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**Lane Council of Governments**  
**2010-2011**

*Work Program  
and Budget*

*Adopted*

*June 2010*

Board of Directors - 2010  
Lane Council of Governments

<i><b>Name</b></i>		<i><b>Jurisdiction</b></i>
Faye Stewart		Lane County
Judy Volta	Vice-Chair	City of Coburg
Gary Williams		City of Cottage Grove
Tim Demanett		City of Creswell
Chris Pryor	Chair	City of Eugene
Phil Brubaker		City of Florence
Lance Stoddard		City of Junction City
Warren Weathers		City of Lowell
Don Hampton		City of Oakridge
Joe Pishioneri		City of Springfield
Darrell Carman		City of Veneta
Neil Friedman		City of Westfir
Jim Torrey		School District 4J
Al King		School District 19
Alan Laisure		School District 52
(vacant)		School District 68
Sherry Duerst-Higgins		Lane ESD
Tony McCown		Lane Community College
(vacant)		Port of Siuslaw
Patti Chappel		EPUD
Rich Cunningham		EWEB
Bob Sneddon		Western Lane Amb. Dist.
Greg James		Willamalane Park Dist.
Steve Recca		Fern Ridge Library
Carol Campbell		Lane Library District
Mike Dubick		Lane Transit District
Wayne Helikson		River Road Park and Recreation Dist.
(vacant)		Siuslaw Rural Fire Protection District No. 1

**LCOG Executive Committee**

Chris Pryor	Chair	City of Eugene
Judy Volta	Vice-Chair	City of Coburg
Don Hampton		City of Oakridge
Phil Brubaker		City of Florence
Faye Stewart		Lane County
Sherry Duerst-Higgins		Lane Education District
Warren Weathers		City of Lowell
Tony McCown		Lane Community College

**LCOG Budget Committee**

Greg James	Jon Hiltbrand
Tony McCown	Sherry Duerst-Higgins
Mark Shrives	Dennis Shine

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## Executive Director's Budget Message

Members of the LCOG Budget Committee and Board of Directors:

I am pleased to present the proposed *Work Program and Budget* for the fiscal year that will begin July 1, 2010. The document, presented for policy-level consideration, represents management's best current assessment of the obligations and financial capability of the Lane Council of Governments for the year that lies ahead. As is always the case at the beginning of a budget year, this proposal has been developed with the understanding that changes will be required as a result of presently unknown factors. Although the direction of global, national and regional economies provides some cause for long-term optimism, the revenue elements of this proposed *Budget* have been based upon moderate to conservative estimates. While this proposal describes a fiscal expansion (9.1 percent) from the *Revised Budget for fiscal year 2009-10*, it is fundamentally a hold-the-line or maintenance-of-effort plan. The increases from the budget of the year just ending are primarily attributed to the substantial grant received in late fiscal year 2009-10 from the US Department of Commerce for fiber optic and broadband improvements in a three-county area. In aggregate, an increase of \$2,786,749 is proposed. As recommended, the total budget authorization for fiscal year 2010-11 would be \$33,372,033. Of course, this proposed budget is constrained by many of the same economic uncertainties that are impacting other components of the public sector in Oregon. As in years past, the agency's financial plan will continue to evolve well into the new fiscal year. Nevertheless, I believe that this proposed *Work Program & Budget*—service areas and corresponding resources allocated to cost centers—constitutes a responsible initial action plan for fiscal year 2010-2011.

The pages that follow integrate narrative and numeric representations of the agency's fiscal and programmatic plan for the coming year. On page 9, the adopting resolution, to be acted upon by the LCOG Board of Directors on June 24, is displayed. Pages 10 to 14 show the overall budget, reflected as both a "Budget Summary" and disaggregated by Fund Type. Then, beginning on page 17, for each of LCOG's five major service areas, a narrative describing the work to be performed is followed by the budgetary detail for that service area. Staffing projections are shown, both at the service level and at the program level.

The numeric comparisons with the previous year are based upon the fiscal year 2009-10 *Revised Budget*, approved by the LCOG Board of Directors in April. That budget amendment captured the changes in both agency revenue and program obligations that occurred during the first ten months of the fiscal year. As can be seen most clearly on the Budget Summary on page 12, this proposal would result in an increase from the Revised Budget of \$2.7 million. Overall, balanced revenues and expenditures are projected at \$33,372,033. Because LCOG's work is grant- and contract-based, its budgets are dynamic, and drawing conclusions from comparisons over time can be tricky. But, for perspective, eight budget years back, the fiscal year 2002-03 *Revised Budget* stood at \$26,158,313—21 percent lower than this proposal. While there have been budgetary "peaks and valleys" over the years, an averaged increase of approximately 2.7 percent per year over that period is fairly consistent with the experience of LCOG's member governments.

Budget data are reflected by Fund Type on pages 13 and 14. There are three types of funds used within LCOG's accounting system. The first is the General Fund, which is based primarily upon the agency's member dues, interest earnings, and undesignated reserves. This fund might be thought of

as the organization's flexible resource. A second fund type is the Special Revenue Fund—82 percent of the total proposed budget. Here, all of the grant- and contract-supported work that LCOG does is captured. In reality a series of special accounts, the Special Revenue Fund provides little operational flexibility. Under the commitments that we have made to granting agencies and clients, LCOG must utilize Special Revenue Fund resources only for the purposes specified in the supporting grants and contracts. Finally, on page 14, the Governmental and Proprietary Fund, the third fund type, is shown. The resources and requirements reflected here are associated with the operation of agency-owned real estate and the business assistance loan program. These are referred to as enterprise activities.

Beginning on page 17, the same information is portrayed in yet another way—by Service Area with work program narrative included. In order, the service areas categorized are: Board of Directors & Executive Management, Government Services, Senior & Disabled Services, Enterprise Funds and Administrative Services. For each of these Service Areas, and hence for the budget as a whole, the revenue streams that support LCOG's activities and services are highly dependent upon factors beyond our control. Because this council of governments is financially dependent upon the funding priorities of the federal and state governments and expenditure decisions of our members, a true financial picture of the fiscal year requires time to come into focus. However, as in the past, LCOG will continue to adjust its administration of resources, as external decisions are made.

On December 10, 2009, the LCOG Board of Directors adopted 12 “Budget Assumptions” (see Budget Notes, page 44), which reinforce and augment standing objectives of the organization. Those assumptions have served as the philosophical basis for the development of this proposal. As with any “labor-intensive” organization, costs directly bearing upon personnel have a substantial impact upon the overall budget and, ultimately, upon the agency's ability to carry out its mission. Health insurance and retirement plan costs are substantial for all employers, including LCOG. However, our positive claims experience in recent years has yielded an expected premium cost increase for FY 2010-11 of approximately 10 percent, lower than the industry standard. Also, the cost for LCOG's employer contribution for our staff's participation in the State Public Employees Retirement System (PERS) will remain constant from the year just ending. A 0.0 percent cost-of-living adjustment (COLA) to employee salaries, as set forth in the Board's Budget Assumptions, has been factored into this proposal. It should be noted, however, that, as with other public sector employers, present-day economic circumstances may well result in a re-visitation of the COLA issue by LCOG's two employee bargaining units. LCOG has always adjusted the size of its professional staff to match the levels of work that it has been asked to accomplish. This proposed *Work Program and Budget* anticipates an increase to LCOG's staff of 2.28 FTE positions—1.28 percent. As proposed, the estimated professional staff complement will be 189.12 FTE in fiscal year 2010-11, as compared to 177.84 FTE authorized in the *Revised FY 2009-10 Budget*.

This agency's work and fiscal capability are largely based on contracts and grants which emerge over time. As a result, there is always greater variability in LCOG's budgeting process than may be present for local government units that rely upon a tax base for their support. Dependent of course on the national economy and the fiscal circumstances of our member governments, I believe that a good and productive year can be anticipated in FY 2010-11. At the same time, we must establish the budget for the year in a responsible and conservative fashion. For all of the agency's work groups and divisions, resources will be limited to support important and demanding work. This is

particularly true for the agency's Senior & Disabled Services Division where so much hangs on the decisions of the State of Oregon. As in years past, however, the Lane Council of Governments will remain a well-managed, high-quality organization that is fiscally solvent.

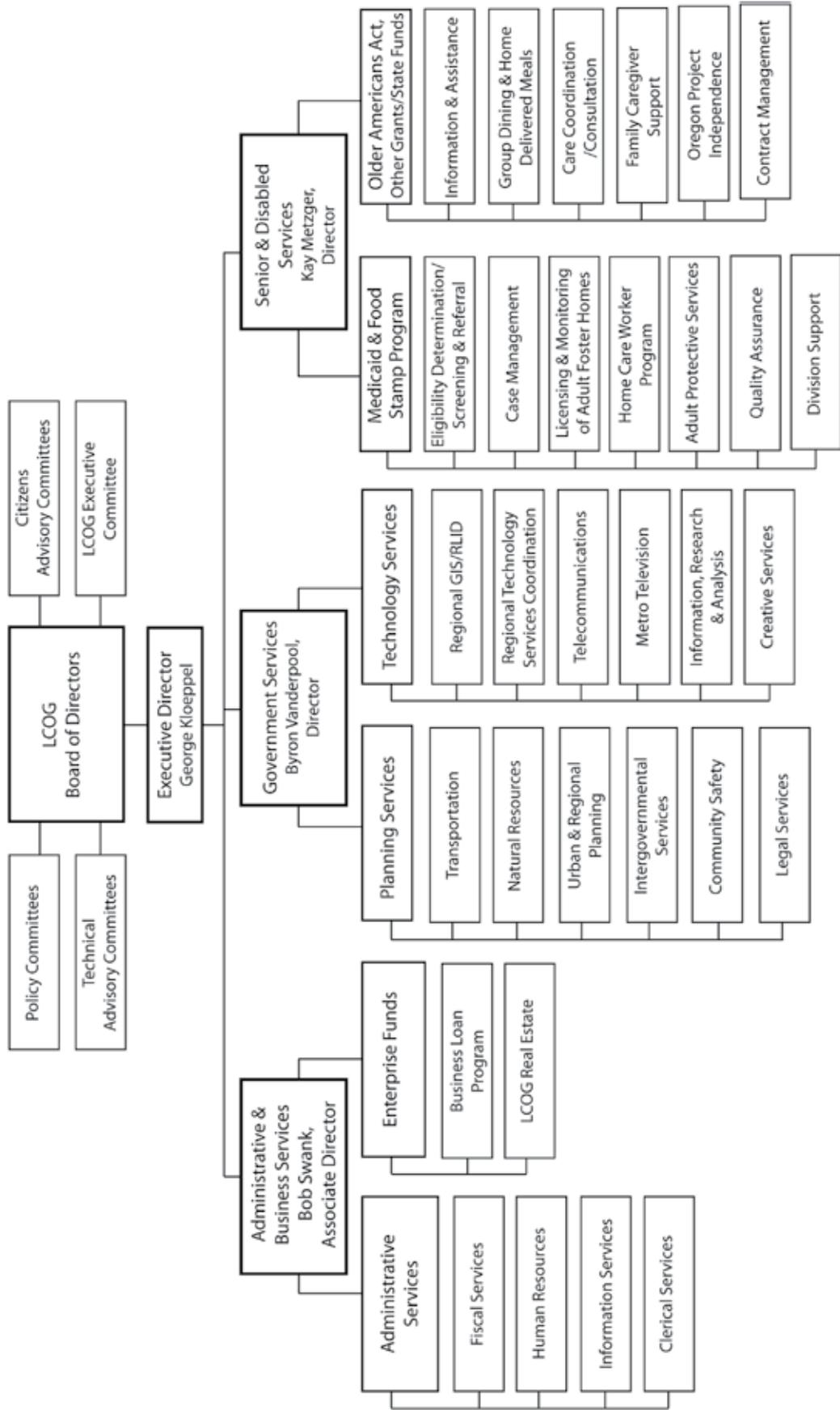
I believe that this *Work Program and Budget* sets a responsible course for the organization. When approved by the Budget Committee and the Board of Directors, it will direct and empower the staff to address important programs and services. With the help and support of the Board of Directors, the Executive Committee and our member agencies, LCOG's management and staff will continue to accomplish the agency's mission. I commend this document to you for review and consideration.

Respectfully submitted,

A handwritten signature in cursive script that reads "George Kloeppe".

George Kloeppe  
Executive Director







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**Lane Council of Governments**  
**2010-2011**  
*Budget Summary*



**RESOLUTION 2010-3**

**Adopting the FY 2010-2011 Budget**

**WHEREAS**, it is necessary for the Lane Council of Governments, hereinafter called LCOG, to adopt a revenue and expenditure Budget for fiscal year 2010-2011, and

**WHEREAS**, the LCOG Budget Committee and Executive Director have determined that certain expenditures will be necessary in order to effectively address the obligations of the Work Program, and

**WHEREAS**, it has also been determined by the Budget Committee and Executive Director that certain revenues can be expected to accrue to LCOG in fiscal year 2010-2011,

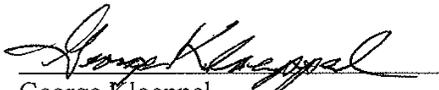
**NOW, THEREFORE, BE IT RESOLVED:**

1. That the LCOG Board of Directors hereby adopts the attached Budget for fiscal year 2010-2011, and
2. That the following amounts are hereby appropriated for the purposes specified for the fiscal year beginning July 1, 2010:

<i>Personal Services</i>	<i>\$15,338,406</i>
<i>Materials and Services</i>	<i>8,794,547</i>
<i>Services by Other Organizations</i>	<i>2,420,288</i>
<i>Capital Outlay</i>	<i>51,668</i>
<i>Reserves--Undesignated</i>	<i>580,899</i>
<i>Reserves--Designated</i>	<i>5,020,576</i>
<i>Debt Service</i>	<i><u>1,165,649</u></i>
<i>Total Appropriation</i>	<i>\$33,372,033</i>

PASSED AND APPROVED THIS 24th DAY OF JUNE, 2010, BY THE BOARD OF DIRECTORS OF THE LANE COUNCIL OF GOVERNMENTS.

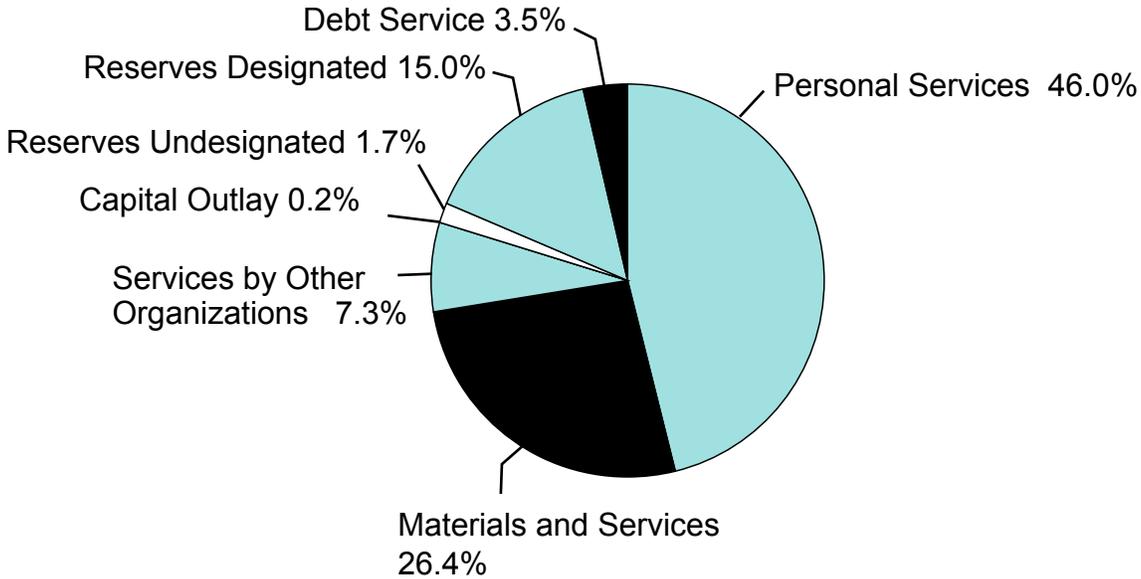
**ATTEST:**

  
George Kloeppe  
Executive Director  
Lane Council of Governments

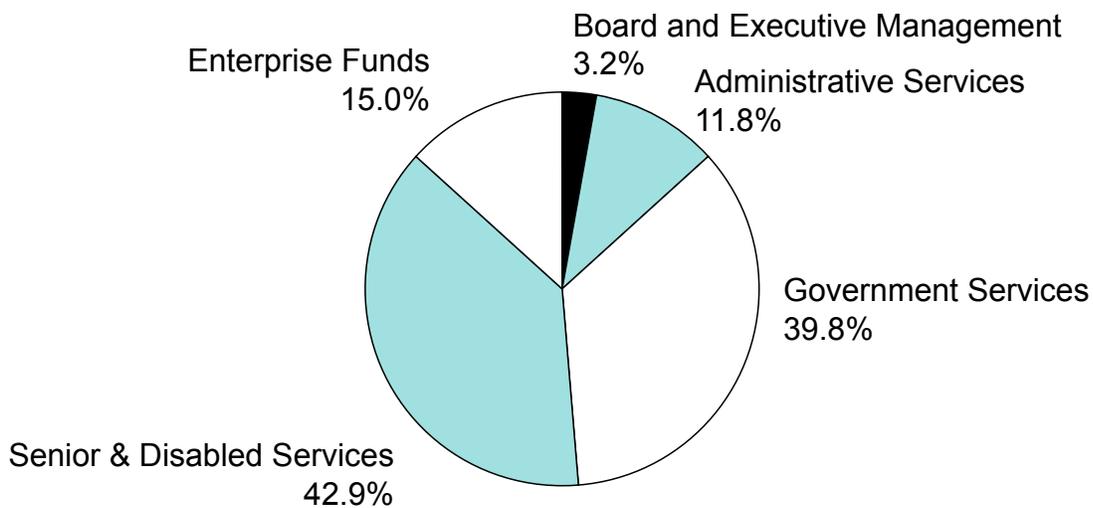
  
Chris Pryor, Chair  
Lane Council of Governments  
Board of Directors

**Lane Council of Governments  
2010-2011 Budget**

**Requirements by Type**

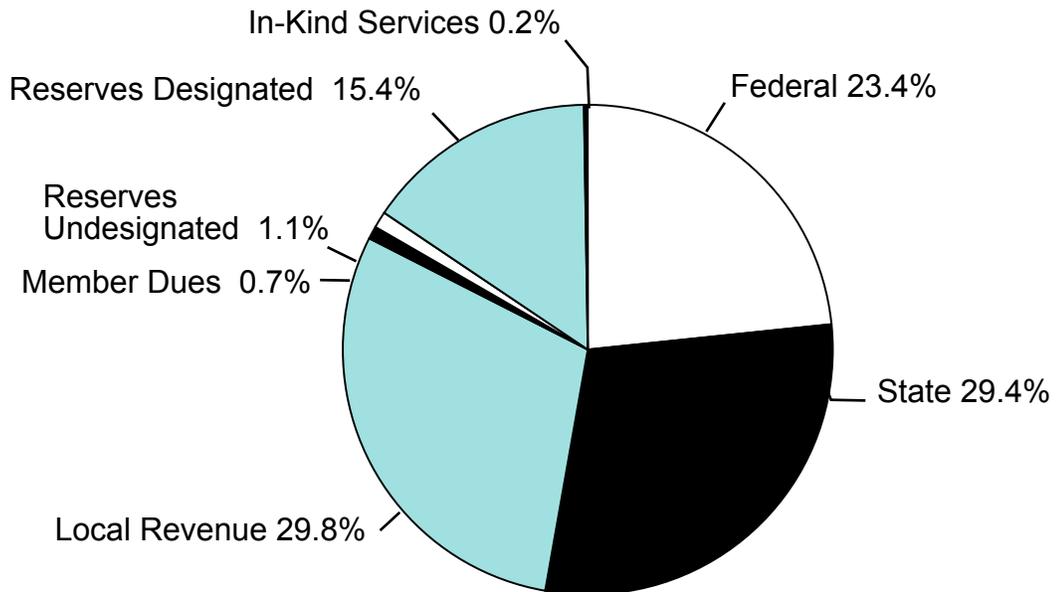


**Requirements by Service**



**Lane Council of Governments  
2010-2011 Budget**

**Revenues by Source**



## Lane Council of Governments 2010-2011 Budget

### BUDGET SUMMARY

	ADOPTED 2009-10	PROPOSED 2010-11	APPROVED 2010-11	ADOPTED 2010-11	DIFFERENCE
<b><u>TOTAL RESOURCES</u></b>	30,585,284	33,372,033	33,372,033	33,372,033	2,786,749
FEDERAL	4,980,842	7,805,141	7,805,141	7,805,141	2,824,299
STATE	9,712,090	9,823,949	9,823,949	9,823,949	111,859
LOCAL REVENUE	9,967,355	9,957,922	9,957,922	9,957,922	-9,433
IN-KIND SERVICES	71,323	68,258	68,258	68,258	-3,065
MEMBER DUES	230,585	232,209	232,209	232,209	1,624
RESERVES-UNDESIGNATED	87,483	357,606	357,606	357,606	270,123
RESERVES-DESIGNATED	5,535,606	5,126,948	5,126,948	5,126,948	-408,658
<b><u>TOTAL REQUIREMENTS</u></b>	30,585,284	33,372,033	33,372,033	33,372,033	2,786,749
<b>BY EXPENSE TYPE</b>					
PERSONAL SERVICES	14,710,540	15,338,406	15,338,406	15,338,406	627,866
MATERIALS & SERVICES	6,338,691	8,794,547	8,794,547	8,794,547	2,455,856
SERVICES BY OTHER ORGANIZATIONS	2,582,127	2,420,288	2,420,288	2,420,288	-161,839
CAPITAL OUTLAY	244,244	51,668	51,668	51,668	-192,576
RESERVES-UNDESIGNATED	198,567	580,899	580,899	580,899	382,332
RESERVES-DESIGNATED	5,360,462	5,020,576	5,020,576	5,020,576	-339,886
DEBT SERVICE	1,150,653	1,165,649	1,165,649	1,165,649	14,996
<b>BY SERVICE</b>					
BOARD AND EXECUTIVE MGMT	739,457	1,079,466	1,079,466	1,079,466	340,009
GOVERNMENT SERVICES	11,575,582	13,295,386	13,295,386	13,295,386	1,719,804
SENIOR & DISABLED SVCS	13,658,627	14,313,098	14,313,098	14,313,098	654,471
ENTERPRISE FUNDS	5,024,932	4,990,904	4,990,904	4,990,904	-34,028
ADMINISTRATIVE SERVICES	3,867,681	3,929,586	3,929,586	3,929,586	61,905

## Lane Council of Governments 2010-2011 Budget

### BY FUND TYPE

	ADOPTED 2009-10	PROPOSED 2010-11	APPROVED 2010-11	ADOPTED 2010-11	DIFFERENCE
<b><u>GENERAL FUND</u></b>					
<b><u>RESOURCES</u></b>	739,457	1,079,466	1,079,466	1,079,466	340,009
STATE	0	0	0	0	0
LOCAL REVENUE	224,737	285,894	285,894	285,894	61,157
MEMBER DUES	230,585	232,209	232,209	232,209	1,624
RESERVES-UNDESIGNATED	87,483	357,606	357,606	357,606	270,123
TRANSFERS	196,652	203,757	203,757	203,757	7,105
<b><u>REQUIREMENTS</u></b>	739,457	1,079,466	1,079,466	1,079,466	340,009
PERSONAL SERVICES	64,661	64,769	64,769	64,769	108
INDIRECT CHARGES	50,046	51,020	51,020	51,020	974
MATERIALS & SERVICES	-43,773	14,500	14,500	14,500	58,273
CAPITAL OUTLAY	10,076	20,000	20,000	20,000	9,924
RESERVES-UNDESIGNATED	198,567	580,899	580,899	580,899	382,332
DEBT SERVICE	248,220	248,214	248,214	248,214	-6
TRANSFERS	211,660	100,064	100,064	100,064	-111,596
<b><u>SPECIAL REVENUE FUND</u></b>					
<b><u>RESOURCES</u></b>	25,229,207	27,605,484	27,605,484	27,605,484	2,376,277
FEDERAL	4,980,842	7,805,141	7,805,141	7,805,141	2,824,299
STATE	9,712,090	9,823,949	9,823,949	9,823,949	111,859
LOCAL REVENUE	7,256,004	7,030,743	7,030,743	7,030,743	-225,261
IN-KIND SERVICES	71,323	68,258	68,258	68,258	-3,065
RESERVES-UNDESIGNATED	0	0	0	0	0
RESERVES-DESIGNATED	3,166,320	2,845,709	2,845,709	2,845,709	-320,611
TRANSFERS	42,628	31,684	31,684	31,684	-10,944
<b><u>REQUIREMENTS</u></b>	25,229,207	27,605,484	27,605,484	27,605,484	2,376,277
PERSONAL SERVICES	12,193,830	12,835,095	12,835,095	12,835,095	641,265
INDIRECT CHARGES	3,663,434	3,726,303	3,726,303	3,726,303	62,869
MATERIALS & SERVICES	3,918,419	6,217,963	6,217,963	6,217,963	2,299,544
SERVICES BY OTHER ORGANIZATIONS	2,144,627	2,020,288	2,020,288	2,020,288	-124,339
CAPITAL OUTLAY	234,168	31,668	31,668	31,668	-202,500
RESERVES-UNDESIGNATED	0	0	0	0	0
RESERVES-DESIGNATED	3,034,898	2,761,857	2,761,857	2,761,857	-273,041
TRANSFERS	39,831	12,310	12,310	12,310	-27,521

**Lane Council of Governments  
2010-2011 Budget**

**BY FUND TYPE**

	ADOPTED 2009-10	PROPOSED 2010-11	APPROVED 2010-11	ADOPTED 2010-11	DIFFERENCE
<b><u>GOVERNMENTAL AND PROPRIETARY FUND</u></b>					
<b><u>RESOURCES</u></b>	5,024,932	4,990,905	4,990,905	4,990,905	-34,027
FEDERAL	0	0	0	0	0
STATE	0	0	0	0	0
LOCAL REVENUE	2,486,614	2,641,285	2,641,285	2,641,285	154,671
RESERVES-DESIGNATED	2,369,286	2,281,240	2,281,240	2,281,240	-88,046
TRANSFERS	169,032	68,380	68,380	68,380	-100,652
<b><u>REQUIREMENTS</u></b>	5,024,932	4,990,905	4,990,905	4,990,905	-34,027
PERSONAL SERVICES	289,679	272,996	272,996	272,996	-16,683
INDIRECT CHARGES	155,232	152,257	152,257	152,257	-2,975
MATERIALS & SERVICES	757,703	798,050	798,050	798,050	40,347
SERVICES BY OTHER ORG.	437,500	400,000	400,000	400,000	-37,500
CAPITAL OUTLAY	0	0	0	0	0
RESERVES-DESIGNATED	2,325,564	2,258,720	2,258,720	2,258,720	-66,844
DEBT SERVICE	902,433	917,435	917,435	917,435	15,002
TRANSFERS	156,821	191,447	191,447	191,447	34,626

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**Lane Council of Governments**  
**2010-2011**  
*Work Program*



## Lane Council of Governments

### Fiscal Year 2010-2011 Work Program

*The Lane Council of Governments is dedicated to serving the public interest and enhancing the quality of life for the citizens of Lane County. It provides and facilitates efficient and effective government services through cooperative planning, program development, analysis, and service delivery. Policy direction is provided to the work of the agency by a 27-member Board of Directors.*

#### **I. Board of Directors and Executive Management**

Total Division Budget: \$1,079,466 (\$816,919 in FY 10)  
Salary and Benefit Allocation: \$64,769 (\$132,086 in FY 10)  
FTE: .4 (.77 in FY 10)

(See Page 19 for Budget Detail)

The Executive Management Team provides organizational support, professional counsel and policy recommendations to the Lane Council of Governments' Board of Directors, Executive Committee, Budget Committee, and related policy-level bodies. The Team prepares and presents periodic progress reports and a proposed annual Work Program and Budget for Committee and Board consideration, and provides agency-wide budgetary and personnel management and direction toward the completion of approved Work Program tasks. Financing for the tasks described in this section is provided through the agency's General Fund, which is supported in part by the dues paid by member agencies.

#### **I A Agency Administration**

Program Budget: \$1,079,466  
Salary and Benefit Allocation: \$64,769  
FTE: .4

#### **General Administration**

Executive support to the internal flow of agency projects and activities includes the maintenance of communications and the provision of appropriate facilities and equipment; the initiation and refinement of new services; and coordination with state-wide, multi-state, and national associations of similar organizations. In addition, the maintenance of General Fund reserves and the acquisition of some capital equipment are reflected in the budget for this program activity.

#### **Public Information**

Recognizing that much of LCOG's work is interactive with the broad community, staff members gather, analyze, and disburse information; facilitate the participation of interested persons in agency activities; and communicate policy positions and information to local, state, and federal decision makers. Examples of activities in this area include the issuance of news releases, the publication of reports and a newsletter; the provision of support to the conduct of public meetings, hearings, and forums; the maintenance of LCOG websites; and the delivery of public presentations related to the agency's services and programs.

Board of Directors and Executive Committee Support

Staff provides information, recommendations, and other support services to the Executive Committee, Budget Committee, and the LCOG Board of Directors.

Facilities Management

Staff provides property management for LCOG-leased real estate.

- Cottage Grove S&DS office
- Florence S&DS office
- Central Kitchen

**I B**      Member Services

Program Budget: \$20,000

Salary and Benefit Allocation: \$0

FTE: 0.0

Unfunded member services

Under the agency's Service Policy each member government is entitled to receive upon request and without charge a certain amount of professional service—usually in the areas of planning, program development, mapping/geographic information, or grant preparation.

## Lane Council of Governments 2010-2011 Budget

### BY SERVICE

<b>I. BOARD OF DIRECTORS AND EXECUTIVE MANAGEMENT</b>			<b>ADOPTED 2009-10</b>		<b>PROPOSED 2010-11</b>	<b>APPROVED 2010-11</b>	<b>ADOPTED 2010-11</b>	<b>DIFFERENCE</b>
<b>RESOURCES</b>			739,457		1,079,466	1,079,466	1,079,466	340,009
FEDERAL			0		0	0	0	0
STATE			0		0	0	0	0
LOCAL REVENUE			224,737		285,894	285,894	285,894	61,157
MEMBER DUES			230,585		232,209	232,209	232,209	1,624
RESERVES-UNDESIGNATED			87,483		357,606	357,606	357,606	270,123
RESERVES-DESIGNATED			0		0	0	0	0
TRANSFERS			196,652		203,757	203,757	203,757	7,105
<b>REQUIREMENTS</b>			739,457		1,079,466	1,079,466	1,079,466	340,009
	<b>RANGE</b>	<b>FTE</b>		<b>FTE</b>				
PERSONAL SERVICES			64,661	0.38	64,769	64,769	64,769	108
EXECUTIVE DIRECTOR			64,661	0.38	64,769	64,769	64,769	108
INDIRECT CHARGES			50,046		51,020	51,020	51,020	974
MATERIALS & SERVICES			-43,773		14,500	14,500	14,500	58,273
BOARD TRAVEL			5,000		5,000	5,000	5,000	0
CONTRACT SERVICES			2,000		0	0	0	-2,000
LEAVE EXPENSE			-70,273		0	0	0	0
LOAN COSTS			0		0	0	0	0
MEETING SUPPORT			3,500		3,500	3,500	3,500	0
MISCELLANEOUS			10,000		0	0	0	-10,000
TRAVEL			6,000		6,000	6,000	6,000	0
CAPITAL OUTLAY			10,076		20,000	20,000	20,000	9,924
CAPITAL EXPENSE			10,076		20,000	20,000	20,000	9,924
RESERVES-UNDESIGNATED			198,567		580,899	580,899	580,899	382,332
RESERVES-DESIGNATED			0		0	0	0	0
DEBT SERVICE			248,220		248,214	248,214	248,214	-6
DEBT PRINCIPAL			63,883		70,735	70,735	70,735	6,852
DEBT INTEREST			184,337		177,479	177,479	177,479	-6,858
TRANSFERS			211,660		100,064	100,064	100,064	-111,596
GOVERNMENT SERVICES			42,628		31,684	31,684	31,684	-10,944
SENIOR AND DISABLED SERVICE			0		0	0	0	0
ENTERPRISE FUNDS			169,032		68,380	68,380	68,380	-100,652

## **II. Government Services**

Total Division Budget: \$13,295,386 (\$9,636,839 in FY 10)  
Salary and Benefit Allocation: \$3,762,228 (\$3,754,410 in FY 10)  
FTE: 38.59 (38.16 in FY 10)

(See Page 25 for Budget Detail)

Staff provides cost-effective Planning and Technology Services to the member agencies of LCOG, other government agencies, and the public. These services are primarily funded through intergovernmental agreements, contracts, and federal- and state-funded grants and programs.

### **PLANNING SERVICES**

Planning, operational, and technical expertise is available in the areas of intergovernmental relations, urban and regional planning, transportation, community safety, resource development, legal services, public infrastructure finance, and natural resources.

#### **II A Community Safety**

Program Budget: \$326,485  
Salary and Benefit Allocation: \$154,248  
FTE: 1.42

LCOG's Community Safety program provides analytical and staff support to the Public Safety Coordinating Council (PSCC) through a contract with Lane County. Community Safety staff also work with partners to develop and write grant applications, administer grant-funded projects, and leverage other resources. LCOG provides staff support and coordination to Lane County 9-1-1 service providers and administers the 9-1-1 Emergency Communications Account. LCOG staff have developed computer mapping tools and the Master Street Address Guide (MSAG) to support 9-1-1 call routing and computer-aided dispatch of emergency service providers throughout Lane County. LCOG also provides management and staff support to the Community Emergency Notification System (CENS) used to alert Lane County Residents to hazardous situations in their areas.

#### **II B Transportation and Public Infrastructure**

Program Budget: \$1,680,000  
Salary and Benefit Allocation: \$781,620  
FTE: 8.06

LCOG coordinates regional transportation planning as the designated Metropolitan Planning Organization (MPO) in the Eugene-Springfield metropolitan area. In 2002, the Central Lane MPO was declared a Transportation Management Area (TMA) as the metro area's population exceeded 200,000. At that time the City of Coburg joined the Cities of Eugene and Springfield in the designated Urbanized Area. The MPO program is a cooperative planning effort with the Cities of Eugene, Springfield and Coburg, Lane County, Lane Transit District, and Oregon Department of Transportation. Funding is provided by the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA), and the Oregon Department of Transportation (ODOT).

Key MPO products include the Regional Transportation Plan, a 20-year long range vision for the area's multi-modal transportation system, and the Metropolitan Transportation Improvement Program. The development of these products and activities within seven core program areas are described in the MPO's Unified Planning Work Program (UPWP). The UPWP is developed and adopted every two years, with mid-biennium reviews. UPWP Program areas include: Long Range Planning; Programming and Implementation; Public Participation; Air Quality Planning; Transportation System Modeling and Data Maintenance; Transportation Options; and Intergovernmental Coordination.

Work activities for the MPO are carried out at the policy-level by the Metropolitan Policy Committee (MPC) and at the staff-level by the Transportation Planning Committee. The fifteen-member Citizens Advisory Committee provides recommendations to the MPC on core MPO products and advocates for improved citizen involvement in the transportation planning process.

In addition to supporting the functions of the Central Lane MPO, LCOG Transportation staff provide transportation analyses and planning for certain State highway corridors within Lane County under contracts with ODOT. LCOG provides transportation planning assistance and develops transportation system plans for municipalities under contracts with local jurisdictions.

## **II C Urban and Regional Planning**

Program Budget: \$4,707,183

Salary and Benefit Allocation: \$967,343

FTE: 9.21

LCOG staff participates in the development and implementation of state planning policy. By offering expertise concerning local and regional planning issues and programs, state-wide or regional policy may be improved.

In September 2010, LCOG will again sponsor the Oregon Planning Institute, a conference for Oregon planners. The conference concentrates on providing practical skills to chief executives and their planning staffs.

### Metropolitan and Regional Planning

LCOG provides coordination and direct planning assistance to the cities of Eugene and Springfield and to Lane County. Funded through an annual agreement among the participating jurisdictions, other local governments, and state grants, the principal products relate to the *Eugene-Springfield Metropolitan Area General Plan (Metro Plan)*.

### Contract Services

In addition to metropolitan area land use planning, LCOG provides contract planning assistance to the cities of Creswell, Coburg, Westfir, Canyonville, Drain, Yoncalla and Oakland. LCOG also provides "overflow" and specialized planning services to eleven cities in Lane County.

### Economic Development

LCOG coordinates and provides staff support to the activities of the Lane Economic Committee, which represents both public and private sectors and the geographic regions of Lane County. The program is supported by LCOG dues, state contracts (Oregon Business Development Department), federal funds (Economic Development Administration), and others. Staff manages Lane County's portion of the four-county Cascades West Economic Development District, which also includes Linn, Benton, and Lincoln counties. LCOG works jointly with Cascades West COG in Albany in the development of periodic updates of the Comprehensive Economic Development Strategy, strategic planning, and special project development in Lane County cities with special emphasis on small communities. Staff provides coordination and an information resource for other economic development efforts in Lane County, including the Needs and Issues Inventory Process for rural and urban community and economic development projects.

### Natural Resources Planning

LCOG provides planning and technical services related to a wide array of natural resource topics. From comprehensive planning components to special studies and environmental analyses, staff provides expertise to local government member agencies and state agencies.

Significant metropolitan area projects include the continued implementation of the City of Eugene's Comprehensive Stormwater Management Program and service as Wetland Manager for the West Eugene Wetland area, and new efforts in parks planning and wetlands education. Stormwater planning is also performed for Springfield and other cities.

LCOG is providing assistance under grants from the Oregon Department of Environmental Quality (DEQ) in the areas of groundwater protection and non-point source pollution mitigation.

### **II E      Development Services**

Program Budget: \$23,304

Salary and Benefit Allocation: \$22,155

FTE: .24

Staff seeks and develops new resource opportunities for LCOG and member agencies. Grant identification, writing and submission as well as Grant Administration are the primary activities.

### **II F      Legal Services**

Program Budget: \$103,000

Salary and Benefit Allocation: \$65,086

FTE: .5

LCOG provides land use planners/attorneys who serve as hearings officials for land use and other quasi-judicial issues. Lane County, the Eugene Public Works Department, the City of Springfield, and the Lane Regional Air Pollution Authority (LRAPA) contract for this service, as do a number of smaller cities. The service is tailored for the needs of each jurisdiction.

LCOG provides city attorney services to the Cities of Coburg and Canyonville.

LCOG has contracted with Lane County and several cities throughout western Oregon to provide staff services to assist with cable franchise administration.

### **Technology Services**

The region recognizes efficiency and cost savings through sharing the planning and operation of a number of technology services. LCOG staff provides services that range from coordination to analysis to daily operation. The services include information services, geographic information services, telecommunications, and the operation of a Governmental channel for the metropolitan cable television system. These services are funded through intergovernmental agreements with the governments using each service.

#### **II G Telecommunications**

Program Budget: \$3,963,349

Salary and Benefit Allocation: \$325,443

FTE: 3.73

LCOG has contracted with eight local governments to provide telecommunications systems management and services for the shared telephone system. This program now includes the development and coordination of a local and wide area fiber optic system for data communications. Shared management through LCOG improves compatibility and minimizes overall telecommunications costs for participating agencies. Planning, development and project management services are also provided to several regional public service and safety radio systems.

#### **II H Metro Television**

Program Budget: \$325,682

Salary and Benefit Allocation: \$246,318

FTE: 2.5

LCOG has contracted with Lane County and the cities of Eugene and Springfield to provide staff services necessary to operate the Governmental channel of the metropolitan cable system and coordinate the Public and Educational channels. Metro Television cablecasts and encodes, for the internet, regularly scheduled meetings of Lane County and the City of Eugene. Monthly shows are produced for both jurisdictions. Metro Television also provides special programming, training and public service video services to member agencies.

#### **II I Regional Land Information Database Services/GIS**

Program Budget: \$791,000

Salary and Benefit Allocation: \$472,160

FTE: 5.11

LCOG has coordinated and maintained the regional geographic information system for over 35 years. This county-wide project, through which a comprehensive computerized geographic information system is developed and maintained, is partially funded through an annual Cooperative Project Agreement among the cities of Eugene and Springfield, Lane County, LCOG and the Eugene Water & Electric Board. The Regional Land Inventory Database (RLID) system supports an extensive integrated database of shared land records created by local governments and tools for

analyzing, mapping, and reporting the information. In addition, LCOG develops and maintains Geographic Information System (GIS) data to support the Area Information Records System (AIRS) Computer Aided Dispatch System (CAD), providing emergency service dispatchers with vital address, routing, and jurisdictional boundaries information for emergency response.

## **II J Regional Technology Services Coordination**

Program Budget: \$470,610

Salary and Benefit Allocation: \$148,483

FTE: 1.07

LCOG provides strategic planning and coordination services for five regional information services. The services include the Regional Information System (RIS), a multi-jurisdictional computing consortium; the RLID/GIS system; the regional telecommunications system; regional public service and safety radio systems; and the Area Information Records System, the regional public safety information consortium.

## **II K Information, Research and Analysis**

Program Budget: \$489,535

Salary and Benefit Allocation: \$323,198

FTE: 3.84

LCOG staff provides specialized technical and research services. Contracts for services are negotiated for specific products, which range from computer programming and data development to economic and demographic analyses and reporting.

An important work task for the next several years will be working with the US Census Bureau in preparation for the 2010 census.

Staff also provides direct GIS services under contract, including standard and custom mapping and reporting, custom database and applications development, geographic analysis, modeling, technical assistance, training, and project support for LCOG's partners and member agencies.

## **II L Creative Services**

Program Budget: \$314,469

Salary and Benefit Allocation: \$294,544

FTE: 2.41

Creative Services produces a variety of high-quality documents and presentations. The staff designs, edits, prints, and assembles documents and prepares reproducible graphics, slides, charts, illustrations, newsletters, internet sites, and presentations for LCOG and other agencies. Close coordination of the Creative Services and Planning staffs provide the opportunity for advanced visioning, design and presentation of planning projects in downtown revitalization, natural resources and transportation.

## Lane Council of Governments 2010-2011 Budget

### BY SERVICE

		ADOPTED 2009-10	PROPOSED 2010-11	APPROVED 2010-11	ADOPTED 2010-11	DIFFERENCE	
<b>II. GOVERNMENT SERVICES</b>							
<b>RESOURCES</b>							
		11,575,582	13,295,386	13,295,386	13,295,386	1,719,804	
FEDERAL		2,474,123	5,118,521	5,118,521	5,118,521	2,644,398	
STATE		447,943	116,000	116,000	116,000	-331,943	
LOCAL REVENUE		6,115,924	5,779,656	5,779,656	5,779,656	-336,268	
IN-KIND SERVICES		0	0	0	0	0	
RESERVES-DESIGNATED		2,489,964	2,246,525	2,246,525	2,246,525	-243,439	
TRANSFERS		47,628	34,684	34,684	34,684	-12,944	
<b>REQUIREMENTS</b>							
	<b>RANGE</b>	<b>FTE</b>	<b>FTE</b>				
		11,575,582	13,295,386	13,295,386	13,295,386	1,719,804	
PERSONAL SERVICES		38.30	3,727,873	37.94	3,762,228	3,762,228	34,355
DIRECTOR--PS	37	0.72	106,338	0.75	110,434	110,434	4,096
PROGRAM MANAGER	31	4.74	586,542	4.94	617,251	617,251	30,709
PRINCIPAL	28	4.91	530,768	5.14	584,746	584,746	53,978
SENIOR/MANAGER	25	8.65	924,700	8.70	951,681	951,681	26,981
ASSOCIATE	21	5.77	503,379	5.46	494,856	494,856	-8,523
ASSISTANT	17	6.72	455,431	6.95	508,018	508,018	52,587
PROGRAM ANALYST	14	4.00	297,464	3.80	308,786	308,786	11,322
ADMINISTRATIVE ASST	8	0.50	45,617	0.50	47,109	47,109	1,492
OTHER		2.29	277,634	1.70	139,347	139,347	-138,287
INDIRECT CHARGES		1,693,108	1,776,928	1,776,928	1,776,928	83,820	
MATERIALS & SERVICES		2,212,882	4,257,979	4,257,979	4,257,979	2,045,097	
ADVERTISING		15,950	3,939	3,939	3,939	-12,011	
COMPUTER SUPPLIES		75,586	50,500	50,500	50,500	-25,086	
CONFERENCE EXPENSE		6,570	31,000	31,000	31,000	24,430	
CONTRACT SERVICES		1,951,438	4,035,210	4,035,210	4,035,210	2,083,772	
LEGAL		9,000	9,000	9,000	9,000	0	
MEMBERSHIPS		950	850	850	850	-100	
MISCELLANEOUS		23,675	20,742	20,742	20,742	-2,933	
POSTAGE		6,450	1,349	1,349	1,349	-5,101	
PRODUCTION		15,920	6,714	6,714	6,714	-9,206	
RENT		9,560	9,560	9,560	9,560	0	
RIS USE		10,321	10,321	10,321	10,321	0	
SOFTWARE SUPPORT		16,100	16,200	16,200	16,200	100	
TAPE SALES EXPENSE		200	200	200	200	0	
TELEPHONE		3,150	3,150	3,150	3,150	0	
TRAVEL		68,012	59,244	59,244	59,244	-8,768	
SERVICES BY OTHER ORGANIZATIONS		1,385,955	1,244,213	1,244,213	1,244,213	-141,742	
TELEPHONE OPERATIONS		1,385,955	1,244,213	1,244,213	1,244,213	-141,742	
CAPITAL OUTLAY		94,168	16,668	16,668	16,668	-77,500	
RESERVES-DESIGNATED		2,434,765	2,237,370	2,237,370	2,237,370	-197,395	
TRANSFERS		26,831	0	0	0	-26,831	
GENERAL FUND		26,831	0	0	0	-26,831	

### **III. Senior & Disabled Services**

Total Division Budget: \$14,343,098 (\$12,217,324 in FY 10)  
Salary and Benefit Allocation: \$9,072,867 (\$7,971,806 in FY 10)  
FTE: 128.15 (114.83 in FY 10)

(See Pages 30-31 for Budget Detail)

The mission of Senior & Disabled Services is to advocate for seniors and persons with disabilities and to provide to them quality services and information that promote dignity, independence, and choice. S&DS staff plan, coordinate, deliver, and advocate for social and health services for persons 60 years of age and over and for persons with disabilities. Federal, state, and local resources, including participants' fees, donations and the proceeds of fundraising activities and private-pay services, are used to provide services to individuals and families.

#### **III A Medicaid and Food Stamps**

Program Budget: \$9,771,620  
Salary and Benefit Allocation: \$7,473,353  
FTE: 104.3

Under contract to the Oregon's Department of Human Services, LCOG administers the State's long-term care, medical assistance / food stamp programs, and protective services for older persons (65+) and adults with disabilities (18-64 years) in Lane County. Additionally, S&DS licenses and monitors adult foster homes that serve seniors and people with physical disabilities in Lane County. Customers are served out of three offices located in Eugene, Cottage Grove, and Florence.

#### Eligibility Determination / Screening & Referral

Each month, S&DS staff receive more than 450 inquiries about Medicaid and/or Food Stamps. Most requests are received via telephone. S&DS staff knowledgeable about the Medicaid and Food Stamp programs determines the most appropriate program for the individual and make referrals to other community resources that may be of help to the inquirer. Additionally, S&DS staff does the annual re-certifications for each program as required. S&DS staff determines eligibility for such programs as the Oregon Health Plan, reimbursement of one's Medicare premium, and Food Stamps via the Oregon Trail (Electronic Benefit Transfer) card. These services are supported by federal and State sources.

#### Case Management

Senior & Disabled Services (S&DS) personnel are responsible for the provision of Medicaid-funded case management and long-term care services to frail or impaired lower income seniors and adults with disabilities, including: eligibility determination; needs assessment; case plan development, implementation, and monitoring; pre-nursing home admission screening; and services directed at moving persons no longer in need of nursing home care to less-restrictive living environments.

#### Licensing and Monitoring of Adult Foster Homes

S&DS licenses and monitors private residences certified to care for up to five individuals within the home. Adult Foster Homes offer an alternative to the larger facilities, providing a more home-like environment to those who need assistance with daily activities.

### Home Care Worker Program

S&DS staff process applications for those interested in providing in-home care to seniors and people with disabilities receiving Medicaid assistance. The application process includes a criminal record check and orientation. Additionally, S&DS staff processes the vouchers (time sheets) of Home Care Workers that have provided in-home care to a Medicaid recipient, as authorized by the S&DS Case Manager through a comprehensive assessment and care plan. Once the voucher information is entered, the State of Oregon issues the paycheck.

### Adult Protective Services

The Oregon Department of Human Services contracts with S&DS to investigate allegations of abuse or neglect of seniors and persons with a physical disability, both in the home and in licensed care facilities. S&DS coordinates with local law enforcement and the judicial system regarding matters of a criminal nature. S&DS also works closely with other social service agencies to provide crisis and risk intervention.

### Quality Assurance

S&DS staff carefully evaluates the delivery of the Medicaid and Food Stamp programs for accuracy of benefit calculation, efficiency, and quality customer service. Quality assurance activities include regular auditing of case files, receipt of consumer input, and process review.

### Division Support

Program operations are effectively managed through administrative assistance such as front desk and phone reception, receipting, issuance of the Oregon Trail Card, processing of mail, and other support activities.

## **III B Older Americans Act, Other Grants and State Funding**

Program Budget: \$4,571,478

Salary and Benefit Allocation: \$1,599,514

FTE: 23.85

### Information and Assistance

LCOG's Senior Connections Program provides an access point in each community for seniors and their families in need of assistance. S&DS' Senior Connections offices are located in Eugene (for both Eugene and Springfield), Oakridge, Veneta, Junction City, Cottage Grove, Creswell, and Florence. Services may include: provision of information; guidance appropriate to an individual's needs and circumstances; and referral or direct linkage to specific resources. Information, consultation, and referral services are available to all older persons and their caregivers.

### Group Dining and Home Delivered Meals

The Senior Meals Program provides publicly subsidized meals to persons 60 years and over and their spouses in community dining rooms, and delivers Meals on Wheels to homebound people age 60 and over as well as to disabled adults receiving either Oregon Project Independence or Medicaid-funded, in-home services. As circumstances dictate, the Program also provides meals on a private-pay basis to members of both populations. Both the Group Meals and Meals on Wheels components of the program provide nutritious meals which offer 1/3 of the RDA. Most program participants are not charged for meals. These individuals are encouraged to donate to help cover the cost of each

meal. Some recipients who are not eligible for the subsidized meal are charged for the full cost of service under a private pay program that operates in tandem to the publicly financed program.

The Group Meals component operates in 12 group dining facilities throughout the county. All meals are served at mid-day, with the number of serving days per site varying from a minimum of one per month to a maximum of five per week.

The Meals on Wheels component provides meals to persons who are homebound by reason of illness or disability. Most meals are delivered hot to recipients. Additional meal options include frozen meals (for those recipients with the equipment, knowledge, and stamina to make effective use of them) and *blizzard meals* (shelf-stable meals provided to clients for those days when weather conditions preclude delivery of a hot meal). S&DS contracts with the Lane County Chapter of the American Red Cross to deliver a portion of the meals within the Eugene/Springfield metropolitan area; LCOG's Meals on Wheels Program delivers all of the meals throughout the balance of the county. The number of publicly subsidized meals is capped at the number that can be funded with readily available funds, and a separate, parallel private pay Meals on Wheels program is available for those on the waiting list for publicly subsidized meals or who are not eligible for the subsidized meals. Each year, the Senior Meals Program actively solicits private donations to supplement public sources of funds for these services. This year, the funds needed from private donations will total approximately 20% of the S&DS Senior Meals Program operating budget. Some fund raising is done in conjunction with the American Red Cross; other fund raising is done by the Program directly. The Senior Meals Program is funded by a variety of sources, including the Older Americans Act, the U.S. Department of Agriculture, Medicaid, Lane County's Human Services Program, the United Way, participants' donations and fees, and community fundraising.

#### Care Coordination / Consultation

The LCOG Senior Connections Coordinators are available to offer case management services targeted to older individuals who are not eligible for Medicaid or Oregon Project Independence (OPI) services, but who need help due to health, functional, or situational problems that place them at risk of needing nursing home care within one year. Senior Connections staff also recruit, train, place, and support volunteers who provide direct in-home services such as housekeeping, grocery shopping, running errands, money management, meal preparation, and transportation. Because public revenue is not adequate to meet the needs of Lane County seniors, the Senior Connections Program will continue its effort to develop effective fund raising campaigns and special grants. Senior Connections services are supported by federal and local sources, including the Older Americans Act, the Low Income Energy Assistance Program, Lane County's Human Services Program, and the United Way of Lane County.

#### Family Caregiver Support

A special program through Senior Connections, the Family Caregiver Support Program provides assistance to unpaid family caregivers, including information and assistance, care consultation, respite care and caregiver training. LCOG contracts with several local agencies to deliver both in-home and day facility respite care.

### Oregon Project Independence

Oregon Project Independence is a State-funded program directed towards helping people remain in their own home for as long as possible. The intent is to offer a lower cost alternative to publicly funded programs, delaying or preventing the need for public assistance such as Medicaid. Recipients currently include people over the age of 60 who need some assistance with daily activities, such as bathing, dressing or walking. In 2005 the Oregon State Legislature approved expanding the services to people between the ages of 18 – 64 with a physical disability. However, due to lack of statewide funding, the program expansion has not yet been implemented.

### Transportation Coordination

Senior & Disabled Services contracts with RideSource to provide eligibility assessments for para-transit riders. Additionally, RideSource has contracted with the Senior Connections program to provide transportation assessments and coordination for Medicaid recipients. These services are key components of the comprehensive human services transportation plan for Lane County.

### Real Choices Systems Change Grant

In partnership with the State of Oregon's State Unit on Aging, Senior & Disabled Services will receive grant funding during FY2010-11 to pilot the first Aging and Disability Resource Center in Oregon. Additionally, S&DS is part of a Care Transitions Task Force to pilot improved discharge planning processes that focus on consumer direction and early intervention strategies to improve patient health outcomes.

### Contract Management

The delivery of a comprehensive and coordinated array of services requires diverse skills and expertise. To create a quality system of care, LCOG Senior & Disabled Services contracts with over ten local agencies to provide services such as senior law, meals and meal delivery, money management, volunteer recruitment, respite care, support groups, family caregiver training, and in-home care.

**Lane Council of Governments  
2010-2011 Budget**

**BY SERVICE**

			ADOPTED 2009-10		PROPOSED 2010-11	APPROVED 2010-11	ADOPTED 2010-11	DIFFERENCE
<b>III. SENIOR &amp; DISABLED SERVICES</b>								
<b>RESOURCES</b>			13,658,627		14,313,098	14,313,098	14,313,098	654,471
			2,506,719		2,686,620	2,686,620	2,686,620	179,901
			9,264,147		9,707,949	9,707,949	9,707,949	443,802
			1,140,082		1,251,087	1,251,087	1,251,087	111,005
			71,323		68,258	68,258	68,258	-3,065
			676,356		599,184	599,184	599,184	-77,172
			0		0	0	0	0
<b>REQUIREMENTS</b>			13,658,627		14,313,098	14,313,098	14,313,098	654,471
	<b>RANGE</b>	<b>FTE</b>		<b>FTE</b>				
PERSONAL SERVICES		114.93	8,465,956	118.04	9,072,867	9,072,867	9,072,867	606,911
DIRECTOR-S&DS	37	1.00	121,500	1.00	119,508	119,508	119,508	-1,992
PROGRAM MANAGER	31	1.00	112,728	1.00	116,400	116,400	116,400	3,672
MANAGER	25	1.00	96,912	1.00	96,840	96,840	96,840	-72
PROGRAM SUPERVISOR	22	10.00	850,344	11.00	1,002,468	1,002,468	1,002,468	152,124
SDS SPECIALIST	20	1.00	89,904					-89,904
PREAMISSION SCREENER	18	2.00	161,856	2.00	161,964	161,964	161,964	108
CASEMANAGER	13-16	45.19	3,244,940	47.95	3,384,323	3,384,323	3,384,323	139,383
HUMAN SERVICES SPECIALIST	8-10	34.50	2,184,044	34.01	2,258,617	2,258,617	2,258,617	74,573
ADMINISTRATIVE ASST III	5-6	13.30	748,123	14.05	784,636	784,636	784,636	36,513
SENIOR MEALS SITE COORD	.15	5.07	237,654	5.16	235,532	235,532	235,532	-2,122
KITCHEN ASSISTANT		0.87	23,752	0.87	24,097	24,097	24,097	345
OTHER			594,199		888,482	888,482	888,482	294,283
INDIRECT CHARGES			1,970,326		1,949,375	1,949,375	1,949,375	-20,951
MATERIALS & SERVICES			1,705,540		1,959,984	1,959,984	1,959,984	254,444
BUILDING AND GROUNDS			11,500		11,500	11,500	11,500	0
COMPUTER SUPPLIES			69,439		65,848	65,848	65,848	-3,591
CONFERENCE EXPENSE			0		0	0	0	0
CONTRACT SERVICES			4,600		141,643	141,643	141,643	137,043
EQUIPMENT MAINTENANCE			8,000		8,000	8,000	8,000	0
FROZEN MEALS			121,455		121,828	121,828	121,828	373
FUNDRAISING EXPENSE			54,146		47,427	47,427	47,427	-6,719
FURNITURE			44,000		60,000	60,000	60,000	16,000
INSURANCE			1,000		1,000	1,000	1,000	0
LEGAL			30,000		40,000	40,000	40,000	10,000
MEALS			790,459		819,874	819,874	819,874	29,415
MEMBERSHIPS			30,900		31,500	31,500	31,500	600
MISCELLANEOUS			18,171		27,219	27,219	27,219	9,048
NUTRITION ADMINISTRATION			2,400		2,400	2,400	2,400	0
NUTRITION SUPPLIES			61,752		61,318	61,318	61,318	-434

**Lane Council of Governments  
2010-2011 Budget**

**BY SERVICE**

	ADOPTED 2009-10	PROPOSED 2010-11	APPROVED 2010-11	ADOPTED 2010-11	DIFFERENCE
<b>III. SENIOR &amp; DISABLED SERVICES (continued)</b>					
MATERIALS & SERVICES (continued)					
OCCUPANCY COSTS/PARK	12,510	30,024	30,024	30,024	17,514
OFFICE SUPPLIES	11,000	14,963	14,963	14,963	3,963
POSTAGE	27,000	26,000	26,000	26,000	-1,000
PRODUCTION	17,500	26,500	26,500	26,500	9,000
PROFESSIONAL TRAINING	5,000	17,000	17,000	17,000	12,000
RENT	30,012	31,128	31,128	31,128	1,116
RENT-OTHER	90,378	98,133	98,133	98,133	7,755
RIS-NETWORK	2,361	2,361	2,361	2,361	0
SPACE COSTS	11,863	6,000	6,000	6,000	-5,863
TELEPHONE	13,450	15,700	15,700	15,700	2,250
TRAINING	2,100	2,100	2,100	2,100	0
TRAVEL	172,548	193,955	193,955	193,955	21,407
TRAVEL-VOLUNTEER	15,563	16,063	16,063	16,063	500
UNEMPLOYMENT	31,933	25,000	25,000	25,000	-6,933
UTILITIES	7,500	8,500	8,500	8,500	1,000
VEHICLE MAINTENANCE	7,000	7,000	7,000	7,000	0
SERVICES BY OTHER ORGANIZATIONS	758,672	776,075	776,075	776,075	17,403
SENIOR SERVICES	687,349	707,817	707,817	707,817	20,468
COMMUNITY SERVICE	71,323	68,258	68,258	68,258	-3,065
CAPITAL OUTLAY	140,000	15,000	15,000	15,000	-125,000
RESERVES-DESIGNATED	600,133	524,487	524,487	524,487	-75,646
TRANSFERS	18,000	15,310	15,310	15,310	-2,690
LCOG BOARD	13,000	12,310	12,310	12,310	-690
PLANNING SERVICES	5,000	3,000	3,000	3,000	-2,000

## **Business Services & Real Property**

### **IV. Enterprise Funds**

Total Division Budget: \$4,990,905 (\$5,058,287 in FY 10)  
Salary and Benefit Allocation: \$272,996 (\$301,331 in FY 10)  
FTE: 2.16 (2.63 in FY 10)

(See Page 33 for Budget Detail)

The Enterprise Funds comprise the proprietary funds in the “By Fund Type” section of the LCOG Budget. These funds are used to account for the ongoing operation and activities that are similar to those found in the private sector. The measurement focus is upon the determination of net income.

#### **IV A Business Finance**

Program Budget: \$3,267,316  
Salary and Benefit Allocation: \$226,466  
FTE: 1.86

LCOG operates a public loan program to finance business facilities and community development projects throughout Lane County. LCOG operates a \$4.3 million revolving loan fund for business in rural areas and a \$.8 million revolving loan fund for the metro area. Through a contract with Cascades West COG, LCOG also provides public loan packaging services for a wide range of public finance programs throughout the county.

#### **IV B Facilities Management**

Program Budget: \$1,723,589  
Salary and Benefit Allocation: \$46,530  
FTE: .3

Staff provides property management for LCOG-owned real estate.

- Schaefers Building
- Springfield Building
- Park Place Building

## Lane Council of Governments 2010-2011 Budget

### BY SERVICE

		ADOPTED 2009-10		PROPOSED 2010-11	APPROVED 2010-11	ADOPTED 2010-11	DIFFERENCE
<b>IV. ENTERPRISE FUNDS</b>							
<b>RESOURCES</b>		5,024,932		4,990,905	4,990,905	4,990,905	-34,027
FEDERAL		0		0	0	0	0
STATE		0		0	0	0	0
LOCAL REVENUE		2,486,614		2,641,285	2,641,285	2,641,285	154,671
RESERVES-DESIGNATED		2,369,286		2,281,240	2,281,240	2,281,240	-88,046
TRANSFERS		169,032		68,380	68,380	68,380	-100,652
<b>REQUIREMENTS</b>		5,024,932		4,990,905	4,990,905	4,990,905	-34,027
	RANGE		FTE				
				FTE			
PERSONAL SERVICES			2.45	289,679	272,996	272,996	-16,683
	ASSOCIATE DIRECTOR	39	0.30	46,167	46,530	46,530	363
	PROGRAM MANAGER	31	0.72	84,586	93,061	93,061	8,475
	PRINCIPAL	28	1.00	120,061	123,890	123,890	3,829
	ASSOCIATE	21	0.43	38,865	9,515	9,515	-29,350
	OTHER						0
INDIRECT CHARGES		155,232		152,256	152,256	152,256	-2,976
MATERIALS & SERVICES		757,703		798,051	798,051	798,051	40,348
	BUILDING & GROUNDS	3,873		2,400	2,400	2,400	-1,473
	BUILDING MAINTENANCE	101,298		101,900	101,900	101,900	602
	CONTRACT SERVICES	100,373		162,428	162,428	162,428	62,055
	INSURANCE	24,174		25,223	25,223	25,223	1,049
	JANITORIAL	133,865		102,500	102,500	102,500	-31,365
	LEGAL	5,000		5,000	5,000	5,000	0
	MEMBERSHIPS	6,744		3,000	3,000	3,000	-3,744
	MISCELLANEOUS	15,950		10,450	10,450	10,450	-5,500
	PROPERTY MANAGEMENT	59,015		58,418	58,418	58,418	-597
	PROPERTY TAXES	62,040		62,500	62,500	62,500	460
	REPAIRS	7,137		18,100	18,100	18,100	10,963
	TENANT PARKING	30,990		31,200	31,200	31,200	210
	TRAVEL	10,778		10,778	10,778	10,778	0
	UTILITIES	196,466		204,154	204,154	204,154	7,688
SERVICES BY OTHER ORGANIZATIONS		437,500		400,000	400,000	400,000	-37,500
CAPITAL OUTLAY		0		0	0	0	0
	CAPITAL EXPENSE	0		0	0	0	0
RESERVES-DESIGNATED		2,325,564		2,258,720	2,258,720	2,258,720	-66,844
DEBT SERVICE		902,433		917,435	917,435	917,435	15,002
	DEBT PRINCIPAL	333,851		356,819	356,819	356,819	22,968
	DEBT INTEREST	568,582		560,616	560,616	560,616	-7,966
TRANSFERS		156,821		191,447	191,447	191,447	34,626
	LCOG BOARD	156,821		191,447	191,447	191,447	34,626

## **V. Administrative Services**

Total Division Budget: \$3,929,586 (\$3,776,156 in FY 10)  
Salary and Benefit Allocation: \$2,165,545 (\$2,106,658 in FY 10)  
FTE: 21.1 (21.32 in FY 10)

(See Page 36 for Budget Detail)

Administrative Services provides traditional management functions necessary for the efficient operation of the organization and provides support services to the agency. Financial support for the tasks described in this section is provided by indirect charges to funded agency programs and, in limited circumstances, by special service charges.

### **V A General Administration**

Program Budget: \$286,393  
Salary and Benefit Allocation: \$286,393  
FTE: 1.9

Staff members provide the coordination and management of agency wide functions necessary for the efficient operation of the agency.

### **V B Human Resources Administration**

Program Budget: \$207,270  
Salary and Benefit Allocation: \$207,270  
FTE: 2.0

The management of the agency's staff includes the development, refinement, and administration of procedures; recruitment; collective bargaining; the management of the classification compensation and employee evaluation systems; health insurance and benefits management; and the provision of professional growth resources to staff members.

### **V C Fiscal and Budget Administration**

Program Budget: \$421,423  
Salary and Benefit Allocation: \$421,423  
FTE: 4.5

The management of LCOG's financial systems includes budgeting, accounting, payroll administration, reporting, cash management, insurance, investment oversight, fiscal records maintenance, property management, and audit support.

### **V D Information Services**

Program Budget: \$707,074  
Salary and Benefit Allocation: \$707,074  
FTE: 7.0

Agency IS staff develops and implements plans and programs for enhanced use of information

technologies; and maintains and supports the hardware, software, and telecommunications necessary for the efficient operation of the agency's Information Services equipment, local area network, and internet presence. LCOG's Executive Director participates as a member of the Regional Executive Group (REG) in establishing policy for shared regional technology services; the Associate Director serves as a member of the Regional Information Officers (RIO) group.

**V E      Clerical Services**

Program Budget: \$204,410

Salary and Benefit Allocation: \$204,410

FTE: 3.0

Clerical services are provided to LCOG activities. These services include reception, mail operations, fleet management, and support to the LCOG Board, Executive Committee, and committees designated by the Board.

## Lane Council of Governments 2010-2011 Budget

### BY SERVICE

		ADOPTED 2009-10		PROPOSED 2010-11	APPROVED 2010-11	ADOPTED 2010-11	DIFFERENCE
<b>V. ADMINISTRATIVE SERVICES</b>							
<b>RESOURCES</b>		3,867,681		3,929,586	3,929,586	3,929,586	61,905
INDIRECT CHARGES		3,867,681		3,929,586	3,929,586	3,929,586	61,905
<b>REQUIREMENTS</b>		3,867,681		3,929,586	3,929,586	3,929,586	61,905
	RANGE	FTE	FTE				
<b>PERSONAL SERVICES</b>							
PERSONAL SERVICES		21.78	21.59	2,165,545	2,165,545	2,165,545	3,175
EXECUTIVE DIRECTOR		0.62	0.62	106,826	106,826	106,826	178
ASSOCIATE DIRECTOR		39 0.70	0.70	108,570	108,570	108,570	847
DIRECTOR-PS/TS		37 0.28	0.25	37,665	37,665	37,665	-3,698
PROGRAM MANAGER		31 2.19	1.89	244,547	244,547	244,547	-32,924
SENIOR MANAGER		28 4.06	3.81	414,224	414,224	414,224	-21,709
MANAGER		25 4.61	4.38	424,790	424,790	424,790	-20,703
ASSOCIATE		21 7.32	7.94	707,419	707,419	707,419	78,923
ASSISTANT		18 0.00	0	0	0	0	0
ADMINISTRATIVE ASST		8 2.00	2.00	121,504	121,504	121,504	2,261
<b>MATERIALS &amp; SERVICES</b>							
MATERIALS & SERVICES		1,705,311		1,764,041	1,764,041	1,764,041	58,730
ADVERTISING		1,500		1,000	1,000	1,000	-500
AUDIT		61,000		50,000	50,000	50,000	-11,000
BANK FEES		6,000		6,000	6,000	6,000	0
BUILDING & GROUNDS		3,500		4,000	4,000	4,000	500
COMPUTER SUPPLIES		121,361		155,000	155,000	155,000	33,639
CONTRACT SERVICES		33,000		30,000	30,000	30,000	-3,000
COPYING		25,000		25,000	25,000	25,000	0
DEPRECIATION-LAN		8,669		7,496	7,496	7,496	-1,173
EQUIPMENT MAINTENANCE		2,000		1,000	1,000	1,000	-1,000
FURNITURE		3,000		3,000	3,000	3,000	0
GIS CPA		70,496		71,906	71,906	71,906	1,410
GIS MAINTENANCE		19,500		19,500	19,500	19,500	0
INDIRECT CARRYFORWARD		187,668		250,498	250,498	250,498	62,830
INSURANCE		34,622		35,000	35,000	35,000	378
LEGAL		5,000		5,000	5,000	5,000	0
MEMBERSHIPS		24,000		24,000	24,000	24,000	0
MISCELLANEOUS		3,000		2,000	2,000	2,000	-1,000
OCCUPANCY COSTS/PARK PLACE		471,531		455,715	455,715	455,715	-15,816
OCCUPANCY COSTS/SCHAEFERS		191,471		188,247	188,247	188,247	-3,224
OFFICE SUPPLIES		37,500		35,000	35,000	35,000	-2,500
PAPER		12,000		12,000	12,000	12,000	0
PLOTTER SUPPLIES		5,000		3,000	3,000	3,000	-2,000
POSTAGE		50,000		50,000	50,000	50,000	0
PRINTING		8,000		8,000	8,000	8,000	0
PROFESSIONAL TRAINING		10,000		10,000	10,000	10,000	0
REGIONAL TECH SERVICES		9,833		10,030	10,030	10,030	197
RIS USE		195,660		196,649	196,649	196,649	989
TELEPHONE		95,000		95,000	95,000	95,000	0
TRAVEL		10,000		10,000	10,000	10,000	0
UNEMPLOYMENT		0		0	0	0	0

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**Lane Council of Governments**  
**2010-2011**  
*Appendices*



**Lane Council of Governments  
2010-2011 Budget**

	ADOPTED 2009-10	PROPOSED 2010-11	APPROVED 2010-11	ADOPTED 2010-11	DIFFERENCE
<b><u>FIDUCIARY FUNDS</u></b>					
<b><u>RESOURCES</u></b>	3,002,107	2,449,000	2,449,000	2,449,000	-553,107
BEGINNING FUND BALANCE	1,200,000	811,000	811,000	811,000	-389,000
INTEREST	10,000	0	0	0	-10,000
STATE	0	0	0	0	0
LOCAL JURISDICTIONS	1,792,107	1,638,000	1,638,000	1,638,000	-154,107
<b><u>REQUIREMENTS</u></b>	3,002,107	2,449,000	2,449,000	2,449,000	-553,107
FIBER SOUTH EXPENSE	0	0	0	0	0
PSAP EXPENSE	2,342,107	1,850,000	1,850,000	1,850,000	-492,107
UNAPPROPRIATED FUND BALANCE	660,000	599,000	599,000	599,000	-61,000

**AGENCY PERSONAL SERVICES**

FY10/11

CLASSIFICATION	RANGE	FTE			SALARY AND FRINGE		
		FY09/10 Adopted	FY09/10 Revised	FY10/11 Proposed	FY09/10 Adopted	FY09/10 Revised	FY10/11 Proposed
Executive Director		1.00	1.00	1.00	174,971	171,309	171,595
Associate Director	39	1.00	1.00	1.00	153,890	153,890	155,100
Director	37	2.00	2.00	2.00	269,354	269,201	267,607
Program Manager	31	9.30	8.65	8.60	1,142,971	1,061,327	1,071,259
Principal/Senior Manager	28	10.00	9.97	9.95	1,103,746	1,086,762	1,123,128
Manager/Senior	25	14.96	14.26	14.08	1,546,131	1,467,105	1,473,311
Program Supervisor	22	9.00	11.00	11.00	786,408	940,248	1,002,468
Associate	21	13.60	13.51	13.50	1,184,324	1,170,740	1,211,790
Specialist	18	1.00			73,002		
Preadmission Screener	18	2.00	2.00	2.00	161,856	161,856	161,964
Assistant	17	5.00	6.72	6.95	365,833	455,431	508,018
Casemanager	13-16	46.00	45.19	41.95	3,267,475	3,244,940	3,084,971
Analyst	14	5.00	4.00	3.80	374,789	297,464	308,786
Human Services Specialist	10	32.40	32.50	33.01	2,163,096	2,076,800	2,222,329
Admin Assistant IV	8	4.40	4.50	4.50	267,653	272,104	280,489
Admin Assistant III	4-6	13.50	14.11	14.63	779,808	780,883	804,393
Senior Meals Coordinator	.15	5.16	5.07	5.16	237,654	237,654	235,532
Kitchen Assistant	.1	0.87	0.87	0.87	51,672	23,752	24,097
Contract Employees		1.50	1.48	1.12	161,658	136,300	119,560
Other		0.00	0.00	15.21	0	702,774	1,107,009
<b>TOTALS</b>		<b>177.69</b>	<b>177.83</b>	<b>190.33</b>	<b>14,266,291</b>	<b>14,710,540</b>	<b>15,333,406</b>

**LANE COUNCIL OF GOVERNMENTS  
FY10-11 MEMBER DUES SCHEDULE**

<b>JURISDICTION</b>	<b>FY09-10 BASE*</b>	<b>FY09-10 RATE</b>	<b>FY09-10 DUES</b>	<b>FY10-11 BASE*</b>	<b>FY10-11 RATE</b>	<b>FY10-11 DUES</b>
<b>Lane County</b>	<b>345,880</b>	0.260	\$ 89,929	347,690	0.260	\$ 90,399
<b>Cities</b>						
Eugene	154,620	0.47	\$ 72,671	157,100	0.47	\$ 73,837
Springfield	58,005	0.47	\$ 27,262	58,085	0.47	\$ 27,300
Cottage Grove	9,465	0.47	\$ 4,449	9,485	0.47	\$ 4,458
Florence	9,410	0.47	\$ 4,423	9,580	0.47	\$ 4,503
Junction City	5,300	0.47	\$ 2,491	5,460	0.47	\$ 2,566
Veneta	4,840	0.47	\$ 2,275	4,975	0.47	\$ 2,338
Creswell	4,710	0.47	\$ 2,214	4,790	0.47	\$ 2,251
Oakridge	3,765	0.47	\$ 1,770	3,755	0.47	\$ 1,765
Dunes City	1,360	0.47	\$ 639	1,360	0.	\$ -
Coburg	1,075	0.47	\$ 505	1,080	0.47	\$ 508
Lowell	1,015	0.47	\$ 477	1,030	0.47	\$ 484
Westfir	340	0.47	\$ 160	340	0.47	\$ 160
<b>School Districts</b>						
School Dist. 4J	16,101	0.117	\$ 1,884	16,653	0.117	\$ 1,948
School Dist. 19	10,847	0.117	\$ 1,269	10,915	0.117	\$ 1,277
School Dist. 52	5,429	0.117	\$ 635	5,405	0.117	\$ 632
School Dist. 68	216	0.117	\$ 25	222	0.117	\$ 26
LCC	11,065	0.117	\$ 1,295	12,824	0.117	\$ 1,500
<b>Utilities</b>						
EWEB	86,532	0.117	\$ 10,124	86,721	0.117	\$ 10,146
EPUD	19,899	0.117	\$ 2,328	20,097	0.117	\$ 2,351
<b>Special Districts</b>						
Port of Siuslaw			\$ 470			\$ 470
Lane ESD			\$ 470			\$ 470
Western Lane Ambulance			\$ 470			\$ 470
Willamalane			\$ 470			\$ 470
River Road Park District			\$ 470			\$ 470
Fern Ridge Library District			\$ 470			\$ 470
Siulaw Rural Fire Protection District No. 1			\$ 470			\$ 470
Lane Library District			\$ 470			\$ 470
<b>TOTAL</b>			<b>\$230,585</b>			<b>\$232,209</b>

\* City/County Base: July, 2009 Certified Population from Population Research Center, PSU.

School District Base: October 09-10 Annual District ADM  
October 09-10 Enrollment figures from School Districts

Utility Base: EPUD - Total Service Accounts  
EWEB - Annual Average Electric and Steam Service Accounts

**Lane Council of Governments  
2010-2011 Budget**

**Budget Glossary**

General

Service: An LCOG organizational unit that is also called a Division. The Services include: Board and Executive, Government Services (GS), Senior & Disabled Services (S&DS), Enterprise Funds and Administration.

Fund: Separate accounting entities that are used to conform to Government Accounting Standards. LCOG has three funds:

General Fund: The General Fund accounts for the operations that are not accounted for in any other fund.

Special Revenue Fund: The Special Revenue Fund accounts for revenues from specific sources that include federal grants, state grants, and various contracts. These funds are restricted or designated to finance specific activities.

Governmental and Proprietary Fund: This fund accounts for the agency enterprise funds, which includes the two agency-owned buildings and the business finance program.

Resources

Federal Revenue: Revenue from federal grants and contracts. Transportation, S&DS Long-Term Care and Financial Services, and Business Financing are major programs funded by federal resources.

State Revenue: Revenue from state grants and contracts.

Local Revenue: Revenue from local contracts, interest, donations, sales of products and all revenue that is not federal or state.

In-Kind Service: Service by other governments that can be used as matching funds on LCOG contracts that require local matching dollars.

Member Dues: The total amount of dues anticipated from member agencies for fiscal year 2010-11. Member Dues Schedule is shown on page 47.

Reserves-Undesignated: Resources that have been carried forward from the prior fiscal year that can be used for any purpose.

Reserves-Designated: Resources that have been carried forward from the prior fiscal year that can only be used for a specific contract or purpose.

Transfers: Transfers describe the process of internally moving resources from one LCOG Division or Program to another. Transfers are displayed as a resource for the Program receiving the resources and as a requirement for the Program providing the resources.

## Requirements

Personal Services: Salary and benefit costs for staff are expressed under the line item heading of *Personal Services*. Additional information about salary and benefits costs can be found in the Budget Notes section.

Indirect Charges: Indirect, or *overhead*, costs of the agency are met through an *Indirect Cost Allocation Plan*, which provides for *direct* programs and services to bear a fair share of those normal operating expenses that cannot be reasonably attributed to a specific program or contract. Indirect charges pay for Administrative Services expenses, which include personal services and materials and services. Additional information about Indirect Cost Allocation can be found in the Budget Notes section of this document.

Materials and Services: Materials and Services include most expenses other than salaries, from rent to telephones to travel.

Services By Other Organizations: Services by Other Organizations accounts for dollars that LCOG receives and then *passes through* to other organizations that provide a specified service.

Capital Outlay: A capital purchase is the acquisition of a tangible item that has a value greater than \$5,000. These items are placed on LCOG's inventory and treated as assets on the balance sheet.

Reserves-Undesignated: Resources that will be carried forward into the next fiscal year that can be used for *any* purpose.

Reserves-Designated: Resources that will be carried forward into the next fiscal year that can only be used for a *specific* contract or purpose.

Debt Service: Payments for principal and interest to amortize loans. Such loans are usually for real estate acquisition or improvement and the business finance program.

Transfers: Transfers describe the process of internally moving resources from one LCOG Division or Program to another. Transfers are displayed as a resource for the Program receiving the resources and as a requirement for the Program providing the resources.

**Lane Council of Governments  
2010-2011 Budget**

**Budget Notes**

Indirect Cost Allocation: Indirect, or *overhead*, costs of the agency are met through an *Indirect Cost Allocation Plan*, developed in conformance with Federal Management Circular A-87. The Plan provides for *direct* programs and services to bear a fair share of those normal operating expenses which, in and of themselves, cannot easily be tied to specific grant- or contract-funded activity. Examples include office rent and supplies and support services staff, such as those working in areas of administration, fiscal, and human resources. The work activities that are supported in this way are specified under Section II of the work program; the budgetary allocation for *Administrative Services* is set forth on page 35. LCOG's *Indirect Cost Allocation Plan* for fiscal year 2010-11 calls for five separate charge rates, dependent upon the location of the direct service work performed. Programs operating out of the agency's Park Place Building location will bear a rate of 55.7678 percent of direct personal services costs, Schaefers Building programs will incur an indirect charge of 22.5738 percent, programs working in Other S&DS (outstationed) locations will be assessed at the rate of 15.6524 percent, the indirect rate for programs in Other GS will be 17.3572 percent and the Senior Meals program rate will be 17.4197 percent. Copies of the agency's *Indirect Cost Allocation Plan* may be obtained at LCOG's main office.

Member Dues Schedule: The 2010-11 Member Dues Schedule is shown on page 40. The rates for the Schedule for this fiscal year were approved by the Board of Directors on December 10, 2009. Due to the challenging economic times the Dues Schedule was not adjusted upward by an inflation factor for fiscal year 2010-11. They were still increased by population, students and customer counts.

Budget Assumptions: As noted in the Executive Director's Budget Message (pages 1-4), the LCOG Board in December 2009, adopted a budget process and budget *assumptions*, which were used by management and the Budget Committee in the formulation of this document.

1. The CPI for the prior year is -1.48% (August Annual Average 2009 CPI-U for U.S.). Due to the state of the economy the percentage used to compute the dues rate increase is 0.0%.
2. Health insurance is expected to increase 10%. Each 10% increase in insurance costs results in a 1.25% increase in total compensation, so health insurance is expected to increase total compensation by 1.25%.
3. A cost of living adjustment to the salary schedule of 0.0% will be budgeted.
  - a. The State SEIU will receive no increase.
  - b. The estimated City of Eugene increase is 0.0 to 4.0%.
  - c. Lane County is estimated at 2.0%
  - d. LCOG SEIU is

4. The current LCOG employer PERS rate is 7.98%, and the OPSRP rate is 9.03%. The rates on July 1, 2010 will remain unchanged, but are expected to increase in FY12.
5. Specific details of compensation and health insurance will be determined through negotiations with the LCOG bargaining units.
6. Merit increases are expected to increase total compensation. Most employees are eligible for 3.5% annual merit increase. However, about 40% of employees are at the top step of their salary range, which means that they are not eligible for merit increases.
7. LCOG compensation, including salaries and benefits, will be comparable to similar positions in the same job market. This is required to attract and retain diverse, quality employees.
8. LCOG will provide adequate work space, equipment, and training to enable employees to be productive and effective.
9. The agency will continue to build a General Fund reserve with the goal that the reserve exceeds two months of payroll cost.
10. To the maximum extent possible, all programs or contracts will be self-supporting. LCOG General Fund dollars will only be used when required as match or to provide temporary support to a program or to support a strategic initiative.
11. New programs or program reductions will be individually presented to the Board.
12. S&DS, as a local transfer agency, has a significant funding equity issue compared to State-operated S&DS offices. In the past, additional resources have been required to maintain adequate staffing levels in the program.

Personal Services—Salary and Benefits: Throughout the budget section of this *Work Program and Budget*, staffing costs are expressed under the line-item heading of *Personal Services*. The dollar amounts shown include both salary and fringe benefit expense. Where appropriations are expressed by *organizational unit* personal services costs are desegregated to the job classification level, and full-time-equivalent (FTE) authorizations are shown. The term *FTE* represents a commitment of 2,080 hours of work within the fiscal year—or the commitment of one employee working *full-time* (40 hours per week) for 12 months. However, because many employees of the organization are employed for less than full-time work, the number of employees at any given time within the year, and certainly the total number of staff employed during the year, will be greater than the FTE shown.

While the ratio of fringe benefit cost to salary differs from one employee to another (and for an individual employee, it changes during the course of the fiscal year), the projected fringe benefit expense for fiscal year 2009-10 is 53.2 percent of salary. The anticipated breakdown of fringe benefit costs as a percentage of salary is as follows:

Type	Total LCOG Monthly Average	Percent	Average Employee Monthly
FICA	\$53,731	7.57	312
Retirement (Employer)	58,999	8.31	343
Retirement (Employee)	43,026	6.06	250
Health Care	175,650	24.74	1,021
Life Insurance	3,031	0.43	18
FSA Administration	19	0.00	0
Disability	3,861	0.54	22
Worker's Comp	4,604	0.65	27
Deferred Comp	<u>18,616</u>	<u>2.62</u>	<u>108</u>
Total Fringe	\$361,537	50.93	2,102
Total Monthly Salary	\$709,912		4,127

Costs related to holiday, sick, and vacation leave are also noteworthy. Leave costs are charged to each program as they are accrued and credited to the specific leave fund. When an employee utilizes leave, the associated salary and benefit expense is charged to the leave fund from which the leave time was taken. Holiday and sick leave accrue based on expected use, while vacation leave is based on the amount earned by each employee.