
Lane Council of Governments

2006-2007

*Work Program
and Budget*

Adopted

June 2006

Board of Directors - 2006
Lane Council of Governments

<i>Name</i>		<i>Jurisdiction</i>
Bill Dwyer		Lane County
Anna Morrison		Lane County
Judy Volta		City of Coburg
Gary Williams	Chair	City of Cottage Grove
Ron Petitti		City of Creswell
John Scott		City of Dunes City
Gary Papé		City of Eugene
Phil Brubaker		City of Florence
Dwight Coon		City of Junction City
Warren Weathers		City of Lowell
Sue Bond		City of Oakridge
Sid Leiken		City of Springfield
Darrell Carman		City of Veneta
Diana Tonkin		City of Westfir
Anette Spickard		School District 4J
Al King		School District 19
Alan Laisure		School District 52
(vacant)		School District 68
Sherry Duerst-Higgins		Lane ESD
Susie Johnston		Lane Community College
(vacant)		Port of Siuslaw
Patti Chappel		EPUD
Patrick Lanning	Vice-Chair	EWEB
Bob Snedden		Western Lane Amb. Dist.
Greg James		Willamalane Park Dist.
Mary Lehman		Siuslaw Public Library
Keyte Hladky		Fern Ridge Library
Carol Campbell		Lane Library District

LCOG Executive Committee

Gary Williams,	Chair	City of Cottage Grove
Patrick Lanning	Vice-Chair	EWEB
Gary Papé		City of Eugene
Warren Weathers		City of Lowell
Anna Morrison		Lane County
Anette Spickard		School District 4J
Alan Laisure		School District 52
Greg James		Willamalane Park District

LCOG Budget Committee

Ron Murphy	Gary Williams
John Sullivan	Greg James
Wayne Lottinville	Anette Spickard

Table of Contents

Executive Director’s Budget Message.....	1-4
LCOG Organizational Chart.....	5
Fiscal Year 2005-2006 Budget Summary	9-14
Fiscal Year 2005-2006 Budget Resolution	9
Expenditure Charts	10
Revenue Chart.....	11
Budget Summary	12
General Fund.....	13
Special Revenue Fund	13
Governmental and Proprietary Fund.....	14
Fiscal Year 2004-2005 Work Program and Budget by Service Area.....	17-35
Board and Executive Management.....	17
Planning Services.....	20
Technology Services.....	25
Senior & Disables Services.....	28
Administrative Services.....	33
Appendices.....	39-46
Fiduciary Fund.....	39
Agency Personal Services.....	40
Member Dues Schedule	41
Budget Glossary.....	42
Budget Notes.....	44

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, 2006. 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. While this proposal describes a modest fiscal contraction (3.2 percent) from the Revised Budget for fiscal year 2005-06, in a broader context it should be viewed as a hold-the-line or maintenance-of-effort plan. In aggregate, this proposal is approximately 15.8 percent higher than the agency budget adopted a year ago. However, the fiscal year 2005-06 Revised Budget, to which this proposal is compared on the following pages, included much of the same project mix as is proposed here. The proposal remains constrained by many of the same economic and political forces which are impacting other components of the public sector in Oregon. Unknowns will continue to exist well into the new fiscal year. Nevertheless, I believe that this proposed Work Program and Budget—service areas and corresponding resources allocated to cost centers—constitutes a responsible action plan for fiscal year 2006-2007.

Following a format that has now been in place for three years, 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 22, is displayed. Pages 12 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.

As noted above, the numeric comparisons with the previous year are based upon the fiscal year 2005-06 Revised Budget, approved by the LCOG Board of Directors in April. That budget amendment increased the agency's total annual authorization by over \$4.6 million. As can be seen most clearly on the Budget Summary on page 12, this proposal reverses that increase by \$905,908. Overall, balanced revenues and expenditures are shown at \$27,277,462—a reduction of 3.2 percent from the Revised Budget for FY 2005-06, and an increase of \$3.7 million from the original FY 2005-06 budget. 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, four budget years back, the fiscal year 2002-03 Revised Budget stood at \$26,158,313—only 4.1 percent lower than this proposal.

After the Summary, the 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. 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 19, 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, Planning Services, 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. 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 October 20, 2005, the LCOG Executive Committee 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 costs are substantial for all employers, including LCOG. However, our positive claims experience during the past two years has yielded a premium cost increase for FY 2006-07 that is 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 the same as in the year just ending. A two percent cost-of-living adjustment (COLA) to employee salaries has been assumed in this proposal. It should be noted, however, 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. 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 a reduction to LCOG’s staff of 2.76 FTE positions—1.6 percent. As proposed, the estimated professional staff complement will be 168.16 FTE in fiscal year 2006-07, as compared to 170.92 FTE for the year that will end on June 30.

Calling attention to the Work Program and Budget description of activities and resource allocation by service area, beginning on page 17, it is noteworthy that three out of four of LCOG’s direct service areas will all experience a reduction from the FY 2005-06 Revised Budget levels. The agency’s chronically under-funded Senior and Disabled Services division will experience a modest increase under this proposal, but only because slightly more than 50 percent was held back from the biennial State appropriation last year. The reductions reflected in this proposal are primarily attributable to uncertainty about likely revenues from the state and federal governments, reduced designated and undesignated reserves to begin the year and vacancies in LCOG’s two agency-owned office buildings.

As LCOG Board members are aware, 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. As your Executive Director, I believe that there is justification for an optimistic as-

assessment of the year ahead. At the same time, we must establish the budget for fiscal year 2006-07 in a responsible and conservative fashion. 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. As together we begin another year, LCOG remains healthy; and the fundamental asset value of the agency remains strong.

I believe that this Work Program and Budget sets a responsible course for the organization, as we approach the start of a new fiscal year. When approved by the Budget Committee and the Board of Directors, it will direct and empower the staff to address important programs and services. I commend this document to you for review and consideration.

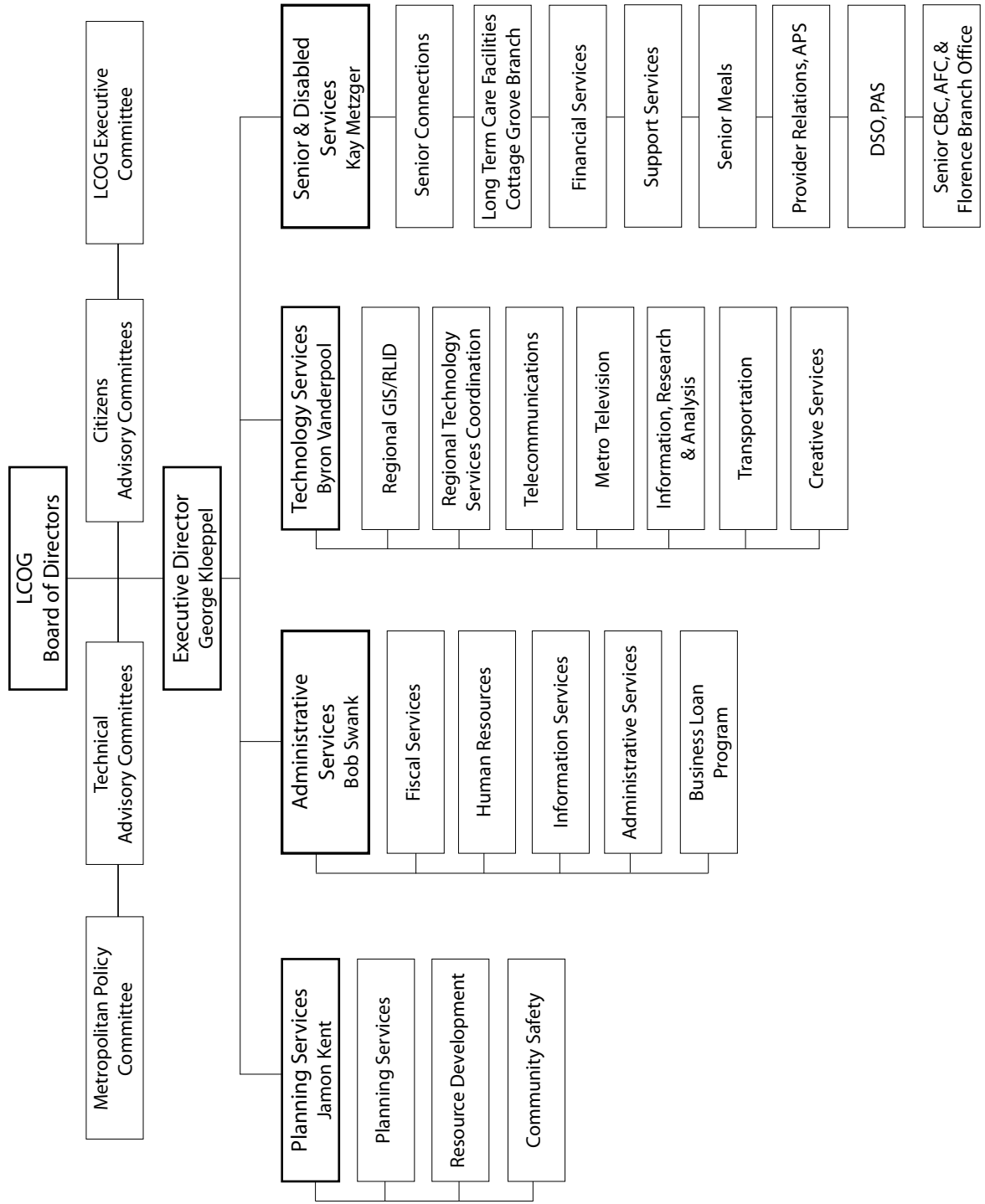
As I have done in past years, let me end by expressing my appreciation for the hard work of the LCOG staff. The region is well served by the professionals who are making their careers at LCOG. With the help and support of the Board of Directors, the Executive Committee and our member agencies, LCOG's 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,

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

George Kloeppe
Executive Director

Lane Council of Governments



Lane Council of Governments
2006-2007
Budget Summary

RESOLUTION 2006-6

Adopting the FY 2006-2007 Budget

WHEREAS, it is necessary for the Lane Council of Governments, hereinafter called LCOG, to adopt a revenue and expenditure Budget for fiscal year 2006-2007, 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 2006-2007,


NOW, THEREFORE, BE IT RESOLVED:

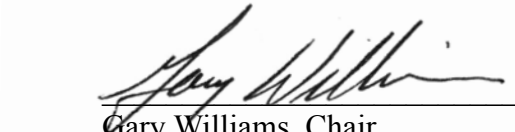
1. That the LCOG Board of Directors hereby adopts the attached Budget for fiscal year 2006-2007, and
2. That the following amounts are hereby appropriated for the purposes specified for the fiscal year beginning July 1, 2006:

<i>Personal Services</i>	<i>\$12,050,264</i>
<i>Materials and Services</i>	<i>8,166,446</i>
<i>Services by Other Organizations</i>	<i>3,194,091</i>
<i>Capital Outlay</i>	<i>35,652</i>
<i>Reserves--Undesignated</i>	<i>299,441</i>
<i>Reserves--Designated</i>	<i>2,936,706</i>
<i>Debt Service</i>	<i>594,862</i>
<i>Total Appropriation</i>	<i>\$27,277,462</i>

PASSED AND APPROVED THIS 22nd DAY OF JUNE, 2006, BY THE BOARD OF DIRECTORS OF THE LANE COUNCIL OF GOVERNMENTS.

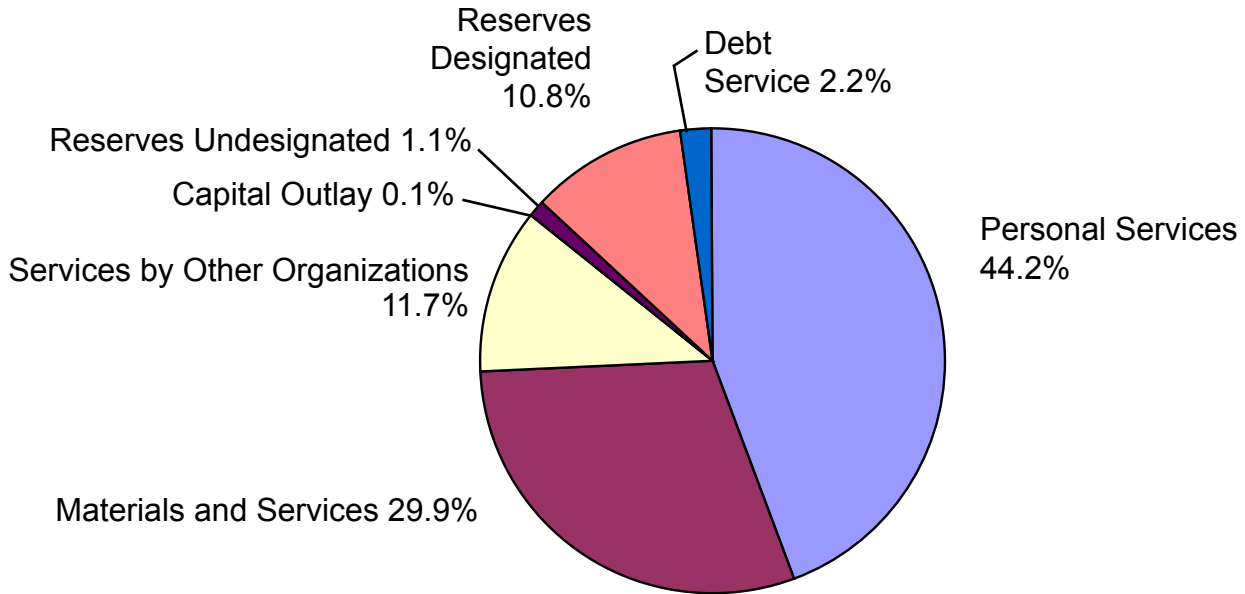
ATTEST:


 George Kloepfel
 Executive Director
 Lane Council of Governments

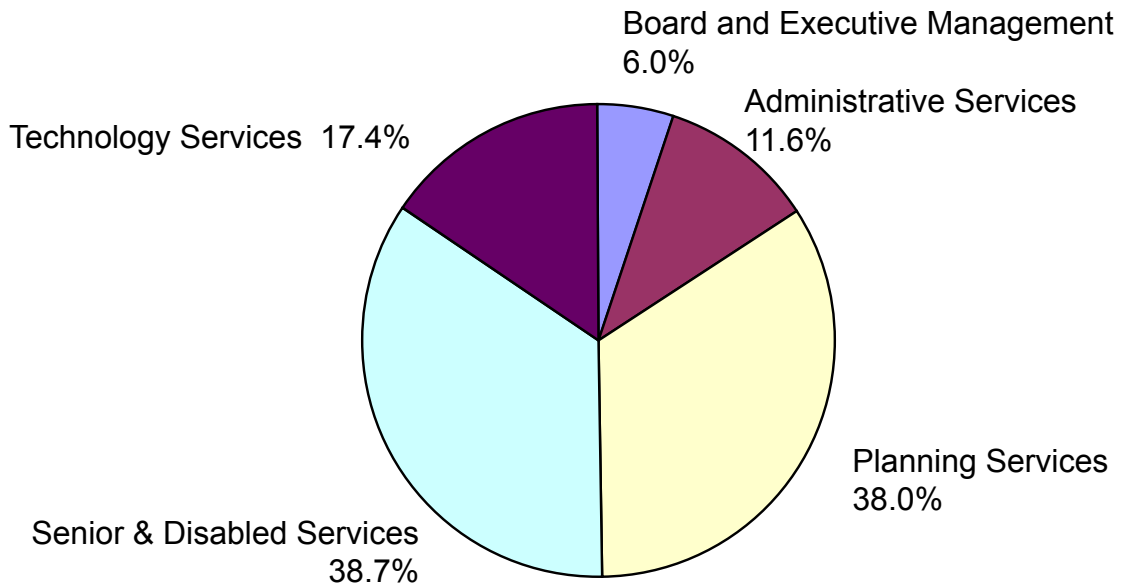

 Gary Williams, Chair
 Lane Council of Governments
 Board of Directors

**LANE COUNCIL OF GOVERNMENTS
2006-2007 BUDGET**

Requirements by Type

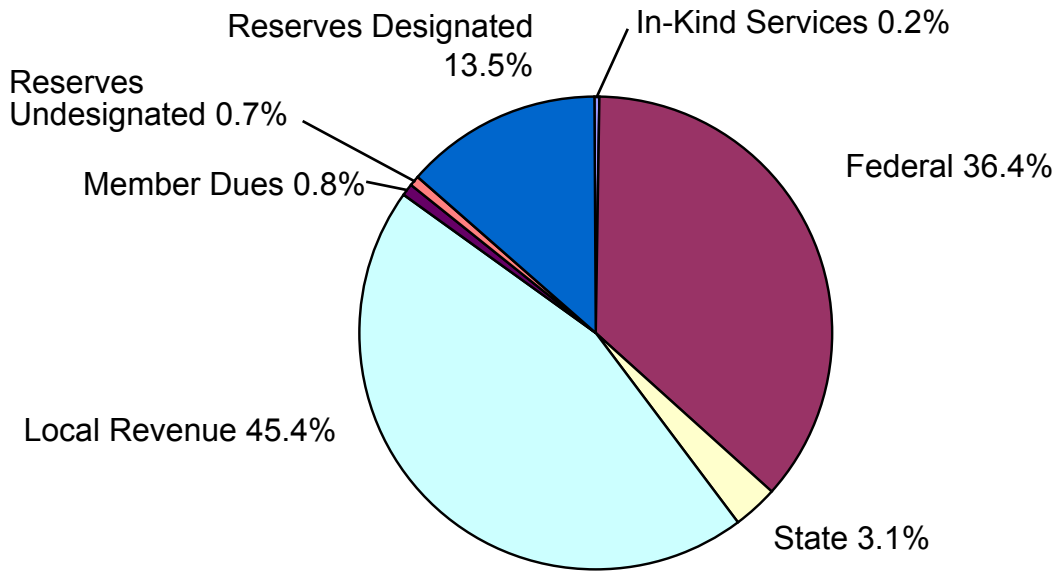


Requirements by Service



**LANE COUNCIL OF GOVERNMENTS
2006-2007 BUDGET**

Revenues by Source



LANE COUNCIL OF GOVERNMENTS 2006-2007 BUDGET

BUDGET SUMMARY

	ADOPTED 2005-06	PROPOSED 2006-07	APPROVED 2006-07	ADOPTED 2006-07	DIFFERENCE
<u>TOTAL RESOURCES</u>	28,183,370	27,277,462	27,277,462	27,277,462	-905,908
FEDERAL	10,171,535	9,937,113	9,937,113	9,937,113	-234,422
STATE	826,545	833,084	833,084	833,084	6,539
LOCAL REVENUE	8,789,524	12,380,916	12,380,916	12,380,916	3,591,392
IN-KIND SERVICES	3,559,801	54,735	54,735	54,735	-3,505,066
MEMBER DUES	202,211	210,517	210,517	210,517	8,306
RESERVES-UNDESIGNATED	388,864	191,786	191,786	191,786	-197,078
RESERVES-DESIGNATED	4,244,890	3,669,311	3,669,311	3,669,311	-575,579
<u>TOTAL REQUIREMENTS</u>	28,183,370	27,277,462	27,277,462	27,277,462	-905,908
BY EXPENSE TYPE					
PERSONAL SERVICES	11,719,664	12,050,264	12,050,264	12,050,264	330,600
MATERIALS & SERVICES	4,996,578	8,166,446	8,166,446	8,166,446	3,169,868
SERVICES BY OTHER ORGANIZATIONS	6,968,223	3,194,091	3,194,091	3,194,091	-3,774,132
CAPITAL OUTLAY	44,496	35,652	35,652	35,652	-8,844
RESERVES-UNDESIGNATED	172,904	299,441	299,441	299,441	126,537
RESERVES-DESIGNATED	3,684,386	2,936,706	2,936,706	2,936,706	-747,680
DEBT SERVICE	597,119	594,862	594,862	594,862	-2,257
BY SERVICE					
BOARD AND EXECUTIVE MGMT	1,730,783	1,631,899	1,631,899	1,631,899	-98,884
PLANNING SERVICES	10,746,486	10,376,162	10,376,162	10,376,162	-370,324
TECHNOLOGY SERVICES	5,331,739	4,751,427	4,751,427	4,751,427	-580,312
SENIOR & DISABLED SVCS	10,440,556	10,554,159	10,554,159	10,554,159	113,603
ADMINISTRATIVE SERVICES	3,050,701	3,172,637	3,172,637	3,172,637	121,936

LANE COUNCIL OF GOVERNMENTS 2006-2007 BUDGET

BY FUND TYPE

	ADOPTED 2005-06	PROPOSED 2006-07	APPROVED 2006-07	ADOPTED 2006-07	DIFFERENCE
<u>GENERAL FUND</u>					
<u>RESOURCES</u>	906,139	652,226	652,226	652,226	-253,913
STATE	0	0	0	0	0
LOCAL REVENUE	301,808	196,756	196,756	196,756	-105,052
MEMBER DUES	202,211	210,517	210,517	210,517	8,306
RESERVES-UNDESIGNATED	388,864	191,786	191,786	191,786	-197,078
TRANSFERS	13,256	53,167	53,167	53,167	39,911
<u>REQUIREMENTS</u>	906,139	652,226	652,226	652,226	-253,913
PERSONAL SERVICES	115,162	116,225	116,225	116,225	1,063
INDIRECT CHARGES	261,740	67,972	67,972	67,972	-193,768
MATERIALS & SERVICES	35,000	26,500	26,500	26,500	-8,500
CAPITAL OUTLAY	15,000	20,000	20,000	20,000	5,000
RESERVES-UNDESIGNATED	172,904	299,441	299,441	299,441	126,537
DEBT SERVICE	90,403	90,403	90,403	90,403	0
TRANSFERS	215,930	31,685	31,685	31,685	-184,245
<u>SPECIAL REVENUE FUND</u>					
<u>RESOURCES</u>	24,220,698	23,582,513	23,582,513	23,582,513	-638,185
FEDERAL	9,971,535	9,887,113	9,887,113	9,887,113	-84,422
STATE	826,545	833,084	833,084	833,084	6,539
LOCAL REVENUE	7,326,801	10,519,084	10,519,084	10,519,084	3,192,283
IN-KIND SERVICES	3,559,801	54,735	54,735	54,735	-3,505,066
RESERVES-UNDESIGNATED	0	0	0	0	0
RESERVES-DESIGNATED	2,479,899	2,256,812	2,256,812	2,256,812	-223,087
TRANSFERS	56,117	31,685	31,685	31,685	-24,432
<u>REQUIREMENTS</u>	24,220,698	23,582,513	23,582,513	23,582,513	-638,185
PERSONAL SERVICES	9,680,397	9,814,496	9,814,496	9,814,496	134,099
INDIRECT CHARGES	2,685,899	2,983,357	2,983,357	2,983,357	297,458
MATERIALS & SERVICES	3,357,240	6,440,902	6,440,902	6,440,902	3,083,662
SERVICES BY OTHER ORGANIZATIONS	6,182,523	2,194,091	2,194,091	2,194,091	-3,988,432
CAPITAL OUTLAY	29,496	15,652	15,652	15,652	-13,844
RESERVES-UNDESIGNATED	0	0	0	0	0
RESERVES-DESIGNATED	2,271,887	2,134,015	2,134,015	2,134,015	-137,872
TRANSFERS	13,256	0	0	0	-13,256

LANE COUNCIL OF GOVERNMENTS 2006-2007 BUDGET

BY FUND TYPE

	ADOPTED 2005-06	PROPOSED 2006-07	APPROVED 2006-07	ADOPTED 2006-07	DIFFERENCE
<u>GOVERNMENTAL AND PROPRIETARY FUND</u>					
<u>RESOURCES</u>	3,293,400	3,127,575	3,127,575	3,127,575	-165,825
FEDERAL	200,000	50,000	50,000	50,000	-150,000
STATE	0	0	0	0	0
LOCAL REVENUE	1,160,916	1,665,076	1,665,076	1,665,076	504,160
RESERVES-DESIGNATED	1,764,991	1,412,499	1,412,499	1,412,499	-352,492
TRANSFERS	167,493	0	0	0	-167,493
<u>REQUIREMENTS</u>	3,293,400	3,127,575	3,127,575	3,127,575	-165,825
PERSONAL SERVICES	217,850	251,447	251,447	251,447	33,597
INDIRECT CHARGES	103,533	121,308	121,308	121,308	17,775
MATERIALS & SERVICES	259,422	394,503	394,503	394,503	135,081
SERVICES BY OTHER ORG.	785,700	1,000,000	1,000,000	1,000,000	214,300
CAPITAL OUTLAY	0	0	0	0	0
RESERVES-DESIGNATED	1,412,499	802,691	802,691	802,691	-609,808
DEBT SERVICE	506,716	504,459	504,459	504,459	-2,257
TRANSFERS	7,680	53,167	53,167	53,167	45,487

Lane Council of Governments
2006-2007
Work Program

Lane Council of Governments

Fiscal Year 2006-2007 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: \$1,631,899 (\$1,766,853 in FY 06)
Salary and Benefit Allocation: \$123,816 (\$122,225 in FY 06)
FTE: 0.75 (.8 in FY 06)

(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: \$652,226
Salary and Benefit Allocation: \$116,225
FTE: .73

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; the maintenance of LCOG and related websites, 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: \$1,022,240

Salary and Benefit Allocation: \$7,591

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: \$13,491

FTE: .25

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.

LANE COUNCIL OF GOVERNMENTS 2006-2007 BUDGET

BY SERVICE

I. BOARD OF DIRECTORS AND EXECUTIVE MANAGEMENT			ADOPTED 2005-06		PROPOSED 2006-07	APPROVED 2006-07	ADOPTED 2006-07	DIFFERENCE
RESOURCES			1,730,783		1,631,899	1,631,899	1,631,899	-98,884
FEDERAL			91,866		10,600	10,600	10,600	-81,266
STATE			0		0	0	0	0
LOCAL REVENUE			698,310		881,189	881,189	881,189	182,879
MEMBER DUES			202,211		210,517	210,517	210,517	8,306
RESERVES-UNDESIGNATED			388,864		191,786	191,786	191,786	-197,078
RESERVES-DESIGNATED			336,276		337,807	337,807	337,807	1,531
TRANSFERS			13,256		0	0	0	-13,256
REQUIREMENTS			1,730,783		1,631,899	1,631,899	1,631,899	-98,884
	RANGE	FTE		FTE				
PERSONAL SERVICES		0.71	115,309	0.75	123,816	123,816	123,816	8,507
EXECUTIVE DIRECTOR		0.70	115,162	0.70	116,225	116,225	116,225	1,063
ASSOCIATE DIRECTOR	39	0.01	147	0.05	7,591	7,591	7,591	7,444
OTHER		0.00	0		0	0	0	0
INDIRECT CHARGES			265,557		72,234	72,234	72,234	-193,323
MATERIALS & SERVICES			367,541		336,003	336,003	336,003	-31,538
BOARD TRAVEL			5,000		5,000	5,000	5,000	0
BUILDING & GROUNDS			2,460		2,400	2,400	2,400	-60
BUILDING MAINTENANCE			56,488		64,400	64,400	64,400	7,912
CONTRACT SERVICES			72,270		13,320	13,320	13,320	-58,950
INSURANCE			19,634		19,700	19,700	19,700	66
JANITORIAL			38,360		53,800	53,800	53,800	15,440
LEGAL			0		0	0	0	0
LIBRARY MATERIALS			0		0	0	0	0
MEETING SUPPORT			3,500		3,500	3,500	3,500	0
MEMBERSHIPS			512		2,048	2,048	2,048	1,536
MISCELLANEOUS			22,082		14,685	14,685	14,685	-7,397
OFFICE SUPPLIES			19,169		0	0	0	-19,169
PROPERTY MANAGEMENT			18,000		18,000	18,000	18,000	0
PROPERTY TAXES			13,233		13,500	13,500	13,500	267
REPAIRS			18,192		18,000	18,000	18,000	-192
TENANT PARKING			2,756		15,800	15,800	15,800	13,044
TRAVEL			6,000		6,000	6,000	6,000	0
UTILITIES			69,885		85,850	85,850	85,850	15,965
CAPITAL OUTLAY			15,000		20,000	20,000	20,000	5,000
CAPITAL EXPENSE			15,000		20,000	20,000	20,000	5,000
RESERVES-UNDESIGNATED			172,904		299,441	299,441	299,441	126,537
RESERVES-DESIGNATED			338,916		343,858	343,858	343,858	4,942
DEBT SERVICE			407,119		404,862	404,862	404,862	-2,257
DEBT PRINCIPAL			215,595		227,742	227,742	227,742	12,147
DEBT INTEREST			191,524		177,120	177,120	177,120	-14,404
TRANSFERS			48,437		31,685	31,685	31,685	-16,752
PLANNING SERVICES			46,837		31,685	31,685	31,685	-15,152
SENIOR AND DISABLED SERVICE			1,600		0	0	0	-1,600

II. Planning Services

Total Division Budget: \$10,376,162 (\$6,076,193 in FY 06)
Salary and Benefit Allocation: \$2,488,572 (\$2,569,824 in FY 06)
FTE: 29.31 (29.61 in FY 06)

(See Page 24 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 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.

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, resource development, and , land use law, natural resources, public infrastructure finance, local government financial issues, geographic information system, and information analysis.

II A Community Safety

Program Budget: \$279,203
Salary and Benefit Allocation: \$136,139
FTE: 1.49

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 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 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 Business Finance

Program Budget: \$2,105,335
Salary and Benefit Allocation: \$243,856
FTE: 2.82

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 new \$.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.

II C Information, Research and Analysis

Program Budget: \$399,750

Salary and Benefit Allocation: \$279,373

FTE: 3.55

LCOG staff provides special planning and research services throughout the 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: \$5,610,641

Salary and Benefit Allocation: \$603,518

FTE: 6.8

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 (Federal Highway Administration-FHWA and Federal Transit Administration-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 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. In 2004, the MPC appointed a twelve-member Citizens Advisory Committee to improve citizen involvement in the transportation planning process. 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, Junction City and other cities. Work will continue for Eugene and Springfield.

The budget assumes that LCOG will facilitate the LTD bus pass program for the third year. This program provides free bus passes to students through a process that includes a private sector donor and

tax credits. The \$4.4 million amount that passes through the LCOG budget is significant, increasing the Transportation program budget from about \$1.2 million to \$5.6 million.

II E Community and Regional Planning

Program Budget: \$1,370,469

Salary and Benefit Allocation: \$827,763

FTE: 8.9

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 2006, 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).

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 is to develop and adopt a Regional Growth Concept 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, Coburg, Dunes City, Lowell, Oakridge, and Westfir. LCOG also provides “overflow” and specialized planning services to all twelve cities and Lane County.

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 and the City of Coburg.

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 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 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 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: \$230,481

Salary and Benefit Allocation: \$224,934

FTE: 2.01

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.

II G Resource Development

Program Budget: \$50,000

Salary and Benefit Allocation: \$33,257

FTE: .36

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 2006-2007 BUDGET

BY SERVICE

		ADOPTED 2005-06		PROPOSED 2006-07	APPROVED 2006-07	ADOPTED 2006-07	DIFFERENCE		
II. PLANNING SERVICES									
RESOURCES		10,746,486		10,376,162	10,376,162	10,376,162	-370,324		
FEDERAL		1,739,531		1,505,723	1,505,723	1,505,723	-233,808		
STATE		305,945		209,950	209,950	209,950	-95,995		
LOCAL REVENUE		3,682,396		7,490,503	7,490,503	7,490,503	3,808,107		
IN-KIND SERVICES		3,504,375		0	0	0	-3,504,375		
RESERVES-DESIGNATED		1,462,902		1,133,801	1,133,801	1,133,801	-329,101		
TRANSFERS		51,337		36,185	36,185	36,185	-15,152		
REQUIREMENTS		10,746,486		10,376,162	10,376,162	10,376,162	-370,324		
	RANGE	FTE	FTE						
PERSONAL SERVICES		28.70	2,358,099	29.31	2,488,572	2,488,572	2,488,572	130,473	
	DIRECTOR--PS	37	0.05	6,060	0.01	1,294	1,294	1,294	-4,766
	PROGRAM MANAGER	31	3.20	307,124	3.30	336,052	336,052	336,052	28,928
	PRINCIPAL	28	7.60	718,785	7.50	704,002	704,002	704,002	-14,783
	SENIOR/MANAGER	25	7.96	715,747	8.50	785,377	785,377	785,377	69,630
	ASSOCIATE	20	3.40	232,564	3.80	278,215	278,215	278,215	45,651
	ASSISTANT	17	5.48	329,398	5.80	352,728	352,728	352,728	23,330
	PROGRAM ANALYST	14	0.02	889	0.10	5,949	5,949	5,949	5,060
	PROGRAM TECHNICIAN	10	0.60	20,043	0.00	0	0	0	-20,043
	OTHER		0.39	27,489	0.30	24,955	24,955	24,955	-2,534
INDIRECT CHARGES			1,076,620		1,180,102	1,180,102	1,180,102	1,180,102	103,482
MATERIALS & SERVICES			1,678,785		5,008,153	5,008,153	5,008,153	5,008,153	3,329,368
	ADVERTISING		6,706		4,050	4,050	4,050	4,050	-2,656
	AUDIT		95		95	95	95	95	0
	COMPUTER SUPPLIES		3,000		0	0	0	0	-3,000
	CONFERENCE EXPENSE		6,202		27,000	27,000	27,000	27,000	20,798
	CONTRACT SERVICES		1,509,676		4,726,297	4,726,297	4,726,297	4,726,297	3,216,621
	CWFS LOAN SERVICING EXP		0		75,000	75,000	75,000	75,000	75,000
	LEGAL		13,120		10,000	10,000	10,000	10,000	-3,120
	MEMBERSHIPS		1,100		2,000	2,000	2,000	2,000	900
	MISCELLANEOUS		50,457		73,824	73,824	73,824	73,824	23,367
	POSTAGE		2,553		500	500	500	500	-2,053
	PRODUCTION		22,821		16,730	16,730	16,730	16,730	-6,091
	SOFTWARE SUPPORT		600		1,000	1,000	1,000	1,000	400
	TRAVEL		62,455		71,657	71,657	71,657	71,657	9,202
SERVICES BY OTHER ORGANIZATIONS			4,290,075		1,000,000	1,000,000	1,000,000	1,000,000	-3,290,075
	COMMUNITY SERVICE		3,504,375		0	0	0	0	-3,504,375
	LOAN PROGRAM EXPENSE		785,700		1,000,000	1,000,000	1,000,000	1,000,000	214,300
CAPITAL OUTLAY			0		0	0	0	0	0
RESERVES-DESIGNATED			1,143,352		509,335	509,335	509,335	509,335	-634,017
DEBT SERVICE			190,000		190,000	190,000	190,000	190,000	0
	DEBT INTEREST		40,000		40,000	40,000	40,000	40,000	0
	DEBT PRINCIPAL		150,000		150,000	150,000	150,000	150,000	0
TRANSFERS			9,555		0	0	0	0	-9,555
	GENERAL FUND		9,555		0	0	0	0	-9,555

III. Technology Services

Total Division Budget: \$4,751,427 (\$5,034,844 in FY 06)
Salary and Benefit Allocation: \$1,160,804 (\$1,136,026 in FY 06)
FTE: 13.6 (13.5 in FY 06)

(See Page 27 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: \$3,414,850
Salary and Benefit Allocation: \$318,629
FTE: 3.77

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: \$278,853
Salary and Benefit Allocation: \$213,726
FTE: 2.49

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 also provides special programming, training and public service video services to member agencies.

III C Regional Land Information Data Services/GIS

Program Budget: \$750,000
Salary and Benefit Allocation: \$422,309
FTE: 5.01

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). In addition, LCOG develops and maintains GIS information to support the new AIRS Computer Aided Dispatch System (CAD), providing emergency service dispatchers with vital visual information to assist in emergency response.

III D Regional Technology Services Coordination

Program Budget: \$334,970

Salary and Benefit Allocation: \$206,140

FTE: 1.72

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 consortium.

LANE COUNCIL OF GOVERNMENTS 2006-2007 BUDGET

BY SERVICE

III. TECHNOLOGY SERVICES		ADOPTED 2005-06	PROPOSED 2006-07	APPROVED 2006-07	ADOPTED 2006-07	DIFFERENCE		
RESOURCES		5,331,739	4,751,427	4,751,427	4,751,427	-580,312		
FEDERAL		2,730	0	0	0	-2,730		
STATE		600	0	0	0	-600		
LOCAL REVENUE		3,551,989	3,139,534	3,139,534	3,139,534	-412,455		
IN-KIND SERVICES		0	0	0	0	0		
RESERVES-UNDESIGNATED		0	0	0	0	0		
RESERVES-DESIGNATED		1,776,420	1,611,893	1,611,893	1,611,893	-164,527		
TRANSFERS		0	0	0	0	0		
REQUIREMENTS		5,331,739	4,751,427	4,751,427	4,751,427	-580,312		
	FTE		FTE					
PERSONAL SERVICES		13.17	1,119,266	13.60	1,160,804	1,160,804	1,160,804	41,538
DIRECTOR	37	0.78	95,142	0.80	103,480	103,480	103,480	8,338
PROGRAM MANAGER	31	1.90	226,248	2.10	236,673	236,673	236,673	10,425
SENIOR MANAGER	28	2.54	244,220	2.80	241,694	241,694	241,694	-2,526
SENIOR SPECIALIST	25	0.42	41,133	0.80	76,699	76,699	76,699	35,566
ASSOCIATE	20	1.03	77,657	0.80	66,458	66,458	66,458	-11,199
SPECIALIST	18	1.00	77,333	1.00	80,048	80,048	80,048	2,715
ASSISTANT	17	1.20	81,004	1.00	63,058	63,058	63,058	-17,946
PROGRAM TECHNICIAN	14	2.80	180,765	2.80	192,244	192,244	192,244	11,479
PROGRAM TECHNICIAN	10	1.00	62,633	1.00	64,845	64,845	64,845	2,212
ADMINISTRATIVE ASST	8	0.50	33,131	0.50	35,605	35,605	35,605	2,474
INDIRECT CHARGES			354,293		378,021	378,021	378,021	23,728
MATERIALS & SERVICES			320,255		217,199	217,199	217,199	-103,056
COMPUTER SUPPLIES			15,000		37,000	37,000	37,000	22,000
CONTRACT SERVICES			251,645		113,275	113,275	113,275	-138,370
EQUIPMENT MAINTENANCE			300		300	300	300	0
LEGAL			7,600		7,600	7,600	7,600	0
MEMBERSHIPS			0		0	0	0	0
MISCELLANEOUS			2,104		4,244	4,244	4,244	2,140
PRODUCTION			0		0	0	0	0
RENT			9,560		9,560	9,560	9,560	0
RIS USE			9,215		9,543	9,543	9,543	328
SOFTWARE SUPPORT			11,000		20,000	20,000	20,000	9,000
TAPE SALES EXPENSE			500		200	200	200	-300
TELEPHONE			3,150		3,150	3,150	3,150	0
TRAVEL			10,181		12,327	12,327	12,327	2,146
SERVICES BY OTHER ORGANIZATIONS			1,892,747		1,327,088	1,327,088	1,327,088	-565,659
TELEPHONE OPERATIONS			1,892,747		1,327,088	1,327,088	1,327,088	-565,659
CAPITAL OUTLAY			29,496		15,652	15,652	15,652	-13,844
RESERVES-DESIGNATED			1,611,981		1,652,663	1,652,663	1,652,663	40,682
TRANSFERS			3,701		0	0	0	-3,701
GENERAL FUND			3,701		0	0	0	-3,701

IV. Senior & Disabled Services

Total Division Budget: \$10,554,159 (\$10,734,860 in FY 06)
Salary and Benefit Allocation: \$6,408,976 (\$6,883,975 in FY 06)
FTE: 103.25 (115.2 in FY 06)

(See Pages 31-32 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: \$209,006
Salary and Benefit Allocation: \$124,630
FTE: 1.46

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 administrating 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 2006-07, staff will continue three projects launched previously. These include: pursuing activities designed to generate additional non-public sources of support for services, outreaching to minority senior citizens, and educating people about the provisions of Medicare Part D and assisting them gain access to Part D benefits. New initiatives for the year include: updating S&DS' disaster preparedness plans and coordinating with local public and private non-profit agencies on disaster preparedness, completing a re-assessment of the needs of Lane County's seniors and people with disabilities, and developing an educational campaign to encourage adults to take more responsibility for the financing of their own long term care. 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: \$6,971,384
Salary and Benefit Allocation: \$5,380,250
FTE: 81.09

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 Eugene, Cottage Grove, and Florence.

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, and food stamps via the Oregon Trail (Electronic Benefit Transfer) card. These services are supported by federal and State sources.

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: \$1,407,067

Salary and Benefit Allocation: \$483,850

FTE: 7.1

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. 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. 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 and, the United Way of Lane County.

IV D Group Meals and Meals on Wheels

Program Budget: \$2,290,720

Salary and Benefit Allocation: \$420,246

FTE: 7.75

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 72,860 meals each year to program participants 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). Approximately 141,000 meals are provided each year to Meals on Wheels clients. S&DS delivers 76,000 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. Each year, the Senior Meals Program actively solicits private donations to supplement public sources of funds for these services. 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.

LANE COUNCIL OF GOVERNMENTS 2006-2007 BUDGET

BY SERVICE

			ADOPTED 2005-06		PROPOSED 2006-07	APPROVED 2006-07	ADOPTED 2006-07	DIFFERENCE
IV. SENIOR & DISABLED SERVICES								
RESOURCES			10,440,556		10,554,159	10,554,159	10,554,159	113,603
			8,337,408		8,420,790	8,420,790	8,420,790	83,382
			520,000		623,134	623,134	623,134	103,134
			856,830		869,690	869,690	869,690	12,860
			55,426		54,735	54,735	54,735	-691
			669,292		585,810	585,810	585,810	-83,482
			1,600		0	0	0	-1,600
REQUIREMENTS			10,440,556		10,554,159	10,554,159	10,554,159	113,603
	RANGE	FTE		FTE				
PERSONAL SERVICES		108.13	6,420,735	103.25	6,408,976	6,408,976	6,408,976	-11,759
DIRECTOR-S&DS	37	1.50	132,200	1.00	105,204	105,204	105,204	-26,996
PROGRAM MANAGER	31	0.50	42,480	1.00	84,972	84,972	84,972	42,492
SENIOR MANAGER	28	1.00	87,360	0.00	0	0	0	-87,360
MANAGER	25	1.00	90,978	1.00	94,304	94,304	94,304	3,326
PROGRAM SUPERVISOR	20	8.10	598,697	8.00	612,289	612,289	612,289	13,592
SDS SPECIALIST	19	1.00	83,076	1.00	81,384	81,384	81,384	-1,692
PREAMISSION SCREENER	18	3.00	205,441	3.00	217,808	217,808	217,808	12,367
CASEMANAGER	13-16	39.76	2,503,243	43.40	2,834,530	2,834,530	2,834,530	331,287
HUMAN SERVICES SPECIALIST	8-10	37.27	1,891,192	25.45	1,463,128	1,463,128	1,463,128	-428,064
ADMINISTRATIVE ASST III	5-6	4.57	251,020	8.90	468,660	468,660	468,660	217,640
ADMINISTRATIVE ASST II	3	4.80	216,773	4.50	210,834	210,834	210,834	-5,939
SENIOR MEALS SITE COORD	.15	5.23	204,793	5.00	205,976	205,976	205,976	1,183
KITCHEN ASSISTANT		0.40	12,555	1.00	29,887	29,887	29,887	17,332
OTHER		0.00	100,927	0.00	0	0	0	-100,927
INDIRECT CHARGES			1,354,702		1,542,280	1,542,280	1,542,280	187,578
MATERIALS & SERVICES			1,285,081		1,300,550	1,300,550	1,300,550	15,469
BUILDING AND GROUNDS			9,500		9,500	9,500	9,500	0
COMPUTER SUPPLIES			25,500		30,848	30,848	30,848	5,348
CONTRACT SERVICES			12,000		11,000	11,000	11,000	-1,000
EQUIPMENT MAINTENANCE			5,000		5,000	5,000	5,000	0
FROZEN MEALS			78,730		86,024	86,024	86,024	7,294
FUNDRAISING EXPENSE			37,619		39,170	39,170	39,170	1,551
FURNITURE			5,000		5,000	5,000	5,000	0
INSURANCE			1,000		1,000	1,000	1,000	0
LEGAL			1,000		1,000	1,000	1,000	0
MEALS			638,101		660,815	660,815	660,815	22,714
MEMBERSHIPS			25,000		25,811	25,811	25,811	811
MISCELLANEOUS			14,647		12,615	12,615	12,615	-2,032
NUTRITION ADMINISTRATION			2,400		2,400	2,400	2,400	0
NUTRITION SUPPLIES			48,986		53,800	53,800	53,800	4,814

LANE COUNCIL OF GOVERNMENTS 2006-2007 BUDGET

BY SERVICE

	ADOPTED 2005-06	PROPOSED 2006-07	APPROVED 2006-07	ADOPTED 2006-07	DIFFERENCE
IV. SENIOR & DISABLED SERVICES (continued)					
MATERIALS & SERVICES (continued)					
OFFICE SUPPLIES	7,526	3,000	3,000	3,000	-4,526
POSTAGE	9,500	8,000	8,000	8,000	-1,500
PRODUCTION	34,166	21,000	21,000	21,000	-13,166
PROFESSIONAL TRAINING	1,000	2,000	2,000	2,000	1,000
RENT	27,120	29,040	29,040	29,040	1,920
RENT-OTHER	98,944	98,944	98,944	98,944	0
RIS-NETWORK	5,600	5,600	5,600	5,600	0
SPACE COSTS	1,000	1,000	1,000	1,000	0
TELEPHONE	13,000	11,900	11,900	11,900	-1,100
TRAINING	2,100	2,100	2,100	2,100	0
TRAVEL	109,714	102,870	102,870	102,870	-6,844
TRAVEL-VOLUNTEER	16,028	16,213	16,213	16,213	185
UNEMPLOYMENT	35,000	35,000	35,000	35,000	0
UTILITIES	5,900	5,900	5,900	5,900	0
VEHICLE MAINTENANCE	14,000	14,000	14,000	14,000	0
SERVICES BY OTHER ORGANIZATIONS	785,401	867,003	867,003	867,003	81,602
SENIOR SERVICES	729,146	812,268	812,268	812,268	83,122
COMMUNITY SERVICE	56,255	54,735	54,735	54,735	-1,520
CAPITAL OUTLAY	0	0	0	0	0
RESERVES-DESIGNATED	590,137	430,850	430,850	430,850	-159,287
TRANSFERS	4,500	4,500	4,500	4,500	0
PLANNING SERVICES	4,500	4,500	4,500	4,500	0

V. Administrative Services

Total Division Budget: \$3,172,637 (\$3,086,158 in FY 06)
Salary and Benefit Allocation: \$1,868,096 (\$1,675,168 in FY 06)
FTE: 21.25 (19.77 in FY 06)

(See Page 35 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: \$245,497
Salary and Benefit Allocation: \$245,497
FTE: 1.76

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: \$154,885
Salary and Benefit Allocation: \$154,885
FTE: 1.8

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: \$419,660
Salary and Benefit Allocation: \$419,660
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: \$558,194
Salary and Benefit Allocation: \$558,194
FTE: 6.88

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

nologies; 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 Admin Services

Program Budget: \$174,991

Salary and Benefit Allocation: \$174,991

FTE: 3.0

Administrative services are provided to LCOG activities; included are reception, mailing functions, agency vehicles, facilities and support for the LCOG Board and Executive Committee.

LANE COUNCIL OF GOVERNMENTS 2006-2007 BUDGET

BY SERVICE

		ADOPTED 2005-06		PROPOSED 2006-07	APPROVED 2006-07	ADOPTED 2006-07	DIFFERENCE		
V. ADMINISTRATIVE SERVICES									
RESOURCES									
	INDIRECT CHARGES	3,050,701		3,172,637	3,172,637	3,172,637	121,936		
REQUIREMENTS									
		3,050,701		3,172,637	3,172,637	3,172,637	121,936		
	RANGE		FTE						
				FTE					
PERSONAL SERVICES			20.21	1,706,255	21.25	1,868,096	1,868,096	1,868,096	161,841
	EXECUTIVE DIRECTOR		0.30	43,437	0.32	48,027	48,027	48,027	4,590
	ASSOCIATE DIRECTOR	39	0.96	140,472	0.95	141,800	141,800	141,800	1,328
	DIRECTOR-PS/TS	37	0.17	20,362	0.16	20,437	20,437	20,437	75
	PROGRAM MANAGER	31	2.80	331,288	2.70	338,461	338,461	338,461	7,173
	SENIOR MANAGER	28	2.45	242,978	3.40	317,423	317,423	317,423	74,445
	MANAGER	25	3.50	298,646	3.70	313,241	313,241	313,241	14,595
	ASSOCIATE	20	4.03	298,500	4.02	319,812	319,812	319,812	21,312
	ASSISTANT	17	1.97	126,260	1.97	140,482	140,482	140,482	14,222
	PROGRAM ANALYST	14	1.03	59,194	1.03	62,902	62,902	62,902	3,708
	PROGRAM TECHNICIAN	10	1.00	40,418	1.00	53,793	53,793	53,793	13,375
	ADMINISTRATIVE ASST	8	2.00	104,700	2.00	111,718	111,718	111,718	7,018
MATERIALS & SERVICES				1,344,446		1,304,541	1,304,541	1,304,541	-39,905
	ADVERTISING			3,000		3,000	3,000	3,000	0
	AUDIT			28,840		30,000	30,000	30,000	1,160
	BUILDING & GROUNDS			3,000		3,000	3,000	3,000	0
	COMPUTER SUPPLIES			73,000		120,000	120,000	120,000	47,000
	CONTRACT SERVICES			20,000		20,000	20,000	20,000	0
	COPYING			12,000		10,000	10,000	10,000	-2,000
	DEPRECIATION-WF			65,440		65,440	65,440	65,440	0
	DEPRECIATION-LAN			4,575		5,300	5,300	5,300	725
	EQUIPMENT MAINTENANCE			2,250		2,500	2,500	2,500	250
	FURNITURE			2,500		2,000	2,000	2,000	-500
	GIS CPA			62,635		64,960	64,960	64,960	2,325
	GIS MAINTENANCE			18,910		19,500	19,500	19,500	590
	INDIRECT CARRYFORWARD			142,303		45,238	45,238	45,238	-97,065
	INSURANCE			30,961		32,400	32,400	32,400	1,439
	LEGAL			2,000		2,000	2,000	2,000	0
	MEMBERSHIPS			23,500		24,000	24,000	24,000	500
	MISCELLANEOUS			1,000		1,002	1,002	1,002	2
	OCCUPANCY COSTS/SCHAEFERS			200,500		215,500	215,500	215,500	15,000
	OFFICE SUPPLIES			40,000		40,000	40,000	40,000	0
	PAPER			10,000		10,000	10,000	10,000	0
	PLOTTER SUPPLIES			5,000		5,000	5,000	5,000	0
	POSTAGE			60,000		50,000	50,000	50,000	-10,000
	PRINTING			8,000		8,000	8,000	8,000	0
	PROFESSIONAL TRAINING			7,000		7,000	7,000	7,000	0
	REGIONAL TECH SERVICES			8,464		9,004	9,004	9,004	540
	RENT			239,520		234,878	234,878	234,878	-4,642
	RIS USE			158,048		163,819	163,819	163,819	5,771
	TELEPHONE			100,000		100,000	100,000	100,000	0
	TRAVEL			12,000		11,000	11,000	11,000	-1,000
	UNEMPLOYMENT			0		0	0	0	0

Lane Council of Governments
2006-2007
Appendices

LANE COUNCIL OF GOVERNMENTS 2006-2007 BUDGET

	ADOPTED 2005-06	PROPOSED 2006-07	APPROVED 2006-07	ADOPTED 2006-07	DIFFERENCE
<u>FIDUCIARY FUNDS</u>					
<u>RESOURCES</u>	1,863,218	2,116,000	2,116,000	2,116,000	252,782
BEGINNING FUND BALANCE	180,800	360,000	360,000	360,000	179,200
INTEREST	6,000	6,000	6,000	6,000	0
STATE	30,000	70,000	70,000	70,000	40,000
LOCAL JURISDICTIONS	1,646,418	1,680,000	1,680,000	1,680,000	33,582
<u>REQUIREMENTS</u>	1,863,218	2,116,000	2,116,000	2,116,000	252,782
FIBER SOUTH EXPENSE	120,257	80,000	80,000	80,000	-40,257
PSAP EXPENSE	1,421,597	1,628,000	1,628,000	1,628,000	206,403
UNAPPROPRIATED FUND BALANCE	321,364	408,000	408,000	408,000	86,636

**AGENCY PERSONAL SERVICES
FY06/07**

CLASSIFICATION	RANGE	FTE		SALARY and FRINGE	
		FY05/06	FY06/07	FY05/06	FY06/07
Executive Director		1.00	1.00	158,599	164,252
Associate Director	39	0.97	1.00	140,619	149,391
Director	37	2.50	1.97	253,764	230,415
Program Manager	31	8.40	9.10	907,140	996,158
Principal	28	7.60	7.50	718,785	704,002
Senior Manager	28	5.99	6.20	574,558	559,117
Manager/Senior	25	12.88	14.00	1,146,504	1,269,621
Program Supervisor	20	8.10	8.00	598,697	612,289
Associate	20	8.46	8.62	608,721	664,485
S&DS Specialist	19	1.00	1.00	83,076	81,384
Specialist	18	1.00	1.00	77,333	80,048
Preadmission Screener	18	3.00	3.00	205,441	217,808
Assistant	17	8.65	8.77	536,662	556,268
Casemanager	13-16	39.76	43.40	2,503,243	2,834,530
Analyst	14	3.85	3.93	240,848	261,095
Technician	10	2.60	2.00	123,094	118,638
Human Services Specialist	8-10	37.27	25.45	1,891,192	1,463,128
Admin Assistant IV	8	2.50	2.50	137,831	147,323
Admin Assistant III	5-6	4.57	8.90	251,020	468,660
Admin Assistant II	3	4.80	4.50	216,773	210,834
Senior Meals Coordinator	.15	5.23	5.00	204,793	205,976
Kitchen Assistant		0.40	1.00	12,555	29,887
Other		0.39	0.30	128,416	24,955
TOTALS		170.92	168.14	11,719,664	12,050,264

**LANE COUNCIL OF GOVERNMENTS
FY06-07 MEMBER DUES SCHEDULE**

JURISDICTION	FY05-06 BASE*	FY05-06 RATE	FY05-06 DUES	FY06-07 BASE*	FY06-07 RATE	FY06-07 DUES
Lane County	333,350	0.241	\$ 80,337	336,085	0.248	\$ 83,349
Cities						
Eugene	144,640	0.435	\$ 62,918	146,160	0.448	\$ 65,480
Springfield	55,350	0.435	\$ 24,077	55,860	0.448	\$ 25,025
Cottage Grove	9,010	0.435	\$ 3,919	9,110	0.448	\$ 4,081
Florence	7,830	0.435	\$ 3,406	8,185	0.448	\$ 3,667
Junction City	4,910	0.435	\$ 2,136	4,945	0.448	\$ 2,215
Oakridge	3,680	0.435	\$ 1,601	3,680	0.448	\$ 1,649
Veneta	3,660	0.435	\$ 1,592	3,955	0.448	\$ 1,772
Creswell	4,120	0.435	\$ 1,792	4,525	0.448	\$ 2,027
Dunes City	1,300	0.435	\$ 566	1,330	0.448	\$ 596
Lowell	900	0.435	\$ 392	920	0.448	\$ 412
Coburg	1,050	0.435	\$ 457	1,070	0.448	\$ 479
Westfir	330	0.435	\$ 144	330	0.448	\$ 148
School Districts						
School Dist. 4J	17,266	0.109	\$ 1,882	17,266	0.112	\$ 1,934
School Dist. 19	10,847	0.109	\$ 1,182	10,986	0.112	\$ 1,230
School Dist. 52	5,638	0.109	\$ 615	5,808	0.112	\$ 650
School Dist. 68	267	0.109	\$ 29	269	0.112	\$ 30
LCC	10,700	0.109	\$ 1,166	10,174	0.112	\$ 1,139
Utilities						
EWEB	82,394	0.109	\$ 8,981	84,013	0.112	\$ 9,409
EPUD	18,109	0.109	\$ 1,974	18,653	0.112	\$ 2,089
Special Districts						
Port of Siuslaw			\$ 435			\$ 448
Lane ESD			\$ 435			\$ 448
Western Lane Ambulance			\$ 435			\$ 448
Willamalane			\$ 435			\$ 448
Fern Ridge Library District			\$ 435			\$ 448
Siuslaw Library District			\$ 435			\$ 448
Lane Library District			\$ 435			\$ 448
TOTAL			\$202,211			\$210,517

* City/County Base: July, 2004 Certified Population from Population Research Center, PSU.;
July, 2005 Certified Population from Population Research Center, PSU.

School District Base: October 05-06 Annual District ADM
October 05-06 Enrollment figures from School Districts

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, Planning Services (PS), Technology Services (TS), 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 2006-07. 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 35. LCOG's *Indirect Cost Allocation Plan* for fiscal year 2006-07 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 48.2441 percent of direct personal services costs, Schaefer's Building programs will incur an indirect charge of 25.8827 percent, programs working in Other S&DS (outstationed) locations will be assessed at the rate of 15.4662 percent, the indirect rate for programs in Other TS will be 14.8857 percent and the Senior Meals program rate will be 17.7726 percent. Copies of the agency's *Indirect Cost Allocation Plan* may be obtained at LCOG's main office.

Member Dues Schedule: The 2006-07 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 1, 2005. The Dues Schedule reflects rates that were adjusted upward by a 3.1 percent inflation factor for fiscal year 2006-07.

Budget Assumptions: As noted in the Executive Director's Budget Message (pages 1-4), the LCOG Board in December 2005, 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 3.1% (August 2005 CPI-U for U.S.).
2. Health insurance is expected to increase 15%. Each 10% increase in insurance costs results in a 1% increase in total compensation, so health insurance is expected to increase total compensation by 1% unless the plan design is changed.
3. A cost of living adjustment to the salary schedule of 2.0% will be budgeted.
 - a. LCOG SEIU will increase 2% for FY06/07.
 - b. The State SEIU will receive 2% in December, 2006 .
 - c. The estimated City of Eugene increase is 2.45%.
 - d. Lane County is increasing deferred compensation and not doing a cola.
4. The LCOG employer PERS rate will 12.87%, the same as FY06. It is expected to increase next fiscal year (FY08) by about 5% of salary to 17.8%.

5. Specific details of compensation and health insurance will be determined through negotiations with the LCOG Employees' Association. The total increase in compensation will be limited to 3% of salary.
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. 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 period), the projected fringe benefit expense for fiscal year 2006-07 is 53.45 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	\$45,084	7.65	268
Retirement (Employer)	73,914	12.54	440
Retirement (Employee)	35,536	6.03	212
Health Care	142,365	24.16	847
Life Insurance	2,622	0.44	16
FSA Administration	256	0.04	2
Disability	3,209	0.54	19
Worker's Comp.	2,110	0.35	12
Deferred Comp.	<u>9,888</u>	<u>1.68</u>	<u>59</u>
Total Fringe	\$314,984	53.45	1,875
Total Monthly Salary	\$589,338		3,508

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.