliance with the Equal Pay Act.
- Support Lane County initiatives for health savings and employee wellness through collaborative efforts with labor unions.

## **Major Accomplishments & Achievements in FY 20-21**

- Successfully negotiated a one year roll over of the collective bargaining agreements with AFSCME-General Unit and Nurses Unit.
- Received joint training from the Employment Relations Board and began Interest Based Bargaining with FOPPO, with the Labor Relations Program Specialist acting as the facilitator.
- Presented frontline supervisor trainings with County Counsel and the Talent Management Division, including implementation of recommendations from the strategic plan employee engagement team.
- Development and implementation of Regular Teleworking Policy.

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

- Assist with development and implementation of COVID-19 Temporary Policy.
- Assist in development and updating of FAQ's for managers, supervisors and employees related to COVID-19 leaves, process and safety guidelines.
- Labor Relations Program Specialist served 10-30 hours weekly in the Joint Information Center supporting the COVID-19 Emergency Operation Center.
- Provide policy support to managers, supervisors and employees impacted by Holiday Farm Fire.

## **Anticipated Service & Budget Changes for FY 21-22**

- Monitor potential changes in Federal and State employment law and adapt/adopt processes as necessary.

## Human Resources: Labor Relations

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### **Future Service Challenges & Planning Efforts**

- Continued need for support of archiving labor relations records.
- Impact bargaining resulting from County-wide policy changes.
- Impact bargaining resulting from Federal and State legal mandates.
- Navigating impacts to the workforce returning from telework related to COVID-19.

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

There are no anticipated capital expenses.

# Human Resources: Talent Management

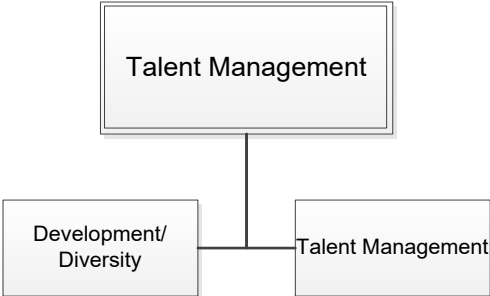
## Division Purpose Statement

*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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Fees And Charges	26,461	28,627	99,893	262,191	162,298	162.47%
Administrative Charges	15,000	931,645	1,036,437	1,130,974	94,537	9.12%
<b>TOTAL RESOURCES</b>	<b>41,461</b>	<b>960,272</b>	<b>1,136,330</b>	<b>1,393,165</b>	<b>256,835</b>	<b>22.60%</b>
<b>EXPENDITURES:</b>						
Personnel Services	0	958,962	1,138,498	1,204,935	66,437	5.84%
Materials & Services	16,957	104,308	152,556	367,053	214,497	140.60%
<b>TOTAL EXPENDITURES</b>	<b>16,957</b>	<b>1,063,271</b>	<b>1,291,054</b>	<b>1,571,988</b>	<b>280,934</b>	<b>21.76%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>FUNDS</b>						
General Fund	16,957	1,063,271	1,291,054	1,571,988	280,934	21.76%
<b>TOTAL</b>	<b>16,957</b>	<b>1,063,271</b>	<b>1,291,054</b>	<b>1,571,988</b>	<b>280,934</b>	<b>21.76%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>PROGRAMS</b>						
Development/diversity	16,957	32,431	67,650	72,860	5,210	7.70%
Talent Management	0	1,030,839	1,223,404	1,499,128	275,724	22.54%
<b>TOTAL EXPENDITURES</b>	<b>16,957</b>	<b>1,063,271</b>	<b>1,291,054</b>	<b>1,571,988</b>	<b>280,934</b>	<b>21.76%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>0.00</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</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**

- Process review and pay equity implementation will be key focuses in FY 21-22.
- Process reviews in the areas of Employee Relations and Talent Acquisition will be conducted with a focus on equity, efficiency, and employee/candidate experience.
- Pay equity implementation will be an ongoing effort throughout the year but is anticipated to be most arduous in quarter 1.
- Restart the employee engagement initiatives which were put on hold due to COVID-19.
- Conduct an RFP process to ensure we have a cutting edge and cost efficient Learning Management System for our workforce.

## **Major Accomplishments & Achievements in FY 20-21**

- Supported the workforce through impacts of COVID-19 and Holiday Farm Fire.
  - Supported development and implementation of a COVID-19 Temporary APM.
  - Provided support to employees and managers in navigating the Temporary Telework environment.
  - Streamlined hiring processes for COVID-19 EOC emergency hires.
  - Adjusted New Employee Orientation (NEO), onboarding, and Welcome Day activities to full online availability.
  - Adjusted training opportunities to full online availability.
  - Created and rapidly deployed OR-OSHA required training.
- Increased BIPOC applicant pools and hires.

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

- Delayed implementation of several critical employee engagement initiatives, such as Stay Interviews and the Mentoring Program.
- Delayed process review of Talent Acquisition practices.
- Reduction in percentage of employees completing the annual diversity training hours requirement.
- Delayed Request for Proposal (RFP) on Learning Management System.

## **Human Resources – Talent Management**

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### **Anticipated Service & Budget Changes for FY 21-22**

A new equity initiative requires that all regular status employees attend Equity 101 training within the next year. There is also a need to design and deliver a range of new equity and inclusion training in the new 9 equity competencies. HR has only 1 FTE dedicated to providing organization-wide training and development. Given current responsibilities of this position, there is not capacity to incorporate these additional duties into the portfolio. We anticipate needing additional resources (FTE or contract) to increase our Talent Development function in order to meet these new training goals and requirements.

### **Future Service Challenges & Planning Efforts**

Continued pressure points will be in the large body of classification/compensation projects, new laws requiring specific notifications and follow-up with employees, and continued increase in demand for employee training and development.

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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Fees And Charges	0	147	0	0	0	0.00%
Administrative Charges	627,703	977,532	971,660	1,060,288	88,628	9.12%
Fund Transfers	0	32,927	206,395	211,215	4,820	2.34%
<b>TOTAL RESOURCES</b>	<b>627,703</b>	<b>1,010,606</b>	<b>1,178,055</b>	<b>1,271,503</b>	<b>93,448</b>	<b>7.93%</b>
<b>EXPENDITURES:</b>						
Personnel Services	539,915	839,039	1,059,136	1,084,235	25,099	2.37%
Materials & Services	52,845	58,146	68,072	123,294	55,222	81.12%
<b>TOTAL EXPENDITURES</b>	<b>592,760</b>	<b>897,185</b>	<b>1,127,208</b>	<b>1,207,529</b>	<b>80,321</b>	<b>7.13%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
General Fund	592,760	897,185	1,127,208	1,207,529	80,321	7.13%
<b>TOTAL</b>	<b>592,760</b>	<b>897,185</b>	<b>1,127,208</b>	<b>1,207,529</b>	<b>80,321</b>	<b>7.13%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Workforce Wellness Sltns	592,760	897,185	1,127,208	1,207,529	80,321	7.13%
<b>TOTAL EXPENDITURES</b>	<b>592,760</b>	<b>897,185</b>	<b>1,127,208</b>	<b>1,207,529</b>	<b>80,321</b>	<b>7.13%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>5.00</b>	<b>9.50</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 (WWS) provides oversight and manages programs budgeted at \$95.9 million in size, which includes our self-insured medical, dental, and vision; with another \$14 million for retiree medical. WWS provides Lane County's Departments, our workforce, and their dependents support, guidance, and solutions to meet their diverse needs and support the County's strategic priorities of a safe and healthy work environment and engaging our people and partnerships. The division does this by providing contract and vendor management, 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 Family and Medical Leave Act (FMLA) and Oregon Family Leave Act (OFLA).

WWS partners with Budget to assist with cost control and management of budget for the Countywide Employee Benefits Fund (614), the Retiree Benefit Trust Fund (714), and the Self Insurance Sub-Fund (610). 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 also partners with Finance and Payroll on contract language changes, compensation and benefits administration, leaves and disability records, onboarding, off-boarding, and everything in between.

## **Division Goals & Strategic Planning**

The division's goal is to support the County's strategic priorities by designing and administering workforce wellness solutions, and responsibly managing the services and programs funded by the multi-million dollar budget that benefits our 1,600 employees, their 2,400 dependents and 800 eligible retirees.

### Self-funded Medical Program

- Continue to increase employee enrollment in High Deductible Health Plan through education and promotion resulting in cost savings.
- Continue to evaluate plans and services to discover cost savings.

### Wellness Program

- Research and plan addition of physical therapy services to Live Well Center.
- Strategize a campaign to increase preventative care.

### Employee Benefit Program

- Monitor, research, and make recommendations surrounding implementation of Oregon's Paid Family Medical Leave (OPFML).
- Move Willamette Dental to a self-funded plan.
- Evaluate Plans and services to include Equity Lens is prevalent.

### Safety Program

- Post-COVID-19 Countywide safety committee refresh.
- Participate in Countywide implementation of COVID-19 OR-OSHA Proposed Permanent Rules

### Retiree Medical Program

- Enhancements to County sponsored Medicare supplement and related reimbursement process.

### HRIM solutions Programs

- Automate mid-year enrollments with BenAdmin.
- Enhancement discovery through Oracle University PeopleSoft Learning subscription.

# Human Resources: Workforce Wellness Solutions

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## **Major Accomplishments & Achievements in FY 20-21**

- Ranked 2<sup>nd</sup> Healthiest Employer in Oregon amongst large organizations.
- Implemented new Deferred Compensation carrier ICMA-RC.
- Evaluation and plan update to address prescription drug rebates resulting in cost savings of approximately \$200,000.
- Virtual Financial Wellness Fair that attracted nearly 100 attendees.
- Increased the Behavioral Health FTE by 8.0 hours per week at Live Well Center due to increased need for employee and/or family member mental well-being.
- Expanded mindfulness practice opportunities for public safety staff to prevent burnout.

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

- Implemented and managed navigation of Families First Coronavirus Response Act (FFCRA) leaves – Emergency Paid Sick Leave Act (EPSLA) and Emergency Family and Medical Leave Expansion Act (EFMLEA), which alone resulted in approximately 400 leaves.
- Medical and Flexible Spending Account amendments in response to COVID-19.
- Implemented and managed leave in support of Wildfire Emergency Evacuation Leave.
- Participated in County-wide OR-OSHA COVID-19 rules implementation.
- Processing and tracking for Temporary Telework.
- Expanded mindfulness availability by promoting mindfulness sessions and loss and grief sessions in response to COVID-19 and the Holiday Farm Fire.
- Live Well Center introduced telehealth in response to COVID-19.
- Rapid response to virtualizing New Employee Orientation and creating physical distancing during first day processes.
- Updated processes to accommodate a virtual workforce and safety; regarding personnel actions, benefits changes, retiree meetings, etc.

## **Anticipated Service & Budget Changes for FY 21-22**

Monitor State Administrative Rules and make recommendations surrounding the funding framework, administrative components, and implementation of OPFML.

## **Future Service Challenges & Planning Efforts**

We project that the new OPFML program will add approximately 500 new claims annually. There will be a correlating increase in employee and supervisor support related to notices, administration, claims, reporting and coordination with existing leave and time management (TM) benefits in the Administrative Procedures Manual (APM) and collective bargaining agreements. An implementation committee has been formed to provide recommendations based on findings, research, and outreach.

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

There are no anticipated capital expenses.

## Human Resources

DEPARTMENT RESOURCE DETAIL						
	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Curr Bgt	FY 21-22 Proposed	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Refunds & Reimbursements	51	380	0	0	0	0.00%
Training Revenues	26,461	28,497	47,650	197,650	150,000	314.80%
Miscellaneous Internal Services	0	0	52,243	64,541	12,298	23.54%
<b>FEES AND CHARGES</b>	<b>26,512</b>	<b>28,877</b>	<b>99,893</b>	<b>262,191</b>	<b>162,298</b>	<b>162.47%</b>
County Indirect Revenue	2,383,622	2,489,087	2,655,871	2,898,121	242,250	9.12%
<b>ADMINISTRATIVE CHARGES</b>	<b>2,383,622</b>	<b>2,489,087</b>	<b>2,655,871</b>	<b>2,898,121</b>	<b>242,250</b>	<b>9.12%</b>
Transfer Fr Int Svc Fnds (600)	0	32,927	206,395	211,215	4,820	2.34%
<b>FUND TRANSFERS</b>	<b>0</b>	<b>32,927</b>	<b>206,395</b>	<b>211,215</b>	<b>4,820</b>	<b>2.34%</b>
<b>DEPARTMENT RESOURCES</b>	<b>2,410,134</b>	<b>2,550,892</b>	<b>2,962,159</b>	<b>3,371,527</b>	<b>409,368</b>	<b>13.82%</b>

## Human Resources

DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>EXPENDITURE ACCOUNTS</b>						
Regular Operating Wages	1,254,441	1,554,405	1,765,301	1,809,451	44,150	2.50%
Extra Help	13,897	5,798	15,000	15,000	0	0.00%
Overtime	189	0	0	0	0	0.00%
Reduction Unfunded Vac Liab	11,017	17,930	36,701	36,515	(186)	-0.51%
Compensatory Time	2,310	560	0	0	0	0.00%
Risk Management Benefits	2,024	1,519	621	0	(621)	-100.00%
Social Security Expense	76,572	95,763	112,549	115,252	2,703	2.40%
Medicare Insurance Expense	18,140	22,593	26,297	26,965	668	2.54%
Unemployment Insurance (State)	1,780	2,073	2,484	2,555	71	2.86%
Workers Comp	4,242	4,961	5,443	5,587	144	2.65%
Disability Insurance - Long-term	7,861	10,326	12,791	13,120	329	2.57%
PERS - OPSRP Employer rate	148,615	231,519	272,331	319,687	47,356	17.39%
PERS Bond	89,492	111,597	135,077	138,361	3,284	2.43%
PERS - 6% Contribution	75,109	90,675	108,025	110,696	2,671	2.47%
Health Insurance	281,395	305,586	360,069	366,229	6,160	1.71%
Dental Insurance	22,790	26,349	28,566	29,216	650	2.28%
EE Assistance Pgm	284	335	542	548	6	1.11%
Life Insurance	2,959	3,602	8,405	8,487	82	0.98%
Flexible Spending Admin	259	307	542	548	6	1.11%
Disability Insurance - Short Term	596	706	807	815	8	0.99%
Deferred Comp Employer Contrib	25,360	31,457	35,995	36,912	917	2.55%
Retiree Medical	38,595	46,485	43,550	44,715	1,165	2.68%
FMLA Administration	463	551	542	548	6	1.11%
<b>PERSONNEL SERVICES</b>	<b>2,078,388</b>	<b>2,565,098</b>	<b>2,971,638</b>	<b>3,081,207</b>	<b>109,569</b>	<b>3.69%</b>
Professional & Consulting	21,241	20,267	65,471	216,425	150,954	230.57%
Subscriptions	223	330	175	277	102	58.29%
Telephone Services	14,948	18,118	17,856	17,388	(468)	-2.62%
General Liability	11,503	19,964	24,300	24,122	(178)	-0.73%
Maintenance Agreements	1,105	39,723	2,000	2,469	469	23.45%
External Equipment Rental	51	68	200	204	4	2.00%
Fleet Equipment Replacement	289	116	300	0	(300)	-100.00%
Fleet Equipment Maintenance	0	0	0	306	306	100.00%
Copier Charges	8,818	3,483	8,300	8,000	(300)	-3.61%
Mail Room Charges	573	390	2,010	1,694	(316)	-15.72%
License Replacement	0	4,819	5,636	10,779	5,143	91.25%
Indirect/Technology Serv	109,554	118,083	147,310	167,992	20,682	14.04%
Infrastructure Replacement	0	4,025	4,375	4,280	(95)	-2.17%
Direct/Technology Serv	41,850	0	(41,850)	0	41,850	-100.00%
PC Replacement Services	5,550	6,770	5,650	5,550	(100)	-1.77%
Office Supplies & Expense	6,705	16,460	17,045	16,729	(316)	-1.85%
Educational Materials	791	294	800	816	16	2.00%
Professional Licenses	3,411	0	1,770	1,805	35	1.98%
Dues & Memberships	0	3,133	3,839	3,918	79	2.06%
Printing & Binding	2,582	2,621	3,200	2,957	(243)	-7.59%
Advertising & Publicity	9,190	22,302	20,168	6,131	(14,037)	-69.60%
DP Supplies And Access	39	5,407	0	0	0	0.00%
Printer & Copier Expenses	200	0	0	0	0	0.00%
Food	3,920	208	1,000	1,021	21	2.10%
Safety Supplies	1,503	1,336	1,500	1,531	31	2.07%
Business Expense & Travel	1,832	3,072	2,500	2,550	50	2.00%
Outside Education & Travel	23,558	16,669	27,220	27,990	770	2.83%
County Training Classes	1,354	1,694	3,650	3,517	(133)	-3.64%



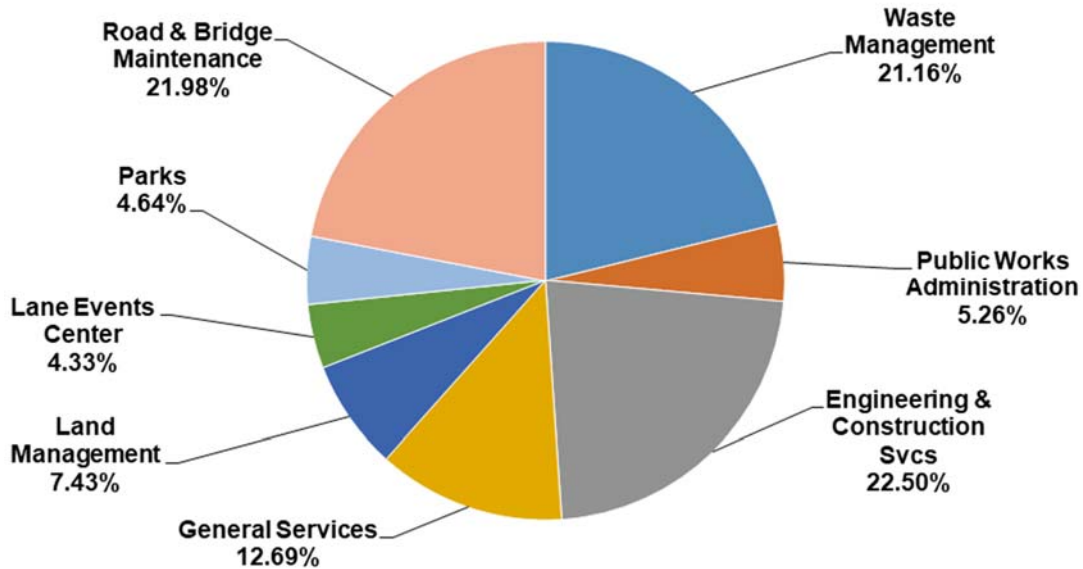
## Human Resources

<b>DEPARTMENT EXPENDITURE DETAIL</b>						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Training Services & Materials	13,841	22,039	44,750	44,750	0	0.00%
Miscellaneous Payments	0	86	0	0	0	0.00%
<b>MATERIALS &amp; SERVICES</b>	<b>284,629</b>	<b>331,476</b>	<b>369,175</b>	<b>573,201</b>	<b>204,026</b>	<b>55.27%</b>
Improvements	25,855	32,093	0	0	0	0.00%
<b>CAPITAL PROJECTS</b>	<b>25,855</b>	<b>32,093</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>DEPARTMENT EXPENDITURES</b>	<b>2,388,874</b>	<b>2,928,667</b>	<b>3,340,813</b>	<b>3,654,408</b>	<b>313,595</b>	<b>9.39%</b>

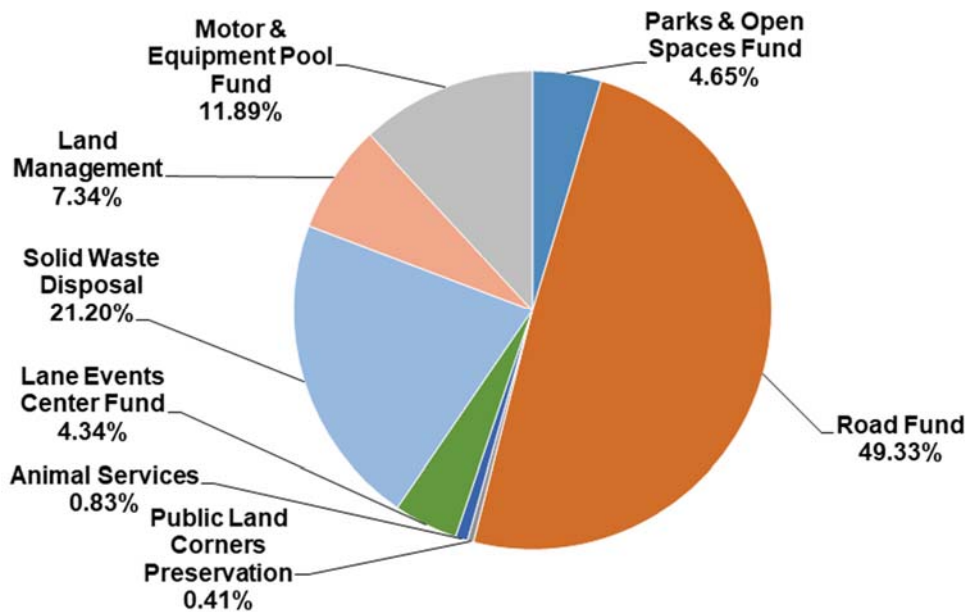
# Department of Public Works

FY 21-22 Proposed Expenditures: \$ 96,772,826

## FY 21-22 Expenditures by Division



## FY 21-22 Expenditures by Fund



Daniel Hurley  
Public Works Director  
541-682-6910

# Public Works

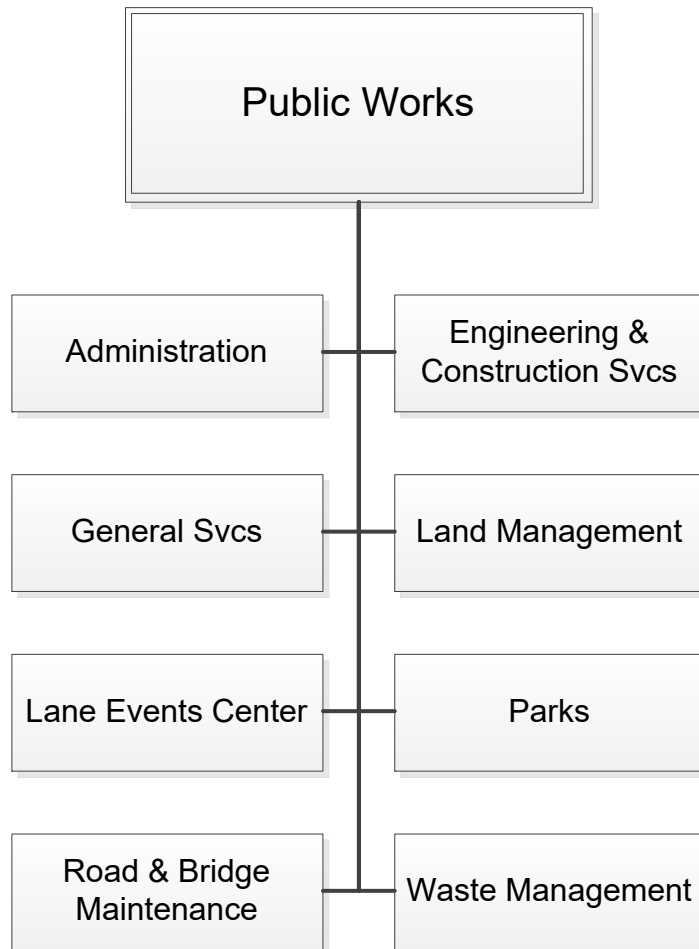
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## Department Purpose & Overview

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 21-22 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.

Performance Measures			FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Projected	FY 21-22 Proposed
	1.e.1	Number of fatalities on Lane County Roads	7	12	13	TBP
	1.e.1	Number of severe injury crashes	37	TBP	TBP	TBP
	1.e.1	Number of completed safety audits on 100% pavement projects	N/A	3 of 3	2 of 3	3 of 3
	1.e.1	Number of Fatal Crash Investigation Team (FCIT) conducted	12	12	8	12
	1.e.1	Percent of Capital Improvement Project (CIP) budget dedicated to safety improvements	6%	7%	2%	10%
	2.b.2	Reach 63% waste recovery by 2025	53.8%	TBP	TBP	55.0%
	2.b.2	Percentage of food waste in the waste stream		TBP	TBP	5%
	2.b.2	Number of Master Recycler Training conducted	3	3	1	3
	2.b.2	Number of participating projects to investigate alternative disposal/recovery options for high impact waste	1	1	1	1
	2.b.2	Percent of budget for public outreach (Public Service Announcement /Publications/Training)	5%	5%	3%	5%
	2.b.2	Number of Rural Home Hazardous Waste collection events conducted	5	6	0	10

**Notes:**

1.e.1 - Crash data is received 18-24 months following the calendar year for Oregon Department of Transportation (ODOT). Data for 19 and 20 has not yet been published, To Be Published (TBP). We continue to participate in the FCIT locally to address issues identified during local crash investigation.

2.b.2 - Recovery rates are collected by Department of Environmental Quality (DEQ). Data lags by 12-18 months.

## Public Works

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### 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.
- 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 Division 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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	2,938,712	2,476,013	2,178,992	2,908,784	729,792	33.49%
Licenses & Permits	2,728,770	2,420,856	2,002,397	2,419,308	416,911	20.82%
Fines, Forfeitures,	71,408	59,283	45,500	52,000	6,500	14.29%
Property And Rentals	6,078,212	6,248,645	4,052,896	6,167,329	2,114,433	52.17%
Federal Revenues	6,237,213	7,974,697	6,900,926	4,364,614	(2,536,312)	-36.75%
State Revenues	36,316,466	29,505,533	31,151,359	35,650,581	4,499,222	14.44%
Local Revenues	213,330	595,880	335,000	698,000	363,000	108.36%
Fees And Charges	35,433,561	35,567,850	32,904,180	35,023,480	2,119,300	6.44%
Administrative Charges	2,283,399	2,562,720	3,094,549	3,323,991	229,442	7.41%
Interest Earnings	2,010,138	1,778,401	1,735,797	866,189	(869,608)	-50.10%
<b>Total Revenue</b>	<b>94,311,210</b>	<b>89,189,877</b>	<b>84,401,596</b>	<b>91,474,276</b>	<b>7,072,680</b>	<b>8.38%</b>
Interfund Loans	333,688	692,804	0	110,000	110,000	100.00%
Fund Transfers	4,191,348	3,174,400	16,573,071	1,363,179	(15,209,892)	-91.77%
<b>TOTAL RESOURCES</b>	<b>98,836,246</b>	<b>93,057,081</b>	<b>100,974,667</b>	<b>92,947,455</b>	<b>(8,027,212)</b>	<b>-7.95%</b>
<b>EXPENDITURES:</b>						
Personnel Services	32,580,391	35,774,166	38,307,271	39,825,264	1,517,993	3.96%
Materials & Services	31,350,610	31,540,280	35,355,306	36,762,450	1,407,144	3.98%
Capital Expenses	9,370,892	18,160,460	32,816,078	20,185,112	(12,630,966)	-38.49%
<b>TOTAL EXPENDITURES</b>	<b>73,301,893</b>	<b>85,474,906</b>	<b>106,478,655</b>	<b>96,772,826</b>	<b>(9,705,829)</b>	<b>-9.12%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Animal Services	627,481	694,680	831,312	804,092	(27,220)	-3.27%
Land Management	5,524,150	5,942,320	6,941,717	7,140,694	198,977	2.87%
Lane Events Center Fund	3,874,771	4,578,668	4,003,513	4,211,763	208,250	5.20%
Motor & Equipment Pool	8,956,507	9,750,289	15,156,199	11,522,028	(3,634,171)	-23.98%
Parks & Open Spaces	3,559,752	4,361,045	5,015,899	4,481,559	(534,340)	-10.65%
Public Land Corners Pres	459,082	428,804	435,447	421,658	(13,789)	-3.17%
Road Fund	32,832,931	41,616,741	48,464,671	47,675,607	(789,064)	-1.63%
Solid Waste Disposal	17,404,627	18,009,964	25,583,026	20,476,519	(5,106,507)	-19.96%
Special Revenue Fund	62,592	92,394	46,871	38,906	(7,965)	-16.99%
<b>TOTAL</b>	<b>73,301,893</b>	<b>85,474,906</b>	<b>106,478,655</b>	<b>96,772,826</b>	<b>(9,705,829)</b>	<b>-9.12%</b>

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Engineering & Construction	12,400,802	20,301,310	24,576,856	21,783,079	(2,793,777)	-11.37%
General Services	9,585,296	10,471,617	16,008,059	12,327,158	(3,680,901)	-22.99%
Land Management	5,582,672	6,003,246	6,962,702	7,162,338	199,636	2.87%
Lane Events Center	3,874,771	4,578,668	4,003,513	4,211,763	208,250	5.20%
Parks	3,562,514	4,365,866	5,021,237	4,497,783	(523,454)	-10.42%
Public Works Admin	3,161,136	3,513,272	4,773,823	5,063,060	289,237	6.06%
R&B Maintenance	17,730,075	18,230,963	19,549,439	21,251,126	1,701,687	8.70%
Waste Management	17,404,627	18,009,964	25,583,026	20,476,519	(5,106,507)	-19.96%
<b>TOTAL EXPENDITURES</b>	<b>73,301,893</b>	<b>85,474,906</b>	<b>106,478,655</b>	<b>96,772,826</b>	<b>(9,705,829)</b>	<b>-9.12%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>344.13</b>	<b>345.90</b>	<b>352.40</b>	<b>352.40</b>	<b>0.00</b>	<b>0.00%</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 & PW)
- 1.00 Dept Director (PW & HHS)
- 1.00 Engineering Analyst
- 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

**22.00 Division FTE Total**

**Engineering & Construction Svcs**

- 20.00 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 Public Works Assistant Analyst
- 1.00 Sr Planner
- 1.00 Sr. Manager
- 2.00 Sr. Public Works Analyst
- 17.00 Technical Specialist

**50.00 Division FTE Total**

**General Services**

- 1.00 Accounting Clerk, Sr
- 1.50 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

**25.50 Division FTE Total**

**Land Management**

- 2.00 Associate Planner
- 2.00 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
- 7.00 Land Management Technician
- 2.00 Manager
- 3.00 Office Assistant, Sr
- 4.00 Planner
- 1.00 Plans Examiner 1
- 1.00 Plans Examiner 2
- 3.00 Prof/Tech Supervisor
- 2.00 Sr Planner
- 1.00 Sr Plans Examiner
- 1.00 Sr. Manager
- 0.50 TEMP - Compliance Officer

**40.00 Division FTE Total**

**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**

# Public Works

## DEPARTMENT POSITION LISTING

### Road & Bridge Maintenance

3.00 Engineering Analyst  
5.00 Maintenance Specialist, Lead  
8.00 Maintenance Supervisor  
1.00 Manager  
1.00 Office Assistant 2  
50.00 Road Maintenance Operator  
17.00 Road Maintenance Sr. Operator  
2.00 Road Maintenance Worker/Trainee  
1.00 Sr. Manager  
1.00 Sr. Public Works Analyst  
4.50 TEMP-Road Maintenance 1

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**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  
21.00 Solid Waste Sr. Operator  
16.00 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  
3.50 TEMP - Waste Management Fee Collector  
0.50 TEMP Office Assistant, Sr  
0.50 TEMP Solid Waste Worker/Trainee  
16.60 Waste Management Fee Collector

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**88.10 Division FTE Total**

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**352.40 Department FTE Total**

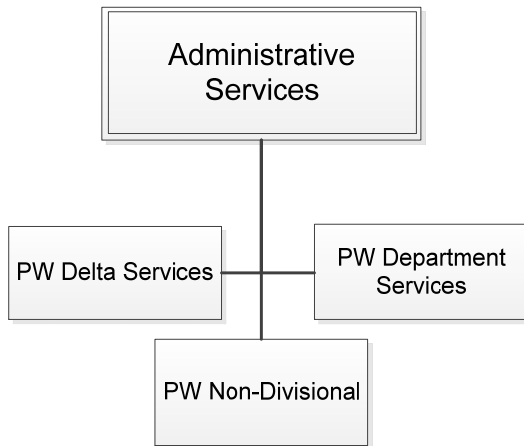


# Public Works: Administrative Services

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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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	2,310	6,388	4,000	4,000	0	0.00%
Property And Rentals	442,709	499,183	451,593	472,337	20,744	4.59%
Federal Revenues	5,496,316	5,114,270	4,960,426	1,393,239	(3,567,187)	-71.91%
State Revenues	31,761,709	25,484,634	25,423,624	28,800,715	3,377,091	13.28%
Fees And Charges	15,563	16,158	67,000	67,000	0	0.00%
Administrative Charges	2,260,899	2,547,720	3,079,549	3,308,991	229,442	7.45%
Interest Earnings	767,854	557,420	640,293	396,100	(244,193)	-38.14%
<b>Total Revenue</b>	<b>40,747,360</b>	<b>34,225,773</b>	<b>34,626,485</b>	<b>34,442,382</b>	<b>(184,103)</b>	<b>-0.53%</b>
Fund Transfers	0	0	2,700,000	0	(2,700,000)	-100.00%
<b>TOTAL RESOURCES</b>	<b>40,747,360</b>	<b>34,225,773</b>	<b>37,326,485</b>	<b>34,442,382</b>	<b>(2,884,103)</b>	<b>-7.73%</b>
<b>EXPENDITURES:</b>						
Personnel Services	2,229,339	2,547,303	2,707,768	2,879,813	172,045	6.35%
Materials & Services	931,797	830,474	1,335,425	1,413,247	77,822	5.83%
Capital Expenses	0	135,495	730,630	770,000	39,370	5.39%
<b>TOTAL EXPENDITURES</b>	<b>3,161,136</b>	<b>3,513,272</b>	<b>4,773,823</b>	<b>5,063,060</b>	<b>289,237</b>	<b>6.06%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Road Fund	3,161,136	3,513,272	4,773,823	5,063,060	289,237	6.06%
<b>TOTAL</b>	<b>3,161,136</b>	<b>3,513,272</b>	<b>4,773,823</b>	<b>5,063,060</b>	<b>289,237</b>	<b>6.06%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
PW Delta Services	0	65,422	373,489	384,284	10,795	2.89%
PW Department Services	2,875,040	3,084,911	3,299,528	3,503,308	203,780	6.18%
PW Non-divisional	286,097	362,938	1,100,806	1,175,468	74,662	6.78%
<b>TOTAL EXPENDITURES</b>	<b>3,161,136</b>	<b>3,513,272</b>	<b>4,773,823</b>	<b>5,063,060</b>	<b>289,237</b>	<b>6.06%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>19.50</b>	<b>21.00</b>	<b>22.00</b>	<b>22.00</b>	<b>0.00</b>	<b>0.00%</b>

# 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 focus of the Administration Division is to support 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.
- Provide safe and accessible customer service in a post-COVID-19 environment.
- Provide leadership, information, analysis, and support to the Department Director, management team, staff, residents, and the Board of Commissioners.
- Provide stewardship and stewardship coaching on financial and human resources management for Public Works and its divisions.
- Customer Service Training to support our diverse customer base.
- Retain and recognize employees who positively support the organization and its mission with the public.
- Recruit qualified staff that will allow Public works to maximize services and opportunities.

## **Major Accomplishments & Achievements in FY 20-21**

- Broadened the PW Diversity program to focus on Inclusion, Diversity, Equity, and Access (IDEA) Team.
- Publication of the PW Employee Manual as a tool to support our employees.
- Maintained internal support service levels under COVID-19 guidelines.
- Updated financial tools with current data technology.

## **Public Works: Administrative Services**

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### **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

As an internal service provider to Public Works divisions, the impacts felt as a result of the Holiday Farm Fire and COVID-19 response were seen through staff that assisted emergency operation centers, Central Finance, and department divisions along with their regular assigned responsibilities. This created significant increases in timecard administration and processing of event related leaves and overtime.

### **Anticipated Service & Budget Changes for FY 21-22**

No significant changes anticipated in FY 21-22.

### **Future Service Challenges & Planning Efforts**

The Division will continue to see lingering effects moving forward in a post-COVID-19 environment shaping the delivery of services and support for our customers. In the near future, we anticipate maintaining a hybrid workforce model. In some areas of the Department, having the ability to offer telework options could have a positive impact on recruitment. However, recruitment in many technical and professional positions will continue to see a longer and more challenging timeline to fill.

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

There are no anticipated capital expenses.

# Public Works: Engineering & Construction Services

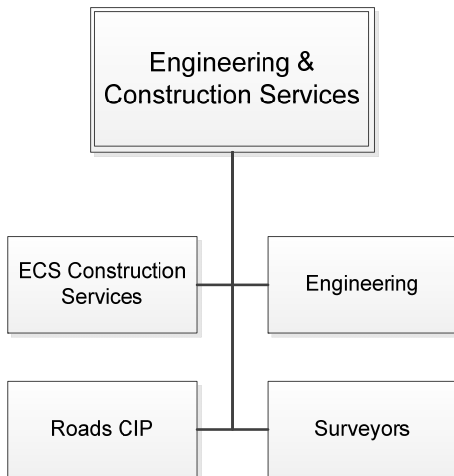
## Division Purpose Statement

*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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Licenses & Permits	122,102	117,082	88,000	88,000	0	0.00%
Property And Rentals	1,914	1,523	1,000	100	(900)	-90.00%
Federal Revenues	679,729	1,412,115	1,325,000	1,556,250	231,250	17.45%
State Revenues	3,676,191	2,576,880	4,084,829	5,945,385	1,860,556	45.55%
Local Revenues	213,330	595,880	335,000	698,000	363,000	108.36%
Fees And Charges	1,497,380	1,474,073	1,192,500	1,204,700	12,200	1.02%
Interest Earnings	16,856	16,194	16,224	9,942	(6,282)	-38.72%
<b>Total Revenue</b>	<b>6,207,502</b>	<b>6,193,747</b>	<b>7,042,553</b>	<b>9,502,377</b>	<b>2,459,824</b>	<b>34.93%</b>
Fund Transfers	0	0	2,538,992	12,000	(2,526,992)	-99.53%
<b>TOTAL RESOURCES</b>	<b>6,207,502</b>	<b>6,193,747</b>	<b>9,581,545</b>	<b>9,514,377</b>	<b>(67,168)</b>	<b>-0.70%</b>
<b>EXPENDITURES:</b>						
Personnel Services	5,130,459	6,007,217	6,525,497	6,785,720	260,223	3.99%
Materials & Services	1,930,576	2,076,382	3,645,106	3,558,861	(86,245)	-2.37%
Capital Expenses	5,339,767	12,217,711	14,406,253	11,438,498	(2,967,755)	-20.60%
<b>TOTAL EXPENDITURES</b>	<b>12,400,802</b>	<b>20,301,310</b>	<b>24,576,856</b>	<b>21,783,079</b>	<b>(2,793,777)</b>	<b>-11.37%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Public Land Corners Pres.	459,082	428,804	435,447	421,658	(13,789)	-3.17%
Road Fund	11,941,720	19,872,506	24,141,409	21,361,421	(2,779,988)	-11.52%
<b>TOTAL</b>	<b>12,400,802</b>	<b>20,301,310</b>	<b>24,576,856</b>	<b>21,783,079</b>	<b>(2,793,777)</b>	<b>-11.37%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
ECS Construction Services	1,865,791	1,992,233	2,419,701	2,481,467	61,766	2.55%
Engineering	3,593,092	4,479,125	9,836,614	5,548,328	(4,288,286)	-43.60%
Roads CIP	5,149,591	11,786,757	10,194,414	11,508,394	1,313,980	12.89%
Surveyors	1,792,329	2,043,195	2,126,127	2,244,890	118,763	5.59%
<b>TOTAL EXPENDITURES</b>	<b>12,400,802</b>	<b>20,301,310</b>	<b>24,576,856</b>	<b>21,783,079</b>	<b>(2,793,777)</b>	<b>-11.37%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>50.50</b>	<b>50.50</b>	<b>50.00</b>	<b>50.00</b>	<b>0.00</b>	<b>0.00%</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.

ECS' work program includes developing and implementing the Road and Bridge Capital Improvement Plan (CIP). Road Fund resources are programmed annually focusing on Pavement Preservation (Paving), Bridges and Structures, Infrastructure Safety Improvements, and Americans with Disabilities Act (ADA) Pedestrian Improvements.

Additional outside funding sources supplement the Road and Bridge projects and are incorporated into ECS' work program and CIP to complete projects identified in the Lane County Transportation System Plan.

## **Division Goals & Strategic Planning**

- Promote public safety through transportation planning, design engineering, and construction.
- Increase multi-mode transportation opportunities throughout the network.
- 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 Oregon Department of Transportation (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).

## **Major Accomplishments & Achievements in FY 20-21**

- Developed an Environmental Services team to address National Pollution Discharge Elimination Systems (NPDES), Total Maximum Daily Load (TMDL) and Underground Injection Control (UIC) permit compliance and reporting responsibilities.
- Bridge rehab construction included repairing and overlaying 2 bridges decks and completing repairs on Sweet Creek Bridge.
- Constructed 10.6 miles of slurry seals in Eugene, 4.7 miles of pavement overlay and 14 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.

## **Public Works: Engineering & Construction Services**

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### **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

Impacts of the COVID-19 Pandemic and Holiday Farm Fire were largely related to available staffing. Construction-related activities cannot be completed in an office setting and while a designer work in offices they are expected to be respond to construction conflicts when they come up. Delays in responding to Contractor increases costs and completion schedules, thereby delaying future construction activities. Currently, Engineering & Construction Services posted one bridge project and eliminated the Bob Straub Parkway project due to limited funding and project delivery constraints.

### **Anticipated Service & Budget Changes for FY 21-22**

- Complete the Stony Point Landslide repair and realignment.
- Complete Lane County Rural Bicycle Master Plan. This plan will focus on rural roads and paved paths outside of the Eugene-Springfield area.
- 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.

### **Future Service Challenges & Planning Efforts**

Structuring a staff plan that meets our program needs continues to be a challenge. Staff are implementing a Project Delivery Strategic Action Plan focused on financial and operational efficiencies. Staff will be cross trained so they can perform work between program areas and efficiently complete projects.

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

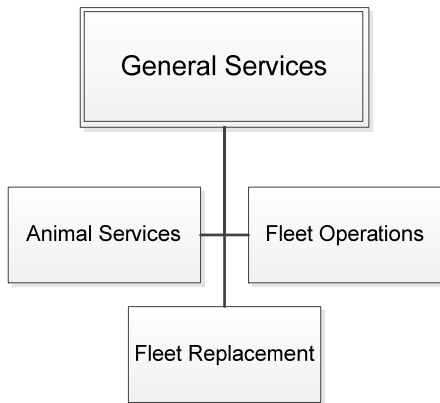
Eight capital projects with an estimate \$10 million are scheduled for construction summer of 2021. In addition to the construction work, staff will be preparing construction drawings for \$7.5 million to be bid in 2022. This trend will continue over the next 5 years as we focus on the Territorial Highway improvements and Pre- and Post-hazard Mitigation improvements. 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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Licenses & Permits	246,839	232,130	238,000	236,850	(1,150)	-0.48%
Fines, Forfeitures,	4,374	6,947	5,000	6,000	1,000	20.00%
Property And Rentals	138,546	625,907	312,650	513,300	200,650	64.18%
Federal Revenues	429	233	500	500	0	0.00%
State Revenues	11,831	102,398	14,000	10,000	(4,000)	-28.57%
Fees And Charges	8,179,283	8,132,852	8,143,605	9,340,306	1,196,701	14.69%
Interest Earnings	505,927	466,587	453,250	168,638	(284,612)	-62.79%
<b>Total Revenue</b>	<b>9,087,227</b>	<b>9,567,053</b>	<b>9,167,005</b>	<b>10,275,594</b>	<b>1,108,589</b>	<b>12.09%</b>
Fund Transfers	435,888	474,470	524,313	529,162	4,849	0.92%
<b>TOTAL RESOURCES</b>	<b>9,523,115</b>	<b>10,041,523</b>	<b>9,691,318</b>	<b>10,804,756</b>	<b>1,113,438</b>	<b>11.49%</b>
<b>EXPENDITURES:</b>						
Personnel Services	2,370,675	2,552,330	2,822,067	2,871,405	49,338	1.75%
Materials & Services	4,988,859	4,972,744	5,190,579	4,799,848	(390,731)	-7.53%
Capital Expenses	2,225,763	2,946,543	7,995,413	4,655,905	(3,339,508)	-41.77%
<b>TOTAL EXPENDITURES</b>	<b>9,585,296</b>	<b>10,471,617</b>	<b>16,008,059</b>	<b>12,327,158</b>	<b>(3,680,901)</b>	<b>-22.99%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>FUNDS</b>						
Animal Services	627,481	694,680	831,312	804,092	(27,220)	-3.27%
Motor & Equipment Pool	8,956,507	9,750,289	15,156,199	11,522,028	(3,634,171)	-23.98%
Special Revenue Fund	1,308	26,647	20,548	1,038	(19,510)	-94.95%
<b>TOTAL</b>	<b>9,585,296</b>	<b>10,471,617</b>	<b>16,008,059</b>	<b>12,327,158</b>	<b>(3,680,901)</b>	<b>-22.99%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>PROGRAMS</b>						
Animal Services	628,789	721,327	851,860	805,130	(46,730)	-5.49%
Fleet Operations	6,698,546	6,773,075	7,079,778	6,821,718	(258,060)	-3.65%
Fleet Replacement	2,257,961	2,977,214	8,076,421	4,700,310	(3,376,111)	-41.80%
<b>TOTAL EXPENDITURES</b>	<b>9,585,296</b>	<b>10,471,617</b>	<b>16,008,059</b>	<b>12,327,158</b>	<b>(3,680,901)</b>	<b>-22.99%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>25.00</b>	<b>24.50</b>	<b>25.50</b>	<b>25.50</b>	<b>0.00</b>	<b>0.00%</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 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 with improved transparency.
- Continued reduction in emissions and fossil fuel use with full implementation of Fleet's Electrical Vehicle (EV) charging and vehicle acquisition policies.
- Strengthen network and purchasing power with commitment to regional and statewide Fleet management groups and organizations.

## **Major Accomplishments & Achievements in FY 20-21**

### **Animal Services:**

- In cooperation with volunteer, state and regional partners, conducted site visits to over 313 property sites for animal evacuation, transport and providing food & water to animals sheltering in place during the Holiday Farm Fire. Also in conjunction with Lane Events Center, agency partners and volunteers, sheltered over 576 livestock animals while over 100 domestic animals were sheltered with Greenhill Humane Society.
- In conjunction with Greenhill Humane Society and the Oregon Humane Society, assisted in removing over 250 guinea pigs from an overwhelmed owner, demonstrating that despite the challenges of the pandemic, the need to help pets and Lane County citizens continues.

### **Fleet:**

- Fleet Services upgrade on Public Service Building pool key access was completed. Full roll-out has been delayed by COVID-19 impacts, but will go live parallel to County staff safe return to work and activation of the new Fleet billing model changes selected by committee.
- Customer real-time access to equipment work reviews and historical Fleet data was completed by addition of software applications to existing operating system.
- While a comprehensive EV Policy is still in development, Fleet has recognized the need for an ample charging infrastructure to support the coming EV fleet and successfully contracted with a vendor for our charging solution. Upgrades at the PW campus almost doubling capacity along with scheduled ground breakings at Lane Event Center and the Howard Bufford Arboretum. Future plans include adding capacity across the metro area at Health and Human Services locations as well as the Public Service Building, Parole and Probation, and Juvenile Justice Center.

## **Public Works: General Services**

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- Fleet Services conducted the annual surplus equipment and vehicle auction with sale proceeds from all combined agencies exceeding \$480,000. This was challenging in the FY 20-21 COVID-19 conditions, but successful.
- Five (5) pieces of heavy equipment and two (2) light duty vehicles (both replacements) have been purchased.
- Twenty five (25) Sheriff's Office vehicles have been purchased, and one (1) special operations vehicle by way of grant, all replacements.

### **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

Not applicable.

### **Anticipated Service & Budget Changes for FY 21-22**

- Implementation of Fleet's new billing model and software, chosen by the Fleet Audit Finance Steering Committee.
- Research opportunities and feasibility for future of 1st Avenue Shelter which formally housed Lane County Animal Control.
- Continue to look for opportunities to automate Animal Services dispatch system.

### **Future Service Challenges & Planning Efforts**

- Ongoing Fleet customer service enhancements, potential seismic and technical upgrades to Fleet's liquid fuels program.
- 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**

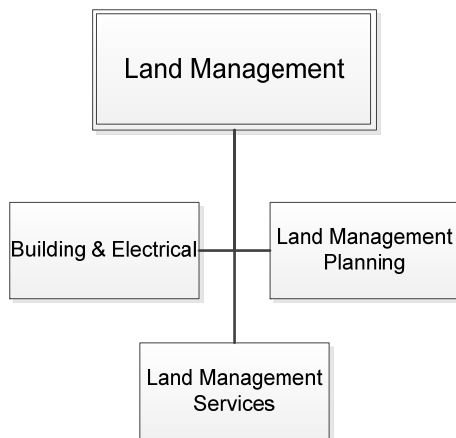
There are no anticipated capital expenses.

# 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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Licenses & Permits	2,323,395	2,033,577	1,646,397	2,064,458	418,061	25.39%
Fines, Forfeit's, Penalties	3,570	19,730	0	5,500	5,500	100.00%
Property And Rentals	48,023	60,198	20,398	8,198	(12,200)	-59.81%
Federal Revenues	21,912	135,193	580,000	580,000	0	0.00%
State Revenues	194,056	235,355	183,269	161,405	(21,864)	-11.93%
Fees And Charges	3,844,925	3,456,590	3,625,709	3,456,211	(169,498)	-4.67%
Administrative Charges	22,500	15,000	15,000	15,000	0	0.00%
Interest Earnings	135,738	127,319	140,770	50,194	(90,576)	-64.34%
<b>Total Revenue</b>	<b>6,594,119</b>	<b>6,082,961</b>	<b>6,211,543</b>	<b>6,340,966</b>	<b>129,423</b>	<b>2.08%</b>
Fund Transfers	0	0	10,000	304,139	294,139	2,941.4%
<b>TOTAL RESOURCES</b>	<b>6,594,119</b>	<b>6,082,961</b>	<b>6,221,543</b>	<b>6,645,105</b>	<b>423,562</b>	<b>6.81%</b>
<b>EXPENDITURES:</b>						
Personnel Services	3,614,858	3,848,047	4,356,537	4,615,740	259,203	5.95%
Materials & Services	1,967,813	2,055,970	2,606,165	2,546,598	(59,567)	-2.29%
Capital Expenses	0	99,229	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>5,582,672</b>	<b>6,003,246</b>	<b>6,962,702</b>	<b>7,162,338</b>	<b>199,636</b>	<b>2.87%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>FUNDS</b>						
Land Management	5,524,150	5,942,320	6,941,717	7,140,694	198,977	2.87%
Special Revenue Fund	58,521	60,926	20,985	21,644	659	3.14%
<b>TOTAL</b>	<b>5,582,672</b>	<b>6,003,246</b>	<b>6,962,702</b>	<b>7,162,338</b>	<b>199,636</b>	<b>2.87%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>PROGRAMS</b>						
Building & Electrical	2,342,254	2,402,293	2,454,889	2,677,457	222,568	9.07%
LMD Planning	1,729,937	1,895,253	2,404,048	2,535,719	131,671	5.48%
LMD Services	1,510,480	1,705,700	2,103,765	1,949,162	(154,603)	-7.35%
<b>TOTAL EXPENDITURES</b>	<b>5,582,672</b>	<b>6,003,246</b>	<b>6,962,702</b>	<b>7,162,338</b>	<b>199,636</b>	<b>2.87%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>36.00</b>	<b>37.00</b>	<b>40.00</b>	<b>40.00</b>	<b>0.00</b>	<b>0.00%</b>

# Public Works: Land Management

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## **Division Overview**

The Land Management Division (LMD) administers 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).

LMD is comprised of the following program areas: Building Safety, Land Use Planning and Coordinated Services. The Building Safety 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. In this time of COVID-19, Land Management staff routinely assist 100 or more customers daily via phone or email.

## **Division Goals & Strategic Planning**

The mission of the Land Management Division is to balance protection of natural resources and the built environment, to equitably implement land use and building regulations that protect the public's health, safety, and quality of life, and to support a strong, diverse, and sustainable regional economy.

- Improve customer service by reducing permit and inquiry wait times.
- Purchase and implement 24/7 virtual permit office software.
- Resume key long range projects including the Code Modernization Project and small city and metro coordination.
- Transition necessary teleworking staff back to the office to resume in person consultations and customer assistance.
- Expand the use of electronic plan review software.
- Recruit and fill vacancies building a robust workforce resourced to respond to the increasing workload.
- Provide trauma-informed assistance and permitting services to Wildfire survivors.
- Continue to develop and refine key performance indicators and dashboards.

## **Major Accomplishments & Achievements in FY 20-21**

- Continuously redesigned and improved permit intake processes to respond to changing customer needs due to COVID-19 and the Holiday Farm Fire.
- Transitioned 2/3 of staff to teleworking.
- Developed virtual inspection protocols.
- Implemented Quick-Start building permit review process.
- Reduced building permit review times for single family dwellings in the Holiday Farm Fire burn area from 4-6 weeks to 2-3 weeks.
- Waived fees on all temporary emergency Recreational Vehicle (RV) permits in Holiday Farm Fire burn area and issued these permits with an average turnaround of one week.
- Opened LMD satellite office in Leaburg.
- Collaborated with Economic Development Manager to secure funding for a "Permit Navigator" within LMD to assist Holiday Farm Fire survivors.
- Worked with Technology Services and Lane County's Public Information Officer (PIO) to create several new online tools to help residents understand the redevelopment process and better track their permits.

## **Public Works: Land Management**

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- Lane Code Modernization – Adoption of revised floodplain regulations (Lane Code Chapters 10 and 16) and building code provisions (Lane Code Chapter 11.)
- Collaborated with Public Works ECS staff to draft code required to implement Department of Environmental Quality's (DEQ) MS4 Phase II National Pollution Discharge Elimination System (NPDES) General Permit.

### **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

COVID-19 drastically impacted Land Management Division operations (LMD). With the closure of the Customer Service Center providing one-on-one assistance to customers has become difficult and less efficient. Call and email volumes were already at an all-time high prior to the Holiday Farm Fire. The fire has greatly increased the workload. LMD is currently operating beyond capacity with staff barely able to process land use decisions within state mandated timelines. Many staff are working more than 40 hours per week to manage increasing caseloads and provide timely customer responses, which is not always possible.

In order to address the growing workload, LMD has hired additional full time and part time staff and expanded intergovernmental service agreements and contracts.

### **Anticipated Service & Budget Changes for FY 21-22**

Despite the widespread economic impacts of COVID-19, a significant downturn in the rural construction market did not materialize to the extent projected. With the increased rollout of vaccines, it is anticipated that permit revenue will stabilize in the next fiscal year.

However, with the addition of 3 FTE this year, labor costs for FY21-22 are increasing significantly and Land Management Division will need to draw from its reserves to fund operational costs. This is an expected and necessary result of the increased demand for permitting services resulting from the Holiday Farm Fire.

### **Future Service Challenges & Planning Efforts**

Increased customer service and permitting needs due to the Holiday Farm Fire, combined with the ongoing closure of Customer Service Center has created a unique and unprecedented customer service challenge for LMD. The division is rapidly filling vacancies, working to create new positions and enacting a range of other measures to increase customer service across the board.

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

There are no anticipated capital expenses.

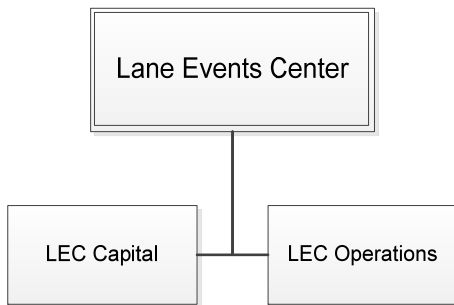


# Public Works: Lane Events Center

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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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	1,921,417	1,422,642	1,315,317	1,827,409	512,092	38.93%
Property And Rentals	2,464,710	2,384,298	376,989	2,157,964	1,780,975	472.42%
State Revenues	53,167	111,506	144,780	53,332	(91,448)	-63.16%
Fees And Charges	399,745	353,646	148,500	329,692	181,192	122.01%
Interest Earnings	74,500	83,195	62,621	25,633	(36,988)	-59.07%
<b>Total Revenue</b>	<b>4,913,539</b>	<b>4,355,287</b>	<b>2,048,207</b>	<b>4,394,030</b>	<b>2,345,823</b>	<b>114.53%</b>
Fund Transfers	412,746	531,660	813,724	417,878	(395,846)	-48.65%
<b>TOTAL RESOURCES</b>	<b>5,326,285</b>	<b>4,886,947</b>	<b>2,861,931</b>	<b>4,811,908</b>	<b>1,949,977</b>	<b>68.14%</b>
<b>EXPENDITURES:</b>						
Personnel Services	1,416,325	1,377,745	1,271,227	1,531,017	259,790	20.44%
Materials & Services	2,351,625	2,350,524	1,332,286	2,488,246	1,155,960	86.77%
Capital Expenses	106,821	850,399	1,400,000	192,500	(1,207,500)	-86.25%
<b>TOTAL EXPENDITURES</b>	<b>3,874,771</b>	<b>4,578,668</b>	<b>4,003,513</b>	<b>4,211,763</b>	<b>208,250</b>	<b>5.20%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Lane Events Center Fund	3,874,771	4,578,668	4,003,513	4,211,763	208,250	5.20%
<b>TOTAL</b>	<b>3,874,771</b>	<b>4,578,668</b>	<b>4,003,513</b>	<b>4,211,763</b>	<b>208,250</b>	<b>5.20%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
LEC Capital	345,588	1,043,058	1,658,576	645,395	(1,013,181)	-61.09%
LEC Operations	3,529,183	3,535,610	2,344,937	3,566,368	1,221,431	52.09%
<b>TOTAL EXPENDITURES</b>	<b>3,874,771</b>	<b>4,578,668</b>	<b>4,003,513</b>	<b>4,211,763</b>	<b>208,250</b>	<b>5.20%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	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 (BCC). The Fair Board is responsible for selecting management to plan, prepare and produce the Lane County Fair each year. The Fair Board also functions in an advisory capacity relating to the Lane Events Center as the goals of both may be mutually shared.

In addition to the annual Lane County Fair, facilities are also provided for various entertainment events, meetings, festivals, catered functions, exhibits, and business opportunities year round. Livestock events and facilities are available during the dry weather period. 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 on a 53-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 in a normal year. The operations and capital investments are primarily financed by rentals, by the production of the Lane County Fair, and by Transient Room Tax 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.
- 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.
- Restart work on Master Plan that was delayed due to COVID-19 including client, public and partner outreach.
- Use Facility Assessment and Market Analysis to develop a new Business Plan and include options for replacing or renovating existing structures to maximize flexibility and revenue potential. Creation of a new Marketing Plan in conjunction with the Business Plan will increase opportunities for new events and support the visitor and convention industry.
- Increase net revenue of the annual Lane County Fair and year round rentals to allow for grounds and capital improvements.

## **Public Works: Lane Events Center**

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### **Major Accomplishments & Achievements in FY 20-21**

- COVID-19 shelter for unhoused individuals.
- COVID-19 testing facility.
- COVID-19 vaccination clinic facility.
- Wildfire emergency animal shelter.
- Wildfire resource center for those citizens impacted by fires.
- Summer Drive-in Movie nights with dinner and snack options.

### **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

Events and activities have been restricted due to COVID-19 protocols and changing conditions in the State and County. Location and availability has allowed the Lane Events Center and Lane County Fairgrounds to respond to the public and community needs during a pandemic and natural disaster. Provided space and resources for COVID-19 and Wildfire emergency responses described above.

### **Anticipated Service & Budget Changes for FY 21-22**

Renovation of existing facilities and spaces will improve flexibility allowing for diversity usage and additional options.

### **Future Service Challenges & Planning Efforts**

Current levels of Transient Room Tax (TRT) do not support ongoing maintenance costs. Future decreases or continued low amounts of TRT resources will impact projects and the ability to sustain and improve facility conditions. Due to the Coronavirus Pandemic, TRT levels may remain lower than average for some time.

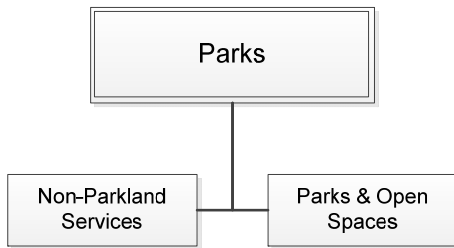
### **Capital Projects – Planned and Known Needs**

- Work Continue deferred maintenance work identified in the Facility Condition Assessment (2017).
- Implement improvements noted in the Market Demand Analysis (2020).
- Events Center Fire System Upgrade.
- Livestock Building Floor Conversion which improves the flexibility and marketability of the facility by upgrading the floor from dirt to concrete.

# Public Works: Parks

## **Division Purpose Statement**

*Parks provides safe, clean and well-maintained parks and natural resource areas for a diversity of high-quality recreational experiences. Parks owns, operates or maintains 67 facilities throughout the County including camping, hiking, marinas, covered bridges, picnicking and access to Lane County waterways.*



## **Division Locator**

### **Public Works**

*Administrative Services  
Engineering & Constr. Svcs  
General Services  
Land Management  
Lane Events Center  
Parks ◀  
Road and Bridge Maintenance  
Waste Management*

## Public Works: Parks

DIVISION FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	1,014,985	1,046,983	859,675	1,077,375	217,700	25.32%
Fines, Forfeit's, Penalties	63,464	32,605	40,000	40,000	0	0.00%
Property And Rentals	2,119,264	1,717,988	1,980,850	2,095,550	114,700	5.79%
Federal Revenues	0	126,822	35,000	119,625	84,625	241.79%
State Revenues	595,212	742,458	1,273,406	677,744	(595,662)	-46.78%
Fees And Charges	132,565	163,974	217,961	113,961	(104,000)	-47.71%
Interest Earnings	25,697	25,053	23,364	9,206	(14,158)	-60.60%
<b>Total Revenue</b>	<b>3,951,188</b>	<b>3,855,883</b>	<b>4,430,256</b>	<b>4,133,461</b>	<b>(296,795)</b>	<b>-6.70%</b>
Interfund Loans	0	0	0	110,000	110,000	100.00%
Fund Transfers	42,714	168,270	456,757	100,000	(356,757)	-78.11%
<b>TOTAL RESOURCES</b>	<b>3,993,902</b>	<b>4,024,153</b>	<b>4,887,013</b>	<b>4,343,461</b>	<b>(543,552)</b>	<b>-11.12%</b>
<b>EXPENDITURES:</b>						
Personnel Services	1,475,747	1,716,390	1,960,553	1,995,517	34,964	1.78%
Materials & Services	1,946,478	2,151,133	2,069,902	2,093,457	23,555	1.14%
Capital Expenses	140,289	498,343	990,782	408,809	(581,973)	-58.74%
<b>TOTAL EXPENDITURES</b>	<b>3,562,514</b>	<b>4,365,866</b>	<b>5,021,237</b>	<b>4,497,783</b>	<b>(523,454)</b>	<b>-10.42%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>FUNDS</b>						
Parks & Open Spaces	3,559,752	4,361,045	5,015,899	4,481,559	(534,340)	-10.65%
Special Revenue Fund	2,762	4,821	5,338	16,224	10,886	203.93%
<b>TOTAL</b>	<b>3,562,514</b>	<b>4,365,866</b>	<b>5,021,237</b>	<b>4,497,783</b>	<b>(523,454)</b>	<b>-10.42%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>PROGRAMS</b>						
Non-Parkland Services	181	149	447	200,366	199,919	44,725%
Parks & Open Spaces	3,562,333	4,365,717	5,020,790	4,297,417	(723,373)	-14.41%
<b>TOTAL EXPENDITURES</b>	<b>3,562,514</b>	<b>4,365,866</b>	<b>5,021,237</b>	<b>4,497,783</b>	<b>(523,454)</b>	<b>-10.42%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>16.80</b>	<b>18.80</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 68 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 opportunities to pursue healthy outdoor recreational, educational and leisure activities.

- 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. Continue to reinvest in existing Parks infrastructure to avoid higher deferred maintenance costs in the future and develop a preventative maintenance schedule.
- Propose long-term 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 within the greater Rivers to Ridges partnership.
- Design and construction of Armitage Phase Two Campground Expansion.

## **Major Accomplishments & Achievements in FY 20-21**

- Completed the construction of a new boat ramp and expansion of the parking area at Hendricks Bridge Wayside Park.
- Expanded the off-leash dog area at Armitage Park to include a small dog park.
- Completed a public survey to gather data from likely voters on the public perception and recognition of Lane County Parks and the willingness to support a future funding measure on the ballot.
- Developed an engineering design for the construction of 20 full-hook up RV camping sites at Armitage Park.

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

The COVID-19 Pandemic continues to have ongoing effects on our budget. With reductions in Picnic Reservations, Moorage and Recreational Vehicle Registration Fee revenue, overall revenue impacts in FY 20-21 for Park Operations and Camping Operations are projected to total \$350,000. The Parks Division depends heavily on Transient Room Tax and Car Rental Tax to supplement approximately 20% of the overall Operating Budget.

## Public Works: Parks

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The Wildfire also significantly impacted Parks. Emergency response included support to Lane County Animal Services and the Wildfire Emergency Operations Center. Campgrounds and Parks in the area were closed. Damages to parks along the McKenzie Corridor from the Holiday Farm Fire include the following:

- Hazardous debris removal across all affected Lane County Parks.
- Structural damage occurred at Old McKenzie Fish Hatchery, Eagle Rock, and Forest Glen.

### **Anticipated Service & Budget Changes for FY 21-22**

- The water and sewer infrastructure at the Armitage Campground is at maximum capacity to support the existing camping and day-use requirements. With consultation from our engineer on contract, improvements are scheduled to increase capacity in anticipation of the planned expansion of the campground.
- Stewart Covered Bridge maintenance and safety improvements is being carried over from FY 20-21 to FY 21-22.

### **Future Service Challenges & Planning Efforts**

Parks currently has seven full-time Park Maintenance 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**

- Expansion of the camping opportunities at Armitage fits a known need in the community and is a primary revenue-generating project. Approximately 20 additional full-hookup RV camping sites at Armitage Park are planned. The design engineering is scheduled for FY 21-22. The infrastructure upgrades are scheduled for FY 21-22 and site construction will begin in FY 22-23.
- The cabins at Harbor Vista are planned for completion in FY 21-22. In addition to producing revenue, the cabins will provide an alternative camping experience at our popular coastal park.



# Public Works: Road & Bridge Maintenance

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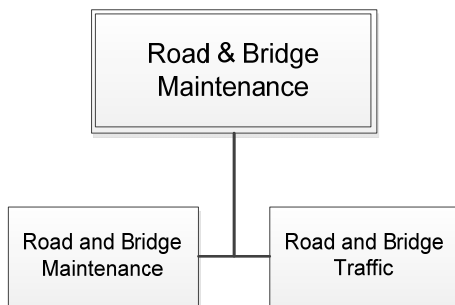
## **Division Purpose Statement**

*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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Licenses & Permits	36,434	38,067	30,000	30,000	0	0.00%
Property And Rentals	7,655	7,283	9,500	12,000	2,500	26.32%
Federal Revenues	38,827	1,186,063	0	715,000	715,000	100.00%
State Revenues	0	180,065	0	0	0	0.00%
Fees And Charges	400,129	406,958	170,000	270,000	100,000	58.82%
<b>Total Revenue</b>	<b>483,046</b>	<b>1,818,438</b>	<b>209,500</b>	<b>1,027,000</b>	<b>817,500</b>	<b>390.21%</b>
<b>TOTAL RESOURCES</b>	<b>483,046</b>	<b>1,818,438</b>	<b>209,500</b>	<b>1,027,000</b>	<b>817,500</b>	<b>390.21%</b>
<b>EXPENDITURES:</b>						
Personnel Services	8,036,508	8,909,269	9,530,500	9,799,604	269,104	2.82%
Materials & Services	9,461,319	9,034,827	9,808,939	11,451,522	1,642,583	16.75%
Capital Expenses	232,248	286,866	210,000	0	(210,000)	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>17,730,075</b>	<b>18,230,963</b>	<b>19,549,439</b>	<b>21,251,126</b>	<b>1,701,687</b>	<b>8.70%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Road Fund	17,730,075	18,230,963	19,549,439	21,251,126	1,701,687	8.70%
<b>TOTAL</b>	<b>17,730,075</b>	<b>18,230,963</b>	<b>19,549,439</b>	<b>21,251,126</b>	<b>1,701,687</b>	<b>8.70%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
R&B Traffic	1,930,058	2,034,941	1,902,577	2,042,562	139,985	7.36%
R&B Maintenance	15,800,017	16,196,021	17,646,862	19,208,564	1,561,702	8.85%
<b>TOTAL EXPENDITURES</b>	<b>17,730,075</b>	<b>18,230,963</b>	<b>19,549,439</b>	<b>21,251,126</b>	<b>1,701,687</b>	<b>8.70%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>93.50</b>	<b>91.50</b>	<b>93.50</b>	<b>93.50</b>	<b>0.00</b>	<b>0.00%</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** – Maintain Lane County roadways with crews based out of five zones across the County. Maintenance includes surface treatments, drainage systems, storm-water management, street cleaning and many other maintenance activities to preserve roads with a focus on preservation and fiscal responsibility.

**Bridge Maintenance** – Maintain over 420 bridges. This includes covered bridges, concrete spans, wooden bridges and steel truss structures. Bridge crews inspect bridges, perform routine maintenance, structural repairs, and engineering work as necessary to insure Lane County's bridges are safe and reliable.

**Vegetation Management** - The vegetation team is tasked with maintaining roadside vegetation to promote a high level of safety and visibility for road users. This includes mowing, tree pruning and removal, brush control, fire prevention, and noxious and invasive plant management.

**Road Striping & Signage** – Striping all County roadways through an annual program of roads striping and marking. 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 the largest wildfires in our states history as well as a global pandemic. The Roads Division is actively working to implement a Division wide Asset Management Program that will assist in developing maintenance forecasts, project planning, budget implementation and reporting of strategic work outcomes.

- Maintain and improve overall Pavement conditions on Lane County roadways.
- Full implement the new Asset Management Program.
- Improve winter response planning and coordination with integration of new GIS applications.
- Expand mobile applications across the Division.
- Continue to support recovery efforts associated with the Holiday Farm Fire.
- Expand efforts into roadway safety education, design and installation of safety features.

## **Major Accomplishments & Achievements in FY 20-21**

- Roads Division responded to the Holiday Farm Wildfire as a first responder; opening roads, moving supplies, setting up shelters, abating hazards, and fighting fire. Establishing communications and helping the community rebuild following the fire. This was all completed under restrictive and stringent guidelines associated with the COVID-19 pandemic.
- Completed over ninety miles of chip seal road preservation work, a number set by the internal roads audit of 2017.
- Increased bridge maintenance efforts, exceeding expectations on so many projects.
- The Division expanded work to improve road safety, installing and implementing numerous road safety projects from increased signage, road marking and installation of safety features on many County roads.

## **Public Works: Road & Bridge Maintenance**

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- Assisted County departments to support the un-housed, transported critical supplies for fire victims, un-housed communities and emergency service providers.
- Extended our skills to neighboring counties as they respond to disasters, including moving one of the bridge structure to Umatilla County following historic floods.

### **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

The Roads Division has actively engaged in supporting the efforts of our local health care community as well as working on the restoration of the McKenzie communities impacted by the Holiday Farm fire. As for financial impacts, it is anticipated that most if not all of the lost revenues and redirected resources will be reimbursed jointly through Federal Emergency Management Agency (FEMA) disaster monies and the Coronavirus Relief Funds.

### **Anticipated Service & Budget Changes for FY 21-22**

- Continue development and expansion of the County's storm-water management programs.
- Increase efforts and installation of Lane County directed Safety improvement plan as developed by the Fatal Crash Investigation Team (FCIT) and Systematic Engineering Implementation Teams (SEIT) in Public Works.

### **Future Service Challenges & Planning Efforts**

- 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 storm-water 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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Fines, Forfeit's, Penalties	0	0	500	500	0	0.00%
Property And Rentals	855,391	952,265	899,916	907,880	7,964	0.88%
State Revenues	24,301	72,238	27,451	2,000	(25,451)	-92.71%
Fees And Charges	20,963,971	21,563,599	19,338,905	20,241,610	902,705	4.67%
Interest Earnings	483,566	502,632	399,275	206,476	(192,799)	-48.29%
<b>Total Revenue</b>	<b>22,327,228</b>	<b>23,090,735</b>	<b>20,666,047</b>	<b>21,358,466</b>	<b>692,419</b>	<b>3.35%</b>
Interfund Loans	333,688	692,804	0	0	0	0.00%
Fund Transfers	3,300,000	2,000,000	9,529,285	0	(9,529,285)	-100.00%
<b>TOTAL RESOURCES</b>	<b>25,960,916</b>	<b>25,783,539</b>	<b>30,195,332</b>	<b>21,358,466</b>	<b>(8,836,866)</b>	<b>-29.27%</b>
<b>EXPENDITURES:</b>						
Personnel Services	8,306,479	8,815,866	9,133,122	9,346,448	213,326	2.34%
Materials & Services	7,772,143	8,068,224	9,366,904	8,410,671	(956,233)	-10.21%
Capital Expenses	1,326,004	1,125,874	7,083,000	2,719,400	(4,363,600)	-61.61%
<b>TOTAL EXPENDITURES</b>	<b>17,404,627</b>	<b>18,009,964</b>	<b>25,583,026</b>	<b>20,476,519</b>	<b>(5,106,507)</b>	<b>-19.96%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Solid Waste Disposal	17,404,627	18,009,964	25,583,026	20,476,519	(5,106,507)	-19.96%
<b>TOTAL</b>	<b>17,404,627</b>	<b>18,009,964</b>	<b>25,583,026</b>	<b>20,476,519</b>	<b>(5,106,507)</b>	<b>-19.96%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Landfill Dvlpmnt & Closure	207,855	584,787	3,853,799	2,844,828	(1,008,971)	-26.18%
WMD Services	17,057,916	17,132,059	21,522,499	17,407,188	(4,115,311)	-19.12%
WMD Special Programs	138,856	293,119	206,728	224,503	17,775	8.60%
<b>TOTAL EXPENDITURES</b>	<b>17,404,627</b>	<b>18,009,964</b>	<b>25,583,026</b>	<b>20,476,519</b>	<b>(5,106,507)</b>	<b>-19.96%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>88.33</b>	<b>88.10</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 (WMD) 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 plans for the Cottage Grove and Veneta Transfer stations, design and engineering of Cell VI-Phase B 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.
- Complete phases two and three of the county Climate Action Plan.
- Finalize updated Short Mountain Landfill (SML) site development plan, which updates future cell development planning and lifespan of the 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-Phase B at Short Mountain Landfill.
- Complete design plans for the Cottage Grove Transfer Station and start initial design plans for the Veneta Transfer Station.
- 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 (DEQ), Lane Regional Air Pollution Association (LRAPA), the Corps of Engineers, and the Department of State Lands.

## **Major Accomplishments & Achievements in FY 20-21**

- Completed construction remodel at the Florence Transfer Station.
- Completed internal county Climate Action Plan and started the Climate Advisory Committee.
- Transported over 55,000 tons (up from 50,000) of municipal solid waste from 15 transfer stations spread across Lane County and safely disposed over 202,000 tons of waste at the Short Mountain Landfill for fiscal year 2021 through February.

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

The Waste Management Division has experienced decreased commercial waste tonnages at the landfill due to the pandemic. Concurrently, customer counts at transfer stations have increased, placing a strain on our operations at times. The division has received COVID-19 relief funds reimbursing costs associated with safety equipment.

## **Public Works: Waste Management**

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### **Anticipated Service & Budget Changes for FY 21-22**

- Working on a restructure of the Waste Reduction Program area in order to better set us up to meet the goals of the Solid Waste Management Plan and achieve our 63% recovery rate goal by 2025.
- 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 and Veneta Transfer Stations 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/outreach materials to keep up with changing guidelines and current focus. Focus efforts on multimedia such as radio, TV, and social media. Increase our efforts around food waste prevention.

### **Future Service Challenges & Planning Efforts**

An analysis of reserves needed for landfill cell development and construction will be done to ensure we are able to set enough money in reserves for future cell projects.

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

- The SML Leachate Lagoon Cover Replacement project will complete in summer of 2021. This project will add a second pond liner as well as replace 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 additional liner is to ensure leachate does not penetrate into the soil.
- SML Cell VI-Phase A construction is to take place spring, summer and fall of 2021. This project will ensure the new cell is built and ready to accept waste before Cell V reaches capacity.
- SML Cell VI-Phase B bidding and construction will take place in early 2022 through fall 2023.



## Public Works

DEPARTMENT RESOURCE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Transient Room Tax	2,672,840	2,119,016	1,945,309	2,545,852	600,543	30.87%
Car Rental Tax	263,563	350,609	229,683	358,932	129,249	56.27%
Road Assessments	2,310	6,388	4,000	4,000	0	0.00%
<b>TAXES &amp; ASSESSMENTS</b>	<b>2,938,712</b>	<b>2,476,013</b>	<b>2,178,992</b>	<b>2,908,784</b>	<b>729,792</b>	<b>33.49%</b>
Lane County Licenses	239,879	224,627	218,500	218,500	0	0.00%
Spay Neuter	0	0	11,500	10,350	(1,150)	-10.00%
Kennel Licenses	6,960	7,503	8,000	8,000	0	0.00%
Structural	647,891	548,482	247,711	550,000	302,289	122.03%
Mechanical Permit	225,984	212,676	246,029	220,000	(26,029)	-10.58%
Plumbing Permits	131,900	102,425	111,958	111,958	0	0.00%
Electrical Permit	350,044	350,486	389,962	365,000	(24,962)	-6.40%
Mobile Home Permits	37,026	34,623	42,237	29,000	(13,237)	-31.34%
Mobile Home Electrical Permit	0	63	0	0	0	0.00%
Zoning Permits	696,586	570,863	383,500	558,500	175,000	45.63%
Public Works Permits	38,948	42,994	35,000	35,000	0	0.00%
COVP Continuous OP Permit	71,275	66,619	45,000	45,000	0	0.00%
Facility Access Permits	48,314	45,537	38,000	38,000	0	0.00%
State Construction Surtax Coll	233,721	203,934	225,000	218,000	(7,000)	-3.11%
Mobile Home State Qtrly Srchrg	242	10,026	0	12,000	12,000	100.00%
<b>LICENSES &amp; PERMITS</b>	<b>2,728,770</b>	<b>2,420,856</b>	<b>2,002,397</b>	<b>2,419,308</b>	<b>416,911</b>	<b>20.82%</b>
Local Fines	68,038	54,852	45,100	51,600	6,500	14.41%
Court Fines	0	0	400	400	0	0.00%
Forfeitures Other	3,370	4,430	0	0	0	0.00%
<b>FINES, FORFEITURES, PENALTIES</b>	<b>71,408</b>	<b>59,283</b>	<b>45,500</b>	<b>52,000</b>	<b>6,500</b>	<b>14.29%</b>
Sale Of Capital Assets	145,743	579,809	316,650	520,000	203,350	64.22%
Land Sales	29,375	0	0	0	0	0.00%
Recycled Materials	422,881	482,961	341,528	450,000	108,472	31.76%
Scrap Metal Sales	360,514	409,938	494,008	403,300	(90,708)	-18.36%
Timber Sales	0	95,579	0	0	0	0.00%
Royalties	33,873	38,743	34,000	34,000	0	0.00%
Commemorative Art Sales	234	0	0	0	0	0.00%
Covered Bridge Memorabilia	720	0	0	0	0	0.00%
Miscellaneous Sales	66,026	115,044	34,148	21,048	(13,100)	-38.36%
Season Passes	317,605	250,154	190,000	205,750	15,750	8.29%
Admissions	681,280	651,195	320,000	786,769	466,769	145.87%
Concessions	118,648	117,469	24,000	102,165	78,165	325.69%
Fair Food Booths	147,858	157,584	0	141,825	141,825	100.00%
Catering	40,288	22,457	5,000	19,067	14,067	281.34%
Amusements	85,605	0	0	0	0	0.00%
Fair Concert Tickets	122,019	129,292	0	80,000	80,000	100.00%
Fair Concert Merchdse Comm	3,343	1,621	0	1,415	1,415	100.00%
Fair Carnival Receipts	400,171	447,577	0	391,630	391,630	100.00%
Attraction Commission	1,800	0	0	0	0	0.00%
Fair Entry Fees	5,114	3,723	0	2,000	2,000	100.00%
Real Property	0	5,741	0	0	0	0.00%
Parking	47,448	51,844	0	45,000	45,000	100.00%
Equipment Rental	141,849	95,055	54,000	94,657	40,657	75.29%
Moorage	183,592	167,115	177,500	177,500	0	0.00%

## Public Works

DEPARTMENT RESOURCE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Picnic Reservations	55,574	16,034	25,000	20,000	(5,000)	-20.00%
Camp Lane Reservations	59,808	25,888	60,000	60,000	0	0.00%
Camping	1,053,974	824,346	1,130,989	1,194,700	63,711	5.63%
Misc. Camping Revenue	44,977	46,578	50,000	57,000	7,000	14.00%
Rent - Other Properties	456,692	546,602	506,073	519,017	12,944	2.56%
Fair Booth Space Rental	99,270	83,613	0	62,709	62,709	100.00%
Convention Center Rental	662,115	460,579	127,000	577,000	450,000	354.33%
Livestock Arena/Stalls Rental	34,555	16,387	23,000	20,000	(3,000)	-13.04%
Wheeler Pavilion Rental	28,396	92,637	17,000	20,000	3,000	17.65%
Auditorium Rental	46,614	37,037	14,000	27,777	13,777	98.41%
Expo Halls Rental	55,150	187,010	19,000	48,000	29,000	152.63%
Parking Lot Rental	59,095	47,368	48,000	45,000	(3,000)	-6.25%
Miscellaneous Rent	66,007	41,667	42,000	40,000	(2,000)	-4.76%
<b>PROPERTY AND RENTALS</b>	<b>6,078,212</b>	<b>6,248,645</b>	<b>4,052,896</b>	<b>6,167,329</b>	<b>2,114,433</b>	<b>52.17%</b>
National Forest Timber Sales	5,496,316	5,101,624	4,960,426	1,393,239	(3,567,187)	-71.91%
Umpqua National Forest	35,760	0	0	0	0	0.00%
FEMA	679,729	1,312,886	5,000	1,295,875	1,290,875	25,817.5%
Flood Control Leases	0	2,167	0	0	0	0.00%
Bureau of Land Management	0	10,480	30,000	30,000	0	0.00%
Federal Highway Admin	3,067	1,412,115	1,325,000	1,050,000	(275,000)	-20.75%
Miscellaneous Federal	0	0	0	15,000	15,000	100.00%
Federal Title III Reimbursements	21,912	135,193	580,000	580,000	0	0.00%
Reimbursements	429	233	500	500	0	0.00%
<b>FEDERAL REVENUES</b>	<b>6,237,213</b>	<b>7,974,697</b>	<b>6,900,926</b>	<b>4,364,614</b>	<b>(2,536,312)</b>	<b>-36.75%</b>
ODOT Funds Exchange	683,946	1,153,128	958,339	1,150,335	191,996	20.03%
ODOT	2,992,245	1,371,395	3,126,490	4,570,050	1,443,560	46.17%
Coronavirus Relief Fund	0	600,404	140,322	0	(140,322)	-100.00%
Miscellaneous State	0	100,142	492,358	0	(492,358)	-100.00%
OWEB (Watershed)	0	0	0	225,000	225,000	100.00%
Miscellaneous State Revenue	24,301	10,476	6,000	6,000	0	0.00%
<b>STATE GRANT REVENUES</b>	<b>3,700,491</b>	<b>3,235,544</b>	<b>4,723,509</b>	<b>5,951,385</b>	<b>1,227,876</b>	<b>25.99%</b>
Marine Board	9,600	33,381	164,119	0	(164,119)	-100.00%
Oregon Dept of Transportation	5,000,000	0	0	0	0	0.00%
DCBS Fee Revenue	59,665	43,015	40,000	0	(40,000)	-100.00%
DCBS Misc Revenue	200	245	200	0	(200)	-100.00%
Video Lottery Grant	134,191	151,064	129,800	257,405	127,605	98.31%
Highway Funds/Gas Tax	25,563,431	24,258,333	24,263,624	27,595,915	3,332,291	13.73%
OTIA III Maint & Preservation	1,198,279	1,181,150	1,160,000	1,204,800	44,800	3.86%
Gasoline Tax Refund	67,837	73,688	70,775	41,744	(29,031)	-41.02%
State ODA Funds	53,167	53,167	53,332	53,332	0	0.00%
Recreational Vehicle Fee	529,606	475,947	525,000	525,000	0	0.00%
State Reimbursements	0	0	21,000	21,000	0	0.00%
<b>OTHER STATE REVENUES</b>	<b>32,615,975</b>	<b>26,269,989</b>	<b>26,427,850</b>	<b>29,699,196</b>	<b>3,271,346</b>	<b>12.38%</b>
Eugene	213,330	595,674	290,000	293,000	3,000	1.03%
Springfield	0	0	45,000	405,000	360,000	800.00%
Miscellaneous Cities	0	206	0	0	0	0.00%
<b>LOCAL REVENUES</b>	<b>213,330</b>	<b>595,880</b>	<b>335,000</b>	<b>698,000</b>	<b>363,000</b>	<b>108.36%</b>

## Public Works

DEPARTMENT RESOURCE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Site Inspections	81,514	71,502	83,033	73,500	(9,533)	-11.48%
Waste System Inspections	356,688	299,151	323,453	323,453	0	0.00%
Recording Fees	5,558	6,384	5,500	6,000	500	9.09%
Public Land Corner Preservatn	449,398	573,087	452,500	452,500	0	0.00%
Zoning Certification Fee	197,673	151,424	182,065	185,000	2,935	1.61%
Technology Assessment	60,125	54,548	60,187	60,187	0	0.00%
LMD Permit Admin Fee	495,258	427,851	485,000	485,000	0	0.00%
Long-Range Planning Surcharge	428,630	360,094	414,447	414,447	0	0.00%
Subdivision Fees	113,830	95,683	105,000	82,000	(23,000)	-21.90%
Boundary Fees	4,256	11,752	2,336	2,336	0	0.00%
Rural Addressing Fees	30,560	23,595	49,926	29,526	(20,400)	-40.86%
Plan Check Fees	623,019	407,940	532,000	412,000	(120,000)	-22.56%
Land Vacation Fees	16,978	32,700	10,000	10,000	0	0.00%
Land Survey Fees	36,558	36,504	35,000	35,000	0	0.00%
Partition Plat Check Fees	37,410	52,553	35,000	35,000	0	0.00%
Engineering	66,170	157,840	75,000	85,000	10,000	13.33%
Field Engineering	48,763	35,540	25,000	134,700	109,700	438.80%
Materials Testing	288,200	301,932	310,000	320,000	10,000	3.23%
Surveying	5,040	47,545	0	20,000	20,000	100.00%
Striping	69,714	74,165	70,000	45,000	(25,000)	-35.71%
Signage & Graphics	36,292	18,772	35,000	35,000	0	0.00%
Electricians	15,320	43,447	10,000	0	(10,000)	-100.00%
Road Maintenance	316,256	339,737	97,000	72,000	(25,000)	-25.77%
Construction Reimbursement	426,792	8,276	0	0	0	0.00%
Maintenance Reimbursement	0	0	0	150,000	150,000	100.00%
Miscellaneous PW	4,045	3,711	1,000	500	(500)	-50.00%
Cnst Excise Tax Collection Fee	0	0	8,500	8,500	0	0.00%
Cnst Excise Tax Admin Fee	7,949	6,183	8,000	8,000	0	0.00%
System Development Charge	46,864	31,512	40,000	40,000	0	0.00%
Sports-Recreation Revenue	46,535	16,230	30,000	20,000	(10,000)	-33.33%
Electrical Revenue	98,305	75,627	14,500	74,625	60,125	414.66%
Garbage Fees	7,306,017	7,805,233	7,618,009	7,800,000	181,991	2.39%
Special Waste Fees	408,017	743,534	383,675	400,400	16,725	4.36%
Industrial Waste Fees	1,703,155	364,310	520,000	500,000	(20,000)	-3.85%
Other Solid Waste Fees	1,444,003	1,504,950	1,386,262	1,386,262	0	0.00%
Nuisance Abatement	(7,436)	(8,067)	(3,740)	(3,740)	0	0.00%
Community Cleanup	(5,959)	(1,741)	(30,500)	(30,500)	0	0.00%
System Benefit Fee	11,989,876	13,060,168	11,272,984	12,000,000	727,016	6.45%
Discounts and Rebates	(434,695)	(421,688)	(436,200)	(436,200)	0	0.00%
Miscellaneous Fees/Reimbursement	157,214	142,814	97,000	131,032	34,032	35.08%
Bad Debt Contract Rev	(13,258)	2,672	0	0	0	0.00%
Miscellaneous Svc Charges	32,288	87,713	23,127	65,135	42,008	181.64%
Advertising	7,800	4,925	5,000	7,000	2,000	40.00%
Special Projects	0	0	50,000	50,000	0	0.00%
Private Donations	3,367	57,836	108,800	6,800	(102,000)	-93.75%
Fair Sponsorship Income	73,200	59,575	0	50,000	50,000	100.00%
Fair Donor Income	935	885	0	0	0	0.00%
Contracted Maint Services	31,700	44,085	34,361	34,361	0	0.00%
Real Property Services	46,629	136,010	85,000	80,000	(5,000)	-5.88%
Refunds & Reimbursements	78,878	66,510	21,650	27,850	6,200	28.64%
Cash Over & Under	7,855	54,465	0	0	0	0.00%
Replacement Prog - Repl.	7,295,567	7,362,564	7,378,496	2,614,864	(4,763,632)	-64.56%

## Public Works

DEPARTMENT RESOURCE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Replacement Prog - Oper.	0	0	0	6,006,133	6,006,133	100.00%
Non-Replacement Prog Eqmt	507,386	461,510	449,309	449,309	0	0.00%
Pool Equipment	134,235	118,937	120,000	120,000	0	0.00%
Miscellaneous Internal Services	253,087	155,368	321,500	145,500	(176,000)	-54.74%
<b>FEES AND CHARGES</b>	<b>35,433,561</b>	<b>35,567,850</b>	<b>32,904,180</b>	<b>35,023,480</b>	<b>2,119,300</b>	<b>6.44%</b>
Departmental Administration	2,261,684	2,544,859	3,073,549	3,305,991	232,442	7.56%
Admin Charges Clerical	21,715	17,861	21,000	18,000	(3,000)	-14.29%
<b>ADMINISTRATIVE CHARGES</b>	<b>2,283,399</b>	<b>2,562,720</b>	<b>3,094,549</b>	<b>3,323,991</b>	<b>229,442</b>	<b>7.41%</b>
Investment Earnings	1,998,608	1,755,652	1,729,697	860,089	(869,608)	-50.28%
Interest On Assessments	5,783	11,577	6,000	6,000	0	0.00%
Miscellaneous Interest	22	3,516	100	100	0	0.00%
Int Recd Interfund Loan	5,725	7,656	0	0	0	0.00%
<b>INTEREST EARNINGS</b>	<b>2,010,138</b>	<b>1,778,401</b>	<b>1,735,797</b>	<b>866,189</b>	<b>(869,608)</b>	<b>-50.10%</b>
Interfund Loan Received	0	0	0	110,000	110,000	100.00%
Prin Recd Interfund Loan	333,688	692,804	0	0	0	0.00%
<b>INTERFUND LOANS</b>	<b>333,688</b>	<b>692,804</b>	<b>0</b>	<b>110,000</b>	<b>110,000</b>	<b>100.00%</b>
Transfer Fr General Fund (100)	435,888	0	123,150	12,000	(111,150)	-90.26%
Transfer Fr General Fund ONGOING	0	474,470	524,313	529,162	4,849	0.92%
Transfer Fr Spec Rev Funds (200)	42,714	168,270	5,561,484	100,000	(5,461,484)	-98.20%
Intrafund Transfer	3,712,746	2,531,660	10,364,124	722,017	(9,642,107)	-93.03%
<b>FUND TRANSFERS</b>	<b>4,191,348</b>	<b>3,174,400</b>	<b>16,573,071</b>	<b>1,363,179</b>	<b>(15,209,892)</b>	<b>-91.77%</b>
<b>DEPARTMENT RESOURCES</b>	<b>98,836,246</b>	<b>93,057,081</b>	<b>100,974,667</b>	<b>92,947,455</b>	<b>(8,027,212)</b>	<b>-7.95%</b>

## Public Works

DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>EXPENDITURE ACCOUNTS</b>						
Regular Operating Wages	17,233,534	18,977,648	20,060,602	20,702,103	641,501	3.20%
Extra Help	803,387	786,666	727,930	880,384	152,454	20.94%
Unclassified Temporary	28,527	0	518,407	428,691	(89,716)	-17.31%
Overtime	448,541	453,623	403,560	422,064	18,504	4.59%
Reduction Unfunded Vac Liab	269,702	329,621	289,217	415,806	126,589	43.77%
Compensatory Time	190,996	154,349	120,432	134,472	14,040	11.66%
Personal Time	6,876	7,555	0	0	0	0.00%
Risk Management Benefits	410,473	335,330	338,468	294,254	(44,214)	-13.06%
Social Security Expense	1,164,488	1,268,727	1,369,231	1,420,450	51,219	3.74%
Medicare Insurance Expense	272,424	296,879	320,202	332,137	11,935	3.73%
Unemployment Insurance (State)	34,214	36,072	38,132	39,934	1,802	4.73%
Workers Comp	64,716	67,444	66,216	68,908	2,692	4.07%
Disability Insurance - Long-term	111,684	117,016	146,750	151,726	4,976	3.39%
PERS - OPSRP Employer rate	2,516,330	3,326,721	3,556,681	4,003,438	446,757	12.56%
PERS Bond	1,382,729	1,479,302	1,572,276	1,626,626	54,350	3.46%
PERS - 6% Contribution	1,041,166	1,141,906	1,259,908	1,300,398	40,490	3.21%
Health Insurance	5,247,775	5,523,788	6,022,882	6,058,282	35,400	0.59%
Dental Insurance	393,603	408,135	416,088	423,497	7,409	1.78%
EE Assistance Pgm	4,848	5,145	7,876	7,937	61	0.77%
Life Insurance	22,244	24,661	78,819	83,081	4,262	5.41%
Flexible Spending Admin	4,426	4,706	7,853	7,937	84	1.07%
Disability Insurance - Short Term	10,187	10,813	11,821	11,903	82	0.69%
Deferred Comp Employer Contrib	375,923	424,909	454,344	476,358	22,014	4.85%
Retiree Medical	533,659	585,450	511,691	526,941	15,250	2.98%
FMLA Administration	7,939	8,425	7,885	7,937	52	0.66%
Salary Offset	0	(724)	0	0	0	0.00%
<b>PERSONNEL SERVICES</b>	<b>32,580,391</b>	<b>35,774,166</b>	<b>38,307,271</b>	<b>39,825,264</b>	<b>1,517,993</b>	<b>3.96%</b>
Professional & Consulting	2,200,371	2,181,772	4,508,186	4,111,957	(396,229)	-8.79%
Surveyor's Services	20,727	6,415	12,000	12,000	0	0.00%
Rural Addressing & Setbacks	0	95	0	0	0	0.00%
Land Management Services	22,500	15,000	15,000	30,000	15,000	100.00%
Data Processing Services	0	3,888	200	200	0	0.00%
Public Safety Services	283,158	428,647	464,818	504,718	39,900	8.58%
Laundry Services	0	180	0	0	0	0.00%
Banking & Armored Car Svc	204,277	220,155	210,294	222,305	12,011	5.71%
Construction Services	0	1,162	0	0	0	0.00%
Engineering Services	4,407	719	15,000	15,000	0	0.00%
Road Work Services	162,855	295,036	328,500	301,500	(27,000)	-8.22%
Event Entertainers	352,648	380,490	0	370,000	370,000	100.00%
Litter Control	3,451	15,451	5,000	5,000	0	0.00%
Bridge Work Services	16,750	58,635	260,000	260,000	0	0.00%
Support Services	60,618	34,318	11,500	40,988	29,488	256.42%
Subscriptions	155	155	0	0	0	0.00%
Homeowner Assistance	0	39,306	300,000	300,000	0	0.00%
Spay & Neuter Assistance	0	0	11,500	10,350	(1,150)	-10.00%
Intergovernmental Agreements	447,731	603,065	486,497	339,747	(146,750)	-30.16%
Agency Payments	1,759	781	0	0	0	0.00%
State Payback	235,274	204,605	225,000	218,000	(7,000)	-3.11%
Motor Fuel & Lubricants	1,494,316	1,335,062	1,561,449	1,383,164	(178,285)	-11.42%
Automotive Equipment Parts	1,001,195	1,143,783	1,001,850	1,001,850	0	0.00%
Tires	250,574	284,693	290,000	217,000	(73,000)	-25.17%
Machinery & Equipment Parts	14,370	7,759	20,900	19,900	(1,000)	-4.78%

## Public Works

DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Refuse & Garbage	265,220	273,376	267,034	270,567	3,533	1.32%
Spec Handling & Haz Waste Disp	214,833	236,387	200,750	136,500	(64,250)	-32.00%
Light, Power & Water	1,115,072	1,059,972	1,280,547	1,357,444	76,897	6.01%
Telephone Services	231,791	227,879	168,714	190,656	21,942	13.01%
General Liability	207,698	222,289	235,430	226,532	(8,898)	-3.78%
Insurance Premiums	41,098	38,349	38,394	38,394	0	0.00%
Claims	1,218	0	6,089	6,089	0	0.00%
Vehicle Preventive Maintenance	60	0	0	0	0	0.00%
Vehicle Repair	581,561	378,843	598,738	434,138	(164,600)	-27.49%
Maintenance of Equipment	381,304	405,545	551,045	487,757	(63,288)	-11.49%
Maintenance of Structures	343,843	247,827	348,288	378,888	30,600	8.79%
Maintenance of Grounds	117,487	115,113	83,500	121,500	38,000	45.51%
Maintenance Agreements	328,417	354,373	318,748	325,531	6,783	2.13%
Operating Licenses & Permits	621,206	570,161	467,900	427,200	(40,700)	-8.70%
External Equipment Rental	146,292	144,256	91,900	213,600	121,700	132.43%
External Vehicle Rental	598	0	0	0	0	0.00%
Real Estate & Space Rentals	230,554	280,861	314,410	288,340	(26,070)	-8.29%
Fleet Equipment Replacement	6,021,990	6,074,120	6,042,995	2,417,155	(3,625,840)	-60.00%
Fleet Equipment Maintenance	0	0	0	4,685,723	4,685,723	100.00%
Groundskeeping Services	0	54,708	58,380	58,380	0	0.00%
Copier Charges	55,145	28,382	33,681	33,681	0	0.00%
Interdept Services Misc	187	0	0	0	0	0.00%
License Replacement	0	66,868	67,332	114,624	47,292	70.24%
Indirect/Technology Serv	1,348,887	1,507,095	1,619,596	1,736,549	116,953	7.22%
Infrastructure Replacement	0	36,101	37,125	38,782	1,657	4.46%
County Indirect Charges	2,395,425	2,401,949	2,540,398	2,698,953	158,555	6.24%
Direct/Technology Serv	909,262	694,762	737,850	893,367	155,517	21.08%
Dept Support/Direct	110,908	157,155	135,579	116,035	(19,544)	-14.42%
PC Replacement Services	57,650	65,038	72,550	71,050	(1,500)	-2.07%
Dept Support/Indirect	2,721,782	2,973,311	3,301,830	3,474,970	173,140	5.24%
Office Supplies & Expense	130,939	105,977	97,809	91,161	(6,648)	-6.80%
Educational Materials	10,355	14,762	44,500	43,200	(1,300)	-2.92%
Professional Licenses	28,428	7,190	15,330	14,970	(360)	-2.35%
Dues & Memberships	0	109,264	59,858	61,678	1,820	3.04%
Printing & Binding	88,827	52,396	81,240	71,125	(10,115)	-12.45%
Advertising & Publicity	290,255	285,933	184,744	317,144	132,400	71.67%
Microfilm Imaging Services	263	4,654	600	600	0	0.00%
Photo/Video Supplies & Svcs	5,894	3,581	8,000	9,600	1,600	20.00%
Postage	62,414	67,574	75,840	55,700	(20,140)	-26.56%
Radio/Communic Supplies & Svcs	407,576	591,067	311,126	300,076	(11,050)	-3.55%
DP Supplies And Access	329,902	128,539	335,246	344,479	9,233	2.75%
DP Equipment	8,933	14,417	22,900	25,418	2,518	11.00%
Printer & Copier Expenses	33,506	42,186	28,871	35,096	6,225	21.56%
Small Tools & Equipment	191,207	205,141	206,000	206,500	500	0.24%
Small Office Furniture	104,977	4,374	9,500	8,203	(1,297)	-13.65%
Institutional Supplies	0	524	200	200	0	0.00%
Food	19,351	17,357	700	10,800	10,100	1,442.86%
Clothing	0	2,169	2,000	1,000	(1,000)	-50.00%
Bedding & Linens	23,463	16,450	8,500	18,700	10,200	120.00%
Miscellaneous Supplies	19,448	10,956	600	3,100	2,500	416.67%
Special Supplies	157,590	127,145	146,460	89,356	(57,104)	-38.99%
Clothing & Personal Supplies	24,659	24,968	24,400	24,400	0	0.00%



## Public Works

DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Safety Supplies	65,710	85,736	66,002	72,005	6,003	9.10%
Campsite Supplies	13,814	34,686	14,634	19,634	5,000	34.17%
Janitorial Supplies	91,730	83,923	65,500	79,450	13,950	21.30%
Traffic Supplies	532,478	525,060	596,890	596,890	0	0.00%
Road Work Supplies	2,906,542	2,562,875	3,024,600	3,024,600	0	0.00%
Agricultural Supplies	35,482	15,224	38,200	45,200	7,000	18.32%
Building Materials Supplies	40,290	39,683	62,938	49,475	(13,463)	-21.39%
Electrical Supplies	23,855	80,305	52,700	52,400	(300)	-0.57%
Bridge Work Supplies	143,537	66,260	112,000	125,000	13,000	11.61%
Engineering Supplies	7,073	3,696	8,100	8,101	1	0.01%
Medical Supplies	0	115	200	200	0	0.00%
Business Expense & Travel	31,927	28,590	31,192	29,062	(2,130)	-6.83%
Committee Stipends & Expense	5,319	4,332	5,690	4,290	(1,400)	-24.60%
Awards & Recognition	37,443	31,178	8,450	21,950	13,500	159.76%
Outside Education & Travel	142,944	129,244	141,389	150,270	8,881	6.28%
County Training Classes	5,961	7,408	10,270	20,901	10,631	103.52%
Training Services & Materials	7,476	16,379	17,500	19,300	1,800	10.29%
Tuition Reimbursement	0	0	500	500	0	0.00%
Miscellaneous Payments	11,946	44,527	7,630	31,332	23,702	310.64%
Reimbursable Expenses	20	9	0	0	0	0.00%
Room Tax	82,449	68,534	80,000	73,300	(6,700)	-8.38%
<b>MATERIALS &amp; SERVICES</b>	<b>31,350,610</b>	<b>31,540,280</b>	<b>35,355,306</b>	<b>36,762,450</b>	<b>1,407,144</b>	<b>3.98%</b>
Heavy Equipment	1,460,120	2,737,582	7,357,663	3,657,625	(3,700,038)	-50.29%
Equipment Attachments	121,080	47,429	0	60,000	60,000	100.00%
Vehicles	784,193	317,019	918,750	968,750	50,000	5.44%
Reproducing & Duplicating	45,550	0	0	0	0	0.00%
Communications Equipment	15,481	0	0	0	0	0.00%
Data Processing Equipment	41,400	161,724	0	0	0	0.00%
Machinery & Equipment	129,808	149,547	444,521	12,426	(432,095)	-97.20%
Scientific & Laboratory	139,335	0	35,000	35,000	0	0.00%
Miscellaneous	0	24,029	0	0	0	0.00%
<b>CAPITAL OUTLAY</b>	<b>2,736,967</b>	<b>3,437,331</b>	<b>8,755,934</b>	<b>4,733,801</b>	<b>(4,022,133)</b>	<b>-45.94%</b>
Professional Services	294,049	21,408	0	117,700	117,700	100.00%
Architectural Services	0	31,037	0	0	0	0.00%
Engineering Services	34,067	387,415	3,100,000	325,700	(2,774,300)	-89.49%
Project Management Services	0	0	45,000	5,000	(40,000)	-88.89%
Other Professional Services	142,160	381,681	730,000	1,075,000	345,000	47.26%
Land Acquisition	0	45,000	0	0	0	0.00%
Land Improvements	0	0	0	24,104	24,104	100.00%
Improvements	828,325	1,326,142	5,541,866	526,500	(5,015,366)	-90.50%
Maintenance Shops	166,010	168,738	724,630	770,000	45,370	6.26%
Miscellaneous	0	191	0	0	0	0.00%
Bridge Engineering Svcs	280,764	301,975	650,000	75,000	(575,000)	-88.46%
Acquisition & Construction	0	18,301	0	0	0	0.00%
Paving	3,668,591	4,285,712	3,550,324	2,612,488	(937,836)	-26.42%
Bridges & Structures	576,336	2,131,225	2,051,771	2,270,480	218,709	10.66%
Rights of Way	36,487	87,048	527,919	534,755	6,836	1.29%
Infrastructure Safety Imp.	475,312	415,890	1,774,400	2,820,775	1,046,375	58.97%
General Construction	131,824	5,115,379	5,184,234	2,278,809	(2,905,425)	-56.04%
Materials	0	0	150,000	0	(150,000)	-100.00%

## Public Works

DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
General and Miscellaneous	0	5,988	0	0	0	0.00%
County/City Road Partnership	0	0	0	2,015,000	2,015,000	100.00%
Miscellaneous	0	0	30,000	0	(30,000)	-100.00%
<b>CAPITAL PROJECTS</b>	<b>6,633,925</b>	<b>14,723,129</b>	<b>24,060,144</b>	<b>15,451,311</b>	<b>(8,608,833)</b>	<b>-35.78%</b>
<b>DEPARTMENT EXPENDITURES</b>	<b>73,301,892</b>	<b>85,474,907</b>	<b>106,478,655</b>	<b>96,772,826</b>	<b>(9,705,829)</b>	<b>-9.12%</b>



## Public Works

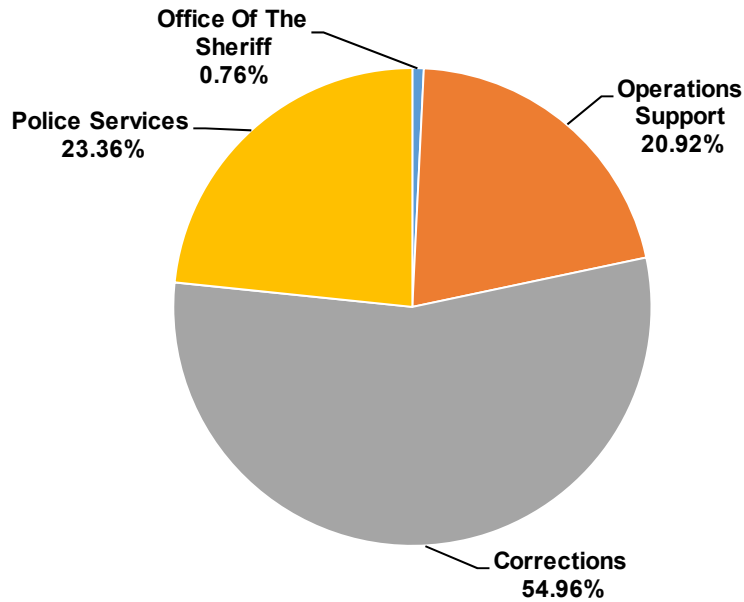
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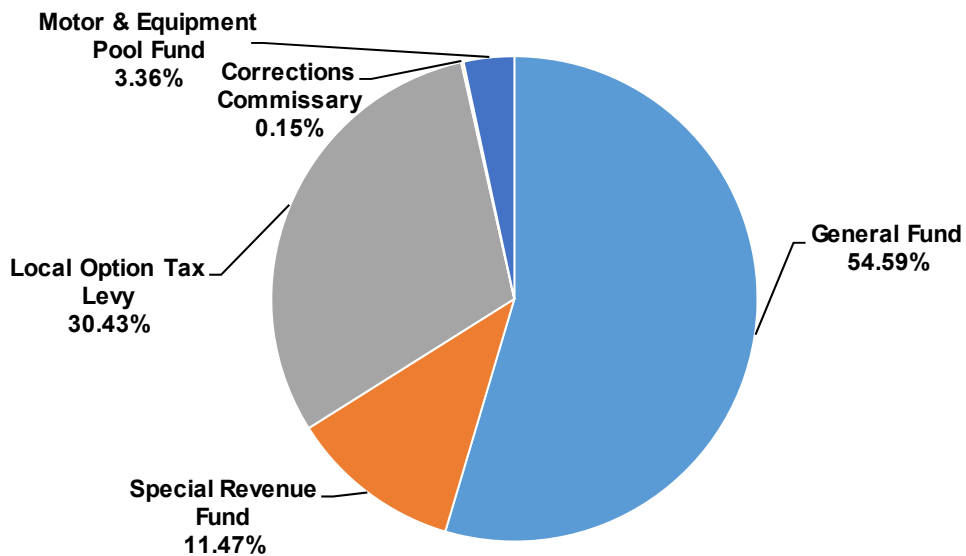
# Department of Public Safety

FY 21-22 Proposed Expenditures: \$65,461,437

## FY 21-22 Expenditures by Division



## FY 21-22 Expenditures by Fund



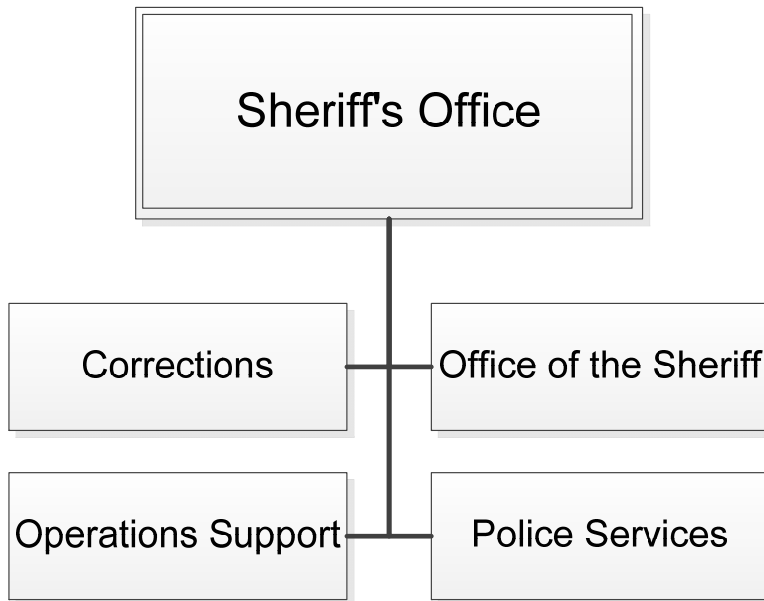
Cliff Harrold  
Sheriff  
541-682-4434

# 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.
- Continue to offer services in the jail geared towards individuals with severe and persistent mental health disorders. These services include Cognitive Behavioral Therapy and are geared towards reducing the risk of reentry into the criminal justice system by practicing pro-social behaviors, including coping and communications skills.
- Continue to seek funding for additional patrol deputies to serve the law enforcement needs of Unincorporated Lane County.

Performance Measures			FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Projected	FY 21-22 Proposed
	1.c.1	(A) Number of deputies per 1000 population	0.15	0.16	0.17	0.17
	1.c.1	(B) Number of Citizen Self Reports (CSRs) issued	2,182	2,215	2,226	< 2,226
	1.c.1	Response Time for Calls of Service for Assaults and Domestic Violence Calls				<15 minutes
	1.c.	(C) Time from receipt to completion for public records requests	N/A	9.32 days	9.83 days	7 days
	1.d.1	(D) Number of Corrections Bookings	12,644	11,960	10,296	12,600
	1.d.1	(E) Number of Capacity Based Releases	1,321	1,583	2,132	1,300
	1.d.1	(F) Alternative Program Participant Days	17,167	11,903	8,374	17,000

Notes:

(A) Clackamas and Marion Counties are the two closest comparable counties with .37 and .36 deputies per 1000 population. In order to reach .36 per 1000, we would have to hire and train 62 additional deputies. In order to complete Phase 2 of the Public Safety Repair Plan, we would need to hire and train 7 additional deputies, leaving us at .18 deputies per 1000. It should be noted that Lane County's population has been growing approximately 1% per year.

(B) The Sheriff's Office recognizes having citizens complete their own police reports is poor customer service and we would like to return to staffing levels that would allow all calls for service to receive a deputy response.

(C) The FY 20-21 figure is the exact total from 7-1-20 to 3-19-21. ORS Chapter 192 requires public records requests for Police Records to be provided within 15 business days from receipt of request, with an acknowledgement of 5 business days.

(D) Total number of individuals booked into the jail and Alternative Programs.

(E) Total number of individuals that were released from the jail to prevent overcrowding and ensure the Federal consent decree was not

(F) Includes Sheriff's Work Crew, Community Service and Electronic Surveillance. Alternative Programs options are essential for an evidence based corrections system. They reduce the need for jail beds by providing lower risk pretrial detainee and sentenced offender release

## 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 Corrections Division Alternative Programs, such as Sheriff’s Work Crew and Community Service, continue to maintain partnerships with multiple government and non-profit organizations. This provides a needed work force for these organizations and an alternative to utilizing a jail bed for sentenced offenders. These relationships are vital in the management of jail beds.
- The Corrections Division, with the assistance of our health care partner, Wellpath, collaborated with Lane County Public Health to manage the COVID-19 pandemic within the Lane County Jail. The Corrections Division continues to contract with the City of Eugene to provide jail bed space and one full time work crew for Municipal Court offenders.

## Department of Public Safety

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- Lane County Sheriff's Office partners with the cities of Creswell and Veneta, Oregon State Parks, the Oregon State Marine Board, Lane County Public Works (Motor Carrier Enforcement) and Bureau of Land Management to provide funding for patrol services to a variety of areas in Lane County.
- The Lane County Sheriff's Office partners with the Lane County District Attorney's Office to provide one (1) FTE Detective position 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 West Lane County area 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.
- Our Crisis Negotiation Team and Special Response Team continue to serve as multi-agency teams, which reduces the burden and cost to the Lane County Sheriff's Office when responding to high risk calls for service and negotiation callout events.
- Lane County Sheriff's Search and Rescue (SAR) partnered with Lane County Public Health to organize and bring structure and efficiency to multiple mass vaccination events throughout Lane County, and to provide thousands of COVID-19 vaccinations by SAR employees and volunteers.

## Department of Public Safety

DEPARTMENT FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	14,475,498	17,055,083	17,950,000	18,050,000	100,000	0.56%
Licenses & Permits	274,795	307,250	260,300	275,000	14,700	5.65%
Fines, Forfeitures, Penalties	102,788	28,750	18,500	12,000	(6,500)	-35.14%
Property And Rentals	118,946	237,297	274,550	56,600	(217,950)	-79.38%
Federal Revenues	1,612,316	1,672,085	2,400,684	1,371,754	(1,028,930)	-42.86%
State Revenues	6,696,017	7,144,957	7,702,302	6,888,807	(813,495)	-10.56%
Local Revenues	4,074,029	4,488,464	4,037,858	4,074,674	36,816	0.91%
Fees And Charges	2,119,312	2,388,128	2,157,876	2,567,170	409,294	18.97%
Administrative Charges	9,000	389,000	171,250	181,500	10,250	5.99%
Interest Earnings	572,342	591,285	646,570	384,700	(261,870)	-40.50%
<b>Total Revenue</b>	<b>30,055,043</b>	<b>34,302,300</b>	<b>35,619,890</b>	<b>33,862,205</b>	<b>(1,757,685)</b>	<b>-4.93%</b>
Fund Transfers	1,861,610	1,993,099	2,611,126	2,923,074	311,948	11.95%
<b>TOTAL RESOURCES</b>	<b>31,916,653</b>	<b>36,295,399</b>	<b>38,231,016</b>	<b>36,785,279</b>	<b>(1,445,737)</b>	<b>-3.78%</b>
<b>EXPENDITURES:</b>						
Personnel Services	37,386,103	39,433,278	42,143,533	42,692,409	548,876	1.30%
Materials & Services	17,887,282	19,818,683	20,490,110	20,739,028	248,918	1.21%
Capital Expenses	940,366	1,438,913	4,005,380	2,030,000	(1,975,380)	-49.32%
<b>TOTAL EXPENDITURES</b>	<b>56,213,750</b>	<b>60,690,875</b>	<b>66,639,023</b>	<b>65,461,437</b>	<b>(1,177,586)</b>	<b>-1.77%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>FUNDS</b>						
Corrections Commissary	112,445	177,117	209,630	104,497	(105,133)	-50.15%
General Fund	32,496,918	33,521,638	35,216,755	35,743,436	526,681	1.50%
Local Option Tax Levy	15,300,065	17,005,602	18,726,163	19,915,914	1,189,751	6.35%
Motor & Equipment Pool Fund	1,470,138	2,108,387	3,933,117	2,164,633	(1,768,484)	-44.96%
Special Revenue Fund	6,834,185	7,878,131	8,553,358	7,532,957	(1,020,401)	-11.93%
<b>TOTAL</b>	<b>56,213,750</b>	<b>60,690,875</b>	<b>66,639,023</b>	<b>65,461,437</b>	<b>(1,177,586)</b>	<b>-1.77%</b>

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>DIVISIONS</b>						
Corrections	30,747,152	32,670,461	35,527,996	35,964,981	436,985	1.23%
Office Of The Sheriff	357,943	417,383	424,097	457,894	33,797	7.97%
Operations Support	11,972,378	13,859,751	15,773,580	13,748,651	(2,024,929)	-12.84%
Police Services	13,136,277	13,743,280	14,913,350	15,289,911	376,561	2.52%
<b>TOTAL EXPENDITURES</b>	<b>56,213,750</b>	<b>60,690,875</b>	<b>66,639,023</b>	<b>65,461,437</b>	<b>(1,177,586)</b>	<b>-1.77%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>300.75</b>	<b>304.75</b>	<b>310.75</b>	<b>303.00</b>	<b>(7.75)</b>	<b>-2.49%</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**

### Operations Support

2.00 Accounting Analyst  
1.00 Accounting Clerk 2  
1.00 Asst Dept Dir (Police & Fire)  
13.00 Communications Officer  
2.00 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  
2.00 Records Officer 1  
23.00 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  
124.00 Deputy Sheriff  
11.00 Facility Security Officer  
1.00 Maintenance Specialist 2  
3.00 Maintenance Specialist 3  
1.00 Maintenance/Trades Supervisor  
3.00 Manager (P&F)  
1.00 Office Assistant 2  
1.00 Public Safety Support Supv  
2.00 Records Officer 2  
13.00 Sergeant  
1.00 Sr Manager (Captain)  
1.00 Sr Stores Clerk  
1.00 Stores Clerk

**165.00 Division FTE Total**

### Police Services

1.00 Administrative Support Assist  
58.00 Deputy Sheriff  
2.00 Manager (P&F)  
1.00 Program Supervisor  
1.00 Records Officer 2  
10.00 Sergeant  
1.00 Sr Manager (Captain)

**74.00 Division FTE Total**

**303.00 Department FTE Total**

# Department of Public Safety: Office of the Sheriff

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## **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 ◀  
Operations Support  
Corrections  
Police Services*



## Department of Public Safety: Office of the Sheriff

DIVISION FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Federal Revenues	0	140	0	0	0	0.00%
Fees And Charges	330	639	0	0	0	0.00%
Total Revenue	330	779	0	0	0	0.00%
<b>TOTAL RESOURCES</b>	<b>330</b>	<b>779</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>EXPENDITURES:</b>						
Personnel Services	307,100	364,088	348,468	368,540	20,072	5.76%
Materials & Services	50,843	53,295	75,629	89,354	13,725	18.15%
<b>TOTAL EXPENDITURES</b>	<b>357,943</b>	<b>417,383</b>	<b>424,097</b>	<b>457,894</b>	<b>33,797</b>	<b>7.97%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>FUNDS</b>						
General Fund	357,943	417,383	424,097	457,894	33,797	7.97%
<b>TOTAL</b>	<b>357,943</b>	<b>417,383</b>	<b>424,097</b>	<b>457,894</b>	<b>33,797</b>	<b>7.97%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>PROGRAMS</b>						
Dept Administration	357,943	417,383	424,097	457,894	33,797	7.97%
<b>TOTAL EXPENDITURES</b>	<b>357,943</b>	<b>417,383</b>	<b>424,097</b>	<b>457,894</b>	<b>33,797</b>	<b>7.97%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>1.50</b>	<b>2.00</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 20-21**

The Sheriff communicated through a variety of methods to update community members on the service levels and ongoing resource limitations affecting police services. He contacted all voting households in the Mohawk Valley area to explain the need for additional revenue to provide a dedicated deputy to the area. The Sheriff was instrumental in securing a ballot measure to approve a tax for the district.

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

Not applicable.

## **Anticipated Service & Budget Changes for FY 21-22**

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 the Sheriff.

## **Future Service Challenges & Planning Efforts**

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: Operations Support

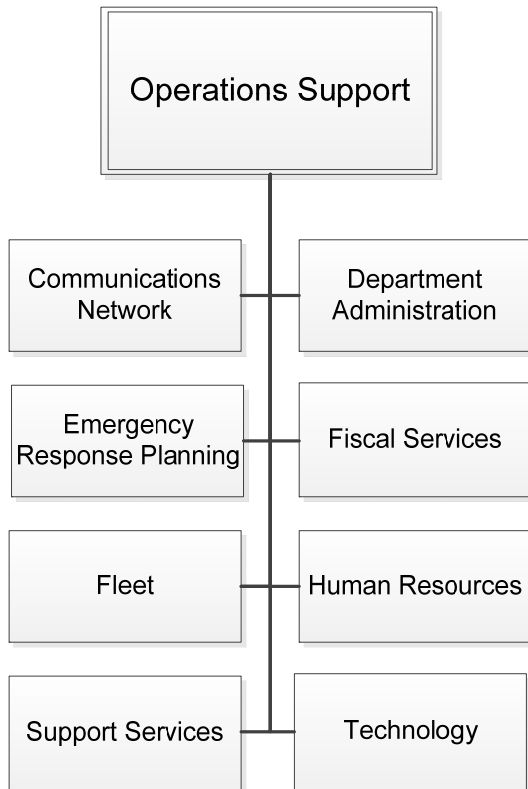
## Division Purpose Statement

*The Operations Support 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  
Operations Support ◀  
Corrections  
Police Services*



## Department of Public Safety: Operations Support

DIVISION FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Licenses & Permits	274,795	307,250	260,300	275,000	14,700	5.65%
Fines, Forfeitures, Penalties	19,005	12,176	12,500	7,000	(5,500)	-44.00%
Property And Rentals	71,871	192,646	224,200	56,600	(167,600)	-74.75%
Federal Revenues	8,501	47,732	174,684	105,254	(69,430)	-39.75%
State Revenues	292,355	281,115	538,452	251,392	(287,060)	-53.31%
Local Revenues	1,165,644	1,331,357	480,900	472,200	(8,700)	-1.81%
Fees And Charges	1,181,059	1,627,651	1,329,876	1,723,670	393,794	29.61%
Administrative Charges	9,000	389,000	171,250	181,500	10,250	5.99%
Interest Earnings	138,229	146,129	164,420	66,250	(98,170)	-59.71%
<b>Total Revenue</b>	<b>3,160,459</b>	<b>4,335,056</b>	<b>3,356,582</b>	<b>3,138,866</b>	<b>(217,716)</b>	<b>-6.49%</b>
Fund Transfers	685,877	467,342	433,984	205,053	(228,931)	-52.75%
<b>TOTAL RESOURCES</b>	<b>3,846,337</b>	<b>4,802,399</b>	<b>3,790,566</b>	<b>3,343,919</b>	<b>(446,647)</b>	<b>-11.78%</b>
<b>EXPENDITURES:</b>						
Personnel Services	6,631,117	6,810,297	7,529,306	7,755,541	226,235	3.00%
Materials & Services	4,575,130	5,876,435	4,720,462	3,983,110	(737,352)	-15.62%
Capital Expenses	766,132	1,173,019	3,523,812	2,010,000	(1,513,812)	-42.96%
<b>TOTAL EXPENDITURES</b>	<b>11,972,378</b>	<b>13,859,751</b>	<b>15,773,580</b>	<b>13,748,651</b>	<b>(2,024,929)</b>	<b>-12.84%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
General Fund	8,523,062	9,144,427	9,252,569	9,293,418	40,849	0.44%
Local Option Tax Levy	270,406	270,804	466,535	504,500	37,965	8.14%
Motor & Equipment Pool Fund	1,470,138	2,108,387	3,933,117	2,164,633	(1,768,484)	-44.96%
Special Revenue Fund	1,708,773	2,336,133	2,121,359	1,786,100	(335,259)	-15.80%
<b>TOTAL</b>	<b>11,972,378</b>	<b>13,859,751</b>	<b>15,773,580</b>	<b>13,748,651</b>	<b>(2,024,929)</b>	<b>-12.84%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Communications Network	1,191,235	1,840,653	1,780,463	1,167,013	(613,450)	-34.45%
Department Administration	1,309,317	1,214,804	1,300,437	1,353,713	53,276	4.10%
Emergency Response Plng	1,694,012	2,235,531	1,619,960	1,534,000	(85,960)	-5.31%
Fiscal	639,135	706,761	1,073,351	800,951	(272,400)	-25.38%
Fleet	822,523	1,080,178	2,255,087	823,995	(1,431,092)	-63.46%
Human Resources	74,083	73,458	107,348	109,552	2,204	2.05%
Support Services	6,232,240	6,694,528	7,277,420	7,355,108	77,688	1.07%
Technology	9,835	13,837	359,514	604,319	244,805	68.09%
<b>TOTAL EXPENDITURES</b>	<b>11,972,378</b>	<b>13,859,751</b>	<b>15,773,580</b>	<b>13,748,651</b>	<b>(2,024,929)</b>	<b>-12.84%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>61.00</b>	<b>62.00</b>	<b>62.00</b>	<b>62.00</b>	<b>0.00</b>	<b>0.00%</b>

# Department of Public Safety: Operations Support

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## **Division Overview**

The Operations Support Division supports all divisions and programs within the Sheriff's Office; providing dispatch services, police records, concealed handgun licensing, intake of court/civil service documents, 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 Operations Support 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 Operations 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 will continue to provide quality dispatch services for Sheriff's Office personnel, as well as for Oakridge Police and Fire, Coburg Police Department, Lane County Parole and Probation, Lane Community College Department of Public Safety and is available to assist other agencies as needed.
- In order to maximize efficiency and performance, Police Records is currently in the midst of more fully leveraging the existing Records Management (RMS) software. Staff is moving to a new state reporting standard that will eventually help streamline data entry. New case records will be scanned into RMS, as well as the scanning of 30-years of paper records.
- The Operations Support Division will continue to look for ways to utilize resources to improve services to the public and other agencies. For example, the warrant function moved to Jail Records allowing 24/7 confirmation response to other agencies. Prior to the move, dispatch was tasked with confirming records after normal business hours in Police Records.

## **Major Accomplishments & Achievements in FY 20-21**

- The Training Section maintained and assisted 492 employees with training records this year, recording over 35,000 hours of training covering 942 in-person, computer and on-line training classes. All 233 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. Fifty five sworn and communications personnel earned their Basic, Intermediate, Advanced, Supervisor, Management or Executive certifications this year.
- The Bear Mountain radio site's uninterruptible power supply (UPS) was replaced with a new and enhanced hybrid back-up power system which will allow continuous support during any significant power outage. Previously, we only had 12 hours of battery back-up power and 10 days of generator capacity. The upgrade now gives 4 days of battery power and an additional 60 days of available back-up power with hybrid generator power. The project was completed with support from LCSO, Lane Regional Interoperability Group, Lane Fire Defense Board and Federal Emergency Management Agency (FEMA).
- The Police Records Unit currently has full staffing after several years working with only 75% of the FTE positions filled. This work unit has also reduced wait times for public records requests, and is now focused on moving to a paperless system that will provide increased staff efficiencies.
- After multiple years of being significantly understaffed, the Communications Unit (Dispatch) is close to achieving full staffing which will result in less overtime and better team morale/retention. The Coburg Police Department contracted for LCSO dispatch services beginning in July 2020.

## **Department of Public Safety: Operations Support**

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### **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

- The Operations Support Division had unanticipated overtime and costs associated to the Holiday Farm Fire, including supporting the Emergency Operations Center by operating a call center and offering additional support to the teams working in the field.
- The Operations Support Division had unanticipated additional costs related to COVID-19 Time Management (TM) Sales permitted by the County.
- The Operations Support Division moved to an appointment only system to serve customers during the pandemic. Additionally, because of space limitations in the reception area of the Sheriff's Office, fewer community members can be served at a time, causing a backlog of Concealed Handgun License (CHL) applications, fingerprint requests, and other services provided by the Sheriff's Office.
- To meet OSHA requirements for the limited physical work space in Police Records, Dispatch and Jail Records, hanging workstation dividers were purchased. This has resulted in tight work areas becoming even tighter, especially in Police Records and both Front Counter operations.
- The Central Reception door has been closed to the public since the beginning of the pandemic. Sheriff's Office volunteers, including hallway greeters, have been temporarily unable to serve creating situations where citizens have no easy contact point for simple questions. Signage has had minimal impact on this situation which often results in citizen frustration.
- Due to the pandemic and reduced availability of our local auction service, the Property/Evidence Unit was limited to one Unclaimed Ad process during calendar 2020, causing a reduction in the predicted revenue in this program.

### **Anticipated Service & Budget Changes for FY 21-22**

- 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 Sheriffs to meet the same maintenance standards as the Police Deputy Sheriffs. This requires tracking of an additional 140 personnel for the Training Section to ensure maintenance requirements are fulfilled.
- For the Communications, Police Records and Jail Record Units, recruitment efforts will need to continue during FY 21-22 to keep up with anticipated and unanticipated staff departures and reassignments.
- The Sheriff's Office is a partner with Eugene Water and Electric Board (EWEB) in the operation and maintenance of three microwave links. This 16-year old microwave link connects Bear, Hagan, Blanton and the Lane County Courthouse for radio data and other communication needs and supports multiple agencies. Replacement is necessary due to the age and scarcity of available parts. LCSO and EWEB will share the expenses of the project, estimated at \$201,000.
- The Lane County Sheriff's Office is in process of overhauling our conventional radio infrastructure, which has not been upgraded in 16 years. These 14 radio sites have aged quantars that serve as the primary and secondary communication channels for Lane County Sheriff's Office interoperability. This overhaul was necessary to continue uninterrupted emergency communications in both urban and rural Lane County, and is the only communication channel for Search and Rescue teams. Originally scheduled for 2023 at an estimated cost of \$765,000, moving the project up to 2021 reduced the cost to \$526,150, saving LCSO a total of \$238,850.

## **Department of Public Safety: Operations Support**

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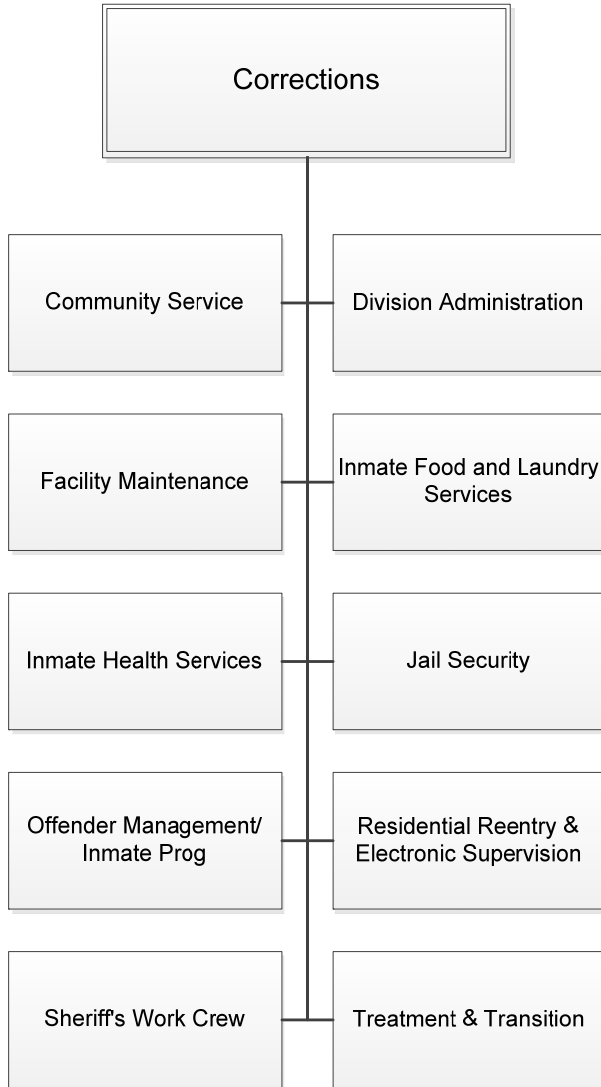
### **Future Service Challenges & Planning Efforts**

- Recruitment and successful training of communications officers (dispatchers) continues to be difficult. Since the budgeted positions are near minimum levels needed for operating a 24/7 center, the Sheriff's Office will continue to rely on overtime, as well as pulling supervisors into line level positions, in order to adequately staff continuous operations.
- While the Civil Intake Work Group experienced an overall 7% increase in civil papers processed, there was a 75% decrease in FED Evictions during calendar year 2020 due to the COVID-19 Emergency Protection Order. When that order is lifted or affirmatively amended during the coming FY, a dramatic increase in the amount of FED evictions is anticipated. Oregon Revised Statute requires FED evictions be served the following business day to be valid, which requires same-day processing by the two-person work group.
- Periods before and after presidential elections have shown to correlate to significant increases in new CHL applications. This has already been the trend since the early stages of the COVID-19 pandemic. Public social distancing requirements will continue to reduce the ability to process and fingerprint multiple applicants simultaneously due to the size and configuration of the fingerprint area. Even though steps are being taken to alleviate the strain on staff and CHL applicants, including accepting CHL renewals by mail, the current appointment system for new CHL applicants is already booked into mid-late November of this year.

### **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 applied for FEMA Grants in 2021 for "all-hazard" communication facilities inspections. This will allow us to update our communications plan to reflect necessary repairs and future infrastructure updates/changes to remain current with public safety grade communications standards. A second grant application was submitted to upgrade back-up power systems at the Harness Mountain and Prairie Peak communication tower sites.
- FEMA has awarded the Sheriff's Office with a grant of \$120,000 that will be used to add two conventional channels to the Dead Mountain Radio Site and will provide equipment to upgrade Oakridge Fire and Police channels.
- The workspace at the Sheriff's Office is insufficient. There are a number of employees working in very cramped conditions and there is not enough space to appropriately physically distance from co-workers.
- The reception area of the Sheriff's Office is unprofessional, unwelcoming, and very small. The space only allows enough room to serve one customer at time. The waiting area for the reception area of the Sheriff's Office is in the same hallway that funnels traffic for the rest of the Public Service Building and the Courthouse. This space does not allow for parties to have any privacy from other members of the public, nor does it allow for proper physical distancing as people walk by and through the "waiting area."

# 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  
Operations Support  
Corrections ◀  
Police Services*



## Depart of Public Safety: Corrections

DIVISION FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Taxes & Assessments	14,475,498	17,055,083	17,950,000	18,050,000	100,000	0.56%
Fines, Forfeitures, Penalties	300	0	0	0	0	0.00%
Property And Rentals	45,025	34,894	50,000	0	(50,000)	-100.00%
Federal Revenues	1,112,723	1,266,818	1,634,000	654,000	(980,000)	-59.98%
State Revenues	5,720,951	6,227,354	6,310,376	5,916,031	(394,345)	-6.25%
Local Revenues	1,187,503	1,182,198	1,251,625	1,254,955	3,330	0.27%
Fees And Charges	571,145	513,682	513,000	527,000	14,000	2.73%
Interest Earnings	415,720	428,055	464,800	309,500	(155,300)	-33.41%
<b>Total Revenue</b>	<b>23,528,866</b>	<b>26,708,084</b>	<b>28,173,801</b>	<b>26,711,486</b>	<b>(1,462,315)</b>	<b>-5.19%</b>
Fund Transfers	106,631	79,958	77,817	601,212	523,395	672.60%
<b>TOTAL RESOURCES</b>	<b>23,635,497</b>	<b>26,788,042</b>	<b>28,251,618</b>	<b>27,312,698</b>	<b>(938,920)</b>	<b>-3.32%</b>
<b>EXPENDITURES:</b>						
Personnel Services	20,126,155	21,455,556	22,945,183	22,699,742	(245,441)	-1.07%
Materials & Services	10,575,210	11,167,201	12,502,813	13,265,239	762,426	6.10%
Capital Expenses	45,787	47,703	80,000	0	(80,000)	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>30,747,152</b>	<b>32,670,461</b>	<b>35,527,996</b>	<b>35,964,981</b>	<b>436,985</b>	<b>1.23%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Corrections Commissary	112,445	177,117	209,630	104,497	(105,133)	-50.15%
General Fund	12,249,643	12,347,769	12,856,675	13,122,734	266,059	2.07%
Local Option Tax Levy	15,029,659	16,734,798	18,259,628	19,411,414	1,151,786	6.31%
Special Revenue Fund	3,355,405	3,410,776	4,202,063	3,326,336	(875,727)	-20.84%
<b>TOTAL</b>	<b>30,747,152</b>	<b>32,670,461</b>	<b>35,527,996</b>	<b>35,964,981</b>	<b>436,985</b>	<b>1.23%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Community Service	233,754	257,740	240,416	245,086	4,670	1.94%
Division Administration	1,677,380	1,643,267	1,572,643	1,595,442	22,799	1.45%
Facility Maintenance	617,010	594,332	647,571	611,239	(36,332)	-5.61%
Inmate Food & Laundry Svcs	923,084	942,180	1,144,087	1,544,158	400,071	34.97%
Inmate Health Services	4,199,709	4,522,977	5,161,252	5,411,836	250,584	4.86%
Jail Security	18,219,523	19,674,106	21,231,724	21,895,045	663,321	3.12%
Offender Mngmt/inmate Prog	1,581,467	1,651,157	1,675,585	1,645,683	(29,902)	-1.78%
Resid. Re-entry & Elec Supv	1,740,716	1,766,558	1,782,989	777,509	(1,005,480)	-56.39%
Sheriff's Work Crew	834,326	764,633	891,529	940,983	49,454	5.55%
Treatment & Transition	720,185	853,509	1,180,200	1,298,000	117,800	9.98%
<b>TOTAL EXPENDITURES</b>	<b>30,747,152</b>	<b>32,670,461</b>	<b>35,527,996</b>	<b>35,964,981</b>	<b>436,985</b>	<b>1.23%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>171.75</b>	<b>171.75</b>	<b>172.75</b>	<b>165.00</b>	<b>(7.75)</b>	<b>-4.49%</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 Defendant/Offender Management Center (DOMC); 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 progressive mental health programming in the Corrections Division. This includes:
- Serving Adults in Custody (AIC) who have mental health or substance abuse disorders. The Corrections Division has, through its partnership with Wellpath, hired medical/mental health professionals to screen AICs and assisted them in continuing treatment or beginning treatment with transitional care following their release from confinement. This program was, in part, due to state grants that were given to Lane County.
- The Corrections Division has partnered with Lane County Behavioral Health (LCBH) in the implementation of the Forensic Intensive Treatment Team (FITT). This program will provide a variety of services to the AICs who have the highest rates of use within the Criminal Justice System, the Emergency Services System, and the Mental Health Systems. These services will include providing peer support, court liaisons, and mental health services. This program is designed to interface with individuals who have mental health disorders to determine where they will be better served outside the criminal justice system.
- Continue efficient utilization of existing levy funding to maintain 367 local offender beds.
- Strengthen/build relationships with current/new community partners to maintain funding for a fully staffed Sheriff's Work Crew (SWC) that provides an alternative to incarceration for sentenced offenders.
- Update the jail's antiquated audio/video recording system in collaboration with Lane County Technology Services and private contractor(s).
- Enhance the Electronic Surveillance Program (ESP) to provide increased monitoring services for out of custody Pre-trial defendants not physically lodged within the jail.
- Continue to provide training for staff that develops communication and awareness; for example, scenario training emphasizing verbal de-escalation techniques during critical incidents and mental health crisis events designed to reduce physical force use.

## **Major Accomplishments & Achievements in FY 20-21**

- Completed critical sections of the jail roofing project during a pandemic and community unrest.
- Altered the staff schedule to incorporate briefings at the beginning of each shift providing staff with essential communication and training. Collaborated with Live Well Center to incorporate employee wellness and mindfulness training during these briefings.
- Continued partnership with Transponder to provide gender identity and diversity awareness training to staff. The Sheriff's Office is the first local law enforcement agency to receive this training.

## **Depart of Public Safety: Corrections**

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### **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

- The Corrections Division experienced unexpected expenses due to COVID-19. This included TM sales, emergency leave, payroll, material and supplies. The total cost to date to the Corrections Division is \$595,212.
- The Corrections Division has worked with the courts, Lane County Public Health (LCPH) and public defenders to maintain critical services while protecting the safety of AICs and business partners and working to reduce the spread of COVID-19. This includes:
  - Corrections staff established remote video “courtrooms” and set up audio/video systems within the jail to provide AICs private and secure access to the courts, attorneys and relatives that limited exposure contacts and eliminated the need for transport to the courthouse or other locations.
  - Continued partnerships with LCPH, Wellpath and McKenzie Willamette Hospital to offer COVID-19 testing to all AICs in jail with nearly 6000 tests administered through February.
  - Worked with Wellpath to establish a medical screening process prior to entry into the jail.
  - Modified the existing contract with communications vendor (GTL/Telmate) to provide phone calls and video visits at no cost to AICs.
  - Worked with LCPH and Wellpath to offer COVID-19 vaccines to staff and AICs.
  - Despite being a densely populated communal living facility, the COVID-19 protocols put in place prevented any significant outbreak of COVID-19 within the jail.
  - AIC population reduction from 367 to 260 to ensure physical distancing.

### **Anticipated Service & Budget Changes for FY 21-22**

- The Sheriff’s Work Crew (SWC) continues to require General Fund allocation in order to maintain existing services. This program is essential for reducing the use of jail beds by sentenced offenders and provides offenders the opportunity to maintain employments, housing and community relationships. This has proven to be vital in a person’s success and contributes to the reduction of recidivism while providing a workforce to government and non-profit organizations.
- The Residential Re-entry Center (RRC) continues to experience challenges with contracted agencies utilizing RRC beds. The lack of dedicated revenue from contracted agencies drastically impacts the budget in this program, especially when beds are vacant, and has made sustaining the RRC unattainable. The Sheriff’s Office will be eliminating the RRC program for FY 21-22.
- The Release Lane County (RLAN) program was under the RRC and is funded through the Community Corrections Act (CCA). RLAN provides community reintegration for individuals released from prison. Continued conversations with RLAN partners (Department of Corrections and Sponsors) are vital to determine the future of this important program.
- The Electronic Surveillance Program (ESP), which was part of the RRC budget, will become a stand-alone program. In collaboration with Pre-Trial services, the ESP program ensures compliance with release conditions and reduces the utilization of jail beds by providing monitoring services of defendants. ESP can also be used for some sentenced offenders serving their sentence locally and who are unable to participate in other Alternative Programs, like Community Service or Sheriff’s Work Crew. This program will require General Fund allocation in order to provide these services.

### **Future Service Challenges & Planning Efforts**

- The need to hire and train new staff to meet State, Federal, LCSO and the community standards is essential and challenging. This process requires a minimum of 23 weeks of on-the-job training plus six weeks at the Corrections academy before a deputy is ready to independently fill a position.
- Lane County continues to be a high utilizer of beds at the Oregon State Hospital. In an effort to provide alternatives to incarceration of individuals with mental health disorders within the community, Lane County was awarded an Improving People’s Access to Community-based Treatment, Supports, and Services (IMPACTS) grant. Through this grant, Lane County Behavioral Health is developing the Forensic Intensive Treatment Team (FITT). The Sheriff’s Office is

## **Depart of Public Safety: Corrections**

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committed to working with Wellpath, LCBH and other local agencies to meet the goals of the IMPACTS grant.

- The Corrections Division must continue an aggressive succession plan for potential leaders due to multiple supervisors and managers retiring in the next few years.
- A jail facility “needs analysis” is being conducted by a firm that specializes in correctional facilities architecture, best practices in Adult in Custody (AIC) management and business practices. The jail must continue to proactively anticipate correctional system challenges and make structural and procedural changes to maintain local, state and federal expectations.

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

- The current Lane County Jail opened in 1979 and 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 and the layout is inefficient, staff resource intensive and not designed for the type of defendants and offenders currently being housed, creating supervision challenges.
  - The aging jail is increasingly experiencing structural and system failures.
  - An updated jail intake area is needed in order to better serve the Booking, Intake and Medical operations.
  - Some of the existing jail’s roofs are original construction and rainwater intrusions are occurring.
  - The jail fire alarm system needs to be replaced as it is obsolete and repair is no longer an option.
  - Secure interview booths and audio/video kiosks are needed in housing areas so AICs can have safe and private meetings with Mental Health staff, attorneys and other community partners.

# Department of Public Safety: Police Services

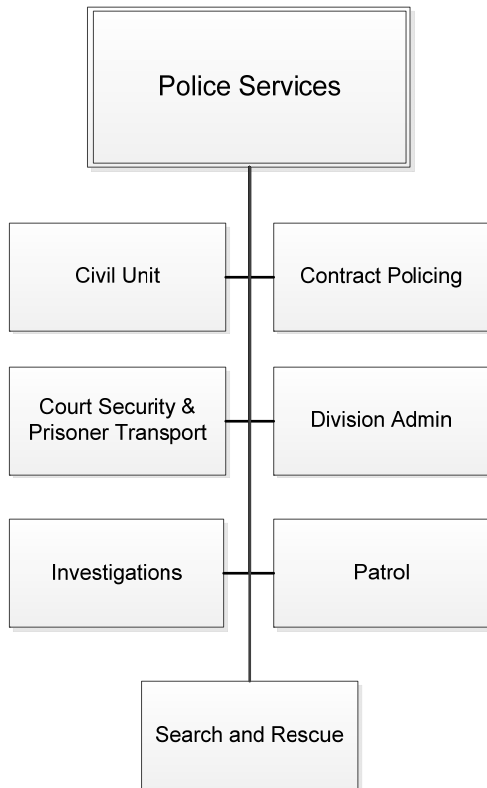
## Division Purpose Statement

*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  
Operations Support  
Corrections  
Police Services ↙*



## Department of Public Safety: Police Services

DIVISION FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Fines, Forfeitures, Penalties	83,483	16,575	6,000	5,000	(1,000)	-16.67%
Property And Rentals	2,050	9,757	350	0	(350)	-100.00%
Federal Revenues	491,092	357,395	592,000	612,500	20,500	3.46%
State Revenues	682,711	636,487	853,474	721,384	(132,090)	-15.48%
Local Revenues	1,720,882	1,974,909	2,305,333	2,347,519	42,186	1.83%
Fees And Charges	366,778	246,157	315,000	316,500	1,500	0.48%
Interest Earnings	18,393	17,101	17,350	8,950	(8,400)	-48.41%
<b>Total Revenue</b>	<b>3,365,388</b>	<b>3,258,381</b>	<b>4,089,507</b>	<b>4,011,853</b>	<b>(77,654)</b>	<b>-1.90%</b>
Fund Transfers	1,069,101	1,445,798	2,099,325	2,116,809	17,484	0.83%
<b>TOTAL RESOURCES</b>	<b>4,434,489</b>	<b>4,704,179</b>	<b>6,188,832</b>	<b>6,128,662</b>	<b>(60,170)</b>	<b>-0.97%</b>
<b>EXPENDITURES:</b>						
Personnel Services	10,321,730	10,803,336	11,320,576	11,868,586	548,010	4.84%
Materials & Services	2,686,099	2,721,751	3,191,206	3,401,325	210,119	6.58%
Capital Expenses	128,448	218,192	401,568	20,000	(381,568)	-95.02%
<b>TOTAL EXPENDITURES</b>	<b>13,136,277</b>	<b>13,743,280</b>	<b>14,913,350</b>	<b>15,289,911</b>	<b>376,561</b>	<b>2.52%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
General Fund	11,366,270	11,612,058	12,683,414	12,869,390	185,976	1.47%
Special Revenue Fund	1,770,007	2,131,222	2,229,936	2,420,521	190,585	8.55%
<b>TOTAL</b>	<b>13,136,277</b>	<b>13,743,280</b>	<b>14,913,350</b>	<b>15,289,911</b>	<b>376,561</b>	<b>2.52%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Civil Unit	356,163	402,526	553,610	688,222	134,612	24.32%
Contract Policing	2,676,220	3,112,349	3,208,208	3,401,525	193,317	6.03%
Court Security/prisoner Trans	1,507,555	1,308,838	1,356,000	1,149,777	(206,223)	-15.21%
Division Administration	611,274	647,536	756,335	673,494	(82,841)	-10.95%
Investigations	1,187,606	1,235,881	1,316,946	1,418,822	101,876	7.74%
Patrol	6,283,795	6,461,736	7,190,518	7,394,767	204,249	2.84%
Search & Rescue	513,664	574,414	531,733	563,304	31,571	5.94%
<b>TOTAL EXPENDITURES</b>	<b>13,136,277</b>	<b>13,743,280</b>	<b>14,913,350</b>	<b>15,289,911</b>	<b>376,561</b>	<b>2.52%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>66.50</b>	<b>69.00</b>	<b>74.00</b>	<b>74.00</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 also provides:

- Civil Process Service and service of other Circuit Court subpoenas, orders, and judgments.
- 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 staff is lost to agencies with greater resources.
- The Sheriff's Office is unable to be the primary investigating agency of some fatal crashes on County roads where criminal prosecution is likely to occur due to lack of experienced 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 20-21**

- Five 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 an additional four deputies in field training scheduled to be completed mid-August.
- 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 five homicide cases, five Officer Involved Shootings and fourteen criminal shooting investigations where the victim(s) survived in 2020, in addition to their regular daily caseload.
- Lane County Search and Rescue (SAR) volunteers responded to over 141 calls for service in 2020 and participated in over 20,890 hours of training, meetings, SAR missions and public events (3,590 of those hours spent at COVID-19 vaccine clinics). The SAR 101 class was attended by 22 new volunteers who successfully completed the minimum Oregon State Sheriffs' Association SAR standards course of 110 hours. SAR currently has 199 mission ready volunteers.
- A traffic enforcement overtime grant in the amount of \$40,000 provided for deputies to conduct targeted driving under the influence of intoxicants (DUI), seatbelt compliance, distracted driving, and speed 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."
- Four additional deputy sheriffs were funded by the Board of County Commissioners to improve patrol coverage in unincorporated Lane County. Two deputies were assigned in West Lane County and two in the McKenzie River Valley to aid in recovery efforts after the Holiday Farm Fire.

### **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

- The Police Services Division incurred unexpected expenses due to COVID-19 in both increased TM sales and increased overtime (OT) costs associated with covering for Deputies quarantining after an exposure. The increased TM sales amounted to approximately \$157,512. The OT costs amounted to approximately \$21,214.
- The Police Services Division incurred unexpected OT costs resulting from the Holiday Farm Fire in the amount of \$308,195.94.
- The Search and Rescue Unit and other Sheriff's Office personnel have been heavily involved in the COVID-19 vaccination process throughout the county. This has taken a significant amount of the SAR Manager's and Coordinator's time, reducing their ability to plan training events for the numerous volunteers and slowed the ability to respond to SAR related calls for service.

### **Anticipated Service & Budget Changes for FY 21-22**

None

### **Future Service Challenges & Planning Efforts**

- The Police Services Division needs a 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



## **Department of Public Safety: Police Services**

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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 currently hovers between second and fourth in the state in total deaths. 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). Currently five patrol deputies are in various phases of training. Several patrol deputies are at or near retirement age. Due to these factors, the Sheriff's Office anticipates being in a training cycle for the next several years.

### **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, especially under COVID-19 protocols. During the remodel, space that is currently not being utilized in an efficient manner could be added.
- There is a need for bathrooms and running water in the Police Services Division.

## Department of Public Safety

DEPARTMENT RESOURCE DETAIL						
	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Curr Bgt	FY 21-22 Proposed	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Other Assessment	101,687	126,980	111,000	132,500	21,500	19.37%
<b>TAXES &amp; ASSESSMENTS</b>	<b>101,687</b>	<b>126,980</b>	<b>111,000</b>	<b>132,500</b>	<b>21,500</b>	<b>19.37%</b>
Marriage	59,737	53,594	64,000	59,000	(5,000)	-7.81%
Domestic Partnership Fee	225	225	0	0	0	0.00%
<b>LICENSES &amp; PERMITS</b>	<b>59,962</b>	<b>53,819</b>	<b>64,000</b>	<b>59,000</b>	<b>(5,000)</b>	<b>-7.81%</b>
Court Fines	201,024	190,282	215,000	115,000	(100,000)	-46.51%
Collection Agency Receipts	138,598	74,893	135,000	75,000	(60,000)	-44.44%
Drivers License Suspension	8,823	8,382	9,000	7,000	(2,000)	-22.22%
Fines From Other Courts	31,967	31,791	32,000	35,000	3,000	9.38%
Foreclosure Penalty	0	0	0	4,000	4,000	100.00%
<b>FINES, FORFEITURES, PENALTIES</b>	<b>380,412</b>	<b>305,347</b>	<b>391,000</b>	<b>236,000</b>	<b>(155,000)</b>	<b>-39.64%</b>
Sale Of Capital Assets	347	0	0	0	0	0.00%
Land Sales	2,671,176	131,293	254,709	294,709	40,000	15.70%
Miscellaneous Sales	35,835	4,973	3,000	3,000	0	0.00%
Bond Sales	0	0	5,000,000	5,000,000	0	0.00%
Real Property	695,861	2,000	2,000	0	(2,000)	-100.00%
Parking	309,909	329,916	354,000	330,000	(24,000)	-6.78%
Rent - Other Properties	78,845	111,816	597,939	33,100	(564,839)	-94.46%
<b>PROPERTY AND RENTALS</b>	<b>3,791,973</b>	<b>579,999</b>	<b>6,211,648</b>	<b>5,660,809</b>	<b>(550,839)</b>	<b>-8.87%</b>
Department Of Justice	140,347	139,972	147,759	147,759	0	0.00%
Reimbursements	0	225,000	0	0	0	0.00%
<b>FEDERAL REVENUES</b>	<b>140,347</b>	<b>364,972</b>	<b>147,759</b>	<b>147,759</b>	<b>0</b>	<b>0.00%</b>
Coronavirus Relief Fund	0	150,586	724,029	0	(724,029)	-100.00%
Community Corrections	8,525,202	8,353,609	8,595,957	8,351,984	(243,973)	-2.84%
M57 Supp Transition Funds	61,250	43,687	124,333	0	(124,333)	-100.00%
Justice Reinvestment	2,096,514	2,208,495	2,289,673	2,208,495	(81,178)	-3.55%
Release Subsidy Funds	34,730	37,072	37,072	0	(37,072)	-100.00%
Local Staff	112,747	170,900	59,203	114,000	54,797	92.56%
Miscellaneous State Revenue	126,894	207,415	305,799	313,000	7,201	2.35%
<b>STATE GRANT REVENUES</b>	<b>10,957,336</b>	<b>11,171,764</b>	<b>12,136,066</b>	<b>10,987,479</b>	<b>(1,148,587)</b>	<b>-9.46%</b>
Motor Voter Funds	32,031	40,898	32,000	40,000	8,000	25.00%
Department of Revenue	22,305	19,389	49,079	19,079	(30,000)	-61.13%
Video Lottery Grant	520,363	285,390	477,137	535,169	58,032	12.16%
Court Fees	301,898	306,339	229,545	317,041	87,496	38.12%
State Reimbursements	0	153,208	0	0	0	0.00%
<b>OTHER STATE REVENUES</b>	<b>876,597</b>	<b>805,223</b>	<b>787,761</b>	<b>911,289</b>	<b>123,528</b>	<b>15.68%</b>
Eugene	0	0	87,500	87,500	0	0.00%
Misc Local Grants	0	0	195,587	0	(195,587)	-100.00%
<b>LOCAL GRANTS</b>	<b>0</b>	<b>0</b>	<b>283,087</b>	<b>87,500</b>	<b>(195,587)</b>	<b>-69.09%</b>
Eugene	18,166	105,666	18,166	18,166	0	0.00%
Other Local	3,100	4,231	0	0	0	0.00%
Special Elections	156,401	489,723	50,000	350,000	300,000	600.00%
<b>LOCAL REVENUES</b>	<b>177,667</b>	<b>599,620</b>	<b>68,166</b>	<b>368,166</b>	<b>300,000</b>	<b>440.10%</b>

## Department of Public Safety

DEPARTMENT RESOURCE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Supervised Probationer Fees	480,016	348,061	450,000	450,000	0	0.00%
DOR - Probationer Fees	161,214	144,244	125,000	166,016	41,016	32.81%
Justice Court Fees	23,799	12,507	24,000	15,000	(9,000)	-37.50%
Witness Fees	65	30	50	50	0	0.00%
Elections Fees	12,979	2,935	5,000	3,000	(2,000)	-40.00%
Recording Fees	1,513,531	2,165,349	2,700,000	2,700,000	0	0.00%
Marriage Ceremonies	44,987	37,763	40,000	8,000	(32,000)	-80.00%
State Processing Fee	27,467	33,459	28,000	32,000	4,000	14.29%
BOPTA Filing Fee	10,885	11,270	12,000	10,000	(2,000)	-16.67%
Other Clerk Fees	0	137	0	0	0	0.00%
Construction Reimbursement	120,225	(114,795)	0	0	0	0.00%
Maintenance Reimbursement	2,819	2,308	0	0	0	0.00%
Miscellaneous Svc Charges	174,057	200,175	161,500	206,000	44,500	27.55%
Refunds & Reimbursements	3,606	1,615	6,126	0	(6,126)	-100.00%
Mailroom Services	170,107	148,660	160,000	160,000	0	0.00%
Miscellaneous Internal Services	(72)	3,024	137,731	0	(137,731)	-100.00%
Facilities Services	21,806	14,288	0	0	0	0.00%
<b>FEES AND CHARGES</b>	<b>2,767,491</b>	<b>3,011,030</b>	<b>3,849,407</b>	<b>3,750,066</b>	<b>(99,341)</b>	<b>-2.58%</b>
County Indirect Revenue	10,083,077	10,868,161	11,210,006	12,052,702	842,696	7.52%
Departmental Administration	766,877	740,107	528,058	483,003	(45,055)	-8.53%
<b>ADMINISTRATIVE CHARGES</b>	<b>10,849,954</b>	<b>11,608,267</b>	<b>11,738,064</b>	<b>12,535,705</b>	<b>797,641</b>	<b>6.80%</b>
Investment Earnings	694,375	587,308	465,332	497,138	31,806	6.84%
<b>INTEREST EARNINGS</b>	<b>694,375</b>	<b>587,308</b>	<b>465,332</b>	<b>497,138</b>	<b>31,806</b>	<b>6.84%</b>
Transfer Fr General Fund (100)	50,000	5,615,111	4,479,041	50,000	(4,429,041)	-98.88%
Transfer Fr General Fund ONGOING	0	50,000	50,000	137,500	87,500	175.00%
Transfer Fr Spec Rev Funds (200)	103,110	189,432	6,739,481	0	(6,739,481)	-100.00%
Transfer Fr Spec Rev Funds ONGOING	0	107,914	113,463	109,964	(3,499)	-3.08%
Transfer Fr Capital Fund (400)	247,943	0	0	0	0	0.00%
Transfer Fr Capital Fund ONGOING	0	456,814	758,063	658,560	(99,503)	-13.13%
Intrafund Transfer	65,043	0	83,371	22,492	(60,879)	-73.02%
<b>FUND TRANSFERS</b>	<b>466,096</b>	<b>6,419,271</b>	<b>12,223,419</b>	<b>978,516</b>	<b>(11,244,903)</b>	<b>-91.99%</b>
<b>DEPARTMENT RESOURCES</b>	<b>31,263,896</b>	<b>38,433,599</b>	<b>48,476,709</b>	<b>36,351,927</b>	<b>(12,124,782)</b>	<b>-25.01%</b>

## Department of Public Safety

DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>EXPENDITURE ACCOUNTS</b>						
Regular Operating Wages	7,765,446	8,538,368	9,259,852	9,514,835	254,983	2.75%
Extra Help	195,592	184,574	343,056	370,548	27,492	8.01%
Unclassified Temporary	0	3,780	89,868	26,304	(63,564)	-70.73%
Overtime	51,904	50,212	61,704	47,604	(14,100)	-22.85%
Reduction Unfunded Vac Liab	124,637	145,716	178,227	184,175	5,948	3.34%
Compensatory Time	9,292	4,512	25,656	25,656	0	0.00%
Personal Time	666	780	0	0	0	0.00%
Risk Management Benefits	108,480	93,645	80,314	76,777	(3,537)	-4.40%
Social Security Expense	483,241	530,053	612,621	624,840	12,219	1.99%
Medicare Insurance Expense	114,410	125,449	143,533	146,154	2,621	1.83%
Unemployment Insurance (State)	13,323	13,739	15,537	15,906	369	2.37%
Workers Comp	27,196	28,119	30,422	30,303	(119)	-0.39%
Disability Insurance - Long-term	49,818	54,142	66,949	69,259	2,310	3.45%
PERS - OPSRP Employer rate	1,173,255	1,571,384	1,638,504	1,886,799	248,295	15.15%
PERS Bond	600,594	650,249	720,415	734,212	13,797	1.92%
PERS - 6% Contribution	461,757	508,378	569,192	579,023	9,831	1.73%
Health Insurance	2,146,958	2,264,457	2,569,328	2,595,938	26,610	1.04%
Dental Insurance	166,211	172,171	181,115	182,889	1,774	0.98%
EE Assistance Pgm	2,028	2,151	3,234	3,384	150	4.64%
Life Insurance	12,277	13,542	33,018	34,117	1,099	3.33%
Flexible Spending Admin	1,837	1,952	3,211	3,361	150	4.67%
Disability Insurance - Short Term	4,264	4,519	6,199	5,071	(1,128)	-18.20%
Deferred Comp Employer Contrib	76,700	84,513	80,820	84,604	3,784	4.68%
Retiree Medical	232,971	256,785	230,813	235,218	4,405	1.91%
FMLA Administration	3,297	3,493	3,387	3,466	79	2.33%
<b>PERSONNEL SERVICES</b>	<b>13,826,154</b>	<b>15,306,684</b>	<b>16,946,975</b>	<b>17,480,443</b>	<b>533,468</b>	<b>3.15%</b>
Professional & Consulting	4,251,369	4,059,044	4,881,005	4,044,547	(836,458)	-17.14%
Surveyor's Services	0	0	5,000	3,000	(2,000)	-40.00%
Banking & Armored Car Svc	102,975	84,497	90,927	113,000	22,073	24.28%
Construction Services	2,158	1,286	0	0	0	0.00%
Engineering Services	121	0	0	0	0	0.00%
Road Work Services	1,203	0	1,500	0	(1,500)	-100.00%
Support Services	20,535	27,625	45,000	50,000	5,000	11.11%
Subscriptions	2,325	3,567	8,975	10,750	1,775	19.78%
Intergovernmental Agreements	47,068	28,682	35,500	33,500	(2,000)	-5.63%
Agency Payments	12,189	47,137	71,500	22,825	(48,675)	-68.08%
Release Subsidy - P & P	34,729	34,730	37,072	0	(37,072)	-100.00%
Motor Fuel & Lubricants	2,242	6,006	4,700	4,700	0	0.00%
Machinery & Equipment Parts	17,770	462	37,100	37,100	0	0.00%
Refuse & Garbage	50,092	51,151	49,495	49,525	30	0.06%
Spec Handling & Haz Waste Disp	8,867	21	10,500	10,500	0	0.00%
Light, Power & Water	753,011	746,391	580,134	583,694	3,560	0.61%
Telephone Services	152,657	151,417	153,814	150,916	(2,898)	-1.88%
General Liability	73,408	124,882	159,906	389,389	229,483	143.51%
SAIF Assessments	0	0	1,335	1,335	0	0.00%
Claims	289	0	0	0	0	0.00%
Maintenance of Equipment	189,413	123,777	210,290	212,390	2,100	1.00%
Maintenance of Structures	139,129	98,360	172,231	141,400	(30,831)	-17.90%
Maintenance of Grounds	53,109	18,390	53,500	32,500	(21,000)	-39.25%
Maintenance Agreements	166,822	287,909	295,905	282,950	(12,955)	-4.38%
Operating Licenses & Permits	29,638	1,437	2,600	2,600	0	0.00%
Department Materials	2,415	3,085	205,213	3,500	(201,713)	-98.29%

## Department of Public Safety

DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
External Equipment Rental	4,771	6,952	9,943	9,883	(60)	-0.60%
Real Estate & Space Rentals	49,039	55,650	60,780	211,000	150,220	247.15%
Fleet Equipment Replacement	102,104	96,242	113,868	61,780	(52,088)	-45.74%
Fleet Equipment Maintenance	0	0	0	77,567	77,567	100.00%
Groundskeeping Services	61,440	3,222	0	0	0	0.00%
Copier Charges	32,590	15,278	29,700	30,910	1,210	4.07%
Mail Room Charges	20,123	15,997	15,734	21,534	5,800	36.86%
License Replacement	0	36,549	37,463	65,710	28,247	75.40%
Indirect/Technology Serv	756,977	843,795	902,299	941,097	38,798	4.30%
Infrastructure Replacement	0	28,883	27,000	26,908	(92)	-0.34%
County Indirect Charges	1,632,428	1,869,855	2,025,862	2,088,963	63,101	3.11%
Direct/Technology Serv	383,466	75,886	(125,071)	51,862	176,933	-141.47%
Dept Support/Direct	162,224	71,040	0	0	0	0.00%
PC Replacement Services	34,400	28,900	35,150	43,096	7,946	22.61%
Dept Support/Indirect	199,186	211,522	183,649	185,649	2,000	1.09%
Office Supplies & Expense	50,176	66,412	62,320	66,582	4,262	6.84%
Educational Materials	0	199	0	500	500	100.00%
Professional Licenses	18,003	6,991	11,050	14,190	3,140	28.42%
Dues & Memberships	0	7,476	12,051	12,340	289	2.40%
Printing & Binding	316,749	259,079	329,889	267,575	(62,314)	-18.89%
Advertising & Publicity	14,958	8,063	21,360	15,550	(5,810)	-27.20%
Microfilm Imaging Services	0	0	1,000	1,000	0	0.00%
Photo/Video Supplies & Svcs	0	0	250	250	0	0.00%
Postage	198,614	239,956	322,377	322,720	343	0.11%
Radio/Communic Supplies & Svcs	28,750	36,010	32,126	31,876	(250)	-0.78%
DP Supplies And Access	32,415	56,037	46,875	58,200	11,325	24.16%
DP Equipment	2,886	2,046	13,000	3,000	(10,000)	-76.92%
Printer & Copier Expenses	4,722	6,844	4,500	4,500	0	0.00%
Small Tools & Equipment	10,211	7,411	22,753	26,700	3,947	17.35%
Small Office Furniture	117,270	10,982	30,000	18,500	(11,500)	-38.33%
Library - Serials & Conts	30,684	22,484	25,750	31,500	5,750	22.33%
Library - Monographs	0	25,274	30,000	30,000	0	0.00%
Food	6,994	6,884	9,487	9,856	369	3.89%
Miscellaneous Supplies	218	802	500	0	(500)	-100.00%
Special Supplies	103,566	116,389	204,800	192,821	(11,979)	-5.85%
Clothing & Personal Supplies	2,403	19,409	5,700	5,950	250	4.39%
Safety Supplies	4,128	19,249	11,200	11,200	0	0.00%
Campsite Supplies	223	0	0	0	0	0.00%
Janitorial Supplies	101,468	181,800	221,215	108,500	(112,715)	-50.95%
Traffic Supplies	0	295	0	0	0	0.00%
Agricultural Supplies	0	80	500	0	(500)	-100.00%
Building Materials Supplies	29,446	51,438	21,500	26,500	5,000	23.26%
Electrical Supplies	21,547	13,997	21,300	21,300	0	0.00%
Low Voltage System Supplies	92	4,884	5,000	2,500	(2,500)	-50.00%
HVAC Supplies	3,375	39,825	20,000	20,000	0	0.00%
Plumbing/Pipefitting Supplies	2,261	23,355	20,000	20,000	0	0.00%
Medical Supplies	4,440	3,225	5,000	5,000	0	0.00%
Stores Inventory	9,303	2,191	2,500	1,460	(1,040)	-41.60%
Business Expense & Travel	65,382	71,501	99,741	105,727	5,986	6.00%
Committee Stipends & Expense	4,047	4,353	6,025	4,600	(1,425)	-23.65%
Awards & Recognition	2,599	3,148	6,525	5,550	(975)	-14.94%
Outside Education & Travel	92,680	61,638	152,598	150,214	(2,384)	-1.56%

## Department of Public Safety

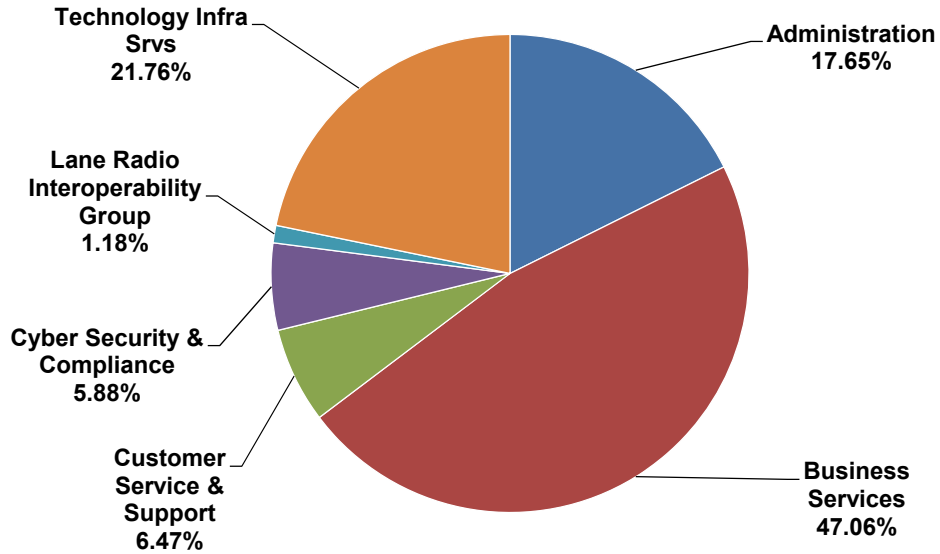
DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
County Training Classes	8,161	10,235	17,800	19,700	1,900	10.67%
Training Services & Materials	18,251	4,101	8,400	8,400	0	0.00%
Miscellaneous Payments	2,579	3,935	100,979	2,700	(98,279)	-97.33%
Reimbursable Expenses	0	0	50	50	0	0.00%
Parking	624	624	6	0	(6)	-100.00%
<b>MATERIALS &amp; SERVICES</b>	<b>10,861,504</b>	<b>10,658,249</b>	<b>12,335,706</b>	<b>11,623,091</b>	<b>(712,615)</b>	<b>-5.78%</b>
Vehicles	0	0	0	22,492	22,492	100.00%
Office Machines	8,134	410,594	0	50,000	50,000	100.00%
Machinery & Equipment	0	15,465	0	0	0	0.00%
Mortgage Capital Outlay	0	3,150,000	0	0	0	0.00%
<b>CAPITAL OUTLAY</b>	<b>8,134</b>	<b>3,576,059</b>	<b>0</b>	<b>72,492</b>	<b>72,492</b>	<b>100.00%</b>
Professional Services	17,977	117,727	105,000	31,621	(73,379)	-69.88%
Architectural Services	83,124	650,707	800,000	795,000	(5,000)	-0.63%
Engineering Services	38,710	47,898	90,000	105,000	15,000	16.67%
Project Management Services	0	17,098	0	0	0	0.00%
Other Professional Services	0	0	0	10,000	10,000	100.00%
Land Acquisition	5,531,295	14,619	0	0	0	0.00%
Testing & Inspection	82	20	75,000	131,000	56,000	74.67%
Improvements	1,555,624	1,807,999	23,770,095	18,041,297	(5,728,798)	-24.10%
Maintenance Shops	129,237	131,356	0	0	0	0.00%
Miscellaneous	1,329	18,035	0	0	0	0.00%
Permits & System Development	0	9,654	150,000	47,500	(102,500)	-68.33%
<b>CAPITAL PROJECTS</b>	<b>7,357,378</b>	<b>2,815,113</b>	<b>24,990,095</b>	<b>19,161,418</b>	<b>(5,828,677)</b>	<b>-23.32%</b>
<b>DEPARTMENT EXPENDITURES</b>	<b>32,053,172</b>	<b>32,356,105</b>	<b>54,272,776</b>	<b>48,337,444</b>	<b>(5,935,332)</b>	<b>-10.94%</b>

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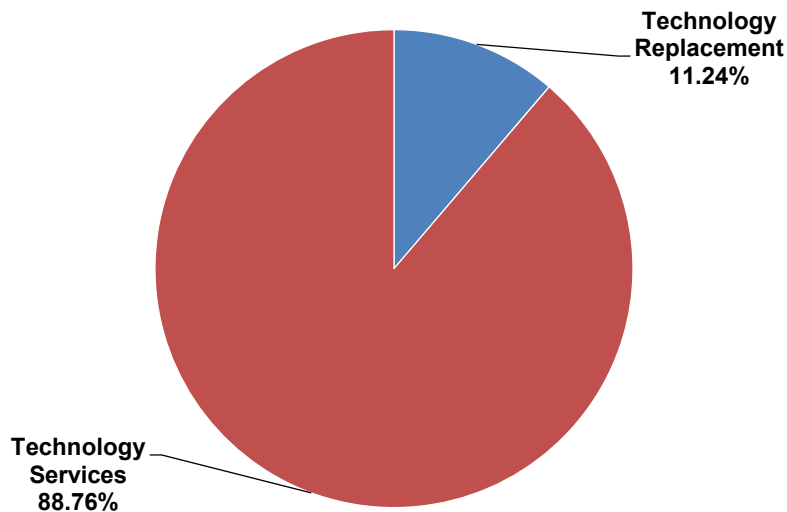
# Department of Technology Services

FY 21-22 Proposed Expenditures: \$16,940,399

## FY 21-22 Expenditures by Division



## FY 21-22 Expenditures by Fund



Michael Finch  
Technology Services Director  
541-682-4232



# Technology Services

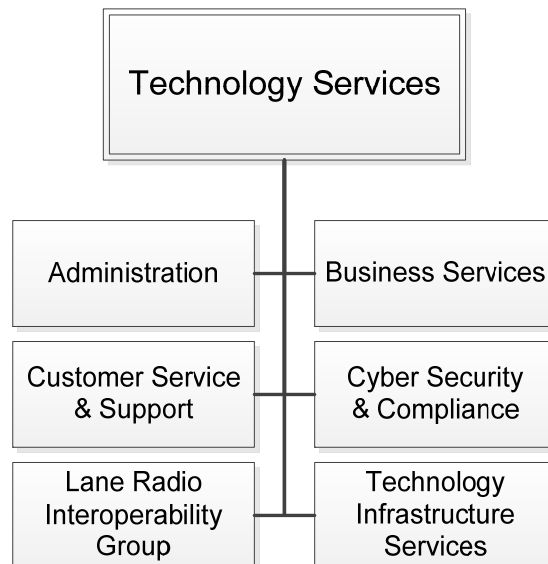
## Department Purpose & Overview

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 customer focused teams that cohesively provide business analysis, project management, application and desktop support plus a program focused on Telecom and phone support. The three customer focused teams are structured by business area including Lane (Departments: County Administration, County Counsel, Human Resources, Emergency Management), Land (Departments: Assesment & Taxation, Public Works), and Law/Life (Departments: Sheriff’s Office, District Attorney, Health & Human Services) while still ensuring cross-team communities of practice are maintained.
- 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, software licenses, and related technology.
- 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 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. This team also provides regional datacenter and infrastructure services to several partner agencies including the City of Eugene and the City of Springfield.

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

## Department Goals & Strategic Planning

TS's current 3 year strategic plan is concluding at the end of FY 20-21 and being updated at this time. Current goals include:

- Meeting service level expectations (All areas).
- Addressing deferred work and other impacts from COVID and Oregon Wildfire response (All areas).
- Maximizing value from our Microsoft 365 investment through continued feature implementation (Infrastructure).
- Digital transformation supporting our County's expanding telework and digital service delivery footprints (All areas).

Performance Measures			FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Projected	FY 21-22 Proposed
Dept Goal		Average number of days to resolve a service request	11.73	16.67	27.56	20.67
Dept Goal		Number of PCs due for replacement as of July 1st	N/A	484	490	461
Dept Goal		Percentage of received support requests closed	98.48%	95.50%	102.68%	> 95%
Dept Goal		Annual licensing cost of modern & secure desktop experience per workstation	N/A	N/A	\$229.44	\$347.06
Dept Goal		Phish-prone percentage from KnowBe4 tests	N/A	N/A	3.98%	< 10%
Dept Goal		Organization Risk Score (from KnowBe4)	N/A	N/A	36.1	10% (+/-) swing

Notes: License cost of desktops metric includes: OS licensing, AntiVirus software, Productivity tools (O365), Remote Access tools (NetMotion, AnyConnect, LogMeIn, etc.), Avaya softphone & call center agents, and virtual meeting software (GoToMeeting); it does not include FTE cost to support.

KnowBe4 is a security awareness training and simulated phishing platform that helps one manage the ongoing problem of social engineering. Phish-prone percentage is calculated based on the number of total failures (clicks, attachment opens, data entry, enabling macros on attachments, replying) divided by the total number of emails delivered. Industry average Phish-prone percentage for governments is 14.8%. The Organization Risk Score is a combination of the Personal Risk Scores of all users at our organization.

# 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 1965 when these organizations shared a mainframe. Technology service delivery continues to change significantly with cloud service options and security & compliance changes. Regional technology partnerships significantly benefit each organization in skillset, knowledge and data sharing strategy and pathways. Lane County continues to provide shared server hosting, datacenter, network, and other technology infrastructure services as well, though these services will shrink as more cloud infrastructure adoption occurs. Lane County receives over \$1million 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 and Emergency Management are key members of and contributors to the LRIG consortium.

Other partnerships include:

- University of Oregon 3PM
- Technology Association of Oregon (TAO)
- The Oregon Association of Government Information Technology Management (OAGITM)
- Lane Geographic Data Consortium (LGDC)
- Regional PeopleSoft group
- Public Agency Network (PAN)
- Regional Fiber Consortium
- Oregon Internet Recovery Group (OIR)

## Technology Services

DEPARTMENT FINANCIAL SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Property And Rentals	0	7,000	0	0	0	0.00%
Federal Revenues	1,430	0	0	0	0	0.00%
State Revenues	0	429,915	683,600	0	(683,600)	-100.00%
Local Revenues	1,540,050	1,653,222	1,483,376	1,358,157	(125,219)	-8.44%
Fees And Charges	6,003,285	12,181,288	13,157,532	14,677,603	1,520,071	11.55%
Administrative Charges	811,644	950,654	1,069,417	1,111,400	41,983	3.93%
Interest Earnings	85,899	75,852	21,960	41,000	19,040	86.70%
<b>Total Revenue</b>	<b>8,442,308</b>	<b>15,297,930</b>	<b>16,415,885</b>	<b>17,188,160</b>	<b>772,275</b>	<b>4.70%</b>
Interfund Loans	640,000	0	0	0	0	0.00%
<b>TOTAL RESOURCES</b>	<b>9,082,308</b>	<b>15,297,930</b>	<b>16,415,885</b>	<b>17,188,160</b>	<b>772,275</b>	<b>4.70%</b>
<b>EXPENDITURES:</b>						
Personnel Services	4,783,905	9,210,018	9,683,383	10,295,424	612,041	6.32%
Materials & Services	2,670,896	4,962,606	6,289,015	5,940,421	(348,594)	-5.54%
Capital Expenses	1,326,496	578,742	1,459,044	704,554	(754,490)	-51.71%
<b>TOTAL EXPENDITURES</b>	<b>8,781,297</b>	<b>14,751,366</b>	<b>17,431,442</b>	<b>16,940,399</b>	<b>(491,043)</b>	<b>-2.82%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Technology Replacement	1,822,196	1,614,913	2,224,202	1,898,993	(325,209)	-14.62%
Technology Services	6,959,101	13,136,453	14,946,150	15,041,406	95,256	0.64%
<b>TOTAL</b>	<b>8,781,297</b>	<b>14,751,366</b>	<b>17,170,352</b>	<b>16,940,399</b>	<b>(229,953)</b>	<b>-1.34%</b>

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Administration	2,845,267	2,599,798	3,777,207	3,010,393	(766,814)	-20.30%
Business Services	0	6,834,914	7,647,252	8,014,553	367,301	4.80%
Customer Service & Support	1,831,539	802,802	1,127,427	1,064,651	(62,776)	-5.57%
Cyber Security & Compliance	720,859	1,002,238	972,197	990,658	18,461	1.90%
Lane Radio Interop. Group	187,443	201,705	211,848	197,517	(14,331)	-6.76%
Technology Infra Srvs	3,196,189	3,309,909	3,434,421	3,662,627	228,206	6.64%
<b>TOTAL EXPENDITURES</b>	<b>8,781,297</b>	<b>14,751,366</b>	<b>17,170,352</b>	<b>16,940,399</b>	<b>(229,953)</b>	<b>-1.34%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>36.75</b>	<b>67.25</b>	<b>69.25</b>	<b>72.25</b>	<b>3.00</b>	<b>4.33%</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
- 9.00 Info Technology Specialist 2
- 2.00 IS Project Manager, Sr
- 3.00 Manager
- 3.00 Programmer Analyst 2
- 8.00 Sr Programmer & System Analyst
- 0.50 Sr Programmer & System Analyst - TEMP
- 1.00 Sr. Manager
- 4.00 Sr. System Administrator
- 1.00 Technical Specialist
- 1.00 TS Business Analyst

**39.50 Division FTE Total**

**Customer Service & Support**

- 2.00 Info Technology Specialist 1
- 3.00 Info Technology Specialist 2
- 2.00 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 Group**

- 1.00 Manager

**1.00 Division FTE Total**

**Technology Infra Svcs**

- 3.00 Info Technology Specialist 2
- 1.00 Manager
- 4.00 Sr. Network Administrator
- 4.00 Sr. System Administrator
- 1.00 System/Network Architect

**13.00 Division FTE Total**

**72.25 Department FTE Total**

# Technology Services: Administration

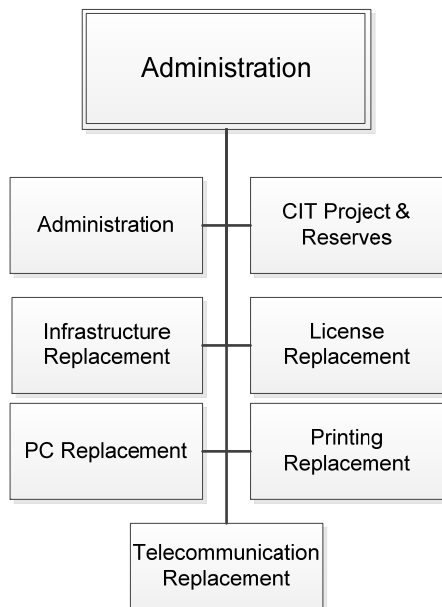
## Division Purpose Statement

*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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Property And Rentals	0	5,355	0	0	0	0.00%
State Revenues	0	134,160	304,800	0	(304,800)	-100.00%
Local Revenues	7,125	17,198	0	0	0	0.00%
Fees And Charges	1,312,489	1,461,125	1,786,793	2,105,754	318,961	17.85%
Administrative Charges	811,644	950,654	1,069,417	1,111,400	41,983	3.93%
Interest Earnings	85,899	75,852	21,960	41,000	19,040	86.70%
<b>Total Revenue</b>	<b>2,217,157</b>	<b>2,644,344</b>	<b>3,182,970</b>	<b>3,258,154</b>	<b>75,184</b>	<b>2.36%</b>
Interfund Loans	640,000	0	0	0	0	0.00%
<b>TOTAL RESOURCES</b>	<b>2,857,157</b>	<b>2,644,344</b>	<b>3,182,970</b>	<b>3,258,154</b>	<b>75,184</b>	<b>2.36%</b>
<b>EXPENDITURES:</b>						
Personnel Services	706,105	831,873	879,420	937,151	57,731	6.56%
Materials & Services	894,193	1,189,184	1,637,643	1,483,688	(153,955)	-9.40%
Capital Expenses	1,244,970	578,742	1,353,744	589,554	(764,190)	-56.45%
<b>TOTAL EXPENDITURES</b>	<b>2,845,267</b>	<b>2,599,798</b>	<b>3,870,807</b>	<b>3,010,393</b>	<b>(860,414)</b>	<b>-22.23%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>FUNDS</b>						
Technology Replacement	1,822,196	1,614,913	2,224,202	1,898,993	(325,209)	-14.62%
Technology Services	1,023,071	984,885	1,553,005	1,111,400	(441,605)	-28.44%
<b>TOTAL</b>	<b>2,845,267</b>	<b>2,599,798</b>	<b>3,777,207</b>	<b>3,010,393</b>	<b>(766,814)</b>	<b>-20.30%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>PROGRAMS</b>						
Administration	800,169	984,066	1,069,617	1,111,400	41,783	3.91%
CIT Projects & Reserves	222,902	819	483,388	0	(483,388)	-100.00%
Infrastructure Replacement	201,686	223,328	535,398	414,554	(120,844)	-22.57%
License Replacement	308,442	388,546	778,420	736,100	(42,320)	-5.44%
PC Replacement	453,260	489,850	503,860	398,339	(105,521)	-20.94%
Printing Replacement	225,324	159,734	406,524	350,000	(56,524)	-13.90%
Telecom Replacement	633,485	353,455	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>2,845,267</b>	<b>2,599,798</b>	<b>3,777,207</b>	<b>3,010,393</b>	<b>(766,814)</b>	<b>-20.30%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>Total FTE</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>	<b>0.00%</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**

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. The Administration Division's key goal for FY 21-22 is to continue to refine processes and procedures to optimize current staffing levels as our department FTE count rises.

## **Major Accomplishments & Achievements in FY 20-21**

- Collaboration with the Lane County Budget Office and Central Finance to prepare the FY 21-22 Technology Services rates in a timely manner and with a consistent messaging.
- The Administration Division played a major role in the tracking and reporting expenses related to COVID-19 and the Holiday Farm wildfire.
- The addition of the Executive Assistant to the TS Director has proven to be an enormous value add to the entire department. This position has enabled the TS Director and Management Team to use their time for strategic initiatives, rather than administrative tasks, especially as it pertains to confidential matters.
- The Administration Division implemented the Lane County Telecom Billing process.

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

The Administration Division played a major role in the tracking and reporting expenses related to COVID-19 and the McKenzie wildfires. The division staff participated in Emergency Operations for both unprecedented situations. The division received Coronavirus Relief Funds, largely for personnel expenses.

## **Anticipated Service & Budget Changes for FY 21-22**

Expenses have increased in the Administration Division, specifically the License Replacement Program in the Technology Replacement Fund, due to the increase of licensing needed to maintain Microsoft 365 subscription for Lane County.

## **Future Service Challenges & Planning Efforts**

One of the challenges the Administration Division is facing is the growth of Lane County and Technology Services. With additional staff to support, the current staff have additional processing and support tasks. While the process improvements help take on the extra work, there may come a time that the division will need additional staffing.

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

None at this time.

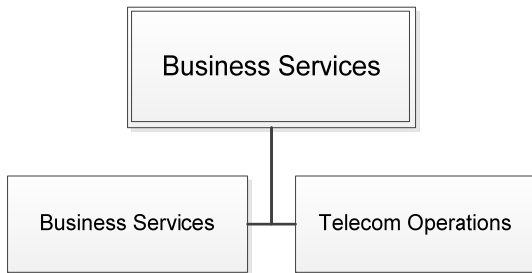


# Technology Services: Business Services

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## **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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Property And Rentals	0	1,645	0	0	0	0.00%
State Revenues	0	187,552	176,700	0	(176,700)	-100.00%
Local Revenues	0	202,346	174,528	72,942	(101,586)	-58.21%
Fees And Charges	0	6,897,676	7,063,474	7,941,611	878,137	12.43%
Total Revenue	0	7,289,218	7,414,702	8,014,553	599,851	8.09%
<b>TOTAL RESOURCES</b>	<b>0</b>	<b>7,289,218</b>	<b>7,414,702</b>	<b>8,014,553</b>	<b>599,851</b>	<b>8.09%</b>
<b>EXPENDITURES:</b>						
Personnel Services	0	4,873,181	5,148,888	5,595,571	446,683	8.68%
Materials & Services	0	1,961,733	2,500,264	2,418,982	(81,282)	-3.25%
Capital Expenses	0	0	90,000	0	(90,000)	-100.00%
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>6,834,914</b>	<b>7,739,152</b>	<b>8,014,553</b>	<b>275,401</b>	<b>3.56%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Technology Services	0	6,834,914	7,647,252	8,014,553	367,301	4.80%
<b>TOTAL</b>	<b>0</b>	<b>6,834,914</b>	<b>7,647,252</b>	<b>8,014,553</b>	<b>367,301</b>	<b>4.80%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Business Services	0	6,583,938	6,950,574	7,509,399	558,825	8.04%
Telecom Operations	0	250,976	696,678	505,154	(191,524)	-27.49%
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>6,834,914</b>	<b>7,647,252</b>	<b>8,014,553</b>	<b>367,301</b>	<b>4.80%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Total FTE	0.00	37.50	36.50	39.50	3.00	8.22%

# 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 Geographic Information Systems (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 technology service delivery with the diverse and individual needs of Lane County's many Departments and service areas. This includes the incorporation of Business Analysis to better understand and remain connected to our customer's and their technology needs and priorities.

### Goals

- Greater alignment of technology capability with each business area's need Countywide.
- Support our remote workforce needs due to COVID-19 impacts and the eventual transition back to regular operations.
- Expanded deployment of Microsoft 365 features and value.
- Data infrastructure expansion and support for driven decision making across Lane County.
- Improved response times and quality of resolutions.

## **Major Accomplishments & Achievements in FY 20-21**

- Telephone system expansion and resiliency enhancements.
- Formalized & implemented new Business Analyst classification promoting Countywide innovation, process improvement and technology solution analysis.
- Installation and deployment of Microsoft Teams countywide to provide an additional communication tool for the remote workforce.
- Holiday Farm Fire emergency and recovery operations support (GIS support, McKenzie Rebuilds application and website, Emergency Operations Center (EOC) support including multiple moves, etc).
- COVID response and support (EOC staffing, EOC technology support, multiple EOC moves and transitions).
  - Contact Tracing Application development to support HHS in tracking COVID19 infections.
  - Mass vaccine event application development for use at the Vaccine clinics to check in clients, gather key data and information, and report on the effort.
- Supported Exchange mail-flow migration for improve email security and encryption.
- Significant PeopleSoft onboarding changes, year-end processing updates and local tax changes requiring significant modifications to Time and Labor.
- Deployment of a new Virtual Private Network (VPN) solution for telework.
- Assisted with upgraded over 800 PC's and laptops to Windows 10.

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

Remote work setup for county employees using LogMeIn, NetMotion, and AnyConnect applications to support Lane County Staff during COVID-19 Pandemic.

Emergency Operations Centers were set up for COVID19 and the Holiday Farm Fire support.

## **Technology Services: Business Services**

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### **Anticipated Service & Budget Changes for FY 21-22**

In FY 21-22, we have requested 3.0 FTE for Info Technology Specialist 2's (ITS2) to address critical service level needs such as desktop support, operational support, and Microsoft 365 core component support (ex. Teams, SharePoint). There are also increases in M&S expenses for countywide software for remote access/teleworking response as a result of the COVID-19 pandemic. There continues to be decreases in revenue received from Regional partners as they reduce their footprint in the Lane County datacenter, as well as a reduction in revenue from eastern counties for taxation support.

### **Future Service Challenges & Planning Efforts**

The growth of the county staffing and new services is higher than the additional resources being added to support these employees and continues to be a challenge.

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

InsideLane Replacement (Pre-Planning)

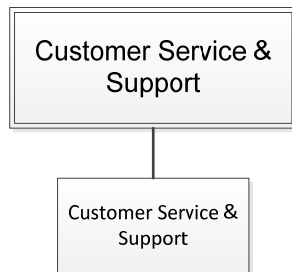
- InsideLane, Lane County's intranet and portal, is approaching 18 years old. As operating systems and internet browsers continue to evolve, InsideLane becomes less compatible, more vulnerable to threats and more difficult to support. In that time the industry has made many advances in the area of intranets and portals, and there is a better understanding of how to maximize the value of internal information and content. A successful InsideLane replacement will help our staff be successful in achieving their strategic goals.
- Planning for this project is ongoing with a projected start date in FY 22-23.
- General implementation cost estimate is likely to exceed \$100,000 with ongoing costs of \$19,000 annually.

# 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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
State Revenues	0	18,324	127,000	0	(127,000)	-100.00%
Local Revenues	81,612	49,992	48,403	47,892	(511)	-1.06%
Fees And Charges	1,760,531	667,755	953,624	1,016,759	63,135	6.62%
Total Revenue	1,842,143	736,071	1,129,027	1,064,651	(64,376)	-5.70%
<b>TOTAL RESOURCES</b>	<b>1,842,143</b>	<b>736,071</b>	<b>1,129,027</b>	<b>1,064,651</b>	<b>(64,376)</b>	<b>-5.70%</b>
<b>EXPENDITURES:</b>						
Personnel Services	1,457,230	636,810	809,996	843,631	33,635	4.15%
Materials & Services	374,309	165,992	369,031	221,020	(148,011)	-40.11%
<b>TOTAL EXPENDITURES</b>	<b>1,831,539</b>	<b>802,802</b>	<b>1,179,027</b>	<b>1,064,651</b>	<b>(114,376)</b>	<b>-9.70%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Technology Services	1,831,539	802,802	1,127,427	1,064,651	(62,776)	-5.57%
<b>TOTAL</b>	<b>1,831,539</b>	<b>802,802</b>	<b>1,127,427</b>	<b>1,064,651</b>	<b>(62,776)</b>	<b>-5.57%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Customer Service & Support	1,831,539	802,802	1,127,427	1,064,651	(62,776)	-5.57%
<b>TOTAL EXPENDITURES</b>	<b>1,831,539</b>	<b>802,802</b>	<b>1,127,427</b>	<b>1,064,651</b>	<b>(62,776)</b>	<b>-5.57%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Total FTE	11.75	5.00	7.00	7.00	0.00	0.00%

# **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, Lane County Software Licensing Administration, and the PC and Copier replacement programs which include 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 for FY 21-22 include:

- Setting standards for desktop and printer hardware used at Lane County.
- 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 20-21**

- The CSS Help Desk staff utilized the features that came with our new telecom system to set greetings and notifications for enhanced communication, especially during high call volumes.
- The CSS Technology Replacement team deployed hundreds of workstations in a very short timeline to support remote work and emergency operations for COVID and the wildfires.
- CSS Staff played a major role in getting Lane County employees set up with remote access options to work from home.

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

The CSS Division has been greatly impacted due to the COVID-19 Pandemic and the Holiday Farm Fire. There has been a significant uptick in Help Desk calls and the complexity of the requests has increased due to home network connections, personal devices and general complications for transitioning to remote work so quickly. The Technology Replacement team has also been keeping webcams, monitors and laptops ready for deployment. The Software Administration service has been tasked with ordering, tracking and monitoring the software used for remotely accessing workstations as well as online meeting software such as GoToMeeting and Microsoft Teams.

## **Anticipated Service & Budget Changes for FY 21-22**

- There are no anticipated budget changes for FY 21-22.
- The CSS Division will be monitoring service levels as Lane County adjusts to the COVID-19 Pandemic and wildfire recovery. There may be a need for increased resources in the future to accommodate for Lane County growth.

## **Future Service Challenges & Planning Efforts**

Growth in the Lane County workforce has resulted in a decreased ability for the CSS Division to respond to customer technology needs, particularly in the area of desktop replacements. In the last 5 years, the County has added over 400 positions. This has been compounded by a significant percentage of County employees working remotely, which complicates troubleshooting. Remote solutions provide needed flexibility for telework, they also add complexity for troubleshooting technology issues and increase support needs. Requests for virtual meetings, webcams, and virtual private networks, just to name a few, have increased significantly in the last year, with no less demand for existing technology.

## **Technology Services: Customer Service & Support**

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

#### Information Technology Service Management (ITSM) 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.
- Planning for this project is ongoing with a projected start date in FY 22-23.
- General implementation cost estimate is \$100,000 with ongoing costs of \$15,000 annually.

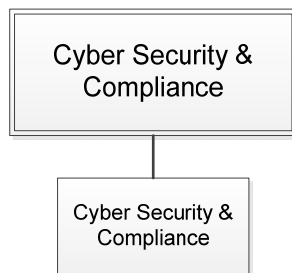


# Technology Services: Cyber Security & Compliance

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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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
State Revenues	0	39,628	0	0	0	0.00%
Local Revenues	54,265	60,759	70,936	42,827	(28,109)	-39.63%
Fees And Charges	616,415	819,663	901,261	947,831	46,570	5.17%
Total Revenue	670,680	920,049	972,197	990,658	18,461	1.90%
<b>TOTAL RESOURCES</b>	<b>670,680</b>	<b>920,049</b>	<b>972,197</b>	<b>990,658</b>	<b>18,461</b>	<b>1.90%</b>
<b>EXPENDITURES:</b>						
Personnel Services	556,818	699,937	704,401	723,948	19,547	2.77%
Materials & Services	164,040	302,301	267,796	266,710	(1,086)	-0.41%
<b>TOTAL EXPENDITURES</b>	<b>720,859</b>	<b>1,002,238</b>	<b>972,197</b>	<b>990,658</b>	<b>18,461</b>	<b>1.90%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Technology Services	720,859	1,002,238	972,197	990,658	18,461	1.90%
<b>TOTAL</b>	<b>720,859</b>	<b>1,002,238</b>	<b>972,197</b>	<b>990,658</b>	<b>18,461</b>	<b>1.90%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Cyber Security & Compliance	720,859	1,002,238	972,197	990,658	18,461	1.90%
<b>TOTAL EXPENDITURES</b>	<b>720,859</b>	<b>1,002,238</b>	<b>972,197</b>	<b>990,658</b>	<b>18,461</b>	<b>1.90%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Total FTE	4.00	4.75	4.75	4.75	0.00	0.00%

# **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 our citizens. The Division provides physical access control management services to the County facilities, core cyber security administration for Lane County network and application access, compliance and regulatory program support to multiple departments, and it also handles critical legal holds, public records requests and other security related investigation requests.

## **Division Goals & Strategic Planning**

In the year ahead, the Cyber Security and Compliance Division is focusing and planning to work to consolidate and secure this new landscape, ensuring the foundation is solid enough to build a sustainable risk mitigation future upon.

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. This continues in FY 21-22. 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, the Lane County Strategic Plan and Goal #7 of the State Homeland Security Strategy. They focus on improving cyber security capabilities through enhancing protection of information assets through implementation of information policies, processes, and systems. The initiatives are 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. Microsoft 365 is a significant piece of the strategy to help Lane County transform to mitigate cyber risks.

## **Major Accomplishments & Achievements in FY 20-21**

- Our primary focus and accomplishments have been to support Lane County employees and services during the COVID-19 Pandemic and Holiday Farm Fire emergency.
- Remote access for employees was implemented for 2/3 of the organization within a handful of weeks when the State of Oregon declared the pandemic.
- Continuous improvement on remote access, software vetting, and compliance management to the best of our abilities in the ever-changing risk landscape.
- Multiple Emergency Operations Centers and Remote Worker Support throughout the years, focused on health and safety while ensuring work could be done while keeping cyber risks to a minimum.
- Microsoft 365: Teams, Email, Security Center, planning and deployment between Nov 2020 and spring 2021. Fifty percent of the Security Team has been dedicated to ensuring proper implementation, testing, and deployment for each module is done so in a manner to best protect Lane County information and its employees.
- Purchased and deployed Cyber Security Training and Phishing education (KnowBe4). Baseline was determined and quarterly education and annual training will be conducted moving forward.
- Software availability with compliance in mind while implementing call centers, vaccination clinics, fire planning, etc.
- Participating in Microsoft Office 365 readiness and Security and Compliance management for proper deployment in coming years.
- Participating in O365 readiness and Security and Compliance management for proper deployment in coming years.

# **Technology Services: Cyber Security & Compliance**

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## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

Impacts for Cyber Security and Compliance Division were specifically in staff time to assist continued operations during the COVID-19 Pandemic and Holiday Farm Fire and continued focus on Microsoft 365 tools to improve communication and collaboration while maintaining security to mitigate additional risks.

- Expedited Remote Access availability to all employees (Log Me In, Net Motion, Any Connect)
- Expedited MS Teams deployment for internal collaboration
- Expedited hiring process with EOC to get people hired quickly and efficiently during the pandemic and vaccination clinics.
- Partnered with Software Administration to ensure appropriate licenses were attained w/compliance pieces considered as best as we could (Go To Meeting, Cognito Forms, etc.)

## **Anticipated Service & Budget Changes for FY 21-22**

There are slight increases in M&S expenses for Countywide licensing for remote access/teleworking response as a result of the COVID-19 pandemic. Also, there continues to be a decrease in revenue received from Regional partners as they reduce their footprint in the Lane County datacenter.

## **Future Service Challenges & Planning Efforts**

Microsoft 365 Suite Deployment is a high priority in FY 21-22 which will increase automation, availability, bring systems to more current state which is also more secure. The Cyber Security and Compliance Division continues to focus on working to reduce risks and threats for Lane County overall.

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

Security Information & Event Management System (Pre-Planning)

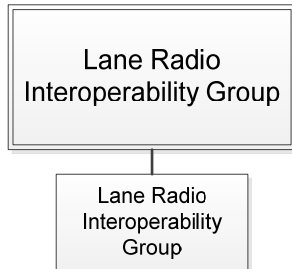
- The Cyber Security and Compliance division is in the pre-planning stages of implementing a Security Information & Event Management System (SIEM) to focus on targeted attacks and breach detection through incorporation of threat intelligence, analytics, profiling and endpoint and network activity monitoring to mitigate cyber security risks.
- 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 FY19-20 and will now begin in FY 21-22 with implementation anticipated in FY 22-23.
- General implementation cost estimate is \$185,000 with ongoing costs of \$56,000 annually.

# 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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
State Revenues	0	5,735	23,500	0	(23,500)	-100.00%
Local Revenues	183,678	202,736	211,848	197,517	(14,331)	-6.76%
Total Revenue	183,678	208,471	235,348	197,517	(37,831)	-16.07%
<b>TOTAL RESOURCES</b>	<b>183,678</b>	<b>208,471</b>	<b>235,348</b>	<b>197,517</b>	<b>(37,831)</b>	<b>-16.07%</b>
<b>EXPENDITURES:</b>						
Personnel Services	165,381	177,255	184,414	194,392	9,978	5.41%
Materials & Services	22,062	24,450	27,434	3,125	(24,309)	-88.61%
<b>TOTAL EXPENDITURES</b>	<b>187,443</b>	<b>201,705</b>	<b>211,848</b>	<b>197,517</b>	<b>(14,331)</b>	<b>-6.76%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Technology Services	187,443	201,705	211,848	197,517	(14,331)	-6.76%
<b>TOTAL</b>	<b>187,443</b>	<b>201,705</b>	<b>211,848</b>	<b>197,517</b>	<b>(14,331)</b>	<b>-6.76%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
LRIG System Management	187,443	201,705	211,848	197,517	(14,331)	-6.76%
<b>TOTAL EXPENDITURES</b>	<b>187,443</b>	<b>201,705</b>	<b>211,848</b>	<b>197,517</b>	<b>(14,331)</b>	<b>-6.76%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	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 eight 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 28 subscribing local, state, and federal agencies.

## **Division Goals & Strategic Planning**

The LRIG Division will continue to provide voice and data communications for public sector agencies on a shared radio system across Lane County.

## **Major Accomplishments & Achievements in FY 20-21**

- Completion of an upgrade of the Master Site and 3-County system to version 2020.1. The upgrade in FY 19-20 was delayed due to Covid-19 travel restrictions, and an agreement was reached with the vendor to bring the system to a current version this year as part of the ongoing System Upgrade Agreement between the Southwest 7 Consortium and Motorola signed in 2014. This will be the last system upgrade under that agreement.
- Rebuilding of the Mt. Hagen radio site and backhaul connectivity links lost in the Holiday Farm Fire. Temporary services were restored in November of 2020, and full restoration will be completed by June 2021.
- Implementation of a cache radio program using surplus radios to support communications during emergency events, and special events such as the Covid-19 mass vaccination clinics.

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

The COVID-19 Pandemic forced a delay on a major radio system upgrade, due to travel restrictions for the vendor, and lockdown policies at regional public safety dispatch centers. That work has now resumed in a condensed and quickened pace in order to keep the radio system compliant with contractual obligations and on supported versions of hardware and software.

The Holiday Farm Fire caused the total loss of the Mt. Hagen radio site, impacting communication from that site as well as connectivity to three other radio sites along Hwy. 126. Temporary connections to the other three impacted sites was restored in early November, and a full rebuild of the Mt. Hagen site is scheduled for completion by June. Access to those sites remains challenging due to rockslides along the forest service roads.

## **Anticipated Service & Budget Changes for FY 21-22**

No significant service level or budget changes are expected for FY 21-22.

## **Future Service Challenges & Planning Efforts**

- 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.
- Sustainability Planning and implementation
  - Plan and implement a more robust backhaul system, including microwave and fiber links, to provide redundant connectivity to critical points of infrastructure affecting the radio system.

## **Technology Services: Lane Radio Interoperability Group**

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

None at this time. The operations budget for the radio system is in the Lane County Sheriff's Office budget under Special Revenues.

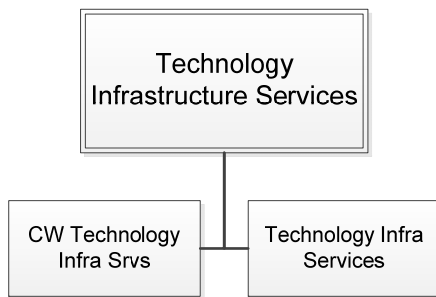


# Technology Services: Technology Infrastructure Services

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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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Federal Revenues	1,430	0	0	0	0	0.00%
State Revenues	0	44,516	51,600	0	(51,600)	-100.00%
Local Revenues	1,213,370	1,120,191	977,661	996,979	19,318	1.98%
Fees And Charges	2,313,850	2,335,070	2,452,380	2,665,648	213,268	8.70%
Total Revenue	3,528,650	3,499,777	3,481,641	3,662,627	180,986	5.20%
<b>TOTAL RESOURCES</b>	<b>3,528,650</b>	<b>3,499,777</b>	<b>3,481,641</b>	<b>3,662,627</b>	<b>180,986</b>	<b>5.20%</b>
<b>EXPENDITURES:</b>						
Personnel Services	1,898,371	1,990,963	1,956,264	2,000,731	44,467	2.27%
Materials & Services	1,216,293	1,318,947	1,486,847	1,546,896	60,049	4.04%
Capital Expenses	81,526	0	15,300	115,000	99,700	651.63%
<b>TOTAL EXPENDITURES</b>	<b>3,196,189</b>	<b>3,309,909</b>	<b>3,458,411</b>	<b>3,662,627</b>	<b>204,216</b>	<b>5.90%</b>

EXPENDITURES BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Technology Services	3,196,189	3,309,909	3,434,421	3,662,627	228,206	6.64%
<b>TOTAL</b>	<b>3,196,189</b>	<b>3,309,909</b>	<b>3,434,421</b>	<b>3,662,627</b>	<b>228,206</b>	<b>6.64%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
CW Technology Infra Srvs	687,091	635,309	722,189	857,757	135,568	18.77%
Technology Infra Srvs	2,509,098	2,674,600	2,712,232	2,804,870	92,638	3.42%
<b>TOTAL EXPENDITURES</b>	<b>3,196,189</b>	<b>3,309,909</b>	<b>3,434,421</b>	<b>3,662,627</b>	<b>228,206</b>	<b>6.64%</b>

FTE SUMMARY						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Total FTE	14.00	13.00	13.00	13.00	0.00	0.00%

# **Technology Services: Technology Infrastructure Services**

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## **Division Overview**

The Technology Infrastructure Services (TIS) Division exists to provide datacenter, server, networking connectivity, internet connectivity, data storage, backup, and back office infrastructure services 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's 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.

### 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 Microsoft Office 365 (M365) Cloud Exchange Email services.
- Contract Professional Implementation Services for M365.

### Infrastructure/Data Recovery

- Azure infrastructure services in support of cloud servers and storage.
- Replace internet firewalls.
- Replace datacenter uninterrupted power supply (UPS).

## **Major Accomplishments & Achievements in FY 20-21**

### Customer Alignment

- Streamlined service request queues to improve cross divisional collaboration in resolving service tickets..

### Proactive Process

- Deployed Exchange Online Protection mail filtering to improve security of email and replace end of life email spam filtering application.

### M365 feature implementation

- Contracted Professional Implementation Services for M365.
- Facilitated planning and discovery process with Professional Services in support of deploying M365.
- Created M365 deployment roadmap for Lane County.
- Implemented MS Teams, Exchange mail flow and safe-links.

## **FY 20-21 Current Year Impacts of COVID-19 Pandemic and/or Holiday Farm Fire**

TIS division received COVID-19 Pandemic Relief Funds in support infrastructure needed to enable the remote and mobile workforce capabilities of Lane County.

- Increased County internet bandwidth.
- Deployed new virtual private networking (VPN) application AnyConnect for remote workforce.
- Expedited M365 deployment of TEAMS collaboration application.
- Lane Events Center wireless networking coverage upgraded to cover entire campus.

# **Technology Services: Technology Infrastructure Services**

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## **Anticipated Service & Budget Changes for FY 21-22**

- There are increases in professional services expenses for the implementation of M365.
- This year includes further reduction in revenues attributed to partner agencies leaving the datacenter in favor of cloud computing offerings and smaller on premise infrastructure.

## **Future Service Challenges & Planning Efforts**

The implementation of M365 is a large project with multiple features that will require continued funding of professional services and training in the near term during its implementation.

Lane County receives revenue from other agencies subscribing to datacenter services. Those revenues have provided an expense offset to the County infrastructure costs. As more agencies move to cloud computing and reduce their datacenter services, the County revenue from those services is being reduced while many fixed costs will not change. This trend is expected to continue as the County also pursues cloud infrastructure services.

Workforce succession planning is a significant factor and must be addressed. Five of twelve personnel in the division are anticipated to retire within five years. Where possible, interim funding to support and train replacements ahead of the anticipated retirements will reduce risks through improved transition and maintenance of infrastructure operations.

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

### Wireless Network Infrastructure (Preplanning)

- Current wireless infrastructure is approaching end of life and is in the planning stages to replace in the upcoming fiscal year FY 22-23.

### Data Center Uninterruptible Power Supply (UPS) (Standard)

- The data center requires a 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.
- UPS Replacement is scheduled for FY 21-22.
- Total cost is expected to be \$116,000.
- Funds for this project will come from FY 21-22 Infrastructure Replacement funds collected as a part of Technology Services Replacement Charges as well as revenues from regional partners.

## Technology Services

DEPARTMENT RESOURCE DETAIL						
	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Curr Bgt	FY 21-22 Proposed	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Sale Of Capital Assets	0	5,355	0	0	0	0.00%
Map Sales	0	1,645	0	0	0	0.00%
<b>PROPERTY AND RENTALS</b>	<b>0</b>	<b>7,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
Reimbursements	1,430	0	0	0	0	0.00%
<b>FEDERAL REVENUES</b>	<b>1,430</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
Coronavirus Relief Fund	0	429,915	349,300	0	(349,300)	-100.00%
<b>STATE GRANT REVENUES</b>	<b>0</b>	<b>429,915</b>	<b>349,300</b>	<b>0</b>	<b>(349,300)</b>	<b>-100.00%</b>
Miscellaneous Cities	1,064,268	1,113,346	1,125,568	1,062,826	(62,742)	-5.57%
Counties	8,343	158,858	62,110	18,540	(43,570)	-70.15%
Other Local	466,559	381,013	295,698	276,791	(18,907)	-6.39%
Community Contracts	880	5	0	0	0	0.00%
<b>LOCAL REVENUES</b>	<b>1,540,050</b>	<b>1,653,222</b>	<b>1,483,376</b>	<b>1,358,157</b>	<b>(125,219)</b>	<b>-8.44%</b>
Refunds & Reimbursements	22	11	0	0	0	0.00%
Copier Services	302,645	169,142	228,000	228,000	0	0.00%
Telephone Services	325,800	631,865	827,370	936,654	109,284	13.21%
Data Processing Services	4,690,796	10,414,099	10,974,061	12,066,695	1,092,634	9.96%
Technology Replacement	684,022	966,171	1,128,101	1,446,254	318,153	28.20%
<b>FEES AND CHARGES</b>	<b>6,003,285</b>	<b>12,181,288</b>	<b>13,157,532</b>	<b>14,677,603</b>	<b>1,520,071</b>	<b>11.55%</b>
Departmental Administration	811,644	950,654	1,069,417	1,111,400	41,983	3.93%
<b>ADMINISTRATIVE CHARGES</b>	<b>811,644</b>	<b>950,654</b>	<b>1,069,417</b>	<b>1,111,400</b>	<b>41,983</b>	<b>3.93%</b>
Investment Earnings	85,899	75,852	21,960	41,000	19,040	86.70%
<b>INTEREST EARNINGS</b>	<b>85,899</b>	<b>75,852</b>	<b>21,960</b>	<b>41,000</b>	<b>19,040</b>	<b>86.70%</b>
Interfund Loan Received	640,000	0	0	0	0	0.00%
<b>INTERFUND LOANS</b>	<b>640,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>DEPARTMENT RESOURCES</b>	<b>9,082,308</b>	<b>15,297,930</b>	<b>16,081,585</b>	<b>17,188,160</b>	<b>1,106,575</b>	<b>6.88%</b>

## Technology Services

DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>EXPENDITURE ACCOUNTS</b>						
Regular Operating Wages	2,869,385	5,446,915	5,682,226	6,013,577	331,351	5.83%
Extra Help	11,198	26,623	27,996	27,996	0	0.00%
Overtime	59	493	5,184	5,184	0	0.00%
Reduction Unfunded Vac Liab	38,706	121,312	91,770	89,833	(1,937)	-2.11%
Compensatory Time	11,144	64,928	17,856	17,856	0	0.00%
Personal Time	0	595	0	0	0	0.00%
Risk Management Benefits	4,272	6,834	6,688	25,315	18,627	278.51%
Social Security Expense	176,328	341,460	360,933	381,377	20,444	5.66%
Medicare Insurance Expense	41,512	80,458	84,395	89,166	4,771	5.65%
Unemployment Insurance (State)	3,507	6,598	7,350	8,020	670	9.12%
Workers Comp	9,218	17,311	17,406	18,373	967	5.56%
Disability Insurance - Long-term	17,301	36,108	41,109	43,210	2,101	5.11%
PERS - OPSRP Employer rate	428,828	921,127	1,006,980	1,142,620	135,640	13.47%
PERS Bond	221,412	410,918	436,623	461,272	24,649	5.65%
PERS - 6% Pickup	172,072	316,307	349,217	368,981	19,764	5.66%
Health Insurance	623,687	1,122,927	1,263,669	1,305,486	41,817	3.31%
Dental Insurance	46,914	83,310	88,487	91,460	2,973	3.36%
EE Assistance Pgm	575	1,053	1,583	1,619	36	2.27%
Life Insurance	4,136	7,659	14,945	15,311	366	2.45%
Flexible Spending Admin	525	964	1,583	1,619	36	2.27%
Disability Insurance - Short Term	1,208	2,214	2,423	2,493	70	2.89%
Deferred Comp Employer Contrib	13,761	30,270	30,993	32,407	1,414	4.56%
Retiree Medical	87,215	161,912	142,312	150,548	8,236	5.79%
FMLA Administration	941	1,725	1,655	1,701	46	2.78%
<b>PERSONNEL SERVICES</b>	<b>4,783,905</b>	<b>9,210,018</b>	<b>9,683,383</b>	<b>10,295,424</b>	<b>612,041</b>	<b>6.32%</b>
Professional & Consulting	60,093	126,230	473,900	329,716	(144,184)	-30.42%
Data Processing Services	64,087	70,292	94,572	98,100	3,528	3.73%
Intergovernmental Agreements	0	134,885	138,737	143,000	4,263	3.07%
Telephone Services	75,788	186,608	214,735	199,795	(14,940)	-6.96%
General Liability	16,415	31,614	47,694	36,705	(10,989)	-23.04%
Maintenance Agreements	533,237	1,489,541	1,689,966	2,201,319	511,353	30.26%
External Equipment Rental	6	7	0	0	0	0.00%
Real Estate & Space Rentals	50	27,917	18,648	18,648	0	0.00%
Fleet Equipment Replacement	4,335	6,352	6,363	6,588	225	3.54%
Copier Charges	0	3,037	0	0	0	0.00%
Mail Room Charges	118	78	500	250	(250)	-50.00%
County Indirect Charges	797,241	963,019	912,956	903,710	(9,246)	-1.01%
Dept Support/Direct	413,897	949,229	1,069,638	1,111,399	41,761	3.90%
PC Replacement Services	9,250	16,750	17,500	18,250	750	4.29%
Dept Support/Indirect	0	0	10,458	10,458	0	0.00%
Office Supplies & Expense	20,208	21,611	25,200	23,000	(2,200)	-8.73%
Professional Licenses	50,406	441	9,210	1,300	(7,910)	-85.88%
Dues & Memberships	0	40,199	39,268	47,769	8,501	21.65%
Printing & Binding	29	20	500	50	(450)	-90.00%
Advertising & Publicity	120	9	300	200	(100)	-33.33%
Postage	103	76	500	500	0	0.00%
Radio/Communic Supplies & Svcs	3	5	0	0	0	0.00%
DP Supplies And Access	486,701	750,093	1,046,597	560,606	(485,991)	-46.44%
Printer & Copier Expenses	91,287	100,949	105,000	105,000	0	0.00%
Small Tools & Equipment	4,085	1,247	3,463	3,613	150	4.33%
Small Office Furniture	210	0	0	0	0	0.00%
Food	15	0	0	0	0	0.00%

## Technology Services

DEPARTMENT EXPENDITURE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Business Expense & Travel	2,159	2,212	6,925	7,225	300	4.33%
Awards & Recognition	88	88	0	0	0	0.00%
Outside Education & Travel	35,510	36,934	101,938	104,188	2,250	2.21%
County Training Classes	895	1,489	1,732	1,807	75	4.33%
Training Services & Materials	2,407	1,609	6,925	7,225	300	4.33%
Reimbursable Expenses	2,152	67	0	0	0	0.00%
<b>MATERIALS &amp; SERVICES</b>	<b>2,670,896</b>	<b>4,962,606</b>	<b>6,043,225</b>	<b>5,940,421</b>	<b>(102,804)</b>	<b>-1.70%</b>
Data Processing Equipment	693,011	233,171	1,443,744	704,554	(739,190)	-51.20%
<b>CAPITAL OUTLAY</b>	<b>693,011</b>	<b>233,171</b>	<b>1,443,744</b>	<b>704,554</b>	<b>(739,190)</b>	<b>-51.20%</b>
Other Professional Services	633,485	345,571	0	0	0	0.00%
<b>CAPITAL PROJECTS</b>	<b>633,485</b>	<b>345,571</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>DEPARTMENT EXPENDITURES</b>	<b>8,781,296</b>	<b>14,751,369</b>	<b>17,170,352</b>	<b>16,940,399</b>	<b>(229,953)</b>	<b>-1.34%</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 21-22 Proposed Budget</b>	<b>\$ 767,757,739</b>	
<i>STEP #1 - Removal of interfund activity (same expense occurs in more than one fund)</i>		
<b><u>Inter-Fund Activity</u></b>		
	(909,500)	Title III Grant Reimbursements to departments
	(2,077,412)	Video Lottery Awards to departments
	(197,650)	Training reimbursement (Depts to HR)
	(3,044,896)	Retiree Medical benefits assessed to departments
	(2,890,806)	Charges assessed to departments for self-insurance pool
	(44,933,595)	Charges assessed to departments for employee benefits
	(39,871,522)	PERS charges assessed to departments
	(8,909,402)	County Fleet vehicle use, maintenance, and fuel
	(393,200)	Mailroom and copier services paid by departments
	(458,046)	Charges assessed to departments for computers
	(13,031,260)	Technology Services charges paid by departments
	(36,781,131)	Inter & Intra fund transfers - between funds & subfunds
	(18,755,133)	Central services paid by direct service depts
	(7,337,296)	Intradepartment direct/indirect charges
Subtotal	<u>(179,590,849)</u>	
<b>NET BUDGET</b>	<b><u>\$ 588,166,890</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>		
	(2,385,027)	Collected for and paid to Lane Education Service District.
	(935,000)	Collected for and paid to State Court Security Fund
Subtotal	<u>(3,320,027)</u>	
<b><u>Debt Service Payments</u></b>		
	(11,235,447)	Bond principal & interest payments
Subtotal	<u>(11,235,447)</u>	
<b><u>Capital Expenditures</u></b>		
	(42,447,771)	Capital outlay and expenditures
Subtotal	<u>(42,447,771)</u>	
<b><u>Contingencies &amp; Unappropriated Reserves</u></b>		
	(210,981,645)	Contingencies & Unappropriated reserves
Subtotal	<u>(210,981,645)</u>	
<b>NET OPERATING BUDGET</b>	<b><u>\$ 320,182,000</u></b>	



# Appendix

## 2019-2020 RATE AND VALUE INFORMATION FOR OREGON COUNTIES Sorted by Tax Comparable Rate (Including O&C Revenue)

Rank	Current Year 19-20	Prior Year	Up or Down	COUNTY	2020 Est. POPULATION <sup>1</sup>	2020 Net Assessed Value - NAV (In Thousands) <sup>2</sup>	O&C Revenue (less Title lily) <sup>3</sup>	OTHER FUNDING		PERM. RATE	LOCAL OPTION*	PERM. OTHER (Vector, Library, Transit)**	PERM. RT. COUNTY EXT**	LOCAL OPTION LAW ENF.*	TOTAL RATE	EQUIV O&C OTHER RATE	TOTAL COMP RATE
								ie. Income, Business, Prop.	Tnsif Taxes								
1	1			WHEELER	1,440	149,066	-		8.5266		1.0084	0.5584		10.0934		10.0934	
2	2			SHERMAN	1,795	487,185	-		8.7141		0.4780			9.1921		9.1921	
3	3			MULTNOMAH	829,560	77,608,978	143,003	104,300,000	4.3434	0.0500	1.2100			5.6034	1.3458	6.9492	
4	4			LAKE	8,075	978,567	-		3.7619		2.4857	0.2392		6.4868		6.4868	
5	5			HARNEY	7,280	593,752	-		4.5016		1.9314			6.4330		6.4330	
6	6			MORROW	12,825	2,470,623	-		4.1347		0.7949			5.4196		5.4196	
7	7			JEFFERSON	24,105	1,823,788	-		3.5662	1.3900	0.4349			5.3911		5.3911	
8	8			WASCO	27,295	2,433,811	-		4.2523		0.6800	0.2500		5.1823		5.1823	
9	9			BAKER	16,910	1,706,727	-		3.7286	0.4554	0.8757			5.0597		5.0597	
10	10			CROOK	23,440	2,334,962	-		3.8702	0.0600	0.9895	0.1207		4.9494		4.9494	
11	11			HOOD RIVER	25,640	2,564,576	-	5,543,978	1.4171		0.4221		0.5644	2.4036	2.1618	4.5654	
12	13			WALLOWA	7,160	860,029	-		2.7266	0.4651	1.1064	0.1625		4.4606		4.4606	
13	14			CLACKAMAS (RURAL)	426,515	50,991,347	719,249		2.9766	0.0250	0.4039	0.0500		4.4233	0.0141	4.4374	
14	12			LINN	127,320	10,167,960	674,489		1.2736	3.0200	0.7000			4.3636	0.0663	4.4299	
15	15			WASHINGTON	620,080	66,940,424	77,027	6,676,000	2.2484	0.6400			0.6365	4.2049	0.1009	4.3058	
16	17			GRANT	7,315	607,351	-		2.8819		0.7484	0.2598		3.8901		3.8901	
17	19			MALHEUR	32,105	2,185,695	-		2.5823		1.2994			3.8757		3.8757	
18	18			CLACKAMAS (CITY)	426,515	50,991,347	719,249		2.4042	0.0250	0.4039	0.0500		3.8509	0.0141	3.8650	
19	16			BENTON	94,665	9,157,753	578,044	1,920,859	2.2052	0.9000	0.4747			3.5799	0.2729	3.8528	
20	20			GILLIAM	1,990	834,545	-		3.8450					3.8450		3.8450	
21	22			CLATSOP (RURAL)	39,455	6,363,891	-		1.5338	0.2800	1.1938	0.0534		3.7805		3.7805	
22	21			UMATILLA	94,665	9,157,753	-		2.8487		0.8502			3.6989		3.6989	
23	23			DESCHUTES (RURAL)	197,015	25,512,984	-		1.2183		0.5500	0.0224		3.4925		3.4925	
24	24			UNION	26,840	2,021,008	-		2.9668	0.2800	0.0239	0.1619		3.4326		3.4326	
25	25			LINCOLN	48,305	7,900,393	85,331		2.8202	0.0900	0.4539	0.0451		3.4092	0.0108	3.4200	
26	27			DESCHUTES (CITY)	197,015	25,512,984	-		1.2183		0.5500	0.0224		3.2325		3.2325	
27	28			MARION	349,120	25,662,406	354,866		3.0252			0.0500		3.0752	0.0138	3.0890	
28	32			CLATSOP (CITY)	39,455	6,363,891	-		1.5338	0.2800	1.1938	0.0534		3.0610		3.0610	
29	26			COOS	63,315	5,531,527	1,426,891	4,869,323	1.0799		0.7289	0.0888		1.8976	1.1382	3.0358	
30	29			JACKSON	223,240	21,396,112	3,332,720	1,570,204	2.0099		0.5629	0.0410		2.6138	0.2292	2.8430	
31	30			COLUMBIA	53,280	5,260,481	462,293		1.3956	0.5797	0.1279	0.0571		2.7057	0.0879	2.7936	
32	31			KLAMATH	68,075	6,058,638	671,056		1.7326	0.0500	0.5500	0.1500		2.6367	0.1108	2.7475	
33	33			TILLAMOOK	26,530	5,238,078	144,078		1.4986	0.7000	0.2690	0.1883		2.6559	0.0275	2.6834	
34	34			YAMHILL	108,605	9,490,711	168,748		2.5775			0.0449		2.6224	0.0178	2.6402	
35	37			POLK	83,805	6,254,358	574,318		1.7160	0.425	0.0750			2.216	0.0918	2.3078	
36	36			JOSEPHINE	86,560	8,022,038	3,296,416		0.5867	1.0100	0.0459			1.6426	0.4109	2.0535	
37	38			LANE	381,365	34,907,727	3,291,017		1.2793			0.0600		1.8443	0.0943	1.9386	
38	35			DOUGLAS	112,530	9,683,292	7,076,896		1.1124					1.1724	0.7308	1.9032	
39	39			CURRY	23,005	3,166,968	894,228		0.5996		0.7425	0.1021		1.4442	0.2824	1.7266	

<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/dor - 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/dor - 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/dor - 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 21-22 Proposed Budget, there will be a total of 1,804.18 FTE, an increase of 4.85 FTE which is a .27% change from FY 20-21.

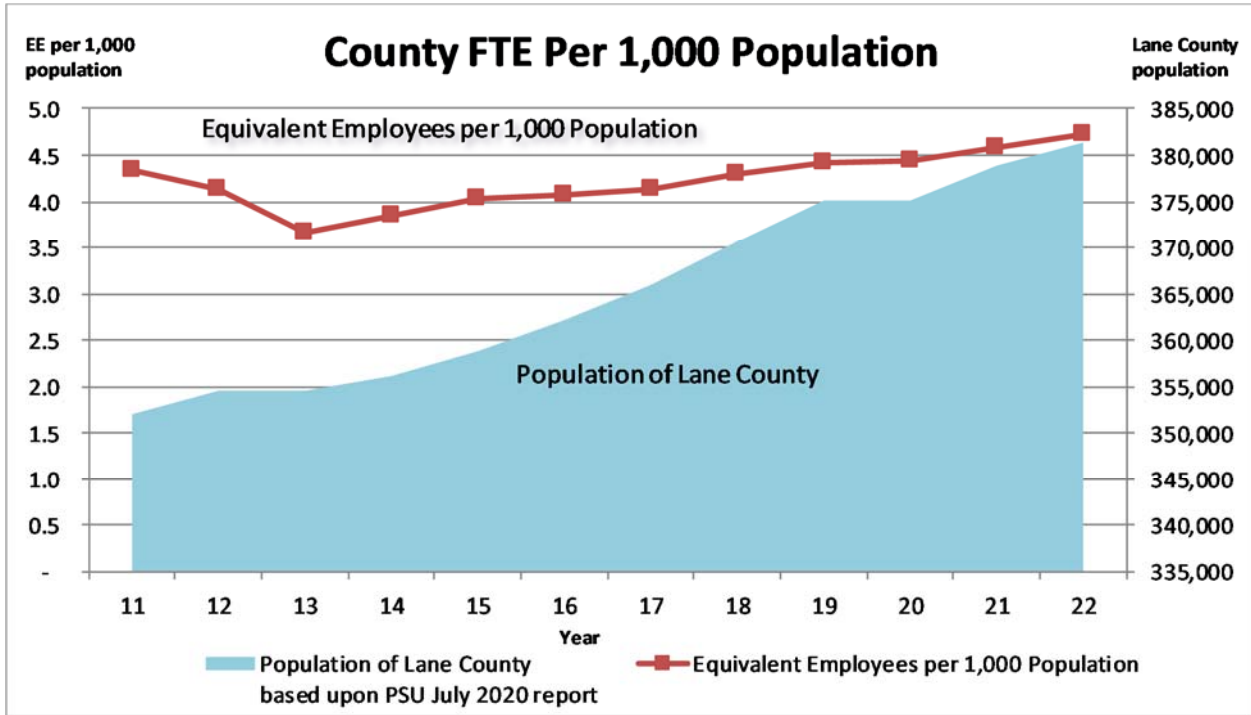
When examining FTE by service category, the greatest number of FTE, 684.98, is found within the Public Health & Welfare category, which has grown by 99.04 FTE, or 16.9% over the past 3 years. Public Safety is decreasing due to the end of the contract with the Bureau of Prisons as described in the Sheriff's Office and 1.75 FTE is decreasing due to retirements and contracting out for Laundry Services. The growth of 11.00 FTE in General Government is the addition of 3.0 FTE each in both Facilities in Technology Services to support the growing number of buildings and technology needs, 0.50 FTE within Law Library, 1.0 FTE for the creation of an Equity Manager in County Administration, 1.0 FTE in County Counsel to support Behavioral Health and 2.0 FTE for the creation of the new Office of Data & Analytics. The additional .50 FTE change (decreasing in Community Development and increasing in General Government) is due to the movement of .50 FTE related to the Manufactured Structures Program into Land Management in the current year budget, but not yet moved in the FY 21-22 budget, which is causing a year to year difference to appear.

Summary of FTE by Service Category						
Service Category:	FY 18-19 Final Bdgt	FY 19-20 Final Bdgt	FY 20-21 Curr Bdgt	FY 21-22 Proposed	Change Fr Curr	% Change Fr Curr
Culture and Recreation	31.30	33.30	33.30	33.30	0.00	0.00%
Community Development	38.50	38.50	43.00	42.50	(0.50)	-1.16%
General Government	240.50	248.00	261.00	272.00	11.00	4.21%
Public Safety Services	510.55	518.55	525.55	517.80	(7.75)	-1.47%
Public Health & Welfare	585.94	629.63	682.88	684.98	2.10	0.31%
Public Roads & Infrastructure	254.32	253.60	253.60	253.60	0.00	0.00%
<b>Total FTE</b>	<b>1,661.11</b>	<b>1,721.58</b>	<b>1,799.33</b>	<b>1,804.18</b>	<b>4.85</b>	<b>0.27%</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 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>GENERAL FUND</b>						
124: General Fund	112,942,482	125,539,526	128,523,921	125,051,111	(3,472,810)	-2.70%
<b>Total</b>	<b>112,942,482</b>	<b>125,539,526</b>	<b>128,523,921</b>	<b>125,051,111</b>	<b>(3,472,810)</b>	<b>-2.70%</b>
<b>SPECIAL REVENUE FUNDS</b>						
216: Parks & Open Spaces Fund	5,291,487	5,598,546	5,900,133	4,976,633	(923,500)	-15.65%
222: Law Library Fund	674,034	749,250	740,386	841,406	101,020	13.64%
225: Road Fund	80,494,354	88,180,497	90,981,454	78,347,942	(12,633,512)	-13.89%
231: Liquor Law Enforcement Fund	76,770	75,153	68,938	61,500	(7,438)	-10.79%
240: Public Land Corners Pres Fund	1,343,085	1,479,178	1,519,098	1,788,002	268,904	17.70%
241: County School Fund	3,695,603	3,773,308	1,964,344	2,385,027	420,683	21.42%
242: Extension Services Fund	500,274	521,207	538,996	0	(538,996)	-100.00%
244: County Clerk Records Fund	389,155	399,603	380,067	627,898	247,831	65.21%
250: Title III Projects	4,490,651	5,064,372	5,633,587	5,119,435	(514,152)	-9.13%
260: Special Revenue Fund	39,246,840	42,031,974	48,668,309	39,051,820	(9,616,489)	-19.76%
275: Industrial Revolving Fund	9,250	15,409	15,559	15,700	141	0.91%
283: Animal Services Fund	790,460	887,237	962,530	907,880	(54,650)	-5.68%
285: Intergov. Human Svcs Fund	19,689,307	22,014,248	64,376,368	33,999,022	(30,377,346)	-47.19%
286: Health and Human Services Fund	120,065,911	122,633,027	142,902,904	138,171,303	(4,731,601)	-3.31%
287: LaneCare Fund	28,020,817	29,461,820	27,710,284	8,099,800	(19,610,484)	-70.77%
290: Local Option Tax Levy Fund	41,288,510	43,771,276	45,319,581	44,222,375	(1,097,206)	-2.42%
<b>Total</b>	<b>346,066,509</b>	<b>366,656,105</b>	<b>437,682,538</b>	<b>358,615,743</b>	<b>(79,066,795)</b>	<b>-18.06%</b>
<b>DEBT SERVICE FUNDS</b>						
323: Lane Events Ctr Debt Svc Fund	789,714	789,536	795,031	687,500	(107,531)	-13.53%
333: Special Obl Bond Ret Fund	7,586,409	6,741,210	5,892,315	2,002,750	(3,889,565)	-66.01%
341: Notes Payable Dbt Service Fund	148,319	151,471	189,913	411,658	221,745	116.76%
<b>Total</b>	<b>8,524,442</b>	<b>7,682,217</b>	<b>6,877,259</b>	<b>3,101,908</b>	<b>(3,775,351)</b>	<b>-54.90%</b>
<b>CAPITAL PROJECT FUNDS</b>						
435: Capital Improvement Fund	15,168,541	19,188,026	31,956,755	20,893,124	(11,063,631)	-34.62%
<b>Total</b>	<b>15,168,541</b>	<b>19,188,026</b>	<b>31,956,755</b>	<b>20,893,124</b>	<b>(11,063,631)</b>	<b>-34.62%</b>
<b>ENTERPRISE FUNDS</b>						
521: Lane Events Center Fund	8,901,997	9,393,914	7,040,604	7,041,106	502	0.01%
530: Solid Waste Disposal Fund	50,390,405	54,829,317	65,014,685	51,636,496	(13,378,189)	-20.58%
539: Corrections Commissary Fund	742,665	878,005	936,309	858,000	(78,309)	-8.36%
570: Land Management Fund	12,902,761	13,411,646	13,645,704	13,089,255	(556,449)	-4.08%
<b>Total</b>	<b>72,937,828</b>	<b>78,512,882</b>	<b>86,637,302</b>	<b>72,624,857</b>	<b>(14,012,445)</b>	<b>-16.17%</b>
<b>INTERNAL SERVICE FUNDS</b>						
612: Self Insurance Fund	12,833,802	9,872,000	10,125,164	9,803,094	(322,070)	-3.18%
614: Employee Benefit Fund	84,977,089	88,859,606	96,727,010	92,137,515	(4,589,495)	-4.74%
615: Pension Bond Fund	11,484,755	12,490,205	13,877,515	13,470,453	(407,062)	-2.93%
619: Motor & Equipment Pool Fund	43,099,534	42,843,994	40,784,912	36,274,616	(4,510,296)	-11.06%
627: Intergovernmental Services Fund	872,015	795,330	825,535	1,076,289	250,754	30.37%
653: Technology Replacement	5,251,902	4,715,688	4,489,868	4,895,054	405,186	9.02%
654: Technology Services Fund	7,817,626	14,559,841	15,749,720	15,944,079	194,359	1.23%
<b>Total</b>	<b>166,336,723</b>	<b>174,136,663</b>	<b>182,579,724</b>	<b>173,601,100</b>	<b>(8,978,624)</b>	<b>-4.92%</b>
<b>FIDUCIARY FUNDS</b>						
714: Retiree Benefit Trust Fund	13,820,557	13,969,515	14,023,881	13,869,896	(153,985)	-1.10%
<b>Total</b>	<b>13,820,557</b>	<b>13,969,515</b>	<b>14,023,881</b>	<b>13,869,896</b>	<b>(153,985)</b>	<b>-1.10%</b>
<b>TOTAL RESOURCES ALL FUNDS</b>	<b>735,797,081</b>	<b>785,684,934</b>	<b>888,281,380</b>	<b>767,757,739</b>	<b>(120,523,641)</b>	<b>-13.57%</b>

## Appendix

COMPARISON OF REQUIREMENTS BY FUND						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>GENERAL FUND</b>						
124: General Fund	79,042,150	91,024,557	128,523,921	125,051,111	(3,472,810)	-2.70%
<b>Total</b>	<b>79,042,150</b>	<b>91,024,557</b>	<b>128,523,921</b>	<b>125,051,111</b>	<b>(3,472,810)</b>	<b>-2.70%</b>
<b>SPECIAL REVENUE FUNDS</b>						
216: Parks & Open Spaces Fund	3,633,027	4,432,520	5,900,133	4,976,633	(923,500)	-15.65%
222: Law Library Fund	243,822	240,909	740,386	841,406	101,020	13.64%
225: Road Fund	34,710,891	43,847,849	90,981,454	78,347,942	(12,633,512)	-13.89%
231: Liquor Law Enforcement Fund	9,097	12,215	68,938	61,500	(7,438)	-10.79%
240: Public Land Corners Pres Fund	459,082	428,804	1,519,098	1,788,002	268,904	17.70%
241: County School Fund	3,278,451	3,399,402	1,964,344	2,385,027	420,683	21.42%
242: Extension Services Fund	498,113	518,581	538,996	0	(538,996)	-100.00%
244: County Clerk Records Fund	122,563	133,536	380,067	627,898	247,831	65.21%
250: Title III Projects Fund	321,322	307,766	5,633,587	5,119,435	(514,152)	-9.13%
260: Special Revenue Fund	24,360,543	27,229,355	48,668,309	39,051,820	(9,616,489)	-19.76%
275: Industrial Revolving Fund	0	0	15,559	15,700	141	0.91%
283: Animal Services Fund	627,481	694,680	962,530	907,880	(54,650)	-5.68%
285: Intergov. Human Svcs Fund	17,958,060	19,525,972	64,376,368	33,999,022	(30,377,346)	-47.19%
286: Health and Human Services Fund	93,352,058	104,464,922	142,902,904	138,171,303	(4,731,601)	-3.31%
287: LaneCare Fund	5,704,508	6,211,035	27,710,284	8,099,800	(19,610,484)	-70.77%
290: Local Option Tax Levy Fund	17,272,099	19,195,495	45,319,581	44,222,375	(1,097,206)	-2.42%
<b>Total</b>	<b>202,551,117</b>	<b>230,643,043</b>	<b>437,682,538</b>	<b>358,615,743</b>	<b>(79,066,795)</b>	<b>-18.06%</b>
<b>DEBT SERVICE FUNDS</b>						
323: Lane Events Ctr Dbt Service Fund	688,178	683,905	795,031	687,500	(107,531)	-13.53%
333: Special Oblg Bond Ret Fund	2,919,448	2,927,583	5,892,315	2,002,750	(3,889,565)	-66.01%
341: Notes Payable Debt Service Fund	148,319	151,471	189,913	411,658	221,745	116.76%
<b>Total</b>	<b>3,755,944</b>	<b>3,762,959</b>	<b>6,877,259</b>	<b>3,101,908</b>	<b>(3,775,351)</b>	<b>-54.90%</b>
<b>CAPITAL PROJECT FUNDS</b>						
435: Capital Improvement Fund	8,232,816	7,123,114	31,956,755	20,893,124	(11,063,631)	-34.62%
<b>Total</b>	<b>8,232,816</b>	<b>7,123,114</b>	<b>31,956,755</b>	<b>20,893,124</b>	<b>(11,063,631)</b>	<b>-34.62%</b>
<b>ENTERPRISE FUNDS</b>						
521: Lane Events Center Fund	4,395,030	5,215,241	7,040,604	7,041,106	502	0.01%
530: Solid Waste Disposal Fund	21,344,627	20,009,964	65,014,685	51,636,496	(13,378,189)	-20.58%
539: Corrections Commissary Fund	112,445	177,117	936,309	858,000	(78,309)	-8.36%
570: Land Management Fund	5,524,150	5,942,320	13,645,704	13,089,255	(556,449)	-4.08%
<b>Total</b>	<b>31,376,252</b>	<b>31,344,642</b>	<b>86,637,302</b>	<b>72,624,857</b>	<b>(14,012,445)</b>	<b>-16.17%</b>
<b>INTERNAL SERVICE FUNDS</b>						
612: Self Insurance Fund	5,977,254	2,671,806	10,125,164	9,803,094	(322,070)	-3.18%
614: Employee Benefit Fund	64,185,987	66,278,720	96,727,010	92,137,515	(4,589,495)	-4.74%
615: Pension Bond Fund	7,379,333	7,735,264	13,877,515	13,470,453	(407,062)	-2.93%
619: Motor & Equipment Pool Fund	10,670,552	11,860,814	40,784,912	36,274,616	(4,510,296)	-11.06%
627: Intergovernmental Services Fund	586,116	505,327	825,535	1,076,289	250,754	30.37%
653: Technology Replacement	2,161,609	2,315,373	4,489,868	4,895,054	405,186	9.02%
654: Technology Services Fund	6,959,101	13,136,453	15,749,720	15,944,079	194,359	1.23%
<b>Total</b>	<b>97,919,953</b>	<b>104,503,757</b>	<b>182,579,724</b>	<b>173,601,100</b>	<b>(8,978,624)</b>	<b>-4.92%</b>
<b>FIDUCIARY FUNDS</b>						
714: Retiree Benefit Trust Fund	3,226,397	3,032,931	14,023,881	13,869,896	(153,985)	-1.10%
<b>Total</b>	<b>3,226,397</b>	<b>3,032,931</b>	<b>14,023,881</b>	<b>13,869,896</b>	<b>(153,985)</b>	<b>-1.10%</b>
<b>TOTAL REQUIREMENTS ALL FUNDS</b>	<b>426,104,629</b>	<b>471,435,002</b>	<b>888,281,380</b>	<b>767,757,739</b>	<b>(120,523,641)</b>	<b>-13.57%</b>

## Appendix

GENERAL FUND RESOURCE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Payments In-Lieu Of Taxes	2,167,517	711,724	711,724	711,000	(724)	-0.10%
Current Year Property Tax	41,084,247	42,565,962	44,223,340	44,223,340	0	0.00%
Prior Years Property Taxes	1,831,855	859,644	750,000	850,000	100,000	13.33%
In Lieu Of Taxes	625,817	604,885	638,497	664,037	25,540	4.00%
Severance Tax	42,696	31,468	30,000	34,700	4,700	15.67%
Transient Room Tax	3,229	3,356	3,265	3,330	65	1.99%
Car Rental Tax	1,844,940	1,513,410	1,284,811	1,383,393	98,582	7.67%
County Marijuana Tax	57,520	154,959	159,608	172,500	12,892	8.08%
Miscellaneous Taxes	7,049	6,921	7,000	7,000	0	0.00%
Tax Penalties	371,056	409,145	330,000	400,000	70,000	21.21%
<b>TAXES &amp; ASSESSMENTS</b>	<b>48,035,925</b>	<b>46,861,474</b>	<b>48,138,245</b>	<b>48,449,300</b>	<b>311,055</b>	<b>0.65%</b>
Marriage	59,737	53,594	64,000	59,000	(5,000)	-7.81%
Domestic Partnership Fee	225	225	0	0	0	0.00%
Metro Cable Franchise	468,790	434,201	417,970	435,000	17,030	4.07%
Rural Cable Franchise	185,338	208,908	219,345	246,580	27,235	12.42%
Concealed Weapon Permit	274,445	306,950	260,000	275,000	15,000	5.77%
Fireworks Display Permit	350	300	300	0	(300)	-100.00%
<b>LICENSES &amp; PERMITS</b>	<b>988,885</b>	<b>1,004,178</b>	<b>961,615</b>	<b>1,015,580</b>	<b>53,965</b>	<b>5.61%</b>
Circuit Court Fines	206,063	228,279	205,000	215,000	10,000	4.88%
Court Fines	201,024	190,282	215,000	115,000	(100,000)	-46.51%
Collection Agency Receipts	138,598	74,893	135,000	75,000	(60,000)	-44.44%
Drivers License Suspension	8,823	8,382	9,000	7,000	(2,000)	-22.22%
Criminal Fine & Assessment	140,236	12,176	12,500	7,000	(5,500)	-44.00%
Fines From Other Courts	31,967	31,791	32,000	35,000	3,000	9.38%
County Infractions Forfeitures	40,000	32,000	0	30,000	30,000	100.00%
Forfeitures Other	5,063	1,576	2,000	1,800	(200)	-10.00%
Foreclosure Penalty	70,662	89,719	69,000	69,000	0	0.00%
Late Filing Penalties	13,528	49,746	25,000	25,000	0	0.00%
<b>FINES, FORFEITURES, PENALTIES</b>	<b>855,963</b>	<b>718,843</b>	<b>704,500</b>	<b>579,800</b>	<b>(124,700)</b>	<b>-17.70%</b>
Sale Of Capital Assets	347	8,700	0	0	0	0.00%
Land Sales	1	0	0	0	0	0.00%
Scrap Metal Sales	6	0	0	0	0	0.00%
Miscellaneous Sales	33,563	24,094	18,110	18,650	540	2.98%
Real Property	2,000	2,000	2,000	0	(2,000)	-100.00%
Parking	303,989	255,404	294,000	270,000	(24,000)	-8.16%
Rent - Other Properties	61,775	61,087	569,339	150,000	(419,339)	-73.65%
Miscellaneous Rent	0	0	12,100	12,500	400	3.31%
<b>PROPERTY AND RENTALS</b>	<b>401,681</b>	<b>351,285</b>	<b>895,549</b>	<b>451,150</b>	<b>(444,399)</b>	<b>-49.62%</b>
Siuslaw National Forest	0	0	25,000	25,000	0	0.00%
Civil Defense Grants	151,500	151,315	167,144	166,877	(267)	-0.16%
Corp Of Engineers	2,355	14,532	2,354	2,354	0	0.00%
FEMA	0	22,334	0	75,000	75,000	100.00%
Child Support Enforcement	1,600,810	1,524,786	1,542,115	1,526,768	(15,347)	-1.00%
O & C Timber Sales	3,546,128	3,291,017	3,126,466	3,500,000	373,534	11.95%
Bureau of Land Management	211,174	225,120	252,851	250,900	(1,951)	-0.77%
Taylor Grazing Act	11	23	0	0	0	0.00%
Department Of Justice	80,781	133,665	20,000	20,000	0	0.00%



## Appendix

GENERAL FUND RESOURCE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Miscellaneous Federal	32,544	42,900	25,000	16,000	(9,000)	-36.00%
Federal Title III Reimbursements	188,684	65,853	240,000	252,500	12,500	5.21%
Reimbursements	60	0	0	0	0	0.00%
<b>FEDERAL REVENUES</b>	<b>5,814,047</b>	<b>5,471,545</b>	<b>5,400,930</b>	<b>5,835,399</b>	<b>434,469</b>	<b>8.04%</b>
ODOT	141,527	67,137	106,570	15,000	(91,570)	-85.92%
Dept Of State Police	8,255	0	0	0	0	0.00%
Coronavirus Relief Fund	0	2,867,187	1,663,271	0	(1,663,271)	-100.00%
OR Dept of Justice	0	28,676	0	531,600	531,600	100.00%
Miscellaneous State	852,626	851,960	981,797	325,000	(656,797)	-66.90%
Accident Prevention	25,086	26,874	23,000	23,000	0	0.00%
Community Corrections	3,484,326	3,717,296	3,717,296	3,717,296	0	0.00%
M57 Supp Transition Funds	287,559	226,300	180,675	180,675	0	0.00%
Justice Reinvestment	636,135	233,866	0	0	0	0.00%
Victim - Witness Program	205,921	205,921	205,921	205,921	0	0.00%
Witness	30	0	0	0	0	0.00%
Dept of Transportation	15,972	17,376	15,972	15,972	0	0.00%
Local Staff	276,383	221,900	228,560	235,420	6,860	3.00%
Miscellaneous State Revenue	321,028	306,873	480,903	353,296	(127,607)	-26.53%
<b>STATE GRANT REVENUES</b>	<b>6,254,847</b>	<b>8,771,365</b>	<b>7,603,965</b>	<b>5,603,180</b>	<b>(2,000,785)</b>	<b>-26.31%</b>
Marine Board	471,127	437,609	467,651	474,382	6,731	1.44%
Timber Sales	1,058,035	1,127,469	570,020	993,971	423,951	74.37%
Motor Voter Funds	32,031	40,898	32,000	40,000	8,000	25.00%
Department of Revenue	1,391,478	1,249,960	993,660	1,140,602	146,942	14.79%
Liquor Tax	2,135,525	2,303,087	2,228,850	2,295,716	66,866	3.00%
Amusement Device Tax	82,265	36,546	82,500	82,500	0	0.00%
Cigarette Tax	295,460	283,429	300,000	297,000	(3,000)	-1.00%
Marijuana Tax	1,294,177	1,604,832	1,550,000	1,550,000	0	0.00%
Trans. Of Prisoners	6,544	4,424	6,000	6,000	0	0.00%
State Reimbursements	0	10,750	0	0	0	0.00%
<b>OTHER STATE REVENUES</b>	<b>6,766,641</b>	<b>7,099,004</b>	<b>6,230,681</b>	<b>6,880,171</b>	<b>649,490</b>	<b>10.42%</b>
Eugene	0	0	87,500	0	(87,500)	-100.00%
Misc Local Grants	0	0	195,587	0	(195,587)	-100.00%
<b>LOCAL GRANTS</b>	<b>0</b>	<b>0</b>	<b>283,087</b>	<b>0</b>	<b>(283,087)</b>	<b>-100.00%</b>
Eugene	882,408	980,101	888,313	905,955	17,642	1.99%
Community Law Enforcement	41,541	38,498	41,950	40,000	(1,950)	-4.65%
Springfield	2,500	3,000	3,000	3,000	0	0.00%
Other Local	217,481	202,123	381,012	398,233	17,221	4.52%
Special Elections	156,401	489,723	50,000	350,000	300,000	600.00%
<b>LOCAL REVENUES</b>	<b>1,300,331</b>	<b>1,713,445</b>	<b>1,364,275</b>	<b>1,697,188</b>	<b>332,913</b>	<b>24.40%</b>
Fingerprinting Fees	42,694	27,832	35,000	20,000	(15,000)	-42.86%
OLCC Endorsements	4,320	3,745	4,000	1,200	(2,800)	-70.00%
Vehicle Impound Fees	20,675	11,880	11,000	11,000	0	0.00%
Civil Process	258,822	165,437	250,000	250,000	0	0.00%
Firearms Transfer Endorsements	25	0	0	0	0	0.00%
Justice Court Fees	23,799	12,507	24,000	15,000	(9,000)	-37.50%
Witness Fees	385	116	0	0	0	0.00%
Elections Fees	12,979	2,935	5,000	3,000	(2,000)	-40.00%

## Appendix

GENERAL FUND RESOURCE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Recording Fees	1,509,631	2,165,349	2,700,000	2,700,000	0	0.00%
Marriage Ceremonies	44,987	37,763	40,000	8,000	(32,000)	-80.00%
State Processing Fee	27,467	33,459	28,000	32,000	4,000	14.29%
BOPTA Filing Fee	10,885	11,270	12,000	10,000	(2,000)	-16.67%
Other Clerk Fees	0	137	0	0	0	0.00%
Maintenance Reimbursement	2,819	2,308	0	0	0	0.00%
A&T Application Fee	15,100	11,015	10,000	10,000	0	0.00%
Miscellaneous Svc Charges	269,500	276,877	207,500	252,000	44,500	21.45%
Report Fees	26,738	30,369	25,350	25,400	50	0.20%
Private Donations	325	165	0	0	0	0.00%
Discovery - Police Records	357,282	309,286	303,050	293,050	(10,000)	-3.30%
Refunds & Reimbursements	48,409	64,360	12,150	11,850	(300)	-2.47%
Cash Over & Under	31	18	0	0	0	0.00%
Legal Services	165	165	0	0	0	0.00%
Training Revenues	26,461	28,497	47,650	197,650	150,000	314.80%
Miscellaneous Internal Services	(176)	4,812	52,243	64,541	12,298	23.54%
Facilities Services	6,891	568	0	0	0	0.00%
<b>FEES AND CHARGES</b>	<b>2,710,213</b>	<b>3,200,868</b>	<b>3,766,943</b>	<b>3,904,691</b>	<b>137,748</b>	<b>3.66%</b>
County Indirect Revenue	12,665,910	13,341,010	13,987,214	14,850,611	863,397	6.17%
Departmental Administration	9,188	14,192	538,308	503,003	(35,305)	-6.56%
<b>ADMINISTRATIVE CHARGES</b>	<b>12,675,098</b>	<b>13,355,202</b>	<b>14,525,522</b>	<b>15,353,614</b>	<b>828,092</b>	<b>5.70%</b>
Investment Earnings	637,049	766,063	500,000	600,000	100,000	20.00%
<b>INTEREST EARNINGS</b>	<b>637,049</b>	<b>766,063</b>	<b>500,000</b>	<b>600,000</b>	<b>100,000</b>	<b>20.00%</b>
Fund Balance	24,572,349	33,591,110	34,413,490	31,412,536	(3,000,954)	-8.72%
Non Discretionary	52,000	239,135	101,479	0	(101,479)	-100.00%
<b>RESOURCE CARRYOVER</b>	<b>24,624,349</b>	<b>33,830,245</b>	<b>34,514,969</b>	<b>31,412,536</b>	<b>(3,102,433)</b>	<b>-8.99%</b>
Transfer Fr Spec Rev Funds (200)	1,275,080	36,010	363,367	375,620	12,253	3.37%
Transfer Fr Spec Rev Funds						
ONGOING	0	1,580,092	1,615,470	1,583,040	(32,430)	-2.01%
Transfer Fr Capital Fund (400)	247,943	11,767	0	0	0	0.00%
Transfer Fr Capital Fund ONGOING	0	456,814	758,063	658,560	(99,503)	-13.13%
Transfer Fr Int Svc Fnds (600)	0	32,927	206,395	211,215	4,820	2.34%
Intrafund Transfer	354,430	278,400	690,345	440,067	(250,278)	-36.25%
<b>FUND TRANSFERS</b>	<b>1,877,453</b>	<b>2,396,011</b>	<b>3,633,640</b>	<b>3,268,502</b>	<b>(365,138)</b>	<b>-10.05%</b>
<b>TOTAL RESOURCES</b>	<b>112,942,482</b>	<b>125,539,526</b>	<b>128,523,921</b>	<b>125,051,111</b>	<b>(3,472,810)</b>	<b>-2.70%</b>



## Appendix

GENERAL FUND REQUIREMENTS DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>REQUIREMENT ACCOUNTS</b>						
Regular Operating Wages	26,378,470	27,377,983	29,639,328	30,901,884	1,262,556	4.26%
Extra Help	531,962	396,684	660,312	667,044	6,732	1.02%
Unclassified Temporary	17,852	56,386	109,848	105,012	(4,836)	-4.40%
Overtime	1,541,190	1,753,830	1,806,176	1,763,136	(43,040)	-2.38%
Reduction Unfunded Vac Liab	565,846	635,653	579,699	603,508	23,809	4.11%
Compensatory Time	76,412	67,533	98,472	80,952	(17,520)	-17.79%
Personal Time	145,064	115,747	204,852	157,308	(47,544)	-23.21%
Risk Management Benefits	674,921	521,510	451,382	310,484	(140,898)	-31.21%
Social Security Expense	1,749,581	1,829,834	2,038,143	2,115,184	77,041	3.78%
Medicare Insurance Expense	415,952	433,866	476,982	494,739	17,757	3.72%
Unemployment Insurance (State)	42,190	42,031	49,924	52,298	2,374	4.76%
Workers Comp	91,602	90,762	98,921	102,338	3,417	3.45%
Disability Insurance - Long-term	167,037	179,472	228,180	237,279	9,099	3.99%
PERS - OPSRP Employer rate	4,174,010	5,294,276	5,469,323	6,387,387	918,064	16.79%
PERS Bond	2,095,193	2,205,529	2,429,264	2,521,509	92,245	3.80%
PERS - 6% Contribution	1,676,923	1,747,270	1,935,921	2,008,300	72,379	3.74%
PERS - 4% Optional IAP	111,105	123,307	130,366	132,884	2,518	1.93%
Health Insurance	6,935,672	6,810,583	7,641,042	7,804,706	163,664	2.14%
Dental Insurance	527,384	514,003	531,038	545,063	14,025	2.64%
EE Assistance Pgm	6,528	6,526	9,919	10,147	228	2.30%
Life Insurance	54,968	57,644	128,773	131,719	2,946	2.29%
Flexible Spending Admin	5,943	5,954	9,919	10,147	228	2.30%
Disability Insurance - Short Term	13,718	13,716	16,262	15,309	(953)	-5.86%
Deferred Comp Employer Contrib	207,696	226,820	222,124	237,825	15,701	7.07%
Retiree Medical	848,602	885,080	786,433	816,828	30,395	3.86%
FMLA Administration	10,689	10,687	10,084	10,301	217	2.15%
Salary Offset	17,178	(29,096)	0	0	0	0.00%
<b>PERSONNEL SERVICES</b>	<b>49,083,691</b>	<b>51,373,590</b>	<b>55,762,687</b>	<b>58,223,291</b>	<b>2,460,604</b>	<b>4.41%</b>
Professional & Consulting	1,904,637	2,095,750	2,335,041	2,888,603	553,562	23.71%
Court Related Personal Service	36,478	46,554	86,400	86,400	0	0.00%
Public Safety Services	0	42	0	0	0	0.00%
Banking & Armored Car Svc	0	(87)	0	0	0	0.00%
Construction Services	2,158	0	0	0	0	0.00%
Road Work Services	0	0	1,500	0	(1,500)	-100.00%
Relief & Assistance	17,373	36,750	46,000	15,000	(31,000)	-67.39%
Support Services	0	0	0	5,000	5,000	100.00%
Subscriptions	2,448	3,663	9,375	11,227	1,852	19.75%
Intergovernmental Agreements	102,004	54,299	184,291	191,983	7,692	4.17%
Agency Payments	295,430	1,075,263	2,031,933	2,038,862	6,929	0.34%
Motor Fuel & Lubricants	23,395	16,924	18,400	18,750	350	1.90%
Automotive Equipment Parts	21,277	14,118	36,130	12,000	(24,130)	-66.79%
Tires	3,001	1,650	2,000	3,650	1,650	82.50%
Machinery & Equipment Parts	21,076	7,616	47,750	48,450	700	1.47%
Refuse & Garbage	41,474	46,930	50,265	53,145	2,880	5.73%
Spec Handling & Haz Waste Disp	4,607	40	500	500	0	0.00%
Light, Power & Water	713,131	697,611	817,220	781,193	(36,027)	-4.41%
Telephone Services	384,886	378,942	364,422	378,292	13,870	3.81%
General Liability	602,365	712,091	581,672	740,131	158,459	27.24%
SAIF Assessments	0	0	1,335	1,335	0	0.00%
Insurance Premiums	3,519	4,169	7,375	4,600	(2,775)	-37.63%

## Appendix

GENERAL FUND REQUIREMENTS DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Claims	500	0	0	0	0	0.00%
Vehicle Preventive Maintenance	1,710	1,042	2,600	2,650	50	1.92%
Vehicle Repair	17,693	20,170	20,700	21,350	650	3.14%
Maintenance of Equipment	133,951	67,664	197,500	192,150	(5,350)	-2.71%
Maintenance of Structures	150,335	243,494	209,431	178,500	(30,931)	-14.77%
Maintenance of Grounds	26,640	7,251	14,500	25,250	10,750	74.14%
Maintenance Agreements	262,601	825,897	899,109	850,348	(48,761)	-5.42%
Operating Licenses & Permits	8,739	1,770	3,500	3,600	100	2.86%
Department Materials	0	0	195,587	0	(195,587)	-100.00%
External Equipment Rental	5,161	7,509	69,115	9,152	(59,963)	-86.76%
External Vehicle Rental	347	299	1,200	2,250	1,050	87.50%
Real Estate & Space Rentals	246,086	290,426	397,250	315,342	(81,908)	-20.62%
Metro Cable Commission	98,643	74,393	105,813	108,987	3,174	3.00%
Fleet Equipment Replacement	871,932	846,959	940,333	458,558	(481,775)	-51.23%
Fleet Equipment Maintenance	0	0	0	692,588	692,588	100.00%
Copier Charges	70,484	37,574	60,520	59,895	(625)	-1.03%
Mail Room Charges	69,852	57,888	73,710	80,604	6,894	9.35%
License Replacement	0	123,592	126,918	198,547	71,629	56.44%
Indirect/Technology Serv	2,424,595	2,649,408	2,932,635	2,919,626	(13,009)	-0.44%
Infrastructure Replacement	27,186	110,285	108,077	123,712	15,635	14.47%
County Indirect Charges	4,212,649	4,021,018	4,109,257	4,135,470	26,213	0.64%
Direct/Technology Serv	1,079,133	564,701	351,429	341,804	(9,625)	-2.74%
Dept Support/Direct	123,034	44,375	0	0	0	0.00%
PC Replacement Services	136,222	139,880	159,445	159,146	(299)	-0.19%
Dept Support/Indirect	192,128	204,690	184,377	192,972	8,595	4.66%
Office Supplies & Expense	147,763	207,615	205,250	196,616	(8,634)	-4.21%
Educational Materials	791	493	800	1,316	516	64.50%
Professional Licenses	51,727	39,098	54,625	53,851	(774)	-1.42%
Dues & Memberships	0	93,693	152,911	168,166	15,255	9.98%
Printing & Binding	448,222	318,185	368,594	310,782	(57,812)	-15.68%
Advertising & Publicity	23,304	37,501	49,808	32,661	(17,147)	-34.43%
Microfilm Imaging Services	4,238	117,001	4,300	4,300	0	0.00%
Photo/Video Supplies & Svcs	12,850	20,864	14,300	14,950	650	4.55%
Postage	151,100	206,283	217,506	217,346	(160)	-0.07%
Radio/Communic Supplies & Svcs	426,706	607,236	401,917	348,990	(52,927)	-13.17%
DP Supplies And Access	88,164	313,395	74,398	75,678	1,280	1.72%
DP Equipment	6,171	55,519	64,450	21,000	(43,450)	-67.42%
Printer & Copier Expenses	38,161	30,995	40,975	41,210	235	0.57%
Small Tools & Equipment	102,875	97,650	220,845	145,300	(75,545)	-34.21%
Small Office Furniture	30,191	10,739	19,950	12,950	(7,000)	-35.09%
Library - Serials & Conts	108,820	86,457	91,380	95,080	3,700	4.05%
Unallocated PCard Transactions	0	110	0	0	0	0.00%
Institutional Supplies	10,565	9,650	14,600	9,600	(5,000)	-34.25%
Food	24,934	21,703	48,740	29,730	(19,010)	-39.00%
Clothing	4,713	3,639	9,700	9,700	0	0.00%
Bedding & Linens	1,067	136	3,000	3,000	0	0.00%
Kitchen & Dining Supplies	5,035	5,128	5,750	5,300	(450)	-7.83%
Miscellaneous Supplies	188	802	16,500	0	(16,500)	-100.00%
Special Supplies	129,683	146,678	163,125	164,162	1,037	0.64%
Clothing & Personal Supplies	47,631	72,844	123,412	101,400	(22,012)	-17.84%
Search & Rescue Supplies	15,147	5,625	8,500	8,950	450	5.29%
Safety Supplies	22,648	27,753	37,580	38,581	1,001	2.66%

## Appendix

GENERAL FUND REQUIREMENTS DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Campsite Supplies	223	0	0	0	0	0.00%
Janitorial Supplies	111,426	203,365	255,965	144,100	(111,865)	-43.70%
Traffic Supplies	0	295	0	0	0	0.00%
Agricultural Supplies	0	80	500	0	(500)	-100.00%
Building Materials Supplies	30,273	50,665	25,900	27,850	1,950	7.53%
Electrical Supplies	21,033	14,820	26,730	26,280	(450)	-1.68%
Low Voltage System Supplies	92	4,884	5,000	2,500	(2,500)	-50.00%
HVAC Supplies	2,722	29,961	20,000	20,000	0	0.00%
Plumbing/Pipefitting Supplies	2,027	21,195	20,000	20,000	0	0.00%
Medical Supplies	21,280	25,030	20,050	20,375	325	1.62%
Stores Inventory	13,871	14,257	11,000	11,000	0	0.00%
Business Expense & Travel	81,078	90,178	136,765	135,246	(1,519)	-1.11%
Committee Stipends & Expense	4,769	5,126	6,725	5,500	(1,225)	-18.22%
Awards & Recognition	15,522	16,326	30,400	30,170	(230)	-0.76%
Outside Education & Travel	238,439	166,173	365,102	338,278	(26,824)	-7.35%
County Training Classes	11,871	15,019	29,565	30,917	1,352	4.57%
Training Services & Materials	22,062	48,260	84,870	89,600	4,730	5.57%
Tuition Reimbursement	23,436	22,777	20,000	25,000	5,000	25.00%
Miscellaneous Payments	167,553	15,979	107,479	8,200	(99,279)	-92.37%
Parking	10,550	11,876	15,246	14,940	(306)	-2.01%
<b>MATERIALS &amp; SERVICES</b>	<b>17,019,799</b>	<b>18,825,666</b>	<b>21,378,828</b>	<b>21,412,197</b>	<b>33,369</b>	<b>0.16%</b>
Vehicles	115,095	99,808	381,568	22,492	(359,076)	-94.11%
Office Machines	8,134	0	0	0	0	0.00%
Law Enforcement Equipment	27,074	0	0	0	0	0.00%
Communications Equipment	0	45,397	0	0	0	0.00%
Data Processing Equipment	15,986	19,500	7,000	144,195	137,195	1,959.93%
Machinery & Equipment	0	15,465	32,000	0	(32,000)	-100.00%
<b>CAPITAL OUTLAY</b>	<b>166,289</b>	<b>180,170</b>	<b>420,568</b>	<b>166,687</b>	<b>(253,881)</b>	<b>-60.37%</b>
Professional Services	0	1,375	0	0	0	0.00%
Architectural Services	357	23,745	0	0	0	0.00%
Construction Management	0	67,250	0	0	0	0.00%
Land Acquisition	0	357,392	0	0	0	0.00%
Acquisition & Construction	0	1,442,608	0	0	0	0.00%
Improvements	95,768	78,070	0	0	0	0.00%
Permits & System Development	0	198	0	0	0	0.00%
<b>CAPITAL PROJECTS</b>	<b>96,125</b>	<b>1,970,637</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
Transfer To Special Rev Fd (200)	11,192,872	373,596	2,000,912	729,285	(1,271,627)	-63.55%
Transfer To Special Rev Fd ONGOING	0	11,442,018	12,681,138	15,620,713	2,939,575	23.18%
Transfer To Debt Svc Fd (300)	858,944	858,320	862,945	1,089,490	226,545	26.25%
Transfer To Capital Fund (400)	0	5,461,111	4,479,041	0	(4,479,041)	-100.00%
Transfer To Enterprise Fd (500)	0	0	123,150	0	(123,150)	-100.00%
Transfer To Int Svc Fnds (600)	270,000	261,049	0	0	0	0.00%
Intrafund Transfer	354,430	278,400	690,345	440,067	(250,278)	-36.25%
Interfund Loan Granted	0	0	0	110,000	110,000	100.00%
<b>FUND TRANSFERS</b>	<b>12,676,246</b>	<b>18,674,494</b>	<b>20,837,531</b>	<b>17,989,555</b>	<b>(2,847,976)</b>	<b>-13.67%</b>
Operational Contingency	0	0	1,020,000	1,020,000	0	0.00%
Operational Reserves	0	0	15,700,161	15,743,984	43,823	0.28%
Service Stabilization	0	0	2,728,046	2,778,350	50,304	1.84%

## Appendix

DEPARTMENT REQUIREMENTS DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Reserves - Future Projects	0	0	9,039,467	6,456,034	(2,583,433)	-28.58%
Reserves - Rural Patrol	0	0	1,636,633	1,261,013	(375,620)	-22.95%
<b>TOTAL RESERVES &amp; CONTINGENCIES</b>	<b>0</b>	<b>0</b>	<b>30,124,307</b>	<b>27,259,381</b>	<b>(2,864,926)</b>	<b>-9.51%</b>
<b>TOTAL REQUIREMENTS</b>	<b>79,042,150</b>	<b>91,024,557</b>	<b>128,523,921</b>	<b>125,051,111</b>	<b>(3,472,810)</b>	<b>-2.70%</b>

## Appendix

ALL FUNDS RESOURCE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>RESOURCE ACCOUNTS</b>						
Payments In-Lieu Of Taxes	2,167,517	711,724	711,724	711,000	(724)	-0.10%
Current Year Property Tax	58,267,084	61,554,585	64,041,985	63,516,715	(525,270)	-0.82%
Prior Years Property Taxes	2,261,616	1,161,422	1,187,500	1,380,000	192,500	16.21%
In Lieu Of Taxes	936,724	906,023	961,997	987,037	25,040	2.60%
Severance Tax	42,696	31,468	30,000	34,700	4,700	15.67%
Transient Room Tax	7,134,210	5,907,019	5,868,753	6,652,863	784,110	13.36%
Car Rental Tax	2,108,503	1,864,019	1,514,494	1,742,325	227,831	15.04%
County Marijuana Tax	57,520	154,959	159,608	172,500	12,892	8.08%
Miscellaneous Taxes	14,585	13,724	18,000	18,000	0	0.00%
Road Assessments	2,310	6,388	4,000	4,000	0	0.00%
Other Assessment	101,687	126,980	111,000	132,500	21,500	19.37%
Tax Penalties	371,056	409,145	330,000	400,000	70,000	21.21%
<b>TAXES &amp; ASSESSMENTS</b>	<b>73,465,508</b>	<b>72,847,456</b>	<b>74,939,061</b>	<b>75,751,640</b>	<b>812,579</b>	<b>1.08%</b>
Marriage	81,687	74,344	86,000	81,000	(5,000)	-5.81%
Domestic Partnership Fee	225	225	0	0	0	0.00%
Lane County Licenses	239,879	224,627	218,500	218,500	0	0.00%
Spay Neuter	0	0	11,500	10,350	(1,150)	-10.00%
Kennel Licenses	6,960	7,503	8,000	8,000	0	0.00%
Temporary Restaurant Licenses	54,362	37,750	101,206	101,206	0	0.00%
Mobile Unit Licenses	75,670	94,606	82,815	82,815	0	0.00%
Swimming Pool Licenses	92,814	125,646	122,291	122,291	0	0.00%
Restaurant Licenses	673,948	857,049	865,062	865,062	0	0.00%
Recreation Park Licenses	23,390	32,462	30,400	30,400	0	0.00%
Motel/Hotel Licenses	36,046	37,269	37,687	37,687	0	0.00%
Tobacco Retailer License Fee	14,675	13,625	15,100	15,100	0	0.00%
Metro Cable Franchise	468,790	434,201	417,970	435,000	17,030	4.07%
Rural Cable Franchise	185,338	208,908	219,345	246,580	27,235	12.42%
Structural	647,891	548,482	247,711	550,000	302,289	122.03%
Mechanical Permit	225,984	212,676	246,029	220,000	(26,029)	-10.58%
Plumbing Permits	131,900	102,425	111,958	111,958	0	0.00%
Electrical Permit	350,044	350,486	389,962	365,000	(24,962)	-6.40%
Mobile Home Permits	37,026	34,623	42,237	29,000	(13,237)	-31.34%
Mobile Home Electrical Permit	0	63	0	0	0	0.00%
Zoning Permits	696,586	570,863	383,500	558,500	175,000	45.63%
Public Works Permits	38,948	42,994	35,000	35,000	0	0.00%
COVP Continuous OP Permit	71,275	66,619	45,000	45,000	0	0.00%
Facility Access Permits	48,314	45,537	38,000	38,000	0	0.00%
Concealed Weapon Permit	274,445	306,950	260,000	275,000	15,000	5.77%
Fireworks Display Permit	350	300	300	0	(300)	-100.00%
State Construction Surtax Coll	233,721	203,934	225,000	218,000	(7,000)	-3.11%
Mobile Home State Qtrly Srchrg	242	10,026	0	12,000	12,000	100.00%
<b>LICENSES &amp; PERMITS</b>	<b>4,710,510</b>	<b>4,644,191</b>	<b>4,240,573</b>	<b>4,711,449</b>	<b>470,876</b>	<b>11.10%</b>
Circuit Court Fines	206,063	228,279	205,000	215,000	10,000	4.88%
State Court Facility & Security	120,858	120,443	125,000	125,000	0	0.00%
Local Fines	68,038	54,852	45,100	51,600	6,500	14.41%
Court Fines	212,254	197,762	221,400	118,900	(102,500)	-46.30%
Collection Agency Receipts	138,598	74,893	135,000	75,000	(60,000)	-44.44%
Drivers License Suspension	8,823	8,382	9,000	7,000	(2,000)	-22.22%
Criminal Fine & Assessment	255,279	332,365	334,157	328,657	(5,500)	-1.65%

## Appendix

ALL FUNDS RESOURCE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Fines From Other Courts	31,967	31,791	32,000	35,000	3,000	9.38%
County Infractions Forfeitures	40,000	32,000	0	30,000	30,000	100.00%
Forfeitures Other	86,961	29,433	8,000	6,800	(1,200)	-15.00%
Foreclosure Penalty	64,785	84,715	65,000	69,000	4,000	6.15%
Late Filing Penalties	16,870	53,434	35,000	35,000	0	0.00%
<b>FINES, FORFEITURES, PENALTIES</b>	<b>1,250,496</b>	<b>1,248,349</b>	<b>1,214,657</b>	<b>1,096,957</b>	<b>(117,700)</b>	<b>-9.69%</b>
Sale Of Capital Assets	189,939	628,753	509,150	540,000	30,850	6.06%
Land Sales	2,700,551	131,293	254,709	294,709	40,000	15.70%
Recycled Materials	422,881	482,961	341,528	450,000	108,472	31.76%
Scrap Metal Sales	367,281	411,042	494,008	404,300	(89,708)	-18.16%
Timber Sales	0	95,579	0	0	0	0.00%
Royalties	33,873	38,743	34,000	34,000	0	0.00%
Map Sales	0	1,645	0	0	0	0.00%
Commemorative Art Sales	234	0	0	0	0	0.00%
Covered Bridge Memorabilia	720	0	0	0	0	0.00%
Miscellaneous Sales	135,448	281,007	55,608	47,698	(7,910)	-14.22%
Bond Sales	0	0	5,000,000	5,000,000	0	0.00%
Season Passes	317,605	250,154	190,000	205,750	15,750	8.29%
Admissions	681,280	651,195	320,000	786,769	466,769	145.87%
Concessions	118,648	117,469	24,000	102,165	78,165	325.69%
Fair Food Booths	147,858	157,584	0	141,825	141,825	100.00%
Catering	102,590	47,857	30,285	44,352	14,067	46.45%
Amusements	85,605	0	0	0	0	0.00%
Fair Concert Tickets	122,019	129,292	0	80,000	80,000	100.00%
Fair Concert Merchdse Comm	3,343	1,621	0	1,415	1,415	100.00%
Fair Carnival Receipts	400,171	447,577	0	391,630	391,630	100.00%
Attraction Commission	1,800	0	0	0	0	0.00%
Fair Entry Fees	5,114	3,723	0	2,000	2,000	100.00%
Real Property	695,861	7,741	2,000	0	(2,000)	-100.00%
Parking	610,720	622,175	354,000	585,000	231,000	65.25%
Equipment Rental	141,849	95,055	54,000	94,657	40,657	75.29%
Moorage	183,592	167,115	177,500	177,500	0	0.00%
Picnic Reservations	55,574	16,034	25,000	20,000	(5,000)	-20.00%
Camp Lane Reservations	59,808	25,888	60,000	60,000	0	0.00%
Camping	1,053,974	824,346	1,130,989	1,194,700	63,711	5.63%
Misc. Camping Revenue	44,977	46,578	50,000	57,000	7,000	14.00%
Rent - Other Properties	630,108	729,752	1,168,624	770,029	(398,595)	-34.11%
Fair Booth Space Rental	99,270	83,613	0	62,709	62,709	100.00%
Convention Center Rental	662,115	460,579	127,000	577,000	450,000	354.33%
Livestock Arena/Stalls Rental	34,555	16,387	23,000	20,000	(3,000)	-13.04%
Wheeler Pavilion Rental	28,396	92,637	17,000	20,000	3,000	17.65%
Auditorium Rental	46,614	37,037	14,000	27,777	13,777	98.41%
Expo Halls Rental	55,150	187,010	19,000	48,000	29,000	152.63%
Parking Lot Rental	59,095	47,368	48,000	45,000	(3,000)	-6.25%
Miscellaneous Rent	118,372	85,347	112,100	60,500	(51,600)	-46.03%
<b>PROPERTY AND RENTALS</b>	<b>10,416,988</b>	<b>7,422,155</b>	<b>10,635,501</b>	<b>12,346,485</b>	<b>1,710,984</b>	<b>16.09%</b>
National Forest Timber Sales	7,328,422	6,802,165	5,315,250	1,857,652	(3,457,598)	-65.05%
Willamette National Forest	0	0	750	750	0	0.00%
Umpqua National Forest	35,760	0	0	0	0	0.00%
Siuslaw National Forest	0	0	25,000	25,000	0	0.00%



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ALL FUNDS RESOURCE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Civil Defense Grants	151,500	151,315	167,144	166,877	(267)	-0.16%
Corp Of Engineers	38,845	45,532	42,354	2,354	(40,000)	-94.44%
Department Of Energy	771,939	752,007	738,601	738,601	0	0.00%
FEMA	682,898	1,342,598	916,095	1,370,875	454,780	49.64%
Health & Human Services	6,163,040	8,112,459	8,747,349	7,923,928	(823,421)	-9.41%
DMAP Open Card	1,743,027	841,273	1,310,928	1,349,491	38,563	2.94%
Medicaid Wrap	24,740,243	11,643,552	24,257,769	24,928,471	670,702	2.76%
Title XIX Babies First	157,265	857,546	1,802,843	1,802,843	0	0.00%
Child Support Enforcement	1,600,810	1,524,786	1,542,115	1,526,768	(15,347)	-1.00%
FPEP Expansion Project	12,604	25,899	32,914	32,914	0	0.00%
Title IV-E	62,997	28,456	60,000	45,000	(15,000)	-25.00%
Justice Department	15,875	0	0	0	0	0.00%
SAMHSA	519,410	580,818	511,212	439,216	(71,996)	-14.08%
Housing & Comm Development	2,240,776	2,392,429	6,495,169	5,617,981	(877,188)	-13.51%
HUD SB Rcpt Grnt	0	0	0	(1,357,369)	(1,357,369)	100.00%
O & C Timber Sales	3,546,128	3,291,017	3,126,466	3,500,000	373,534	11.95%
Flood Control Leases	0	2,889	864	864	0	0.00%
Bureau of Land Management	212,064	236,600	282,851	280,900	(1,951)	-0.69%
Taylor Grazing Act	11	23	0	0	0	0.00%
Department Of Justice	308,364	500,749	1,017,238	847,759	(169,479)	-16.66%
Bureau of Prisons	755,782	714,076	769,000	0	(769,000)	-100.00%
Federal Highway Admin	3,067	1,412,115	1,325,000	1,050,000	(275,000)	-20.75%
Federal Title III Projects	895,551	831,203	816,981	0	(816,981)	-100.00%
Miscellaneous Federal	1,317,629	1,166,438	19,000,818	7,706,835	(11,293,983)	-59.44%
Federal Title II Reimbursements	113,971	97,873	104,209	104,209	0	0.00%
Federal Title III Reimbursements	272,467	261,884	887,000	909,500	22,500	2.54%
Reimbursements	1,919	225,233	500	500	0	0.00%
<b>FEDERAL REVENUES</b>	<b>53,692,364</b>	<b>43,840,935</b>	<b>79,296,420</b>	<b>60,871,919</b>	<b>(18,424,501)</b>	<b>-23.23%</b>
Bio-Terrorism	163,911	363,360	155,132	155,132	0	0.00%
Title V Flexible Funds	96,247	138,155	136,823	136,823	0	0.00%
Mosquito Surveillance	7,076	0	5,000	5,000	0	0.00%
ODOT Funds Exchange	683,946	1,153,128	958,339	1,150,335	191,996	20.03%
ODOT	3,215,652	1,494,532	3,321,060	4,673,050	1,351,990	40.71%
Community Services Block Grant	476,589	459,911	1,015,320	965,337	(49,983)	-4.92%
Cacoon OR Health Sciences	70,165	27,048	42,189	42,189	0	0.00%
Dept Of State Police	36,622	41,760	0	0	0	0.00%
Family Planning	19,007	41,749	86,867	86,867	0	0.00%
HIV Block Grant Prevent-Federal	112,957	103,389	117,157	116,747	(410)	-0.35%
DHS Immunization	77,947	79,056	78,597	78,597	0	0.00%
Mental Health Division	21,003,854	22,162,712	22,060,967	21,294,157	(766,810)	-3.48%
Child & Adolescent Health	54,140	24,228	23,945	23,945	0	0.00%
WIC Program	1,365,119	1,350,085	1,363,396	1,420,504	57,108	4.19%
Title XIX	393,819	657,310	547,000	547,000	0	0.00%
Oregon Mothers Care	18,081	19,188	19,539	19,539	0	0.00%
Coordinated Care Org-CCO	13,606,239	13,562,304	9,024,310	8,614,693	(409,617)	-4.54%
Coronavirus Relief Fund	0	8,420,201	12,058,530	273,998	(11,784,532)	-97.73%
OR Dept of Justice	0	28,676	0	531,600	531,600	100.00%
Miscellaneous State	3,854,449	3,767,825	5,971,962	4,896,491	(1,075,471)	-18.01%
Prior Year Revenues	201,591	191,590	488,772	0	(488,772)	-100.00%
Homeless Shelters	3,277,190	3,629,866	14,866,069	4,192,889	(10,673,180)	-71.80%
Childrens Services Division	280,541	318,049	11,624	21,000	9,376	80.66%

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ALL FUNDS RESOURCE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
H I V Community Outreach	316,366	371,812	639,859	665,626	25,767	4.03%
OHD State Support	436,844	2,013,008	4,979,213	569,545	(4,409,668)	-88.56%
Immune Action & Babies 1st	41,194	41,268	67,786	40,786	(27,000)	-39.83%
Perinatal	24,188	12,912	12,762	12,762	0	0.00%
School Based Clinic	536,399	130,000	123,000	123,000	0	0.00%
TB Case Management	10,274	7,300	16,128	0	(16,128)	-100.00%
Tobacco Prevention	213,158	242,138	339,179	339,179	0	0.00%
Accident Prevention	25,086	26,874	23,000	23,000	0	0.00%
Community Corrections	12,709,673	12,824,060	13,066,408	12,320,560	(745,848)	-5.71%
M57 Supp Transition Funds	497,238	574,892	655,538	439,955	(215,583)	-32.89%
Justice Reinvestment	2,846,160	2,580,861	2,398,673	2,242,495	(156,178)	-6.51%
Release Subsidy Funds	34,730	37,072	37,072	0	(37,072)	-100.00%
Victim - Witness Program	205,921	205,921	205,921	205,921	0	0.00%
Witness	30	0	0	0	0	0.00%
Healthy Start	758,711	563,910	887,302	732,587	(154,715)	-17.44%
OWEB (Watershed)	0	0	0	225,000	225,000	100.00%
Dept of Transportation	15,972	17,376	15,972	15,972	0	0.00%
Veterans Affairs	257,246	274,085	249,596	249,596	0	0.00%
Local Staff	389,130	392,800	357,558	349,420	(8,138)	-2.28%
Miscellaneous State Revenue	4,028,839	4,051,764	6,672,331	10,059,492	3,387,161	50.76%
Prior Year Revenues	57,915	0	0	0	0	0.00%
<b>STATE GRANT REVENUES</b>	<b>72,420,214</b>	<b>82,402,175</b>	<b>103,099,896</b>	<b>77,860,789</b>	<b>(25,239,107)</b>	<b>-24.48%</b>
Marine Board	480,727	470,990	631,770	474,382	(157,388)	-24.91%
Drinking Water Program	139,793	135,315	139,794	139,794	0	0.00%
Oregon Dept of Transportation	5,000,000	0	0	0	0	0.00%
Timber Sales	2,535,894	2,699,352	1,643,020	2,738,971	1,095,951	66.70%
Motor Voter Funds	32,031	40,898	32,000	40,000	8,000	25.00%
Department of Revenue	1,405,509	1,260,791	1,036,739	1,153,681	116,942	11.28%
DCBS Fee Revenue	59,665	43,015	40,000	0	(40,000)	-100.00%
DCBS Misc Revenue	200	245	200	0	(200)	-100.00%
Video Lottery Revenue	1,571,244	1,738,431	1,796,573	2,250,000	453,427	25.24%
Video Lottery Grant	1,751,330	1,475,344	2,762,428	2,077,412	(685,016)	-24.80%
Liquor Tax - Local Programs	362,859	320,678	288,300	288,300	0	0.00%
Liquor Tax	2,135,525	2,303,087	2,228,850	2,295,716	66,866	3.00%
Highway Funds/Gas Tax	25,563,431	24,258,333	24,263,624	27,595,915	3,332,291	13.73%
OTIA III Maint & Preservation	1,198,279	1,181,150	1,160,000	1,204,800	44,800	3.86%
Court Fees	684,567	694,293	614,566	702,562	87,996	14.32%
Gasoline Tax Refund	67,837	73,688	70,775	41,744	(29,031)	-41.02%
Amusement Device Tax	82,265	36,546	82,500	82,500	0	0.00%
Cigarette Tax	295,460	283,429	300,000	297,000	(3,000)	-1.00%
Marijuana Tax	1,294,177	1,604,832	1,550,000	1,550,000	0	0.00%
State ODA Funds	53,167	53,167	53,332	53,332	0	0.00%
Recreational Vehicle Fee	529,606	475,947	525,000	525,000	0	0.00%
Trans. Of Prisoners	6,544	4,424	6,000	6,000	0	0.00%
State Reimbursements	0	153,208	21,000	21,000	0	0.00%
<b>OTHER STATE REVENUES</b>	<b>45,250,109</b>	<b>39,307,161</b>	<b>39,246,471</b>	<b>43,538,109</b>	<b>4,291,638</b>	<b>10.94%</b>
Eugene	1,723,812	2,172,590	3,104,238	2,234,238	(870,000)	-28.03%
Springfield	254,454	252,658	584,870	259,994	(324,876)	-55.55%
Misc Local Grants	0	0	195,587	0	(195,587)	-100.00%
Serbu Endowment Fund	216,248	182,587	217,999	202,447	(15,552)	-7.13%



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ALL FUNDS RESOURCE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>LOCAL GRANTS</b>	<b>2,194,514</b>	<b>2,607,835</b>	<b>4,102,694</b>	<b>2,696,679</b>	<b>(1,406,015)</b>	<b>-34.27%</b>
Eugene	1,330,724	1,804,942	1,495,579	1,456,121	(39,458)	-2.64%
Community Law Enforcement	1,698,689	1,943,007	2,168,333	2,182,286	13,953	0.64%
Springfield	7,500	8,000	53,000	413,000	360,000	679.25%
Miscellaneous Cities	1,064,268	1,113,552	1,150,568	1,062,826	(87,742)	-7.63%
Counties	20,843	163,858	67,110	23,540	(43,570)	-64.92%
Other Local	1,940,920	1,802,143	1,043,822	999,056	(44,766)	-4.29%
Special Elections	156,401	489,723	50,000	350,000	300,000	600.00%
Community Contracts	24,136	25,097	25,000	25,000	0	0.00%
<b>LOCAL REVENUES</b>	<b>6,243,481</b>	<b>7,350,320</b>	<b>6,053,412</b>	<b>6,511,829</b>	<b>458,417</b>	<b>7.57%</b>
Site Reviews	0	0	100	0	(100)	-100.00%
Site Inspections	81,514	71,502	83,033	73,500	(9,533)	-11.48%
Waste System Inspections	356,688	299,151	323,453	323,453	0	0.00%
Daycare Inspection Fees	25,684	29,238	34,010	34,630	620	1.82%
School Inspections	39,984	26,752	41,420	40,470	(950)	-2.29%
Frat/Sor/Coops	3,864	3,864	4,600	4,600	0	0.00%
Food Handlers Fees	1,041,486	863,877	939,960	939,960	0	0.00%
Clinic Fees	174,502	174,102	269,102	269,102	0	0.00%
Plan Contributions	1,439,901	874,971	800,000	875,000	75,000	9.38%
Birth Certificate Fees	64,283	61,219	60,000	60,000	0	0.00%
Childrens Trust Fund	2,912	2,631	2,500	2,500	0	0.00%
Mental Health Clinic Fees	94,723	102,204	118,331	118,331	0	0.00%
Death Certificate Fees	369,360	403,497	250,328	250,328	0	0.00%
Influenza Immunization	18,192	18,024	16,500	16,500	0	0.00%
Immunization Fees	32,580	20,057	20,000	20,000	0	0.00%
Tuberculin Test Fees	4,783	4,169	4,500	4,500	0	0.00%
Supervised Parent Visits	9,528	3,315	0	0	0	0.00%
Parent Education	108,240	84,270	100,000	100,000	0	0.00%
Supervised Probationer Fees	480,250	347,901	450,000	450,000	0	0.00%
DOR - Probationer Fees	161,214	144,244	125,000	166,016	41,016	32.81%
Electronic Supervision Fees	288,268	217,075	260,000	300,000	40,000	15.38%
Fingerprinting Fees	42,694	27,832	35,000	20,000	(15,000)	-42.86%
OLCC Endorsements	4,320	3,745	4,000	1,200	(2,800)	-70.00%
Vehicle Impound Fees	20,675	11,880	11,000	11,000	0	0.00%
Civil Process	258,822	165,437	250,000	250,000	0	0.00%
Firearms Transfer Endorsements	25	0	0	0	0	0.00%
Justice Court Fees	23,799	12,507	24,000	15,000	(9,000)	-37.50%
Witness Fees	492	146	50	50	0	0.00%
Elections Fees	12,979	2,935	5,000	3,000	(2,000)	-40.00%
Recording Fees	1,519,089	2,171,733	2,705,500	2,706,000	500	0.02%
Public Land Corner Preservatn	449,398	573,087	452,500	452,500	0	0.00%
Marriage Ceremonies	44,987	37,763	40,000	8,000	(32,000)	-80.00%
State Processing Fee	27,467	33,459	28,000	32,000	4,000	14.29%
BOPTA Filing Fee	10,885	11,270	12,000	10,000	(2,000)	-16.67%
Domestic Partner Fees	1,000	10	0	0	0	0.00%
Other Clerk Fees	1,027	137	0	0	0	0.00%
Zoning Certification Fee	197,673	151,424	182,065	185,000	2,935	1.61%
Restaurant Plan Reviews	26,951	24,746	8,097	48,925	40,828	504.24%
Technology Assessment	60,125	54,548	60,187	60,187	0	0.00%
LMD Permit Admin Fee	495,258	427,851	485,000	485,000	0	0.00%

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ALL FUNDS RESOURCE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Long-Range Planning Surcharge	428,630	360,094	414,447	414,447	0	0.00%
Subdivision Fees	113,830	95,683	105,000	82,000	(23,000)	-21.90%
Boundary Fees	4,256	11,752	2,336	2,336	0	0.00%
Rural Addressing Fees	30,560	23,595	49,926	29,526	(20,400)	-40.86%
Plan Check Fees	623,019	407,940	532,000	412,000	(120,000)	-22.56%
Land Vacation Fees	16,978	32,700	10,000	10,000	0	0.00%
Land Survey Fees	36,558	36,504	35,000	35,000	0	0.00%
Partition Plat Check Fees	37,410	52,553	35,000	35,000	0	0.00%
Engineering	66,170	157,840	75,000	85,000	10,000	13.33%
Field Engineering	48,763	35,540	25,000	134,700	109,700	438.80%
Materials Testing	288,200	301,932	310,000	320,000	10,000	3.23%
Surveying	5,040	47,545	0	20,000	20,000	100.00%
Striping	69,714	74,165	70,000	45,000	(25,000)	-35.71%
Signage & Graphics	36,292	18,772	35,000	35,000	0	0.00%
Electricians	15,320	43,447	10,000	0	(10,000)	-100.00%
Road Maintenance	316,256	339,737	97,000	72,000	(25,000)	-25.77%
Construction Reimbursement	547,017	(106,519)	0	0	0	0.00%
Maintenance Reimbursement	2,819	2,308	0	150,000	150,000	100.00%
Miscellaneous PW	4,045	3,711	1,000	500	(500)	-50.00%
Cnst Excise Tax Collection Fee	0	0	8,500	8,500	0	0.00%
Cnst Excise Tax Admin Fee	7,949	6,183	8,000	8,000	0	0.00%
Medicare	1,709,986	1,640,550	2,090,138	2,214,370	124,232	5.94%
Trillium/OHP FEES	6,563,562	6,092,083	5,118,018	5,549,635	431,617	8.43%
PacificSource/OHP Fees	0	1,795,233	7,089,621	7,122,089	32,468	0.46%
Other Third Party Fees	555,390	714,591	680,612	680,612	0	0.00%
System Development Charge	46,864	31,512	40,000	40,000	0	0.00%
Sports-Recreation Revenue	46,535	16,230	30,000	20,000	(10,000)	-33.33%
Electrical Revenue	98,305	75,627	14,500	74,625	60,125	414.66%
Garbage Fees	7,306,017	7,805,233	7,618,009	7,800,000	181,991	2.39%
Special Waste Fees	408,017	743,534	383,675	400,400	16,725	4.36%
Industrial Waste Fees	1,703,155	364,310	520,000	500,000	(20,000)	-3.85%
Other Solid Waste Fees	1,444,003	1,504,950	1,386,262	1,386,262	0	0.00%
A&T Application Fee	15,100	11,015	10,000	10,000	0	0.00%
Nuisance Abatement	(7,436)	(8,067)	(3,740)	(3,740)	0	0.00%
Community Cleanup	(5,959)	(1,741)	(30,500)	(30,500)	0	0.00%
System Benefit Fee	11,989,876	13,060,168	11,272,984	12,000,000	727,016	6.45%
Discounts and Rebates	424,557	349,463	213,800	363,800	150,000	70.16%
Miscellaneous Fees/Reimbursement	181,424	143,420	168,371	202,403	34,032	20.21%
Bad Debt Contract Rev	(13,258)	2,672	0	0	0	0.00%
Miscellaneous Svc Charges	1,728,380	1,954,892	1,522,268	1,738,546	216,278	14.21%
Advertising	7,800	4,925	5,000	7,000	2,000	40.00%
Special Projects	3,491,138	3,003,662	3,608,960	4,422,516	813,556	22.54%
Report Fees	26,738	30,369	25,350	25,400	50	0.20%
Telephone Calls	82,972	110,546	75,000	50,000	(25,000)	-33.33%
Laundry Fees	0	574	500	0	(500)	-100.00%
Private Donations	54,480	65,361	297,155	236,040	(61,115)	-20.57%
Fair Sponsorship Income	73,200	59,575	0	50,000	50,000	100.00%
Fair Donor Income	935	885	0	0	0	0.00%
Contracted Maint Services	31,700	44,085	34,361	34,361	0	0.00%
Real Property Services	46,629	136,010	85,000	80,000	(5,000)	-5.88%
Commissary & Vending Sales	83,064	72,924	75,500	50,000	(25,500)	-33.77%
Discovery - Police Records	357,282	309,286	303,050	293,050	(10,000)	-3.30%

## Appendix

<b>ALL FUNDS RESOURCE DETAIL</b>						
	<b>FY 18-19</b>	<b>FY 19-20</b>	<b>FY 20-21</b>	<b>FY 21-22</b>	<b>\$ Chng</b>	<b>% Chng</b>
	<b>Actual</b>	<b>Actual</b>	<b>Curr Bgt</b>	<b>Proposed</b>	<b>Fr Curr</b>	<b>Fr Curr</b>
Refunds & Reimbursements	522,116	569,255	399,420	202,174	(197,246)	-49.38%
Deferred Comp Admin Fee	0	32,493	10,000	20,000	10,000	100.00%
Cash Over & Under	7,872	54,639	0	0	0	0.00%
Legal Services	165	165	0	0	0	0.00%
Benefits	25,169,647	26,781,451	29,339,869	30,127,985	788,116	2.69%
Benefits HDHP Plan	7,194,256	7,275,710	9,002,541	9,416,117	413,576	4.59%
Benefits Plus Plan	1,865,460	2,783,249	2,904,045	3,688,479	784,434	27.01%
Benefits CoPay Plan	18,433,286	18,764,367	17,133,869	16,883,039	(250,830)	-1.46%
Employer PERS	13,520,123	17,977,634	19,434,355	22,920,888	3,486,533	17.94%
Employer OPSRP	0	0	130,366	0	(130,366)	-100.00%
Employee PERS	5,933,643	6,415,338	7,185,342	7,446,811	261,469	3.64%
Employer PERS Retiree	0	52,443	129,000	150,000	21,000	16.28%
Employer OPSRP Retiree	0	10,551	6,200	7,500	1,300	20.97%
Training Revenues	26,461	28,497	47,650	197,650	150,000	314.80%
Mailroom Services	170,107	148,660	160,000	160,000	0	0.00%
Copier Services	305,985	171,782	230,640	230,640	0	0.00%
Telephone Services	325,800	631,865	827,370	936,654	109,284	13.21%
Fleet Services	0	0	19,250	519,250	500,000	2,597.40%
Replacement Prog - Repl.	7,295,567	7,372,646	7,378,496	2,614,864	(4,763,632)	-64.56%
Replacement Prog - Oper.	0	0	0	6,006,133	6,006,133	100.00%
Non-Replacement Prog Eqmt	507,386	461,510	449,309	449,309	0	0.00%
Pool Equipment	134,235	118,937	120,000	120,000	0	0.00%
Data Processing Services	4,690,796	10,579,574	10,974,061	12,066,695	1,092,634	9.96%
Technology Replacement	684,022	966,171	1,128,101	1,446,254	318,153	28.20%
Miscellaneous Internal Services	2,366,335	2,595,012	2,970,704	2,614,900	(355,804)	-11.98%
Facilities Services	21,806	14,288	0	0	0	0.00%
<b>FEES AND CHARGES</b>	<b>138,319,970</b>	<b>153,348,166</b>	<b>162,642,927</b>	<b>173,777,972</b>	<b>11,135,045</b>	<b>6.85%</b>
County Indirect Revenue	15,524,058	16,644,195	17,537,935	18,755,133	1,217,198	6.94%
Departmental Administration	3,849,206	4,249,619	4,681,274	4,920,394	239,120	5.11%
Admin Charges Clerical	21,715	17,861	21,000	18,000	(3,000)	-14.29%
Radio-Equipment Replacement	0	375,000	161,000	161,500	500	0.31%
<b>ADMINISTRATIVE CHARGES</b>	<b>19,394,978</b>	<b>21,286,676</b>	<b>22,401,209</b>	<b>23,855,027</b>	<b>1,453,818</b>	<b>6.49%</b>
Investment Earnings	5,662,998	5,450,596	4,196,521	2,992,886	(1,203,635)	-28.68%
Interest On Assessments	5,783	11,577	6,000	6,000	0	0.00%
Miscellaneous Interest	411	3,516	100	100	0	0.00%
Int Recd Interfund Loan	5,725	7,656	0	0	0	0.00%
<b>INTEREST EARNINGS</b>	<b>5,674,917</b>	<b>5,473,345</b>	<b>4,202,621</b>	<b>2,998,986</b>	<b>(1,203,635)</b>	<b>-28.64%</b>
Mortgage Capital Revenue	0	2,800,000	0	0	0	0.00%
MORTGAGE ASSUMPTION	0	2,800,000	0	0	0	0.00%
Fund Balance	267,995,733	309,412,012	314,148,450	244,848,766	(69,299,684)	-22.06%
Non Discretionary	52,000	239,135	101,479	0	(101,479)	-100.00%
<b>RESOURCE CARRYOVER</b>	<b>268,047,733</b>	<b>309,651,146</b>	<b>314,249,929</b>	<b>244,848,766</b>	<b>(69,401,163)</b>	<b>-22.08%</b>
Interfund Loan Received	640,000	0	0	110,000	110,000	100.00%
Prin Recd Interfund Loan	333,688	692,804	0	0	0	0.00%
<b>INTERFUND LOANS</b>	<b>973,688</b>	<b>692,804</b>	<b>0</b>	<b>110,000</b>	<b>110,000</b>	<b>100.00%</b>
Transfer Fr General Fund (100)	12,321,816	17,871,624	7,043,547	1,818,775	(5,224,772)	-74.18%
Transfer Fr General Fund ONGOING	0	524,470	13,103,639	15,620,713	2,517,074	19.21%

## Appendix

ALL FUNDS RESOURCE DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Transfer Fr Spec Rev Funds (200)	3,249,338	1,669,871	19,323,369	8,990,462	(10,332,907)	-53.47%
Transfer Fr Spec Rev Funds ONGOING	0	1,580,092	2,408,619	2,048,808	(359,811)	-14.94%
Transfer Fr Capital Fund (400)	846,155	621,741	639,306	522,689	(116,617)	-18.24%
Transfer Fr Capital Fund ONGOING	0	456,814	758,063	658,560	(99,503)	-13.13%
Transfer Fr Enterprise Fd (500)	107,513	104,913	107,313	109,513	2,200	2.05%
Transfer Fr Int Svc Fnds (600)	8,497,145	87,469	2,154,657	211,215	(1,943,442)	-90.20%
Intrafund Transfer	8,719,643	7,845,226	16,417,496	6,800,397	(9,617,099)	-58.58%
<b>FUND TRANSFERS</b>	<b>33,741,610</b>	<b>30,762,220</b>	<b>61,956,009</b>	<b>36,781,132</b>	<b>(25,174,877)</b>	<b>-40.63%</b>
<b>TOTAL RESOURCES</b>	<b>735,797,081</b>	<b>785,684,934</b>	<b>888,281,380</b>	<b>767,757,739</b>	<b>(120,523,641)</b>	<b>-13.57%</b>

## Appendix

ALL FUNDS REQUIREMENTS DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
<b>REQUIREMENT ACCOUNTS</b>						
Regular Operating Wages	94,498,398	104,072,880	115,052,946	118,112,202	3,059,256	2.66%
Extra Help	2,063,026	1,936,180	3,236,820	3,056,452	(180,368)	-5.57%
Unclassified Temporary	50,444	63,166	2,250,155	2,380,144	129,989	5.78%
Overtime	3,369,968	3,948,715	3,930,918	3,532,392	(398,526)	-10.14%
Reduction Unfunded Vac Liab	1,395,839	1,714,600	1,582,056	1,763,241	181,185	11.45%
Compensatory Time	426,630	413,588	304,968	295,788	(9,180)	-3.01%
Personal Time	256,064	218,993	325,656	270,852	(54,804)	-16.83%
Risk Management Benefits	1,340,693	1,137,874	552,197	911,851	359,654	65.13%
Social Security Expense	6,116,484	6,740,906	7,783,521	7,999,566	216,045	2.78%
Medicare Insurance Expense	1,458,418	1,606,080	1,818,757	1,870,699	51,942	2.86%
Unemployment Insurance (State)	159,037	168,523	212,419	205,825	(6,594)	-3.10%
Workers Comp	337,718	354,874	379,561	387,270	7,709	2.03%
Disability Insurance - Long-term	599,335	664,554	845,145	877,149	32,004	3.79%
PERS - OPSRP Employer rate	13,235,861	18,043,463	19,562,247	22,945,504	3,383,257	17.29%
PERS Bond	7,546,954	8,230,523	9,017,537	9,346,323	328,786	3.65%
PERS - 6% Contribution	5,668,039	6,289,196	7,182,507	7,446,811	264,304	3.68%
PERS - 4% Optional IAP	111,105	123,307	130,366	132,884	2,518	1.93%
Pension Expense	0	0	10,000,000	0	(10,000,000)	-100.00%
Health Insurance	25,606,887	26,997,027	31,101,863	31,565,930	464,067	1.49%
Dental Insurance	1,968,305	2,038,708	2,188,342	2,232,086	43,744	2.00%
EE Assistance Pgm	24,257	25,734	39,949	40,819	870	2.18%
Life Insurance	156,118	171,803	433,672	445,695	12,023	2.77%
Flexible Spending Admin	22,132	23,526	39,855	40,796	941	2.36%
Disability Insurance - Short Term	50,974	54,082	65,631	61,818	(3,813)	-5.81%
Deferred Comp Employer Contrib	840,420	944,171	1,032,865	1,083,796	50,931	4.93%
Retiree Medical	2,872,242	3,189,916	2,929,334	3,044,896	115,562	3.94%
FMLA Administration	39,695	42,112	41,000	41,580	580	1.41%
Salary Offset	0	(1,666)	0	0	0	0.00%
<b>PERSONNEL SERVICES</b>	<b>170,215,044</b>	<b>189,212,835</b>	<b>222,040,287</b>	<b>220,092,369</b>	<b>(1,947,918)</b>	<b>-0.88%</b>
Professional & Consulting	20,071,204	20,680,376	25,887,608	21,894,031	(3,993,577)	-15.43%
Court Related Personal Service	36,478	46,654	86,400	86,400	0	0.00%
Surveyor's Services	20,727	6,415	17,000	15,000	(2,000)	-11.76%
Rural Addressing & Setbacks	0	95	0	0	0	0.00%
Land Management Services	22,500	15,000	15,000	30,000	15,000	100.00%
Data Processing Services	173,176	248,428	214,644	120,550	(94,094)	-43.84%
Public Safety Services	283,158	443,649	464,818	504,718	39,900	8.58%
Laundry Services	0	180	0	0	0	0.00%
Banking & Armored Car Svc	315,524	312,661	311,221	345,305	34,084	10.95%
Construction Services	2,158	2,448	120,000	100,000	(20,000)	-16.67%
Engineering Services	4,529	719	15,000	15,000	0	0.00%
Road Work Services	164,058	295,036	330,000	301,500	(28,500)	-8.64%
Event Entertainers	352,648	380,490	0	370,000	370,000	100.00%
Litter Control	3,451	15,451	5,000	5,000	0	0.00%
Bridge Work Services	16,750	58,635	260,000	260,000	0	0.00%
Relief & Assistance	17,551	36,750	46,165	15,614	(30,551)	-66.18%
Training Services	200,880	201,017	319,598	252,500	(67,098)	-20.99%
On The Job Training	51,024	52,756	50,000	38,943	(11,057)	-22.11%
Support Services	316,799	226,333	210,706	243,883	33,177	15.75%
Subscriptions	19,224	8,946	14,491	16,368	1,877	12.95%
On The Job Training - Services	343,515	205,283	235,000	235,000	0	0.00%

## Appendix

ALL FUNDS REQUIREMENTS DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Homeowner Assistance	0	39,306	300,000	300,000	0	0.00%
Victim's Services	4,259	3,848	9,000	4,500	(4,500)	-50.00%
Spay & Neuter Assistance	0	0	11,500	10,350	(1,150)	-10.00%
Intergovernmental Agreements	4,406,505	3,697,726	5,823,983	4,387,659	(1,436,324)	-24.66%
Agency Payments	25,963,363	27,174,675	77,502,766	40,997,934	(36,504,832)	-47.10%
Family Support Services	933	849	1,500	1,500	0	0.00%
Client Support Fund	2,518,764	2,935,503	5,877,414	2,924,583	(2,952,831)	-50.24%
Family Subsidy Payments	209,734	353,282	401,500	301,500	(100,000)	-24.91%
Agency Payments Prior Year	92,646	436,369	1,200	1,200	0	0.00%
Release Subsidy - P & P	34,729	34,730	37,072	0	(37,072)	-100.00%
State Payback	1,109,110	833,188	1,220,549	1,203,281	(17,268)	-1.41%
Motor Fuel & Lubricants	1,528,395	1,361,499	1,597,249	1,419,314	(177,935)	-11.14%
Automotive Equipment Parts	1,026,470	1,169,921	1,046,080	1,021,850	(24,230)	-2.32%
Tires	256,765	288,624	295,000	221,650	(73,350)	-24.86%
Machinery & Equipment Parts	49,761	31,667	80,250	79,350	(900)	-1.12%
Helicopter Expense	32,576	2,177	50,000	0	(50,000)	-100.00%
Refuse & Garbage	403,297	420,753	421,919	415,922	(5,997)	-1.42%
Spec Handling & Haz Waste Disp	223,700	239,294	211,650	147,400	(64,250)	-30.36%
Light, Power & Water	2,796,035	2,738,077	2,868,744	2,911,868	43,124	1.50%
Telephone Services	1,399,706	1,597,817	1,619,799	1,502,040	(117,759)	-7.27%
General Liability	1,177,844	1,411,190	1,379,963	1,591,685	211,722	15.34%
SAIF Assessments	73,084	90,929	136,335	136,335	0	0.00%
ER PERS/OPSRP	13,578,050	18,042,172	19,572,120	23,078,388	3,506,268	17.91%
PERS 6% Contribution	5,936,007	6,407,284	7,191,542	7,446,811	255,269	3.55%
Insurance Premiums	16,880,477	17,128,298	19,662,425	20,158,559	496,134	2.52%
Claims	25,126,623	26,459,202	27,121,426	30,929,205	3,807,779	14.04%
Vehicle Preventive Maintenance	2,751	1,172	4,500	4,150	(350)	-7.78%
Vehicle Repair	630,270	406,599	645,338	478,488	(166,850)	-25.85%
Maintenance of Equipment	643,330	596,893	896,361	813,873	(82,488)	-9.20%
Maintenance of Structures	594,525	607,606	861,516	746,891	(114,625)	-13.31%
Maintenance of Grounds	211,882	183,027	184,800	204,050	19,250	10.42%
Maintenance Agreements	1,758,713	3,382,446	3,527,344	3,971,447	444,103	12.59%
Operating Licenses & Permits	654,481	574,524	474,400	433,800	(40,600)	-8.56%
Department Materials	2,415	3,085	205,213	3,500	(201,713)	-98.29%
External Equipment Rental	169,947	185,230	191,558	307,756	116,198	60.66%
External Vehicle Rental	944	299	1,200	2,250	1,050	87.50%
Real Estate & Space Rentals	1,161,084	1,610,375	2,665,760	1,492,466	(1,173,294)	-44.01%
Metro Cable Commission	98,643	74,393	105,813	108,987	3,174	3.00%
Fleet Equipment Replacement	7,393,723	7,452,429	7,535,085	3,279,613	(4,255,472)	-56.48%
Fleet Equipment Maintenance	0	0	0	5,629,789	5,629,789	100.00%
Groundskeeping Services	61,440	57,929	58,380	58,380	0	0.00%
Copier Charges	308,932	175,004	277,609	243,616	(33,993)	-12.24%
Mail Room Charges	130,991	115,199	146,254	149,584	3,330	2.28%
Interdept Services Misc	187	0	0	0	0	0.00%
License Replacement	0	408,610	420,504	735,870	315,366	75.00%
Indirect/Technology Serv	7,713,533	8,751,290	9,706,902	10,116,870	409,968	4.22%
Infrastructure Replacement	52,586	315,412	314,927	329,206	14,279	4.53%
County Indirect Charges	15,306,027	16,644,195	17,537,935	18,755,134	1,217,199	6.94%
Direct/Technology Serv	2,609,444	1,645,082	1,091,499	1,391,268	299,769	27.46%
Dept Support/Direct	2,753,009	3,563,038	3,615,787	3,600,081	(15,706)	-0.43%
PC Replacement Services	226,371	244,017	467,820	458,046	(9,774)	-2.09%
Dept Support/Indirect	2,977,309	3,248,052	3,561,753	3,737,215	175,462	4.93%



## Appendix

ALL FUNDS REQUIREMENTS DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Office Supplies & Expense	671,534	718,818	840,857	788,612	(52,245)	-6.21%
Educational Materials	61,831	40,421	77,201	62,416	(14,785)	-19.15%
Professional Licenses	315,159	150,878	299,996	287,735	(12,261)	-4.09%
Dues & Memberships	0	411,680	336,540	362,347	25,807	7.67%
Printing & Binding	647,575	496,109	593,605	518,913	(74,692)	-12.58%
Advertising & Publicity	521,059	504,619	572,107	1,348,371	776,264	135.69%
Microfilm Imaging Services	4,501	121,655	5,900	5,900	0	0.00%
Photo/Video Supplies & Svcs	45,167	65,008	298,550	132,300	(166,250)	-55.69%
Postage	359,814	428,393	527,367	506,946	(20,421)	-3.87%
Radio/Communic Supplies & Svcs	2,266,934	3,525,731	1,338,857	1,179,738	(159,119)	-11.88%
DP Supplies And Access	1,279,558	1,612,649	2,054,028	1,382,674	(671,354)	-32.68%
DP Equipment	25,178	100,280	282,645	133,027	(149,618)	-52.93%
Printer & Copier Expenses	183,678	189,555	192,646	198,006	5,360	2.78%
Small Tools & Equipment	403,068	451,666	700,137	515,063	(185,074)	-26.43%
Small Office Furniture	374,511	234,169	249,659	151,798	(97,861)	-39.20%
Library - Serials & Conts	162,481	131,495	152,930	158,680	5,750	3.76%
Library - Monographs	0	25,274	30,000	30,000	0	0.00%
Unallocated PCard Transactions	0	110	0	0	0	0.00%
Institutional Supplies	60,622	69,663	117,981	59,472	(58,509)	-49.59%
Food	248,300	315,072	284,287	212,777	(71,510)	-25.15%
Clothing	53,727	54,258	63,150	62,300	(850)	-1.35%
Bedding & Linens	34,100	29,060	36,500	46,700	10,200	27.95%
Kitchen & Dining Supplies	11,325	10,626	15,025	14,275	(750)	-4.99%
Miscellaneous Supplies	20,699	14,078	22,000	8,000	(14,000)	-63.64%
Special Supplies	356,155	349,614	434,760	360,739	(74,021)	-17.03%
Clothing & Personal Supplies	122,645	196,796	270,646	237,951	(32,695)	-12.08%
Search & Rescue Supplies	15,147	5,625	8,500	8,950	450	5.29%
Safety Supplies	119,215	164,917	170,044	176,398	6,354	3.74%
Campsite Supplies	14,037	34,686	14,634	19,634	5,000	34.17%
Janitorial Supplies	270,780	346,991	371,302	268,487	(102,815)	-27.69%
Traffic Supplies	532,478	525,355	596,890	596,890	0	0.00%
Road Work Supplies	2,906,542	2,562,875	3,024,600	3,024,600	0	0.00%
Agricultural Supplies	36,693	17,037	40,700	49,200	8,500	20.88%
Building Materials Supplies	93,561	114,320	98,538	90,725	(7,813)	-7.93%
Electrical Supplies	50,507	105,602	87,430	86,680	(750)	-0.86%
Bridge Work Supplies	143,537	66,260	112,000	125,000	13,000	11.61%
Engineering Supplies	7,073	3,696	8,100	8,101	1	0.01%
Low Voltage System Supplies	92	4,884	5,000	2,500	(2,500)	-50.00%
HVAC Supplies	3,375	39,825	20,000	20,000	0	0.00%
Plumbing/Pipefitting Supplies	2,261	23,355	20,000	20,000	0	0.00%
Medical Supplies	631,652	684,117	1,057,957	1,081,558	23,601	2.23%
Dental Supplies	12,858	55,079	16,000	16,000	0	0.00%
Lab Supplies	0	8,240	16,500	16,500	0	0.00%
340B Medications	878,417	992,308	270,000	270,000	0	0.00%
Stores Inventory	23,174	16,448	13,500	12,460	(1,040)	-7.70%
Business Expense & Travel	264,981	253,942	420,963	450,502	29,539	7.02%
Committee Stipends & Expense	48,965	55,153	86,765	88,909	2,144	2.47%
Awards & Recognition	71,271	53,750	131,526	138,937	7,411	5.63%
Employee Moving Expenses	2,846	3,685	15,000	15,000	0	0.00%
Outside Education & Travel	1,068,428	766,977	1,372,582	1,405,835	33,253	2.42%
County Training Classes	27,429	34,740	68,890	85,798	16,908	24.54%
Training Services & Materials	201,823	138,313	289,056	238,595	(50,461)	-17.46%

## Appendix

ALL FUNDS REQUIREMENTS DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Tuition Reimbursement	26,071	22,777	20,500	25,500	5,000	24.39%
Miscellaneous Payments	230,633	136,402	8,307,467	3,403,419	(4,904,048)	-59.03%
Reimbursable Expenses	2,172	76	50	50	0	0.00%
Parking	22,315	36,590	40,109	46,286	6,177	15.40%
Room Tax	82,449	68,534	80,000	73,300	(6,700)	-8.38%
Account Funding/Contributions	1,939,419	2,159,425	2,300,865	2,383,796	82,931	3.60%
<b>MATERIALS &amp; SERVICES</b>	<b>190,666,547</b>	<b>206,131,267</b>	<b>286,424,737</b>	<b>246,109,376</b>	<b>(40,315,361)</b>	<b>-14.08%</b>
Heavy Equipment	1,460,120	2,737,582	7,357,663	3,657,625	(3,700,038)	-50.29%
Equipment Attachments	121,080	47,429	0	60,000	60,000	100.00%
Vehicles	1,789,841	1,597,327	3,320,318	1,511,242	(1,809,076)	-54.49%
Reproducing & Duplicating	45,550	0	0	0	0	0.00%
Office Machines	8,134	410,594	0	50,000	50,000	100.00%
Law Enforcement Equipment	27,074	65,600	0	0	0	0.00%
Communications Equipment	15,481	49,382	1,251,812	700,000	(551,812)	-44.08%
Data Processing Equipment	782,310	447,691	1,716,044	1,648,749	(67,295)	-3.92%
Institutional Furn & Equipment	59,545	0	41,047	0	(41,047)	-100.00%
Machinery & Equipment	149,808	165,012	524,521	12,426	(512,095)	-97.63%
Scientific & Laboratory	139,335	0	35,000	35,000	0	0.00%
Medical & Dental Equipment	0	7,955	0	0	0	0.00%
Mortgage Capital Outlay	0	3,150,000	0	0	0	0.00%
Miscellaneous	0	24,029	0	0	0	0.00%
<b>CAPITAL OUTLAY</b>	<b>4,598,278</b>	<b>8,702,600</b>	<b>14,246,405</b>	<b>7,675,042</b>	<b>(6,571,363)</b>	<b>-46.13%</b>
Professional Services	312,026	195,623	105,000	149,321	44,321	42.21%
Architectural Services	83,124	687,056	800,000	795,000	(5,000)	-0.63%
Construction Management	0	134,550	0	10,000	10,000	100.00%
Engineering Services	72,778	435,313	3,203,211	430,700	(2,772,511)	-86.55%
Project Management Services	0	17,098	45,000	5,000	(40,000)	-88.89%
Other Professional Services	775,645	729,255	730,000	1,085,000	355,000	48.63%
Land Acquisition	5,531,295	1,288,305	0	0	0	0.00%
Land Improvements	0	0	0	24,104	24,104	100.00%
Acquisition & Construction	7,127	4,591,126	1,822,456	0	(1,822,456)	-100.00%
Testing & Inspection	82	20	75,170	131,000	55,830	74.27%
Improvements	2,528,264	3,564,414	29,478,923	18,617,797	(10,861,126)	-36.84%
Maintenance Shops	295,247	300,093	724,630	770,000	45,370	6.26%
Miscellaneous	1,329	18,373	0	0	0	0.00%
Bridge Engineering Svcs	280,764	301,975	650,000	75,000	(575,000)	-88.46%
Acquisition & Construction	0	28,215	0	0	0	0.00%
Permits & System Development	0	9,852	169,863	47,500	(122,363)	-72.04%
Paving	3,668,591	4,285,712	3,550,324	2,612,488	(937,836)	-26.42%
Bridges & Structures	576,336	2,131,225	2,051,771	2,270,480	218,709	10.66%
Rights of Way	36,487	87,048	527,919	534,755	6,836	1.29%
Infrastructure Safety Imp.	475,312	415,890	1,774,400	2,820,775	1,046,375	58.97%
General Construction	131,824	5,115,379	5,184,234	2,278,809	(2,905,425)	-56.04%
Materials	0	0	150,000	0	(150,000)	-100.00%
General and Miscellaneous	0	5,988	0	0	0	0.00%
County/City Road Partnership	0	0	0	2,015,000	2,015,000	100.00%
Special Projects	0	0	978,300	100,000	(878,300)	-89.78%
Miscellaneous	0	0	30,000	0	(30,000)	-100.00%
<b>CAPITAL PROJECTS</b>	<b>14,776,229</b>	<b>24,342,510</b>	<b>52,051,201</b>	<b>34,772,729</b>	<b>(17,278,472)</b>	<b>-33.20%</b>



## Appendix

ALL FUNDS REQUIREMENTS DETAIL						
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Proposed	Fr Curr	Fr Curr
Mortgage Issuance Costs	0	1,192	0	0	0	0.00%
Mortgage Principal Pymt	0	34,345	85,402	0	(85,402)	-100.00%
Mortgage Interest Pymt	0	58,048	136,343	0	(136,343)	-100.00%
Bond Principal Retirement	4,000,369	4,383,282	10,460,002	7,624,771	(2,835,231)	-27.11%
Bond Interest Retirement	7,127,140	7,106,242	4,022,269	3,610,676	(411,593)	-10.23%
Int Paid Interfund Loan	5,725	7,656	0	0	0	0.00%
<b>DEBT SERVICE</b>	<b>11,133,234</b>	<b>11,590,765</b>	<b>14,704,016</b>	<b>11,235,447</b>	<b>(3,468,569)</b>	<b>-23.59%</b>
Transfer To General Fund (100)	1,523,023	1,509,045	569,762	586,835	17,073	3.00%
Transfer To General Fund ONGOING	0	204,155	2,373,533	2,241,600	(131,933)	-5.56%
Transfer To Special Rev Fd (200)	12,510,993	1,165,513	13,145,389	9,038,490	(4,106,899)	-31.24%
Transfer To Special Rev Fd ONGOING	0	11,898,832	13,891,294	16,086,480	2,195,186	15.80%
Transfer To Debt Svc Fd (300)	2,220,806	2,225,719	2,268,601	2,027,329	(241,272)	-10.64%
Transfer To Capital Fund (400)	0	5,650,543	11,218,522	0	(11,218,522)	-100.00%
Transfer To Enterprise Fd (500)	0	0	123,150	0	(123,150)	-100.00%
Transfer To Int Svc Fnds (600)	8,767,145	263,187	1,948,262	0	(1,948,262)	-100.00%
Intrafund Transfer	8,719,643	7,845,226	16,417,497	6,800,397	(9,617,100)	-58.58%
Interfund Loan Granted	640,000	0	0	110,000	110,000	100.00%
Prin Paid Interfund Loan	333,688	692,804	0	0	0	0.00%
<b>FUND TRANSFERS</b>	<b>34,715,298</b>	<b>31,455,024</b>	<b>61,956,010</b>	<b>36,891,131</b>	<b>(25,064,879)</b>	<b>-40.46%</b>
Operational Contingency	0	0	40,832,018	28,108,898	(12,723,120)	-31.16%
Operational Reserves	0	0	80,542,126	80,232,896	(309,230)	-0.38%
Catastrophic Reserves	0	0	5,367,227	5,270,685	(96,542)	-1.80%
Service Stabilization	0	0	7,596,262	6,547,769	(1,048,493)	-13.80%
Reserves - Closure/Post Closure	0	0	15,519,925	15,629,946	110,021	0.71%
Reserves - Future Projects	0	0	78,121,140	64,588,796	(13,532,344)	-17.32%
Reserves - Rural Patrol	0	0	1,636,633	2,522,026	885,393	54.10%
Reserve for Comp Benefits	0	0	2,726,000	2,750,000	24,000	0.88%
Bonded Indebtedness Reserve	0	0	4,517,393	5,330,629	813,236	18.00%
<b>TOTAL RESERVES &amp; CONTINGENCIES</b>	<b>0</b>	<b>0</b>	<b>236,858,724</b>	<b>210,981,645</b>	<b>(25,877,079)</b>	<b>-10.93%</b>
<b>TOTAL REQUIREMENTS</b>	<b>426,104,629</b>	<b>471,435,002</b>	<b>888,281,380</b>	<b>767,757,739</b>	<b>(120,523,641)</b>	<b>-13.57%</b>

## Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
A032	Accountant	\$ 52,457.60	\$ 72,696.00
A033	Accounting Analyst	\$ 47,548.80	\$ 65,852.80
A020	Accounting Clerk 1	\$ 32,011.20	\$ 44,345.60
A020B	Accounting Clerk 1-Bil	\$ 33,633.60	\$ 46,633.60
A021	Accounting Clerk 2	\$ 36,233.60	\$ 50,190.40
A021B	Accounting Clerk 2-Bil	\$ 38,064.00	\$ 52,748.80
A022	Accounting Clerk, Sr	\$ 40,996.80	\$ 56,804.80
A022B	Accounting Clerk, Sr-Bil	\$ 43,076.80	\$ 59,675.20
C006	Administrative Analyst	\$ 44,158.40	\$ 61,193.60
C007	Administrative Analyst, Sr	\$ 51,209.60	\$ 70,907.20
C004	Administrative Assistant	\$ 42,036.80	\$ 58,156.80
A009	Administrative Secretary	\$ 40,996.80	\$ 56,804.80
N7011	Administrative Support Assist	\$ 38,105.60	\$ 56,014.40
N7010	Administrative Support Spec	\$ 40,955.20	\$ 60,216.00
N7001	Administrative Support Supv	\$ 47,382.40	\$ 69,680.00
N7012	Administrative Support Tech	\$ 35,609.60	\$ 52,353.60
F041	Animal Behavior & Train Coord	\$ 37,169.60	\$ 51,417.60
F044	Animal Services License Writer	\$ 30,472.00	\$ 42,203.20
F011	Animal Welfare Officer	\$ 40,996.80	\$ 56,804.80
F012	Animal Welfare Officer, Sr	\$ 45,281.60	\$ 62,712.00
H032	Applications System Architect	\$ 72,363.20	\$ 100,276.80
V020	Assessment & Taxation Director	\$ 120,703.74	\$ 120,703.74
A036	Assessment & Taxation Spec	\$ 40,996.80	\$ 56,804.80
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	\$ 98,904.00	\$ 145,496.00
N2011	Assist Department Director	\$ 98,904.00	\$ 145,496.00
N2012	Assist Department Director	\$ 95,576.00	\$ 140,566.40
N2013	Assist Department Director	\$ 92,331.20	\$ 135,803.20
B055	Assist Veterans Services Coord	\$ 40,996.80	\$ 56,804.80
J056	Building Safety Specialist 1	\$ 47,548.80	\$ 65,852.80
J057	Building Safety Specialist 2	\$ 56,576.00	\$ 78,291.20
J058	Building Safety Specialist, Sr	\$ 59,342.40	\$ 82,222.40
L008	Cartographer/GIS Specialist	\$ 47,548.80	\$ 65,852.80
L007	Cartographer/GIS Technician	\$ 43,076.80	\$ 59,675.20
A035	Cashier	\$ 26,312.00	\$ 36,358.40
B051	Certified Medication Aide	\$ 36,732.80	\$ 50,980.80
A003	Clerical Assistant	\$ 26,312.00	\$ 36,358.40
N4800	Clinical Pharmacist	\$ 96,720.00	\$ 142,209.60
F017	Communications Officer	\$ 51,427.58	\$ 68,845.92
F018	Communications Specialist	\$ 56,646.72	\$ 73,046.69

## Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
B075	Community Health Analyst 1	\$ 48,713.60	\$ 67,496.00
B076	Community Health Analyst 2	\$ 55,120.00	\$ 76,377.60
B076B	Community Health Analyst 2-Bil	\$ 57,948.80	\$ 80,246.40
B077	Community Health Analyst, Sr	\$ 60,881.60	\$ 84,302.40
B077B	Community Health Analyst, Sr-B	\$ 63,960.00	\$ 88,545.60
B075B	Community Health Analyst1-Bil	\$ 51,209.60	\$ 70,907.20
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	\$ 35,401.60	\$ 49,025.60
B001B	Community Service Worker 1-Bil	\$ 37,169.60	\$ 51,417.60
B002	Community Service Worker 2	\$ 39,020.80	\$ 54,059.20
B002B	Community Service Worker 2-Bil	\$ 40,996.80	\$ 56,804.80
J036	Compliance Officer	\$ 48,713.60	\$ 67,496.00
J054	Compliance Specialist	\$ 42,036.80	\$ 58,156.80
F021	Cook - Corrections	\$ 35,515.58	\$ 47,566.27
K010	Cook - Juvenile	\$ 26,312.00	\$ 36,358.40
F028	Cook, Lead-Corrections	\$ 46,526.69	\$ 62,332.61
K011	Cook, Lead-Juvenile	\$ 38,064.00	\$ 52,748.80
F037	Correctional Services Tech	\$ 40,996.80	\$ 56,804.80
F037B	Correctional Services Tech-Bil	\$ 43,076.80	\$ 59,675.20
B024	Corrections Health Nurse	\$ 68,078.40	\$ 94,432.00
V001	County Administrator	\$ 144,310.00	\$ 216,486.00
V024	County Commissioner	\$ 87,869.19	\$ 87,869.19
V008	County Counsel	\$ 122,699.00	\$ 180,419.00
D001	Custodian	\$ 26,936.00	\$ 37,377.60
D006	Custodian-Detention	\$ 30,472.00	\$ 42,203.20
A001	Data Entry Operator	\$ 32,843.20	\$ 45,448.00
H033	Data System Architect	\$ 72,363.20	\$ 100,276.80
H030	Database Administrator	\$ 59,342.40	\$ 82,222.40
H024	Database Administrator, Sr	\$ 67,163.20	\$ 93,017.60
B066	Dental Assistant	\$ 38,625.60	\$ 53,518.40
N2001	Department Director	\$ 105,435.20	\$ 155,064.00
N2003	Department Director	\$ 102,398.40	\$ 150,550.40
N2004	Department Director	\$ 98,904.00	\$ 145,496.00
N2005	Department Director	\$ 95,576.00	\$ 140,566.40
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	\$ 59,107.78	\$ 74,871.26
B073	Developmental Dis Abuse Invtr	\$ 49,961.60	\$ 69,201.60

## Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
B015	Developmental Dis Spec	\$ 45,281.60	\$ 62,712.00
B015B	Developmental Dis Spec - Bil	\$ 47,548.80	\$ 65,852.80
V021	District Attorney	\$ 46,542.80	\$ 46,542.80
A017	Document Resource Ctr Spec	\$ 32,843.20	\$ 45,448.00
A024	Document Resource Ctr Spec, Sr	\$ 37,169.60	\$ 51,417.60
J055	Electrical Inspector	\$ 59,342.40	\$ 82,222.40
I008	Electrician - Public Works	\$ 48,775.58	\$ 62,863.01
M003	Employment Specialist 1	\$ 39,977.60	\$ 55,411.20
M003B	Employment Specialist 1-Bil	\$ 42,036.80	\$ 58,156.80
M004	Employment Specialist 2	\$ 44,158.40	\$ 61,193.60
M004B	Employment Specialist 2-Bil	\$ 46,404.80	\$ 64,334.40
N4302	Engineering Analyst	\$ 78,138.53	\$ 101,794.37
N4303	Engineering Analyst	\$ 78,138.53	\$ 101,794.37
N4304	Engineering Analyst	\$ 71,561.57	\$ 93,201.89
N4305	Engineering Analyst	\$ 62,672.06	\$ 81,660.38
N4306	Engineering Analyst	\$ 54,949.44	\$ 71,561.57
B028B	Environ Health Spec 1-Bil	\$ 45,281.60	\$ 62,712.00
B028	Environmental Health Spec 1	\$ 43,076.80	\$ 59,675.20
B029	Environmental Health Spec 2	\$ 48,713.60	\$ 67,496.00
B029B	Environmental Health Spec2-Bil	\$ 51,209.60	\$ 70,907.20
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	\$ 53,788.80	\$ 74,422.40
F035	Facility Security Officer	\$ 44,299.01	\$ 59,383.58
B017	Family Mediator	\$ 65,561.60	\$ 90,792.00
C053	Figure Skating Specialist	\$ 40,996.80	\$ 56,804.80
C039	Fleet Svcs Purchasing Spec	\$ 43,047.26	\$ 55,501.06
C044	Fleet Svcs Purchasing Spec, Sr	\$ 48,775.58	\$ 62,863.01
I001	General Laborer	\$ 26,880.67	\$ 34,688.16
H026	Info Services Project Manager	\$ 68,868.80	\$ 95,368.00
H027	Info Services Project Mgr, Sr	\$ 72,363.20	\$ 100,276.80
H028	Info Technology Specialist 1	\$ 46,404.80	\$ 64,334.40
H029	Info Technology Specialist 2	\$ 59,342.40	\$ 82,222.40
C009	Internal Auditor	\$ 73,091.00	\$ 107,432.00
N4504	Internal Medicine Physician	\$ 159,862.56	\$ 227,159.71
N4620	Investigator	\$ 51,667.20	\$ 75,982.40
N4621	Investigator	\$ 51,667.20	\$ 75,982.40
A018	Justice Court Clerk	\$ 35,401.60	\$ 49,025.60
A019	Justice Court Clerk, Sr	\$ 42,036.80	\$ 58,156.80
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	\$ 46,404.80	\$ 64,334.40

## Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
K001B	Juvenile Counselor 1-Bil	\$ 48,713.60	\$ 67,496.00
K002	Juvenile Counselor 2	\$ 49,961.60	\$ 69,201.60
K002B	Juvenile Counselor 2-Bil	\$ 52,457.60	\$ 72,696.00
K003	Juvenile Counselor, Sr	\$ 57,948.80	\$ 80,246.40
K004	Juvenile Group Worker	\$ 46,632.77	\$ 64,602.72
K005	Juvenile Group Worker, Sr	\$ 51,491.23	\$ 71,328.19
K014B	Juvenile Justice Spec-Bil	\$ 42,036.80	\$ 58,156.80
K014	Juvenile Justice Specialist	\$ 39,977.60	\$ 55,411.20
K016	Juvenile Justice Specialist,SR	\$ 45,281.60	\$ 62,712.00
B071	Juvenile Justice System Nurse	\$ 68,078.40	\$ 94,432.00
F038	Kennel Attendant	\$ 26,312.00	\$ 36,358.40
J024	Land Management Technician	\$ 42,036.80	\$ 58,156.80
J024B	Land Management Technician-Bil	\$ 44,158.40	\$ 61,193.60
D012	Landscape Technician	\$ 39,977.60	\$ 55,411.20
C055	Lane Events Ctr Events Coord	\$ 37,169.60	\$ 51,417.60
D014	Lane Events Ctr Maint Spec	\$ 42,036.80	\$ 58,156.80
D013	Lane Events Ctr Maint Worker	\$ 31,241.60	\$ 43,326.40
C057	Lane Events Ctr Marketing Asst	\$ 39,977.60	\$ 55,411.20
C054	Lane Events Ctr Sports Coord	\$ 42,036.80	\$ 58,156.80
L005	Laundry Specialist	\$ 33,754.66	\$ 45,232.51
A014	Legal Secretary 1	\$ 35,401.60	\$ 49,025.60
A014B	Legal Secretary 1-Bil	\$ 37,169.60	\$ 51,417.60
A015	Legal Secretary 2	\$ 39,020.80	\$ 54,059.20
N7021	Legal Secretary, Co Counsel	\$ 35,609.60	\$ 52,353.60
N7020	Legal Secretary, Sr-Co Counsel	\$ 40,955.20	\$ 60,216.00
B021	Licensed Practical Nurse	\$ 47,008.00	\$ 65,166.40
B021B	Licensed Practical Nurse-Bil	\$ 49,337.60	\$ 68,515.20
A002	Mail Clerk	\$ 32,843.20	\$ 45,448.00
D003	Maintenance Specialist 1	\$ 32,011.20	\$ 44,345.60
D004	Maintenance Specialist 2	\$ 39,020.80	\$ 54,059.20
D011	Maintenance Specialist 3	\$ 45,281.60	\$ 62,712.00
N4331	Maintenance Specialist, Lead	\$ 60,168.58	\$ 78,138.53
N4332	Maintenance Specialist, Lead	\$ 54,949.44	\$ 71,561.57
N4320	Maintenance Supervisor	\$ 71,561.57	\$ 93,201.89
N4321	Maintenance Supervisor	\$ 68,485.25	\$ 89,192.06
N6001	Maintenance/Trades Supv	\$ 55,224.00	\$ 81,224.00
N6003	Maintenance/Trades Supv	\$ 47,382.40	\$ 69,680.00
N4102	Management Analyst	\$ 55,224.00	\$ 81,224.00
N4100	Management Analyst, Sr	\$ 60,902.40	\$ 89,606.40
N4101	Management Analyst, Sr	\$ 58,094.40	\$ 85,425.60
N2030	Manager	\$ 87,942.40	\$ 129,376.00
N2031	Manager	\$ 83,740.80	\$ 123,156.80
N2032	Manager	\$ 79,768.00	\$ 117,312.00

## Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
N2034	Manager	\$ 72,363.20	\$ 106,371.20
N2035	Manager	\$ 79,768.00	\$ 117,312.00
N2036	Manager	\$ 75,982.40	\$ 111,716.80
N2040	Manager	\$ 209,096.16	\$ 292,808.88
N2041	Manager	\$ 169,270.40	\$ 248,976.00
N2042	Manager	\$ 127,067.20	\$ 186,908.80
N2020	Manager, Sr	\$ 87,942.40	\$ 129,376.00
N2021	Manager, Sr	\$ 87,942.40	\$ 129,376.00
N2022	Manager, Sr	\$ 83,740.80	\$ 123,156.80
N2023	Manager, Sr	\$ 83,740.80	\$ 123,156.80
N2024	Manager, Sr	\$ 79,768.00	\$ 117,312.00
N2025	Manager, Sr	\$ 75,982.40	\$ 111,716.80
N2026	Manager, Sr	\$ 87,942.40	\$ 129,376.00
I010	Mechanic 1	\$ 39,970.94	\$ 51,554.88
I011	Mechanic 2	\$ 46,356.96	\$ 59,786.69
I012	Mechanic, Sr	\$ 48,775.58	\$ 62,863.01
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	\$ 43,076.80	\$ 59,675.20
N4630	Medical-Legal Death Investigat	\$ 43,825.60	\$ 64,438.40
B011	Mental Health Associate	\$ 43,076.80	\$ 59,675.20
B011B	Mental Health Associate-Bil	\$ 45,281.60	\$ 62,712.00
B025	Mental Health Nurse	\$ 64,792.00	\$ 89,856.00
B068	Mental Health Specialist 1	\$ 48,713.60	\$ 67,496.00
B068B	Mental Health Specialist 1-Bil	\$ 51,209.60	\$ 70,907.20
B012	Mental Health Specialist 2	\$ 51,209.60	\$ 70,907.20
B012B	Mental Health Specialist 2-Bil	\$ 53,788.80	\$ 74,422.40
B013	Mental Health Specialist, Sr	\$ 56,576.00	\$ 78,291.20
B070	MHO Care Coord Specialist	\$ 52,457.60	\$ 72,696.00
F004	Motor Carrier Enforce Officer	\$ 44,299.01	\$ 59,383.58
N4501	Naturopathic Physician	\$ 121,100.93	\$ 172,061.76
H025	Network Administrator, Sr	\$ 67,163.20	\$ 93,017.60
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	\$ 46,404.80	\$ 64,334.40
A004	Office Assistant 1	\$ 29,764.80	\$ 41,204.80
A004B	Office Assistant 1-Bil	\$ 31,241.60	\$ 43,326.40
A005	Office Assistant 2	\$ 33,633.60	\$ 46,633.60



## Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
A005B	Office Assistant 2-Bil	\$ 35,401.60	\$ 49,025.60
A006	Office Assistant, Sr	\$ 37,169.60	\$ 51,417.60
A006B	Office Assistant, Sr-Bil	\$ 39,020.80	\$ 54,059.20
N7014	Office Support Assistant	\$ 30,035.20	\$ 44,137.60
D015	Operations Events Worker	\$ 28,267.20	\$ 39,187.20
D016	Operations Events Worker, Sr	\$ 34,486.40	\$ 47,736.00
A028	Paralegal	\$ 43,076.80	\$ 59,675.20
N7030	Paralegal-Co Counsel	\$ 43,825.60	\$ 64,438.40
I006	Park Maintenance 1	\$ 33,669.79	\$ 43,429.15
I028	Park Maintenance 2	\$ 40,989.31	\$ 52,785.41
I007	Park Maintenance, Sr	\$ 45,232.51	\$ 58,322.78
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	\$ 44,158.40	\$ 61,193.60
A037	Payroll Specialist, Sr	\$ 48,713.60	\$ 67,496.00
B080	Peer Support Specialist	\$ 30,472.00	\$ 42,203.20
N4502	Physician	\$ 154,197.89	\$ 219,118.85
B078	Physician Assistant	\$ 89,336.00	\$ 123,864.00
B078B	Physician Assistant - Bil	\$ 93,870.40	\$ 130,083.20
J025	Planner	\$ 48,713.60	\$ 67,496.00
J026	Planner, Associate	\$ 53,788.80	\$ 74,422.40
J027	Planner, Sr	\$ 59,342.40	\$ 82,222.40
J033	Plans Examiner 1	\$ 39,977.60	\$ 55,411.20
J034	Plans Examiner 2	\$ 48,713.60	\$ 67,496.00
J035	Plans Examiner, Sr	\$ 59,342.40	\$ 82,222.40
N4000	Professional/Technical Supv	\$ 68,785.60	\$ 101,129.60
N4001	Professional/Technical Supv	\$ 68,785.60	\$ 101,129.60
N4002	Professional/Technical Supv	\$ 64,500.80	\$ 94,868.80
N4003	Professional/Technical Supv	\$ 64,500.80	\$ 94,868.80
N4004	Professional/Technical Supv	\$ 60,902.40	\$ 89,606.40
N4005	Professional/Technical Supv	\$ 60,902.40	\$ 89,606.40
N4006	Professional/Technical Supv	\$ 58,094.40	\$ 85,425.60
N4007	Professional/Technical Supv	\$ 55,224.00	\$ 81,224.00
N4008	Professional/Technical Supv	\$ 72,363.20	\$ 106,371.20
N4009	Professional/Technical Supv	\$ 68,785.60	\$ 101,129.60
N3001	Program Manager	\$ 75,982.40	\$ 111,716.80
N3002	Program Manager	\$ 72,363.20	\$ 106,371.20
N3003	Program Manager	\$ 79,768.00	\$ 117,312.00
N3005	Program Manager	\$ 121,492.80	\$ 178,630.40
N3005P	Program Manager	\$ 183,934.40	\$ 257,524.80
B006	Program Services Coord 1	\$ 45,281.60	\$ 62,712.00

## Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
B006B	Program Services Coord 1-Bil	\$ 47,548.80	\$ 65,852.80
B064	Program Services Coord 2	\$ 52,457.60	\$ 72,696.00
B064B	Program Services Coord 2-Bil	\$ 55,120.00	\$ 76,377.60
B007	Program Services Coord, Sr	\$ 59,342.40	\$ 82,222.40
N3033	Program Specialist	\$ 40,955.20	\$ 60,216.00
N3031	Program Specialist, Sr	\$ 43,825.60	\$ 64,438.40
N3032	Program Specialist, Sr	\$ 43,825.60	\$ 64,438.40
N3012	Program Supervisor	\$ 64,500.80	\$ 94,868.80
N3013	Program Supervisor	\$ 64,500.80	\$ 94,868.80
N3014	Program Supervisor	\$ 60,902.40	\$ 89,606.40
N3015	Program Supervisor	\$ 58,094.40	\$ 85,425.60
N3016	Program Supervisor	\$ 55,224.00	\$ 81,224.00
N3017	Program Supervisor	\$ 55,224.00	\$ 81,224.00
B007B	Program Svcs Coord, Sr - Bil	\$ 62,379.20	\$ 86,340.80
H006	Programmer Analyst 1	\$ 44,158.40	\$ 61,193.60
H007	Programmer Analyst 2	\$ 60,881.60	\$ 84,302.40
H008	Programmer and Syst Analyst, Sr	\$ 67,163.20	\$ 93,017.60
L011	Property Appraiser 1	\$ 39,977.60	\$ 55,411.20
L012	Property Appraiser 2	\$ 44,158.40	\$ 61,193.60
L013	Property Appraiser 3	\$ 49,961.60	\$ 69,201.60
L014	Property Appraiser 4	\$ 55,120.00	\$ 76,377.60
L010	Property Appraiser Trainee	\$ 33,633.60	\$ 46,633.60
L017	Property Management Officer 1	\$ 42,036.80	\$ 58,156.80
L018	Property Management Officer 2	\$ 52,457.60	\$ 72,696.00
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	\$ 45,281.60	\$ 62,712.00
B045B	Public Health Educator-Bil	\$ 47,548.80	\$ 65,852.80
V022	Public Safety Director	\$ 150,990.23	\$ 150,990.23
F029	Public Safety Support Spec	\$ 48,818.02	\$ 65,408.93
N5020	Public Safety Support Supv	\$ 55,224.00	\$ 81,224.00
N4109	Public Works Analyst	\$ 78,138.53	\$ 101,794.37
N4110	Public Works Analyst	\$ 71,561.57	\$ 93,201.89
N4111	Public Works Analyst	\$ 62,672.06	\$ 81,660.38
N4112	Public Works Analyst	\$ 54,949.44	\$ 71,561.57
N4113	Public Works Analyst	\$ 46,081.15	\$ 60,168.58
C052	Quality Assurance & Safety Spec	\$ 51,172.99	\$ 65,981.76
F030	Records Officer 1	\$ 39,143.52	\$ 52,509.60
F031	Records Officer 2	\$ 42,156.19	\$ 56,476.99
F032	Records Specialist	\$ 50,090.98	\$ 67,191.07
I002	Road Maint Worker/Trainee	\$ 34,497.22	\$ 44,468.74



## Appendix

Job Class #	Position Title	Salary Range	
		Minimum	Maximum
I003	Road Maintenance Operator	\$ 42,050.11	\$ 54,143.23
I035	Road Maintenance Specialist	\$ 48,775.58	\$ 62,863.01
I004	Road Maintenance Sr Operator	\$ 46,356.96	\$ 59,786.69
L016	Sales Data Analyst	\$ 51,209.60	\$ 70,907.20
L025	Sales Data Analyst, Sr	\$ 55,120.00	\$ 76,377.60
A007	Secretary 1	\$ 32,843.20	\$ 45,448.00
A008	Secretary 2	\$ 36,233.60	\$ 50,190.40
F043	Security Guard	\$ 30,472.00	\$ 42,203.20
N5010	Sergeant	\$ 60,902.40	\$ 89,606.40
I031	Shop Utility Worker	\$ 32,821.15	\$ 42,325.92
H021	SO Communication Network Coord	\$ 55,352.54	\$ 74,128.70
F027	SO Fleet Services Coordinator	\$ 55,352.54	\$ 74,128.70
I033	Solid Waste Operator	\$ 42,050.11	\$ 54,143.23
I034	Solid Waste Sr Operator	\$ 46,356.96	\$ 59,786.69
I032	Solid Waste Worker/Trainee	\$ 34,497.22	\$ 44,468.74
J041	Special Waste Specialist	\$ 48,713.60	\$ 67,496.00
I025	Special Waste Technician	\$ 43,076.80	\$ 59,675.20
C030	Stores Clerk	\$ 33,633.60	\$ 46,633.60
C031	Stores Clerk, Sr	\$ 39,977.60	\$ 55,411.20
H023	System Administrator, Sr	\$ 67,163.20	\$ 93,017.60
H011	System Programmer, Lead	\$ 65,561.60	\$ 90,792.00
N4700	System Programmer, Lead (NRP)	\$ 60,902.40	\$ 89,606.40
H031	System/Network Architect	\$ 72,363.20	\$ 100,276.80
N4310	Technical Specialist	\$ 54,949.44	\$ 71,561.57
N4311	Technical Specialist	\$ 50,324.35	\$ 65,557.44
N4312	Technical Specialist	\$ 46,081.15	\$ 60,168.58
N4313	Technical Specialist	\$ 42,198.62	\$ 54,949.44
H034	TS Business Analyst	\$ 67,163.20	\$ 93,017.60
F042	Veterinary Technician	\$ 39,977.60	\$ 55,411.20
B009	Victim Advocate	\$ 39,977.60	\$ 55,411.20
B009B	Victim Advocate-Bil	\$ 42,036.80	\$ 58,156.80
F026	Volunteer & Com Outreach Coord	\$ 45,281.60	\$ 62,712.00
I023	Waste Mgmt Fee Collector	\$ 31,241.60	\$ 43,326.40
I024	Waste Mgmt Fee Collector, Sr	\$ 40,996.80	\$ 56,804.80
B081	WIC Certifier	\$ 39,020.80	\$ 54,059.20
B081B	WIC Certifier-Bil	\$ 40,996.80	\$ 56,804.80
K013	Youth Advocacy Coordinator	\$ 46,404.80	\$ 64,334.40
K013B	Youth Advocacy Coordinator-Bil	\$ 48,713.60	\$ 67,496.00

*Note: This table is valid for all salary ranges set by the Board of County Commissioners through April 1, 2021.*

## 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 at 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.** An infectious disease spread primarily through droplets of saliva or discharge from the nose when an infected person coughs or sneezes.

**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

**Holiday Farm Fire.** The Oregon wildfire, named after the Holiday Farm RV Resort on Highway 126.

**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.

**Interest-based Bargaining.** A negotiation strategy that focuses on the interests of the parties rather than their positions.

**Interfund Loans.** Loans made by one fund to another. Loans must be repaid by the end of the ensuing year. (ORS 294.460)

**Internal Service Fund.** A fund used to account for fiscal activities when goods or services are provided by one department or agency to other departments or agencies on a cost-reimbursement basis. (ORS 294.470) (ORS 294.311(19))

## K

**Karly's Law.** Karly's Law became an Oregon statute in 2007 and requires that a child receive medical attention within 48 hours if that child is found to have suspicious physical injuries in the course of a child abuse investigation. In addition, investigators are required to photograph suspicious injuries and ensure that those photos are seen by a physician and others involved in the child's case. Karly's Law is named for Karly Sheehan, a 3 year old Corvallis girl who was murdered in June of 2005 following previous unsubstantiated allegations of child abuse.

## L

**Lane Code (LC).** The County's ordinances or laws, similar to a state's statutes, which apply to all citizens of Lane County.

**Lane Manual (LM).** The County's administrative policies and procedures.

**Lapse.** That portion of an expense appropriation not spent as planned during the course of a fiscal year. This results in a balance of funds that can either be used as a beginning resource for the same fund for the next fiscal year, or that can be reallocated for other expense purposes in the current fiscal year with the proper budget authority. In Lane County, lapse is generated primarily by vacancies in established positions during the fiscal year.

**Levy.** Amount of tax imposed by a local government for the support of governmental activities. For Lane County, the levy is composed of a property tax base, law enforcement serial levy, extension serial levy, and bonded debt.

**Liabilities.** Probable future sacrifices of economic benefits, arising from present obligation to transfer assets or provide service to other entities in the future as a result of past transactions or events; doesn't include encumbrances. (ORS 294.311(20))

## Glossary & Acronyms

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**Line-item Budget.** The traditional form of budgeting where proposed expenditures are based on individual objects of expense within a department or division. (ORS 294.352(3))

**Local Budget Law.** Oregon Revised Statutes dictate local government budgeting practices in ORS 294.

**Local Government.** Any city, county, port, school district, public, or quasi-public corporation (including a municipal utility or dock commission) operated by a separate board or commission; a municipal corporation or municipality. (ORS 294.311(19))

**Local Option Tax.** Taxing authority, voter-approved by a double majority, that is in addition to the taxes generated by the permanent tax rate. Local option taxes can be for general operations, a specific purpose, or capital projects. They are limited to five years unless they are for a capital project, then they are limited to the useful life of the project or 10 years, whichever is less.

## M

**Mandates.** A requirement by a higher level of government that a lower level of government perform a task or provide a service, do so in a particular way, or meet a particular standard.

**Materials & Services.** Accounts which establish expenditures for the operating expenses of County departments and programs.

**Measure 5.** In 1990, Oregon voters passed Measure 5 which established limits on Oregon's property taxes on real estate. Property taxes dedicated for schools were capped at \$15.00 per \$1,000 of assessed value, and gradually lowered to \$5. Property taxes for other purposes were capped at \$10 per \$1,000. (ORS 310.150(1))

**Measure 50.** In 1997, Oregon voters passed Measure 50, a revision of Measure 47 passed the prior year. These measures fundamentally changed the Oregon property tax system. Each jurisdiction was assigned a permanent tax rate limit. In addition, the assessed value of each property was reduced to FY 98 and future increases in assessed value were capped. See *Assessed Value* and *Permanent Tax Rate*.

**Maximum Assessed Value (MAV).** The maximum taxable value limitation placed on real or personal property by the constitution. It can increase a maximum of three percent each year. The three percent limit may be exceeded if there are qualifying improvements made to the property, such as a major addition or new construction.

**Modified Accrual Basis.** Method of accounting where revenues and other financial resource increments, such as bond proceeds, are recognized when they become susceptible to accrual, that is, when they become both measurable and available (collectible) to finance expenditures for the current period. (ORS 294.311(21)(a))

**Municipal Corporation.** Any county, city, port, school district, union high school district, community college district and all other public or quasi-public corporations operated by a separate board or commission. (ORS 294.311(22))

## N

**Net Working Capital.** The sum of the cash balance, accounts receivable expected to be realized during the ensuing year, inventories, supplies, prepaid expenses less current liabilities and, if encumbrance method of accounting is used, reserve for encumbrances (ORS 294.311(20)).

## O

**Object.** As used in expenditure classification, includes article purchased in the form of land, buildings, equipment and vehicles, or services obtained, as distinguished from the results obtained from the expenditures. (ORS 294.311(24))

**Object Class.** Classification of expenditures, such as personal services, materials and services, capital outlay, debt services, and other types of requirements. (ORS 294.311(25))

**Obligations.** The amounts of orders placed, contracts and subgrants awarded, goods and services received, and similar transactions during a given period that will require payment during the same or a future period.

## Glossary & Acronyms

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**Operating Rate.** The rate determined by dividing the local government's operating tax amount by the estimated assessed value of the local government. This rate is needed when a local government wants to impose less tax than its permanent rate will rise.

**Operational Contingency.** Any operating fund may establish an appropriated contingency line item for unforeseen expenditures that may become necessary. Any reasonable amount can be appropriated, but the governing body may transfer by resolution no more than 15% of a fund's total appropriations during the year. By fiscal policy, Lane County restricts operational contingencies to limited emergencies or unanticipated changes.

**Operational Reserves.** By fiscal policy Lane County distinguishes between operational contingency (transferable to spending by board resolution) and operational reserves (transferable to spending only by supplemental budget). Operational reserves are intended not to be spent in the current year, but are available to respond to significant emergencies, changes or potential disruptions of service caused by external factors.

**Ordinance.** A formal legislative enactment by the governing board of local government.

**Organizational Unit.** Any administrative subdivision of the local government, especially one charged with carrying on one or more specific functions, such as a department, office, or division. (ORS 294.311(26))

## P

**Package.** Budgetary term for requesting money to add/reduce positions/funds to enhance or expand a current service above the level provided in the previous or current year, i.e. above/below maintenance level, or to create/eliminate entire sections/programs/services.

**Payor Mix.** A way of talking about the different payment methods used by patients that come for services. With analysis, a health care service can identify the optimal balanced mix of payors to sustain and grow services for the long term.

**Payroll Expenses.** Health and accident insurance premiums, Social Security and retirement contributions, workers' compensation, and unemployment taxes are examples.

**Performance Index.** As used in this document, a Performance Index is a comparison of performance measure target to actual data. Terms such as "on target" or "declining" is used to describe the performance results and/or trends.

**Performance Management.** The use of performance measurement results to inform data-driven decision making, including goal setting, allocation and prioritization of resources, and evaluation and revision of policy and program development.

**Performance Measurement.** Process of developing meaningful indicators and collecting and analyzing performance results with the goal of compiling actionable data and information.

**Permanent Rate Limit.** The maximum rate of ad valorem property taxes that a local government can impose. Taxes generated from the permanent rate limit can be used for any purpose. No action of the local government can increase a permanent rate limit.

**Program.** A group of related activities to accomplish a major service or function for which the local government is responsible. (ORS 294.311(28))

**Program Budget.** A budget based on programs of work or projects. (ORS 294.311(25))

**Property Taxes.** Ad valorem tax certified to the County Assessor by a local government unit.

**Proposed Budget.** Financial and operating plan prepared by the Budget Officer. It is submitted to the public for review and the budget committee for approval.

**Proprietary Funds.** The County maintains two different types of proprietary funds – enterprise funds and internal service funds. Enterprise funds are used to report the same functions presented as business-type activities in the governmental-wide financial statements. The County uses enterprise funds to account for the events center, solid waste disposal operations, corrections commissary operations, and land management functions. Internal service funds are an accounting device used to accumulate and allocate costs internally among the County's various functions. The County uses internal service funds to account for its self-insurance and employee benefits activities, pension bond servicing, motor pool operations, intergovernmental services activities, internal and regional information

## Glossary & Acronyms

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services and PC replacement activities, and retiree medical benefits. Because internal service funds predominantly benefit governmental rather than business-type functions, these fund assets, deferred outflows, liabilities, and deferred inflows have been included with governmental activities in the government-wide financial statements.

### R

**Real Market Value (RMV).** Amount of cash which could reasonably be expected by an informed seller acting without compulsion, from an informed buyer acting without compulsion, in an "arms-length" transaction during the period for which the property is taxed.

**Real Property.** Land and the structures attached to it.

**Receipts.** Cash received unless otherwise qualified. (ORS 294.311(31))

**Reserve Fund.** Established to accumulate money for a specific purpose, such as purchase of new equipment. (ORS 280.100)

**Requirements.** The total of all spending authorization (including expenditures and encumbrances), transfers to other funds, reserve contributions, contingency balances, and any Unappropriated Ending Fund Balance. For a given fund, Total Requirements must equal Total Resources. Within this document requirements often are presented by sub-category such as Expenditures, Fund Transfers, and Total Reserves & Contingencies.

**Resolution.** A formal order of a governing body; lower legal status than an ordinance.

**Resource.** Estimated beginning funds on hand plus anticipated receipts. See *Revenues*. (ORS 294.316)

**Revenues.** Money received or anticipated by a local government from either tax or non-tax sources. (ORS 294.311(33))

### S

**Secure Rural Schools and Community Self-Determination Act.** Secure Rural Schools and Community Self-Determination Act or federal "payments to counties" legislation. The act provided federal funding for public safety services, transportation needs, and local schools, recognizing that communities where federal lands are located need federal support to sustain basic local government services.

**Serial Levy.** A voter approved tax levy for a specific purpose, over a specific time no greater than five years, and for a specified maximum amount.

**Special Revenue Fund.** A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditure for specific purposes.

**Spending Limit.** A voter approved amendment to the Lane County charter setting the limit for discretionary general fund operating expenditures during a fiscal year.

**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.



## Glossary & Acronyms

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**Tax on Property.** Any tax, fee, charge, or assessment imposed by any government unit upon property or upon a property owner as a direct consequence of ownership of that property (ORS 310.140(1)).

**Tax Rate.** The amount of tax stated in terms of a unit of tax for each \$1,000 of assessed valuation of taxable property. In Oregon, Measure 5 limits the amount of tax on property that can be collected from for general government to \$10 per \$1000 of real market value. See *Measure 5*.

**Tax Roll.** The official list showing the amount of taxes levied against each property. (ORS 294.450)

**Transfers.** Amounts distributed from one fund to finance activities in another fund. Shown as an expenditure in the originating fund and a revenue in the receiving fund. (ORS 294.450)

**Trust Fund.** A fund used to account for fiscal activities of assets held in trust by a government.

## U

**Unappropriated Ending Fund Balance (UEFB).** Amount set aside in the budget to be used as cash carryover to the next year's budget. It provides the local government with cash until tax money is received from the County Treasurer in November. This amount cannot be transferred by resolution or used through a supplemental budget, unless necessitated by a qualifying emergency (ORS 294.371).

**Unappropriated Reserves.** The unappropriated ending balance is called a "requirement", not an expenditure. The law specifically requires the unappropriated ending fund balance to become a budget resource in the next fiscal year (cash balance). During a current year, unappropriated funds are not available under *any* circumstance.

**Unincorporated Area.** The areas of the County outside city boundaries.

## 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
ADA	Americans with Disabilities 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
BOP	Bureau of Prisons
BoPTA	Board of Property Tax Appeals

### C

C-SSRS	Columbia Suicide Severity Rating Scale
CAFFA	County Assessment Function Funding Assistance

## Glossary & Acronyms

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CAO	Dept. of County Administration <i>or</i> the County Administrative Officer
CARES	Coronavirus Aid, Relief, and Economic Security Act
CAT	Customer Alignment Team
CBR	Capacity Based Release
CC	County Counsel
CCA	Community Corrections Act
CCC	Community Correction Center
CCO	Coordinated Care Organization
C&ED	Community & Economic Development
CFMG	California Forensic Medical Group
CFS	Calls-for-Service
CFS	Clinical Financial Services
CHC	Community Health Center
CHCLC	Community Health Center of Lane County
CHL	Concealed Handgun Licensing
CIP	Capital Improvement Program
CMS	Centers for Medicare and Medicaid Services
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
CRT	Car Rental Tax
CSS	Customer Service and Support
CY	Calendar Year

### D

DA	District Attorney
DD	Developmental Disabilities
DDSD	Developmental Disabilities Services Division
DEQ	Department of Environmental Quality
DMAP	Oregon Division of Medical Assistance Programs
DOC	Department of Corrections (state)
DOJ	Department of Justice (federal)
DOR	Department of Revenue (State of Oregon)
DP	Data Processing
DPSST	Department of Public Safety Standards and Training
DSS	Desktop Support Services
DUII	Driving Under the Influence of Intoxicants

### E

E2	Equity and Education Committee
ECC	Equity Community Consortium
ECS	Engineering and Construction Services
EEOC	Equal Employment Opportunity Commission
EFMLEA	Emergency Family and Medical Leave Expansion Act
EHR	Electronic Health Record
EMPG	Emergency Management Preparedness Grant
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPSLA	Emergency Paid Sick Leave Act

## Glossary & Acronyms

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ER	Employer
ESD	Education Service District
EV	Electric Vehicle

### F

FCIT	Fatal Crash Investigation Team
FEMA	Federal Emergency Management Agency
FFCRA	Families First Coronavirus Response Act
FICA	Social Security
FIN PLAN	Financial Plan
FLAP	Federal Land Access Program
FMLA	Family and Medical Leave Act
FOPPO	Federation of Parole and Probation Officers
FQHC	Federally Qualified Health Center
FTE	Full-Time Equivalent
FTEP	Field Training and Evaluation Program
FUSE	Frequent Users Systems Engagement
FWC	Forest Work Camp
FY	Fiscal Year

### G

GAAP	Generally Accepted Accounting Principles
GARE	Government Alliance on Race and Equity
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GNATS	Geographic Nuisance Abatement Tracking System

### H

H&HS	Department of Health & Human Services/HHS
HACSA	Housing Authority & Community Services Agency
HCN	Health Care Navigator
HHS	Department of Health & Human Services/H&HS
HF	Healthy Families
HR	Human Resources
HRIM	Human Resources Information Management
HSC	Human Services Commission

### I

IDEA	Inclusion, Diversity, Equity, and Access
INET	Interagency Narcotics Enforcement Team
ISSI	InterSystem Switching Interface
ITAG	Information Technology Advisory & Governance
ITSM	Information Technology Service Management

### J

JJC	Juvenile Justice Center
JRI	Justice Reinvestment Initiative

### K

K	Thousands
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## Glossary & Acronyms

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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
LCPOA	Lane County Peace Officers Association
LCSO	Lane County Sheriff's Office
LGDC	Lane Geographic Data Consortium
LEAP	Learn Empower Achieve Perform
LEC	Lane Events Center
LEDS	Law Enforcement Data System
LM	Lane Manual
LMD	Land Management Division
LRAPA	Lane Regional Air Pollution Authority
LRIG	Lane Regional Interoperability Group
LWP	Lane Workforce Partnership

### M

M&S	Materials and Services
MCH	Maternal Child Health
MDM	Mobile Device Management
MLK	Martin Luther King, Jr.
MS	Department of Management Services
MSA	Metropolitan Statistical Area
MTP	Methadone Treatment Program
MWTL	Managing Within the Law

### N

NCQA	National Committee for Quality Assurance
NCU	Northwest Christian University
NEO	New Employee Orientation
NIMS	National Incident Management System
NPDES	National Pollution Discharge Elimination Systems

### O

O&C	Oregon and California
OACTC	Oregon Association of County Tax Collectors
OAGITM	Oregon Association of Government Information Technology Management
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
OIR	Oregon Internet Recovery Group
OJD	Oregon Judicial Department
OKTA	Identity and Access Management Company
OMLDI	Oregon Medicolegal Death Investigator

## Glossary & Acronyms

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OPFML	Oregon Paid Family Medical Leave Act
OPs	Operations
OPSRP	Oregon Public Services Retirement Plan
ORS	Oregon Revised Statutes
OSACA	Oregon State Association of County Assessors
OSME	Oregon State Medical Examiner
OSP	Oregon State Police
OSU	Oregon State University

### P

P&F	Police and Fire
P&P	Parole and Probation
PAN	Public Agency Network
PATS	Property Assessment and Taxation Software
PC	Personal Computer
PCPI	Per Capita Personal Income
PDSA	Plan-Do-Study-Act
PERS	Public Employees Retirement System
PH	Public Health
PHB	Poverty and Homelessness Board
PIO	Public Information Office
PM	Project Manager
PMO	Project Management Office
PPPM	Planning Public Policy and Management (University of Oregon)
PPR	Prudent Person Reserve
PREA	Prison Rape Elimination Act
PSB	Public Service Building
PSD	Police Services Division
PSI	Protective Services
PSRB	Psychiatric Security Review Board
PW	Public Works Department

### Q

Q&C	Quality & Compliance
QA	Quality Assurance
QI	Quality Improvement
QMHP	Qualified Medical Health Provider

### R

RFP	Request for Proposal
RIS	Regional Information System
ROW	Right-Of-Way
RRC	Residential Reentry Center
RSA	Remote Service Access
RV	Recreation Vehicle

### S

SaaS	Software as a Service
SAR	Search and Rescue
SAN	Storage Area Network
SASS	Sexual Assault Support Services
SB	Senate Bill

## Glossary & Acronyms

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SEIT	Systematic Engineering Implementation Teams
SHSP	State Homeland Security Program
SML	Short Mountain Landfill
SO	Sheriff's Office
SOS	Service Option Sheet
SRS	Secure Rural Schools & Community Self Determination Act of 2000
SRS 2008	Secure Rural Schools and Community Self Determination Act of 2008
SSR	Service Stabilization Reserve
SWC	Sheriff Work Crew

### T

TBH	Trillium Behavioral Health
TCHP	Trillium Community Health Plan
TIC	Trauma-Informed Care
TIS	Technology Infrastructure Services
TMDL	Total Maximum Daily Load
TMT	Technology Management Team
TRT	Transient Room Tax
TS	Technology Services

### U

UEFB	Unappropriated Ending Fund Balance
UGB	Urban Growth Boundary
UIC	Underground Injection Control
UO/UofO	University of Oregon
UPS	Uninterruptible Power Supply
URAC	Utilization Review Accreditation Commission

### V

VPN	Virtual Private Network
VSP	Lane County District Attorney's Victim Services Program

### W

WERCS	Weather Event Response Coordination System
WIA	Workforce Investment Act
WIC	Women, Infants and Children
WMD	Waste Management Division
WP	Lane Workforce Partnership (LWP)

### Y

YMCA	Young Men's Christian Association
YS	Department of Youth Service