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**Lane Council of Governments**  
**2004-2005**

*Work Program  
and Budget*

*Approved*

*May 2004*

**Board of Directors - 2004  
Lane Council of Governments**

<i>Name</i>		<i>Jurisdiction</i>
Anna Morrison		Lane County
Bill Dwyer		Lane County
Judy Volta		City of Coburg
Gary Williams		City of Cottage Grove
Ron Petitti		City of Creswell
Susie Navetta		City of Dunes City
Jim Torrey		City of Eugene
Alan Burns		City of Florence
Dwight Coon		City of Junction City
Warren Weathers	Vice-Chair	City of Lowell
Sue Bond		City of Oakridge
Sid Leiken		City of Springfield
Tim Brooker		City of Veneta
Diana Tonkin		City of Westfir
Chris Pryor		School District 4J
Al King		School District 19
Alan Laisure		School District 52
(vacant)		School District 68
Jerry Miller	Chair	Lane ESD
Dennis Shine		Lane Community College
Ken Miller		Port of Siuslaw
Richard Eymann		EPUD
Patrick Lanning		EWEB
Bob Snedden		Western Lane Amb. Dist.
Greg James		Willamalane Park Dist.
Mary Lehman		Siuslaw Public Library
Georgia Varozza		Fern Ridge Library

**LCOG Executive Committee**

Jerry Miller	Chair	Lane ESD
Warren Weathers	Vice-Chair	Lowell
Patrick Lanning		EWEB
Anna Morrison		Lane County
Chris Pryor		School District 4J
Gary Williams		Cottage Grove

**LCOG Budget Committee**

Bob Doppelt	Warren Weathers
Marion Esty	Patrick Lanning
Donald McClure	Chris Pryor

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## Executive Director's Budget Message

Members of the LCOG Budget Committee and Board of Directors:

I am pleased to offer this proposed *Work Program and Budget* for the fiscal year that will begin July 1, 2004. 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. In some limited respects, this proposal reflects a restoration of some of the capacity that has been lost over the past two years, but it remains constricted by the same economic and political forces which are impacting other components of the public sector in Oregon. With both its strengths and shortcomings borne in mind, I believe that this *Work Program and Budget*—proposed service areas and corresponding resources allocated to cost centers—constitutes a responsible action plan for fiscal year 2004-2005.

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

It should be noted that numeric comparisons with the previous year are based upon the fiscal year 2003-04 *Revised Budget*, approved by the LCOG Board of Directors in April. That budget amendment reduced the agency's total authorization by nearly \$318,000, as compared to the original authorization adopted in June 2003. As can be seen most clearly on the Budget Summary on page 12, this proposal shows a recovery of that reduction, along with an increase sufficient to rebuild a portion of the staff complement that was subjected to layoff during the past year. Overall, balanced revenues and expenditures are shown at \$22,993,191. While that represents an increase of 5.6 percent from the fiscal year 2003-04 budget, it remains approximately \$3.1 million less than the final agency budget for fiscal year 2002-03. If, indeed, the tide of diminishing resources has at long last turned, that incoming tide will have to cover a good deal of dry beach before it attains the water levels of 2002-03.

After the Summary, the same data are reflected by Fund Type on pages 13 and 14. It is perhaps useful here to reemphasize the nature of the 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. 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 sometimes thought of 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 and Executive Management, Local Government Services, Regional Technology Services, Senior & Disabled Services, 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. The national and northwest economies move up or down and impose constraints upon the State of Oregon and upon local governments. 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 coming year will not be fully visible for some time. However, as in the past, LCOG will continue to monitor and adjust as external decisions are made.

In December 2003, the Board of Directors adopted 13 Budget Assumptions (see Budget Notes, page 43), 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. Assumed here is a 15 to 20 percent increase in LCOG’s costs for the provision of health insurance to the staff—two percent of total personnel cost. In addition, a two percent cost-of-living adjustment (COLA) to employee salaries has been assumed. However, it should be noted that the precise magnitude of the agency’s cost increases for salaries and health insurance remain subject to the collective bargaining process that is still underway with one of LCOG’s two employee bargaining units. While LCOG has always adjusted the size of its professional staff to match the levels of work that it has been asked to accomplish, the present reality of continuing work obligations, constrained revenue and continually escalating benefit costs poses a significant dilemma. Against the backdrop of some 30 full-time-equivalent (FTE) positions eliminated from the organization during the past year, this proposed *Work Program and Budget* anticipates an add-back to LCOG’s staff of 13.08 FTE positions—an increase of 8 percent. As proposed, the estimated professional staff complement will be 175.02 FTE in fiscal year 2004-05, as compared to 161.94 FTE for the previous year.

While this proposal incorporates numerous changes from the previous year’s *Work Program and Budget*, the most significant modification bears upon the agency’s Senior and Disabled Services Division, which is expected to benefit from increased federal and state funding. Indeed, increased revenue to the division will, under this proposal, allow the addition of 8.4 FTE positions for the coming year. This will have a significant positive effect on the agency’s ability to deliver services to citizens and clients. However, it should be noted that, even after the additional resources and staff are accounted for, the division is expected to serve an expanding

client base with a staff approximately 22 persons smaller in size than was the case in the 2002-03 budget year.

So yes, there is reason for carefully guarded optimism; but the perilous budgetary conditions of the recent past have not been fully overcome. For all of the agency's work groups and divisions, demanding work, supported by limited resources, can be anticipated in the coming year. That said, the Lane Council of Governments remains a stable, high-quality organization that is well managed and fiscally solvent. LCOG is prepared to take its share of the discomfort associated with difficult economic times. But the fundamental asset value of the agency and, more importantly, the service to the public interest made by our staff, remain strong.

I believe that this *Work Program and Budget* sets a responsible course for the organization, as together we embark upon a new fiscal year. When approved by the Budget Committee and the Board of Directors, it will direct and empower the staff to apply their skills and energies to important programs and services in the regional community. I commend this document to you for review and consideration.

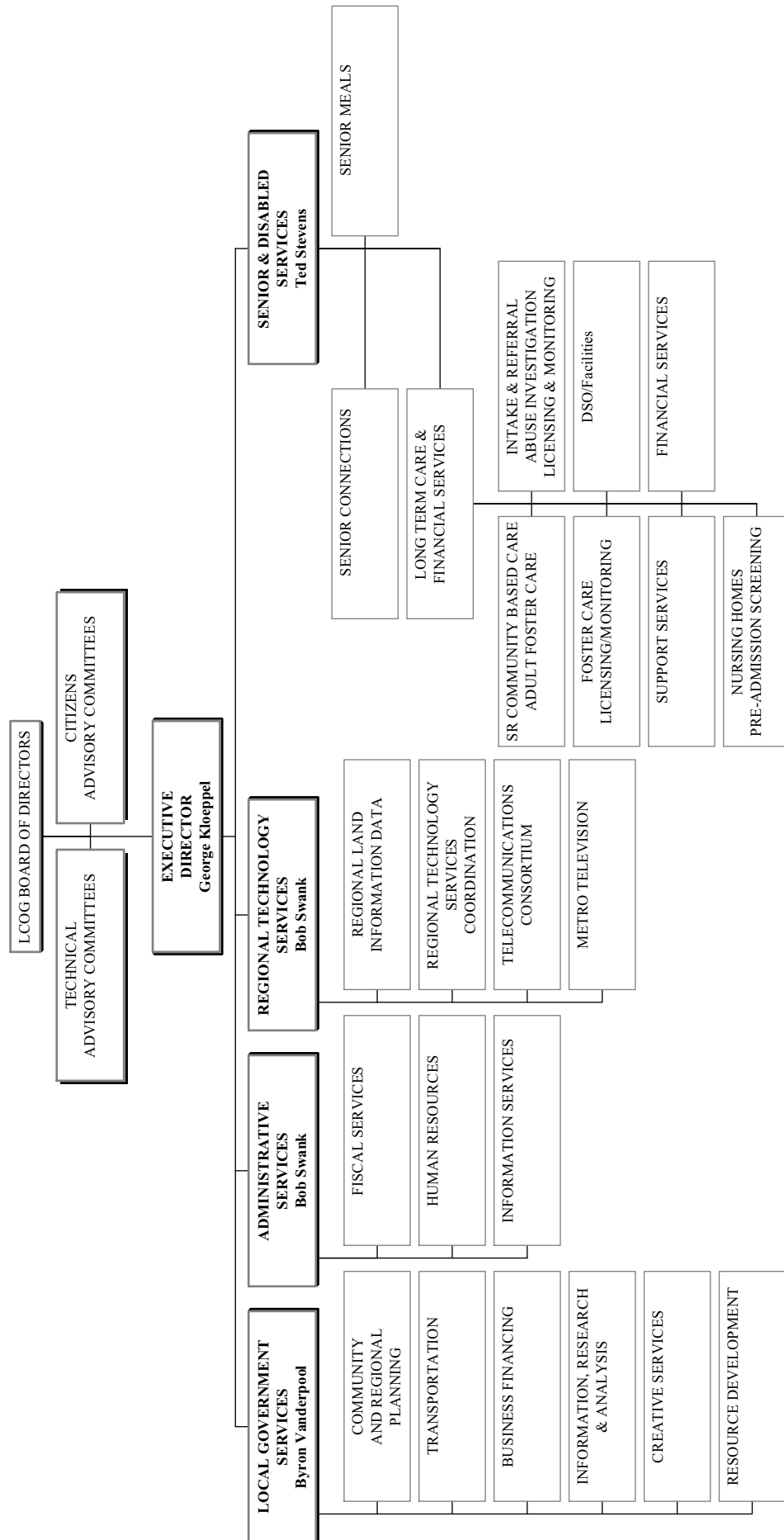
As I have done in past years, let me end by expressing my appreciation for the hard work of the LCOG staff. The region is well served by the professionals who are making their careers at LCOG. With the help and support of the Board of Directors and our member agencies, LCOG's management and staff will continue to work to accomplish our mission. We have every reason to expect a productive year for your council of governments.

Respectfully submitted,

George Kloeppe  
Executive Director



# LANE COUNCIL OF GOVERNMENTS





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**Lane Council of Governments  
2004-2005**

*Budget Summary*



**RESOLUTION 2004-2**

**Adopting the FY 2004-2005 Budget**

**WHEREAS**, it is necessary for the Lane Council of Governments, hereinafter called LCOG, to adopt a revenue and expenditure Budget for fiscal year 2004-2005, 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 2004-2005,

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

1. That the LCOG Board of Directors hereby adopts the attached Budget for fiscal year 2004-2005, and
2. That the following amounts are hereby appropriated for the purposes specified for the fiscal year beginning July 1, 2004:

<i>Personal Services</i>	<i>\$11,476,889</i>
<i>Materials and Services</i>	<i>4,177,731</i>
<i>Services by Other Organizations</i>	<i>3,198,045</i>
<i>Capital Outlay</i>	<i>210,000</i>
<i>Reserves--Undesignated</i>	<i>489,293</i>
<i>Reserves--Designated</i>	<i>2,862,234</i>
<i>Debt Service</i>	<i><u>578,999</u></i>
<i>Total Appropriation</i>	<i>\$22,993,191</i>

PASSED AND APPROVED THIS 24<sup>th</sup> DAY OF JUNE, 2004, BY THE BOARD OF DIRECTORS OF THE LANE COUNCIL OF GOVERNMENTS.

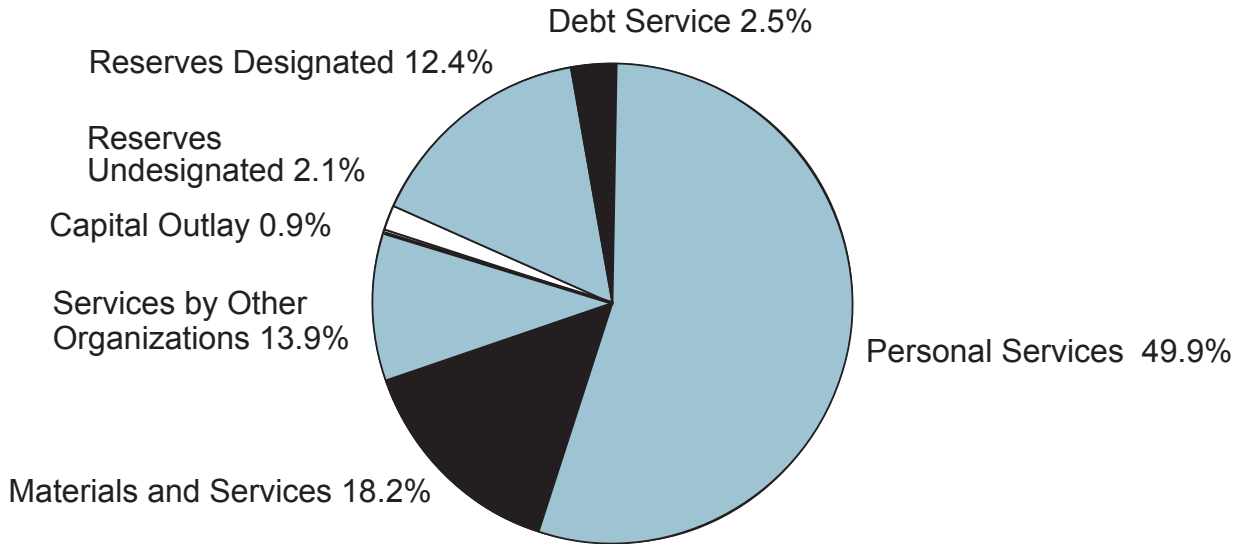
**ATTEST:**

\_\_\_\_\_  
George Kloeppe  
Executive Director  
Lane Council of Governments

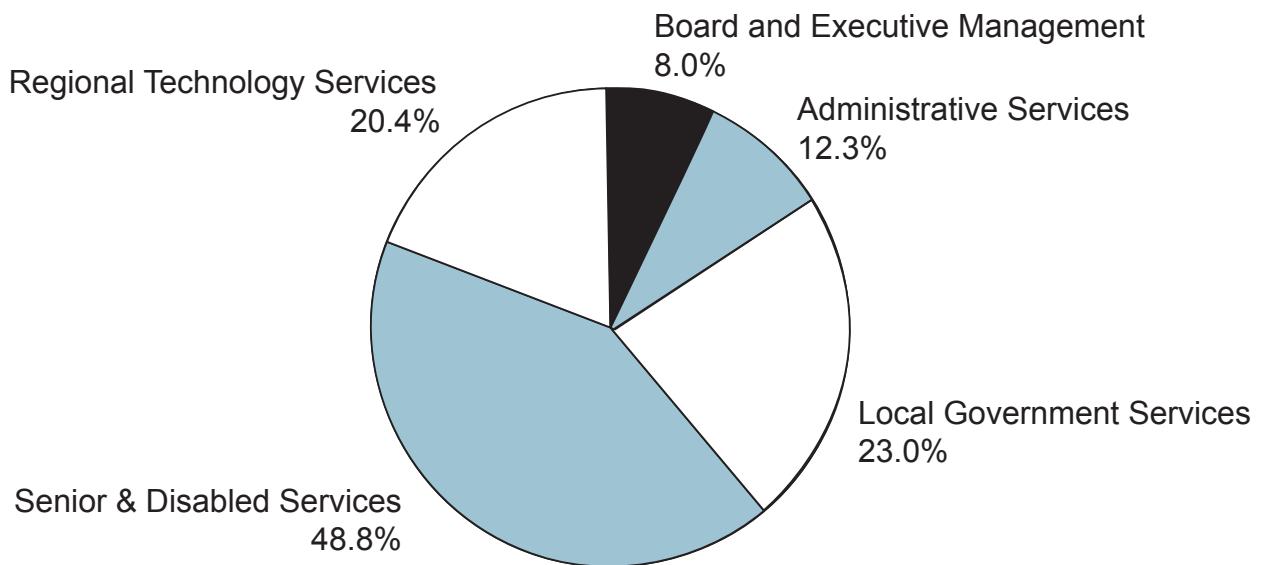
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Jerry Miller, Chair  
Lane Council of Governments  
Board of Directors

# Lane Council of Governments 2004-2005 Budget

## Requirements by Type

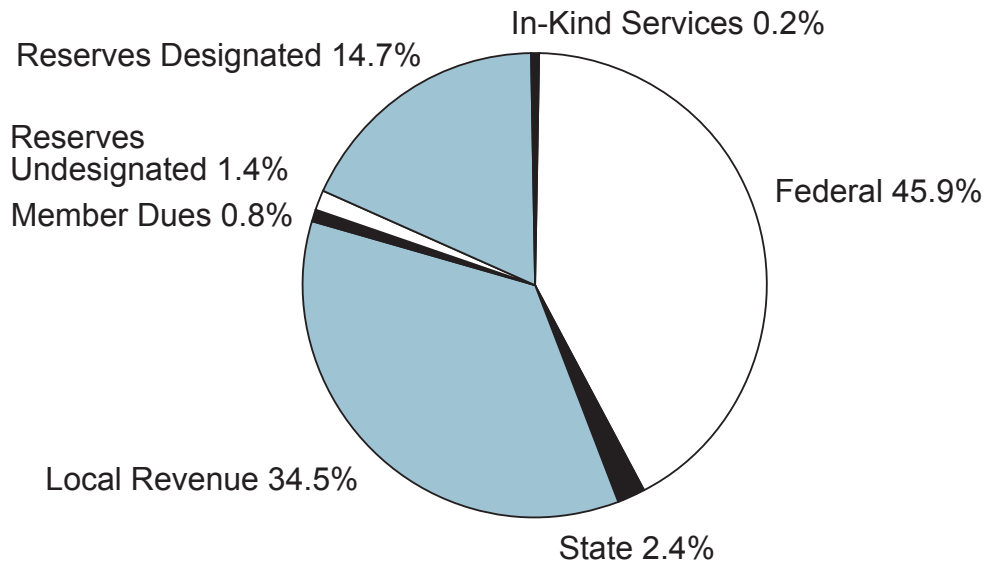


## Requirements by Service



# Lane Council of Governments 2004-2005 Budget

## Revenues by Source



**LANE COUNCIL OF GOVERNMENTS  
2004-2005 BUDGET**

**BUDGET SUMMARY**

	ADOPTED 2003-04	PROPOSED 2004-05	APPROVED 2004-05	ADOPTED 2004-05	DIFFERENCE
<b><u>TOTAL RESOURCES</u></b>	21,763,942	22,993,191	22,993,191	0	1,229,249
FEDERAL	9,172,348	10,560,379	10,560,379		1,388,031
STATE	476,893	552,278	552,278		75,385
LOCAL REVENUE	7,630,134	7,930,248	7,930,248		300,114
IN-KIND SERVICES	51,399	53,327	53,327		1,928
MEMBER DUES	188,491	195,199	195,199		6,708
RESERVES-UNDESIGNATED	343,693	326,481	326,481		-17,212
RESERVES-DESIGNATED	3,900,984	3,375,279	3,375,279		-525,705
<b><u>TOTAL REQUIREMENTS</u></b>	21,763,942	22,993,191	22,993,191	0	1,229,249
<b>BY EXPENSE TYPE</b>					
PERSONAL SERVICES	10,421,409	11,476,889	11,476,889		1,055,480
MATERIALS & SERVICES	3,862,147	4,177,731	4,177,731		315,584
SERVICES BY OTHER ORGANIZATIONS	3,158,191	3,198,045	3,198,045		39,854
CAPITAL OUTLAY	25,000	210,000	210,000		185,000
RESERVES-UNDESIGNATED	326,481	489,293	489,293		162,812
RESERVES-DESIGNATED	3,425,314	2,862,234	2,862,234		-563,080
DEBT SERVICE	545,400	578,999	578,999		33,599
<b>BY SERVICE</b>					
BOARD AND EXECUTIVE MGMT	1,950,897	1,835,440	1,835,440		-115,457
LOCAL GOVERNMENT SVCS	5,559,337	5,286,477	5,286,477		-272,860
REGIONAL TECHNOLOGY SVCS	4,755,570	4,684,038	4,684,038		-71,532
SENIOR & DISABLED SVCS	9,744,466	11,227,321	11,227,321		1,482,855
ADMINISTRATIVE SERVICES	2,688,760	2,822,989	2,822,989		134,229

**LANE COUNCIL OF GOVERNMENTS  
2004-2005 BUDGET**

**BY FUND TYPE**

	ADOPTED 2003-04	PROPOSED 2004-05	APPROVED 2004-05	ADOPTED 2004-05	DIFFERENCE
<b><u>GENERAL FUND</u></b>					
<b><u>RESOURCES</u></b>	907,342	841,361	841,361	0	-65,981
STATE	0	0	0		
LOCAL REVENUE	305,661	294,783	294,783		-10,878
MEMBER DUES	188,491	195,199	195,199		6,708
RESERVES-UNDESIGNATED	343,693	326,481	326,481		-17,212
TRANSFERS	69,497	24,898	24,898		-44,599
<b><u>REQUIREMENTS</u></b>	907,342	841,361	841,361	0	-65,981
PERSONAL SERVICES	103,153	109,299	109,299		6,146
INDIRECT CHARGES	133,624	59,781	59,781		-73,843
MATERIALS & SERVICES	37,000	37,000	37,000		0
CAPITAL OUTLAY	5,000	20,000	20,000		15,000
RESERVES-UNDESIGNATED	326,481	489,293	489,293		162,812
DEBT SERVICE	90,403	90,403	90,403		0
TRANSFERS	211,681	35,585	35,585		-176,096
<b><u>SPECIAL REVENUE FUND</u></b>					
<b><u>RESOURCES</u></b>	17,820,512	19,378,681	19,378,681	0	1,558,169
FEDERAL	9,172,348	10,560,379	10,560,379		1,388,031
STATE	476,893	552,278	552,278		75,385
LOCAL REVENUE	6,032,860	6,231,551	6,231,551		198,691
IN-KIND SERVICES	51,399	53,327	53,327		1,928
RESERVES-UNDESIGNATED	0	0	0		0
RESERVES-DESIGNATED	1,946,181	1,945,561	1,945,561		-620
TRANSFERS	140,831	35,585	35,585		-105,246
<b><u>REQUIREMENTS</u></b>	17,820,512	19,378,681	19,378,681	0	1,558,169
PERSONAL SERVICES	8,935,729	9,773,366	9,773,366		837,637
INDIRECT CHARGES	2,463,662	2,669,892	2,669,892		206,230
MATERIALS & SERVICES	1,996,338	2,355,201	2,355,201		358,863
SERVICES BY OTHER ORGANIZATIONS	2,408,191	2,448,045	2,448,045		39,854
CAPITAL OUTLAY	20,000	190,000	190,000		170,000
RESERVES-UNDESIGNATED	0	0	0		0
RESERVES-DESIGNATED	1,995,596	1,942,177	1,942,177		-53,419
TRANSFERS	996	0	0		-996

**LANE COUNCIL OF GOVERNMENTS  
2004-2005 BUDGET**

**BY FUND TYPE**

	ADOPTED 2003-04	PROPOSED 2004-05	APPROVED 2004-05	ADOPTED 2004-05	DIFFERENCE
<b><u>GOVERNMENTAL AND PROPRIETARY FUND</u></b>					
<b><u>RESOURCES</u></b>	3,317,264	2,833,632	2,833,632	0	-483,632
FEDERAL	0	0	0		0
LOCAL REVENUE	1,291,611	1,403,914	1,403,914		112,303
RESERVES-DESIGNATED	1,954,803	1,429,718	1,429,718		-525,085
TRANSFERS	70,850	0	0		-70,850
<b><u>REQUIREMENTS</u></b>	3,317,264	2,833,632	2,833,632	0	-483,632
PERSONAL SERVICES	188,511	198,119	198,119		9,608
INDIRECT CHARGES	91,472	93,316	93,316		1,844
MATERIALS & SERVICES	334,065	358,646	358,646		24,581
SERVICES BY OTHER ORG.	750,000	750,000	750,000		0
CAPITAL OUTLAY	0	0	0		0
RESERVES-DESIGNATED	1,429,718	920,057	920,057		-509,661
DEBT SERVICE	454,997	488,596	488,596		33,599
TRANSFERS	68,501	24,898	24,898		-43,603

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**Lane Council of Governments**  
**2004-2005**

*Work Program*



## Lane Council of Governments

### Fiscal Year 2004-2005 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 26-member Board of Directors.*

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

Total Division Budget: \$1,835,440 (\$1,950,897 in FY 04)  
Salary and Benefit Allocation: \$116,260 (\$132,667 in FY 04)  
FTE: 0.8 (.8 in FY 04)

(See Page 19 for Budget Detail)

Providing, in consultation with member jurisdictions, 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; preparing and presenting for Committee and Board consideration periodic progress reports and a proposed annual Work Program and Budget; and providing 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 and Enterprise Fund retained earnings. Building management is supported through the resources generated by the Enterprise Fund. Support provided to the Southern Willamette Services Corporation, and the Lane Library League is funded through contracts with those corporations.

#### **IA Agency Administration**

Program Budget: \$841,361  
Salary and Benefit Allocation: \$109,299  
FTE: .70

##### 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 provision of support to the conduct of public meetings, hearings, and forums; and the delivery of public presentations related to the agency's services and programs.

#### Board of Directors and Executive Committee Support

Staff members provide information, recommendations, and other support services to the Executive Committee, Budget Committee, and the LCOG Board of Directors; meetings of these policy groups are facilitated.

#### **I B      Facilities Management**

Program Budget: \$985,536

Salary and Benefit Allocation: \$6,961

FTE: .05

Staff provides property management for LCOG-owned and leased real estate.

- Schaefers Building
- Washington Mutual Building in Springfield
- Wells Fargo Building
- Other facilities: Cottage Grove, Florence, Central Kitchen

#### **I C      Member Services**

Program Budget: \$20,000

Salary and Benefit Allocation: \$0

FTE: 0

#### Unfunded member services

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

#### Non-Profit Corporation Support

##### *Southern Willamette Services Corporation*

Limited support is provided to a non-profit corporation, established in fiscal year 1995-96 to provide enhanced funding opportunities for LCOG's programs.

##### *Lane Library League*

Through an agreement with the Lane Library League, LCOG provides minimal grant and contract management services.

**LANE COUNCIL OF GOVERNMENTS  
2004-2005 BUDGET**

**BY SERVICE**

<b>I. BOARD OF DIRECTORS AND EXECUTIVE MANAGEMENT</b>			<b>ADOPTED 2003-04</b>			<b>PROPOSED 2004-05</b>	<b>APPROVED 2004-05</b>	<b>ADOPTED 2004-05</b>	<b>DIFFERENCE</b>
<b>RESOURCES</b>			1,950,897			1,835,440	1,835,440	0	-115,457
FEDERAL			101,559			33,441	33,441		-68,118
STATE			0			0	0		0
LOCAL REVENUE			906,342			945,946	945,946		39,604
MEMBER DUES			188,491			195,199	195,199		6,708
RESERVES-UNDESIGNATED			343,693			326,481	326,481		-17,212
RESERVES-DESIGNATED			359,816			334,373	334,373		-25,443
TRANSFERS			50,996			0	0		-50,996
<b>REQUIREMENTS</b>			1,950,897			1,835,440	1,835,440	0	-115,457
	<b>RANGE</b>	<b>FTE</b>		<b>FTE</b>					
PERSONAL SERVICES		0.76	132,667	0.75	116,260	116,260		0	-16,407
EXECUTIVE DIRECTOR		0.70	103,153	0.70	109,299	109,299			6,146
ASSOCIATE DIRECTOR	39	0.06	9,371	0.05	6,961	6,961			-2,410
OTHER		0.00	20,143	0.00	0	0			-20,143
INDIRECT CHARGES			142,021		63,060	63,060			-78,961
MATERIALS & SERVICES			410,219		366,087	366,087		0	-44,132
BOARD TRAVEL			5,000		5,000	5,000			0
BUILDING & GROUNDS			2,500		2,700	2,700			200
BUILDING MAINTENANCE			55,500		61,950	61,950			6,450
CONTRACT SERVICES			114,385		49,767	49,767			-64,618
INSURANCE			20,181		20,205	20,205			24
JANITORIAL			49,500		56,000	56,000			6,500
LEGAL			500		500	500			0
MEETING SUPPORT			1,000		1,000	1,000			0
MEMBERSHIPS			2,050		2,050	2,050			0
MISCELLANEOUS			13,699		13,765	13,765			66
PROPERTY MANAGEMENT			18,000		18,000	18,000			0
PROPERTY TAXES			12,264		12,500	12,500			236
REPAIRS			13,500		16,800	16,800			3,300
TENANT PARKING			16,700		15,000	15,000			-1,700
TRAVEL			6,000		6,000	6,000			0
UTILITIES			79,440		84,850	84,850			5,410
CAPITAL OUTLAY			5,000		20,000	20,000		0	15,000
CAPITAL EXPENSE			5,000		20,000	20,000			15,000
RESERVES-UNDESIGNATED			326,481		489,293	489,293			162,812
RESERVES-DESIGNATED			338,278		336,156	336,156			-2,122
DEBT SERVICE			405,400		408,999	408,999		0	3,599
DEBT PRINCIPAL			187,632		203,901	203,901			16,269
DEBT INTEREST			217,768		205,098	205,098			-12,670
TRANSFERS			190,831		35,585	35,585		0	-155,246
LOCAL GOVERNMENT SERVICES			94,639		35,585	35,585			-59,054
SENIOR AND DISABLED SERVICE			96,192		0	0			-96,192

## **II. Local Government Services**

Total Division Budget: \$5,286,477 (\$5,559,337 in FY 04)  
Salary and Benefit Allocation: \$2,407,109 (\$2,147,413 in FY 04)  
FTE: 29.05 (27.39 in FY 04)

(See Pages 24-25 for Budget Detail)

Staff provides cost-effective services to the member agencies of LCOG. Primarily funded through intergovernmental agreements with the governmental units receiving assistance, services are also supported by several federal- and state-funded grants and programs.

LCOG staff supports activities and services that are multi-jurisdictional in character and relatively freestanding, to the end that economies of scale are captured and efficiencies realized. Financial support for these projects is provided by the program entities from their own revenues.

Planning and technical expertise is available within the Local Government Services Division in the areas of intergovernmental relations, state-wide land use planning, transportation, community safety, economic analysis and development, land use law, natural resources, public infrastructure finance, local government financial issues, geographic information system, and information analysis.

### **II A Community Safety**

Program Budget: \$432,563  
Salary and Benefit Allocation: \$244,998  
FTE: 3.07

LCOG's Community Safety program provides regional planning, coordination of services and resources among and between agencies, and research and evaluation of existing and grant-funded programs. LCOG provides analytical support to the Public Safety Coordinating Council (PSCC) through a contract with Lane County. LCOG conducts several evaluation projects funded through state and federal grants.

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 has developed computer mapping tools and the Master Street Address Guide (MSAG) to support 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 of hazardous situations in their areas.

### **II B Business Finance**

Program Budget: \$1,892,991  
Salary and Benefit Allocation: \$191,158  
FTE: 1.93

LCOG operates a public loan program to finance business facilities and community development projects in rural areas and communities under 25,000 population. 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.

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

Program Budget: \$365,672

Salary and Benefit Allocation: \$289,743

FTE: 3.58

LCOG staff provides special planning and research services throughout the fiscal year. Contracts for services are negotiated with member agencies for specific products, which range from computer programming and data development to economic and demographic analyses.

Staff also provides direct geographic information systems (GIS) services under contract with member agencies, including standard and custom maps, geographic analysis, and training other staff in the use of GIS data and software.

## **II D Transportation and Public Infrastructure**

Program Budget: \$735,000

Salary and Benefit Allocation: \$470,591

FTE: 5.46

LCOG is the designated Metropolitan Planning Organization for transportation planning in the Eugene-Springfield metropolitan area. In 2002, the Central Lane Metropolitan Area was declared a Transportation Management Area (TMA) as the metro area's population exceeded 200,000. The City of Coburg joined the Cities of Eugene and Springfield in the Census Bureau's designated Urbanized Area. The program is funded by the federal government (FHWA and FTA) and the Oregon Department of Transportation and involves a cooperative planning effort with the cities of Eugene, Springfield and Coburg, Lane County, Lane Transit District, and the State of Oregon. The program coordinates a comprehensive transportation plan (*TransPlan*) and produces a Transportation Improvement Program, among other responsibilities. In 2003, the LCOG Board delegated responsibility for carrying out the duties of the MPO to the Metropolitan Policy Committee. Work activities for the MPO are carried out by the Metropolitan Policy Committee and the staff-level Transportation Planning Committee. State grants are used to analyze transportation and growth management issues in the metro area.

Under contracts with the State of Oregon Department of Transportation, LCOG performs transportation analyses and planning for certain State highway corridors that lie within Lane County.

Under contracts with individual municipalities or through State grants, LCOG performs transportation-related planning work and prepares transportation system plans for the consideration of municipal policy bodies.

A variety of projects that provide infrastructure finance-related analyses to local governments will be conducted. Updates or development of system development charges will be completed in Coburg and other small cities. Work will continue for Eugene and Springfield.

## **II E Community and Regional Planning**

Program Budget: \$1,449,828

Salary and Benefit Allocation: \$917,278

FTE: 10.44

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 2004, 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)*. This year's work is expected to include a review of the Metro Plan's core assumptions on service provision.

LCOG provides staff support to the Region 2050 Project, a regional planning effort in the central Lane County area. The next phase of this project will attempt to reach a consensus on a preferred scenario for growth management, transportation, economy, and the environment for the year 2050.

### Contract Services

In addition to metropolitan area land use planning, LCOG provides contract planning assistance to the cities of Creswell, Lowell, Oakridge, and Westfir.

### Legal Services

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 Dunes City.

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

### Economic Development

LCOG provides staff support for the Southern Willamette Research Corridor (SWRC). This public-private partnership focuses on educational, workforce, transportation, and telecommunications issues in Linn, Benton, and Lane counties.

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 (OECDD), federal funds (EDA), 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 the annual 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 State's Regional/Rural Investment programs and the cooperative Federal-State 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. It is anticipated that some work will be 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.

#### Boundary Commission

LCOG provides staff and overhead support services to the Local Government Boundary Commission, a State agency created and guided by State statute; staff members consult with citizens and local government units regarding the legal requirements associated with boundary changes and service extensions. When applications for change are received, established legal processes are followed, leading to final disposition by the gubernatorially appointed Commission.

#### **II F**      **Creative Services**

Program Budget: \$161,980

Salary and Benefit Allocation: \$155,983

FTE: 1.82

The printing and graphics staff, also labeled 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  
2004-2005 BUDGET**

**BY SERVICE**

		ADOPTED 2003-04			PROPOSED 2004-05	APPROVED 2004-05	ADOPTED 2004-05	DIFFERENCE
<b>II. LOCAL GOVERNMENT SERVICES</b>								
<b>RESOURCES</b>								
		5,559,337			5,286,477	5,286,477	0	-272,860
FEDERAL		1,066,427			1,132,356	1,132,356		65,929
STATE		176,293			85,258	85,258		-91,035
LOCAL REVENUE		2,615,254			2,922,235	2,922,235		306,981
IN-KIND SERVICES		0			0	0		0
RESERVES-DESIGNATED		1,602,224			1,106,543	1,106,543		-495,681
TRANSFERS		99,139			40,085	40,085		-59,054
<b>REQUIREMENTS</b>								
	RANGE	FTE		FTE				
		5,559,337			5,286,477	5,286,477	0	-272,860
<b>PERSONAL SERVICES</b>								
		27.39	2,147,413	29.05	2,407,109	2,407,109	0	259,696
	DIRECTOR--LGS	37	0.03	2,897	0.05	5,550	5,550	2,653
	PROGRAM MANAGER	31	3.80	380,910	3.70	377,585	377,585	-3,325
	PRINCIPAL	28	9.20	818,741	9.80	910,931	910,931	92,190
	SENIOR/MANAGER	25	5.40	446,425	5.80	508,164	508,164	61,739
	ASSOCIATE	20	3.10	208,588	3.70	266,750	266,750	58,162
	ASSISTANT	17	3.05	158,465	4.10	236,590	236,590	78,125
	PROGRAM ANALYST	14	0.90	40,830	1.90	101,539	101,539	60,709
	PROGRAM TECHNICIAN	10	0.31	7,608	0.00	0	0	-7,608
	ADMINISTRATIVE AIDE	1-5	0.80	16,757	0.00	0	0	-16,757
	OTHER		0.80	66,192	0.00	0	0	-66,192
INDIRECT CHARGES			975,067		1,080,094	1,080,094		105,027
<b>MATERIALS &amp; SERVICES</b>								
			344,791		280,029	280,029	0	-64,762
ADVERTISING			3,470		2,313	2,313		-1,157
AUDIT			90		160	160		70
COMPUTER SUPPLIES			0		0	0		0
CONFERENCE EXPENSE			0		0	0		0
CONTRACT SERVICES			234,253		186,020	186,020		-48,233
INSURANCE			750		0	0		-750
LEGAL			10,000		10,000	10,000		0
MEMBERSHIPS			2,815		2,700	2,700		-115
MISCELLANEOUS			12,278		12,309	12,309		31
POSTAGE			4,189		881	881		-3,308
PRODUCTION			14,297		12,828	12,828		-1,469
SOFTWARE SUPPORT			1,680		0	0		-1,680
TRAVEL			60,969		52,818	52,818		-8,151

**LANE COUNCIL OF GOVERNMENTS  
2004-2005 BUDGET**

**BY SERVICE**

	ADOPTED 2003-04	PROPOSED 2004-05	APPROVED 2004-05	ADOPTED 2004-05	DIFFERENCE
<b>II. LOCAL GOVERNMENT SERVICES (Continued)</b>					
SERVICES BY OTHER ORGANIZATIONS	750,000	750,000	750,000	0	0
COMMUNITY SERVICE	0	0	0		0
LOAN PROGRAM EXPENSE	750,000	750,000	750,000		0
CAPITAL OUTLAY	0	0	0	0	0
RESERVES-DESIGNATED	1,151,070	599,245	599,245		-551,825
DEBT SERVICE	140,000	170,000	170,000	0	30,000
DEBT INTEREST	40,000	40,000	40,000		0
DEBT PRINCIPAL	100,000	130,000	130,000		30,000
TRANSFERS	50,996	0	0	0	-50,996
GENERAL FUND	50,996	0	0	0	-50,996

### **III. Regional Technology Services**

Total Division Budget: \$4,684,038 (\$4,755,570 in FY 04)  
Salary and Benefit Allocation: \$1,007,713 (\$943,952 in FY 04)  
FTE: 13.3 (12.6 in FY 04)

(See Page 28 for Budget Detail)

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.

#### **III A Telecommunications Consortium Coordination**

Program Budget: \$3,687,729  
Salary and Benefit Allocation: \$303,366  
FTE: 3.92

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.

#### **III B Metro Television**

Program Budget: \$242,786  
Salary and Benefit Allocation: \$163,572  
FTE: 2.01

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.

#### **III C Regional Land Information Data Services/GIS**

Program Budget: \$656,517  
Salary and Benefit Allocation: \$389,690  
FTE: 5.07

LCOG has coordinated and maintained the regional geographic information system for over 30 years. This county-wide project, through which a comprehensive computerized geographic information system is developed and maintained, is funded through an annual Cooperative Project Agreement among the cities of Eugene and Springfield, Lane County, LCOG and the Eugene Water & Electric Board. The system has migrated to a client-server computing environment, which supports an extensive integrated database of land record information created by local governments, so it has been labeled the Regional Land Information Database (RLID).

### **III D      Regional Technology Services Coordination**

Program Budget: \$319,123

Salary and Benefit Allocation: \$151,085

FTE: 1.5

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

**LANE COUNCIL OF GOVERNMENTS  
2004-2005 BUDGET**

**BY SERVICE**

<b>III. REGIONAL TECHNOLOGY SERVICES</b>	<b>ADOPTED 2003-04</b>		<b>PROPOSED 2004-05</b>	<b>APPROVED 2004-05</b>	<b>ADOPTED 2004-05</b>	<b>DIFFERENCE</b>	
<b>RESOURCES</b>		4,755,570	4,684,038	4,684,038	0	-71,532	
FEDERAL		0	0	0		0	
STATE		50,600	0	0		-50,600	
LOCAL REVENUE		3,250,844	3,218,569	3,218,569		-32,275	
IN-KIND SERVICES		0	0	0		0	
RESERVES-UNDESIGNATED		0	0	0		0	
RESERVES-DESIGNATED		1,454,126	1,465,469	1,465,469		11,343	
TRANSFERS		0	0	0		0	
<b>REQUIREMENTS</b>		4,755,570	4,684,038	4,684,038	0	-71,532	
	<b>FTE</b>		<b>FTE</b>				
PERSONAL SERVICES	12.60	943,952	13.30	1,007,713	1,007,713	0	63,761
DIRECTOR	37 0.70	72,429	0.70	77,693	77,693		5,264
PRINCIPAL	31 1.80	190,813	1.90	202,422	202,422		11,609
SENIOR/MANAGER	28 2.70	227,062	2.70	228,893	228,893		1,831
SENIOR SPECIALIST	25 0.60	48,537	1.00	72,635	72,635		24,098
ASSOCIATE	20 1.60	102,673	1.60	106,812	106,812		4,139
SPECIALIST	18 1.00	69,325	1.00	73,265	73,265		3,940
ASSISTANT	17 0.00	0		0	0		0
PROGRAM TECHNICIAN	14 3.10	174,299	3.30	186,824	186,824		12,525
PROGRAM TECHNICIAN	10 1.10	58,814	1.10	59,169	59,169		355
ADMINISTRATIVE AIDE	1-5 0.00	0	0.00	0	0		0
INDIRECT CHARGES		296,893		315,230	315,230		18,337
MATERIALS & SERVICES		299,377		232,341	232,341	0	-67,036
COMPUTER SUPPLIES		31,500		16,500	16,500		-15,000
CONTRACT SERVICES		208,253		162,354	162,354		-45,899
EQUIPMENT MAINTENANCE		5,500		300	300		-5,200
LEGAL		7,600		7,600	7,600		0
MEMBERSHIPS		0		0	0		0
MISCELLANEOUS		2,417		2,081	2,081		-336
PRODUCTION		0		0	0		0
RENT		9,560		9,560	9,560		0
RIS USE		8,388		9,096	9,096		708
SOFTWARE SUPPORT		11,057		11,000	11,000		-57
TAPE SALES EXPENSE		1,000		1,000	1,000		0
TELEPHONE		3,400		3,150	3,150		-250
TRAVEL		10,702		9,700	9,700		-1,002
SERVICES BY OTHER ORGANIZATIONS		1,728,276		1,685,780	1,685,780	0	-42,496
TELEPHONE OPERATIONS		1,728,276		1,685,780	1,685,780		-42,496
CAPITAL OUTLAY		20,000		40,000	40,000		20,000
RESERVES-UNDESIGNATED		0		0			0
RESERVES-DESIGNATED		1,467,072		1,402,974	1,402,974		-64,098

#### **IV. Senior & Disabled Services**

Total Division Budget: \$11,227,321 (\$9,744,466 in FY 04)  
Salary and Benefit Allocation: \$6,549,702 (\$6,003,362 in FY 04)  
FTE: 114.65 (106.20 in FY 04)

(See Pages 32-33 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 who are in need of information and services. Federal, state, and local resources, including participants' fees and donations and the proceeds of fundraising activities and private-pay services, are used to provide services to individuals and families.

#### **IV A Area Agency on Aging and Disability Services Plan Administration**

Program Budget: \$204,867  
Salary and Benefit Allocation: \$133,232  
FTE: 1.4

Under the authority of the Board of Directors, LCOG staff, with assistance and guidance from the Advisory Councils on Senior Services and Disability Services, are responsible for determining the needs of older persons and adults with disabilities; planning and coordinating a service delivery system designed to meet their needs to the fullest extent possible; advocating on behalf of persons within the agency's client population; managing and administering the resources available, including executing and monitoring contracts with community agencies; assessing the outcomes of the overall program; and publicizing the availability of Division services within Lane County. Each year, an Area Plan on Aging and Disability Services for Lane County, describing LCOG's plans for fostering the development of a comprehensive and coordinated system for services for older and disabled persons, is developed. Regarding special initiatives in 2004-05, staff will update a recently completed needs assessment to account for the rapidly changing budget and service delivery environment, continue to pursue activities designed to generate additional non-public sources of support for services, work with the various providers of prescription assistance services to increase their collective productivity and effectiveness, continue outreach efforts directed to minority senior citizens, and cooperate with Lane Transit District on its upcoming special transportation brokerage feasibility study. Administrative activities are supported by the Older Americans Act, Oregon Project Independence, and Title XIX (Medicaid).

#### **IV B Long-Term Care and Financial Services**

Program Budget: \$7,952,363  
Salary and Benefit Allocation: \$5,573,121  
FTE: 96.04

Under contract to the Oregon's Department of Human Services, LCOG administers the State's long-term care, protective services, and financial assistance programs for older persons (65+) and adults with disabilities (18-64 years) in Lane County. Customers are served out of three offices located in the following communities: Eugene, Cottage Grove, and Florence.

#### Medicaid Long Term Care and Public Assistance Programs

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; crisis and risk intervention services; abuse investigation; protective services; pre-nursing home admission screening; and services directed at moving persons no longer in need of nursing home care to less-restrictive living environments. S&DS also provides financial services to lower income seniors and adults with disabilities, including medical assistance, enrolling persons in the Oregon Health Plan, general assistance, and food stamps via the Oregon Trail (Electronic Benefit Transfer) card. These services are supported by Title XIX (Medicaid).

#### Elder Abuse Prevention

The Elder Abuse Prevention program works to increase public awareness of issues pertaining to elder and adult abuse; increase public knowledge about the agencies in Lane County that provide services to elders and adults who are abused; disseminate information among agencies involved in providing services to abused elders and adults; and provide training on elder/adult abuse issues to the staffs of these agencies. Elder Abuse Prevention activities are funded with resources from the Older Americans Act.

#### **IV C      Senior Connections**

Program Budget: \$1,383,345

Salary and Benefit Allocation: \$463,180

FTE: 7.51

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; consultation and guidance appropriate to an individual's needs and circumstances; referral or direct linkage to specific resources; case management; and family caregiver support services. Information, consultation, and referral services are available to all older persons and their caregivers. Case management services are targeted to older individuals who are not eligible for Title XIX 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. In addition, Senior Connections staff provide assistance to unpaid family caregivers, including Respite Care and Caregiver Training. Senior Connections services are supported by federal and local sources, including the Older Americans Act, Medicaid, the Low Income Energy Assistance Program, and Lane County's Human Services Program.

#### **IV D Group Meals and Meals on Wheels**

Program Budget: \$2,079,767

Salary and Benefit Allocation: \$380,169

FTE: 7.78

The Senior Meals Program provides publicly subsidized meals to persons 60 years and over and their spouses, and to disabled adults receiving Title XIX-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 based upon a 13-week menu cycle. All Group Meals participants have an opportunity to choose among three entrees each serving day. In contrast, Meals on Wheels participants may choose between two entrees each serving day. Most meals are prepared in LCOG's Central Kitchen, located in Eugene (some frozen meals are prepared elsewhere), and are transported to sites throughout the county in specially built vans. Most program participants are not charged for meals. These individuals are encouraged to donate to help cover the cost of each meal. Some recipients of Meals on Wheels, however, 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 serves approximately 80,750 meals each year to program participants in 12 group dining facilities throughout the county (one fewer than in 2003-04). 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). Approximately 127,000 meals are provided each year to Meals on Wheels clients. S&DS delivers 65,000 of these meals; the Lane County Chapter of the American Red Cross, under contract to LCOG, delivers the remainder. Each agency serves different parts of 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 are 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. 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.

**LANE COUNCIL OF GOVERNMENTS  
2004-2005 BUDGET**

**BY SERVICE**

		ADOPTED 2003-04	PROPOSED 2004-05	APPROVED 2004-05	ADOPTED 2004-05	DIFFERENCE	
<b>IV. SENIOR &amp; DISABLED SERVICES</b>							
<b>RESOURCES</b>		9,744,466	11,227,321	11,227,321	0	1,482,855	
	FEDERAL	8,004,363	9,394,582	9,394,582		1,390,219	
	STATE	250,000	467,020	467,020		217,020	
	LOCAL REVENUE	857,694	843,498	843,498		-14,196	
	IN-KIND SERVICES	51,399	53,327	53,327		1,928	
	RESERVES-DESIGNATED	484,818	468,894	468,894		-15,924	
	TRANSFERS	96,192	0	0		-96,192	
<b>REQUIREMENTS</b>		9,744,466	11,227,321	11,227,321	0	1,482,855	
	RANGE	FTE	FTE				
PERSONAL SERVICES		106.20	114.65	6,549,702	6,549,702	0	546,340
	DIRECTOR-S&DS	37	1.00	119,244	124,152		4,908
	PROGRAM MANAGER	31	1.50	135,062	83,136		-51,926
	SENIOR MANAGER	28	0.00	0	0		0
	MANAGER	25	1.20	100,904	83,844		-17,060
	BRANCH MANAGER	23	1.00	74,280	77,280		3,000
	PROGRAM SUPERVISOR	20	7.85	532,915	498,000		-34,915
	SDS SPECIALIST	19	0.80	63,821	66,346		2,525
	PREADMISSION SCREENER	18	2.24	153,342	130,728		-22,614
	ASSISTANT	17	1.00	57,192	0		-57,192
	CASEMANAGER	13-16	39.20	2,330,606	2,823,132		492,526
	HUMAN SERVICES SPECIALIST	8-10	27.81	1,383,151	1,629,496		246,345
	ADMINISTRATIVE AIDE	3-6	14.22	632,352	723,999		91,647
	SENIOR MEALS SITE COORD		5.56	213,390	231,997		18,607
	KITCHEN ASSISTANT		2.82	71,288	34,444		-36,844
	OTHER		0.00	135,815	43,148		-92,667
INDIRECT CHARGES				1,274,777	1,364,605		89,828
MATERIALS & SERVICES				1,313,018	1,872,390	0	559,372
	BUILDING AND GROUNDS			9,200	9,500		300
	COMPUTER SUPPLIES			61,039	745,143		684,104
	CONTRACT SERVICES			6,300	7,000		700
	EQUIPMENT MAINTENANCE			5,000	5,000		0
	FROZEN MEALS			79,054	71,407		-7,647
	FUNDRAISING EXPENSE			20,273	20,465		192
	INSURANCE			1,000	1,000		0
	LEGAL			9,000	10,000		1,000
	MEALS			595,305	595,843		538
	MEMBERSHIPS			23,000	24,750		1,750
	MISCELLANEOUS			35,602	15,595		-20,007
	NUTRITION ADMINISTRATION			2,400	2,400		0
	NUTRITION SUPPLIES			44,215	41,647		-2,568

**LANE COUNCIL OF GOVERNMENTS  
2004-2005 BUDGET**

**BY SERVICE**

	ADOPTED 2003-04	PROPOSED 2004-05	APPROVED 2004-05	ADOPTED 2004-05	DIFFERENCE
<b>IV. SENIOR &amp; DISABLED SERVICES (continued)</b>					
MATERIALS & SERVICES (continued)					
OCCUPANCY COSTS	0	0	0		0
OFFICE SUPPLIES	2,000	2,000	2,000		0
POSTAGE	3,500	3,000	3,000		-500
PRODUCTION	15,500	12,804	12,804		-2,696
PROFESSIONAL TRAINING	2,000	5,000	5,000		3,000
RENT	26,028	26,028	26,028		0
RENT-OTHER	111,014	103,914	103,914		-7,100
RIS-NETWORK	7,000	7,172	7,172		172
SPACE COSTS	500	500	500		0
TELEPHONE	9,000	9,500	9,500		500
TRAINING	1,850	1,850	1,850		0
TRAVEL	86,573	92,913	92,913		6,340
TRAVEL-VOLUNTEER	15,565	16,859	16,859		1,294
UNEMPLOYMENT	125,000	25,000	25,000		-100,000
UTILITIES	7,100	5,500	5,500		-1,600
VEHICLE MAINTENANCE	9,000	10,600	10,600		1,600
SERVICES BY OTHER ORGANIZATIONS	679,915	762,265	762,265	0	82,350
SENIOR SERVICES	628,516	709,259	709,259		80,743
COMMUNITY SERVICE	51,399	53,006	53,006		1,607
CAPITAL OUTLAY	0	150,000	150,000		150,000
RESERVES-DESIGNATED	468,894	523,859	523,859		54,965
TRANSFERS	4,500	4,500	4,500	0	0
LOCAL GOVERNMENT SERVICES	4,500	4,500	4,500		0

## **V. Administrative Services**

Total Division Budget: \$2,822,989 (\$2,688,760 in FY 04)  
Salary and Benefit Allocation: \$1,396,105 (\$1,194,016 in FY 04)  
FTE: 17.27 (14.99 in FY 04)

(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: \$199,178  
Salary and Benefit Allocation: \$199,178  
FTE: 1.50

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: \$131,807  
Salary and Benefit Allocation: \$131,807  
FTE: 1.4

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: \$368,392  
Salary and Benefit Allocation: \$368,392  
FTE: 4.8

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

### **V D Information Services**

Program Budget: \$386,042  
Salary and Benefit Allocation: \$386,042  
FTE: 4.96

Agency IS staff develops and implements plans and programs for enhanced use of information technologies; and staff members maintain and support 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        Support Services**

Program Budget: \$85,504

Salary and Benefit Allocation: \$85,504

FTE: 2.0

Limited clerical support is provided to LCOG activities; included are reception, mailing functions and support for the LCOG Board and Executive Committee.

**V F        Resource Development**

Program Budget: \$111,993

Salary and Benefit Allocation: \$95,825

FTE: 1.04

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

**LANE COUNCIL OF GOVERNMENTS  
2004-2005 BUDGET**

**BY SERVICE**

		ADOPTED 2003-04		PROPOSED 2004-05	APPROVED 2004-05	ADOPTED 2004-05	DIFFERENCE
<b>V. ADMINISTRATIVE SERVICES</b>							
<b>RESOURCES</b>		2,688,760		2,822,989	2,822,989	0	134,229
INDIRECT CHARGES		2,688,760		2,822,989	2,822,989		134,229
<b>REQUIREMENTS</b>		2,688,760		2,822,989	2,822,989	0	134,229
	RANGE	FTE	FTE				
PERSONAL SERVICES		14.99	17.27	1,396,105	1,396,105	0	202,089
EXECUTIVE DIRECTOR		0.30	0.30	38,630	41,226	41,226	2,596
ASSOCIATE DIRECTOR	39	0.90	0.93	118,341	126,542	126,542	8,201
DIRECTOR-LGS	37	0.30	0.28	31,558	31,410	31,410	-148
PROGRAM MANAGER	31	2.45	2.65	235,206	281,817	281,817	46,611
SENIOR MANAGER	28	2.46	2.26	238,838	213,953	213,953	-24,885
MANAGER	25	0.50	0.36	40,346	31,708	31,708	-8,638
SENIOR SPECIALIST	23	0.80	0.80	59,983	64,989	64,989	5,006
ASSOCIATE	20	3.07	3.06	210,375	223,339	223,339	12,964
ASSISTANT	17	1.40	1.75	87,740	115,468	115,468	27,728
PROGRAM ANALYST	14	1.24	2.84	76,831	180,149	180,149	103,318
PROGRAM TECHNICIAN	10	0.55	1.04	13,712	41,914	41,914	28,202
ADMINISTRATIVE AIDE	3	1.02	1.00	42,456	43,590	43,590	1,134
MATERIALS & SERVICES		1,494,744		1,426,884	1,426,884	0	-67,860
ADVERTISING		3,000		3,000	3,000		0
AUDIT		29,813		28,000	28,000		-1,813
BUILDING & GROUNDS		2,500		2,000	2,000		-500
COMPUTER SUPPLIES		125,868		118,000	118,000		-7,868
CONTRACT SERVICES		20,000		20,000	20,000		0
COPYING		15,000		15,000	15,000		0
DEPRECIATION-WF		65,440		65,440	65,440		0
DEPRECIATION-LAN		27,413		17,305	17,305		-10,108
EQUIPMENT MAINTENANCE		2,000		2,000	2,000		0
FURNITURE		1,000		0	0		-1,000
GIS CPA		61,407		61,407	61,407		0
GIS MAINTENANCE		18,000		18,540	18,540		540
INDIRECT CARRYFORWARD		163,725		163,856	163,856		131
INSURANCE		22,448		25,000	25,000		2,552
LEGAL		8,000		5,000	5,000		-3,000
MEMBERSHIPS		22,500		22,500	22,500		0
MISCELLANEOUS		500		1,000	1,000		500
OCCUPANCY COSTS/SCHAEFERS		190,000		190,000	190,000		0
OFFICE SUPPLIES		45,000		45,000	45,000		0
PAPER		12,000		12,000	12,000		0
PLOTTER SUPPLIES		5,000		5,000	5,000		0
POSTAGE		60,000		60,000	60,000		0
PRINTING		10,000		10,000	10,000		0
PROFESSIONAL TRAINING		10,000		10,000	10,000		0
REGIONAL TECH SERVICES		8,298		8,298	8,298		0
RENT		251,000		247,000	247,000		-4,000
RIS USE		150,832		153,538	153,538		2,706
TELEPHONE		110,000		100,000	100,000		-10,000
TRAVEL		8,000		8,000	8,000		0
UNEMPLOYMENT		46,000		10,000	10,000		-36,000

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**Lane Council of Governments  
2004-2005**

*Appendices*



**LANE COUNCIL OF GOVERNMENTS  
2004-2005 BUDGET**

	ADOPTED 2003-04	PROPOSED 2004-05	APPROVED 2004-05	ADOPTED 2004-05	DIFFERENCE
<b><u>FIDUCIARY FUNDS</u></b>					
<b><u>RESOURCES</u></b>	2,077,069	1,924,787	1,924,787	0	-152,282
BEGINNING FUND BALANCE	450,000	215,000	215,000		-235,000
INTEREST	5,000	7,435	7,435		2,435
STATE	157,264	140,000	140,000		
LOCAL JURISDICTIONS	1,464,805	1,562,352	1,562,352		97,547
<b><u>REQUIREMENTS</u></b>	2,077,069	1,724,787	1,724,787	0	-352,282
FIBER SOUTH EXPENSE	332,667	200,000	200,000		
PSAP EXPENSE	1,450,000	1,528,044	1,528,044		78,044
UNAPPROPRIATED FUND BALANCE	294,402	196,743	196,743		-97,659

**LANE COUNCIL OF GOVERNMENTS  
FY04-05 MEMBER DUES SCHEDULE**

<u>JURISDICTION</u>	<b>FY03-04 BASE*</b>	<b>FY03-04 RATE</b>	<b>FY03-04 DUES</b>	<b>FY04-05 BASE*</b>	<b>FY04-05 RATE</b>	<b>FY04-05 DUES</b>
<b>Lane County</b>	328,150	0.230	\$ 75,475	329,400	0.235	\$ 77,409
<b>Cities</b>						
Eugene	142,380	0.415	\$ 59,088	143,910	0.424	\$ 61,018
Springfield	53,910	0.415	\$ 22,373	54,720	0.424	\$ 23,201
Cottage Grove	8,730	0.415	\$ 3,623	8,910	0.424	\$ 3,778
Florence	7,600	0.415	\$ 3,154	7,780	0.424	\$ 3,299
Junction City	4,790	0.415	\$ 1,988	4,870	0.424	\$ 2,065
Oakridge	3,150	0.415	\$ 1,307	3,680	0.424	\$ 1,560
Veneta	2,840	0.415	\$ 1,179	3,480	0.424	\$ 1,476
Creswell	3,840	0.415	\$ 1,594	3,990	0.424	\$ 1,692
Dunes City	1,290	0.415	\$ 535	1,310	0.424	\$ 555
Lowell	860	0.415	\$ 357	890	0.424	\$ 377
Coburg	990	0.415	\$ 411	1,050	0.424	\$ 445
Westfir	310	0.415	\$ 129	330	0.424	\$ 140
<b>School Districts</b>						
School Dist. 4J	17,908	0.104	\$ 1,862	17,979	0.106	\$ 1,906
School Dist. 19	10,566	0.104	\$ 1,099	9,902	0.106	\$ 1,050
School Dist. 52	5,341	0.104	\$ 555	5,646	0.106	\$ 598
School Dist. 68	282	0.104	\$ 29	284	0.106	\$ 30
LCC	13,265	0.104	\$ 1,380	12,364	0.106	\$ 1,311
<b>Utilities</b>						
EWEB	85,230	0.104	\$ 8,864	83,406	0.106	\$ 8,841
EPUD	17,586	0.104	\$ 1,829	17,958	0.106	\$ 1,904
<b>Special Districts</b>						
Port of Siuslaw			\$ 415			\$ 424
Lane ESD			\$ 415			\$ 424
Western Lane Ambulance			\$ 415			\$ 424
Willamalane			\$ 415			\$ 424
Fern Ridge Library District			\$ 415			\$ 424
Siuslaw Library District			\$ 415			\$ 424
<b>TOTAL</b>			<b>\$189,321</b>			<b>\$195,199</b>

\* City/County Base: July, 2002 Certified Population from Population Research Center, PSU.;  
July, 2003 Certified Population from Population Research Center, PSU.

School District Base: October 01-02 Annual District ADM  
October 02-03 Annual District ADM

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

## Budget Glossary

### General

Service: An LCOG organizational unit that is also called a Division. The Services include: Board and Executive, Local Government Services (LGS), Regional Technology Services (RTS), Senior & Disabled Services (S&DS), 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 2004-05. 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.

## 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 and approved by LCOG's *cognizant agency*, the Oregon Department of Transportation, on behalf of the U.S. Department of Transportation. 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 42. LCOG's *Indirect Cost Allocation Plan* for fiscal year 2004-05 calls for five separate charge rates, dependent upon the location of the direct service work performed. Programs operating out of the agency's Wells Fargo Building location will bear a rate of 47.0194 percent of direct personal services costs, Schaefers Building programs will incur an indirect charge of 22.5407 percent, programs working in Other S&DS (outstationed) locations will be assessed at the rate of 12.7464 percent, the indirect rate for programs in Other RTS will be 12.6516 percent and the Senior Meals program rate will be 16.9924 percent. Copies of the agency's *Indirect Cost Allocation Plan* may be obtained at LCOG's main office.

Member Dues Schedule: The 2004-05 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 11, 2003. The Dues Schedule reflects rates that were adjusted upward by a 2.2 percent inflation factor for fiscal year 2004-05.

Budget Assumptions: As noted in the Executive Director's Budget Message (pages 1-4), the LCOG Board in December 2003, 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 2.2% (August 2003 CPI-U for U.S.).
2. Health insurance is expected to increase 15 to 20%, which would be a 2.25% increase in total compensation. *Due to good experience in the first half of FY04, a 10% increase will be used, resulting in a 1.5% increase in total compensation.*
3. A cost of living adjustment to the salary schedule of 2.0% will be budgeted.
  - a. LCOG SEIU will receive between 2% and 4% based on the CPI for 2003.
  - b. The State has budgeted no salary increases.
  - c. City of Eugene will be 1% for exempt and AFSCME.
  - d. Lane County will use 2% for preliminary budget purposes.
4. The LCOG employer PERS rate will not be known until the Oregon Supreme Court makes decisions about the 2003 Legislative changes to the PERS system. The rate for FY04 was scheduled to be 14.27%, but following the Legislative changes is currently at 7.56%. A rate of 10% will be used for FY05 until a more accurate rate is available. *PERS has stated that the LCOG rate as of January 1, 2004 will be 7.56% and rates will not change until July 1, 2005.*

5. Specific details of compensation and health insurance will be determined through negotiations with the LCOG Employees' Association.
6. Merit increases are expected to increase total compensation. Most employees are eligible for 3.5% annual merit increase. Thirty percent 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. New space will increase rent expense significantly.
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 of about \$800,000 a year. Additional resources are required to maintain adequate staffing levels in the program.
13. Due to the economy, the State may make cuts in its budget, which could affect several LCOG programs, but probably S&DS the most. Depending on the size of the reductions some of the budget assumptions, such as the proposed cola, may need to be reconsidered. Major changes may be necessary if the proposed income tax surcharge is defeated in a February 2, 2004 vote.

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 period), the projected fringe benefit expense for fiscal year 2004-05 is 44.31 percent of salary. The anticipated breakdown of fringe benefit costs as a percentage of salary is as follows:

Type	Total LCOG		Average Employee
	Monthly Average	Percent	Monthly
FICA	\$46,729	7.6	285
Retirement (Employer)	45,587	7.4	278
Retirement (Employee)	35,180	5.7	215
Health Care	125,799	20.5	767
Life Insurance	2,369	0.4	14
FSA Administration	568	0.1	3
Disability	2,860	0.5	17
Worker's Comp.	3,038	0.5	19
Deferred Comp.	<u>10,269</u>	<u>1.7</u>	<u>63</u>
Total Fringe	\$272,398	44.3	1,661
Total Monthly Salary	\$614,721		3,748

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.

