
Lane Council of Governments
2011-2012

*Work Program
and Budget*

Adopted

June 2011

Board of Directors - 2011
Lane Council of Governments

<i>Name</i>		<i>Jurisdiction</i>
Judy Volta	Vice-Chair	City of Coburg
Gary Williams		City of Cottage Grove
Bob Hooker		City of Creswell
Chris Pryor	Chair	City of Eugene
Phil Brubaker		City of Florence
Dave Brunscheon		City of Junction City
Bill George		City of Lowell
Don Hampton		City of Oakridge
Joe Pishioneri		City of Springfield
Sharon Hobart-Hardin		City of Veneta
Neal Choiniere		City of Westfir
Penny Jordan		EPUD
Rich Cunningham		EWEB
Steve Recca		Fern Ridge Library
Sherry Duerst-Higgins		Lane ESD
Tony McCown		Lane Community College
Faye Stewart		Lane County
Bill McCoy		Lane Library District
Mike Dubick		Lane Transit District
(vacant)		Port of Siuslaw
Wayne Helikson		River Road Park and Recreation Dist.
Jim Torrey		School District 4J
Al King		School District 19
Alan Laisure		School District 52
(vacant)		School District 68
(vacant)		Siuslaw Rural Fire Protection District No. 1
Bob Sneddon		Western Lane Amb. Dist.
Greg James		Willamalane Park Dist.

LCOG Executive Committee

Chris Pryor	Chair	City of Eugene
Judy Volta	Vice-Chair	City of Coburg
Phil Brubaker		City of Florence
Sherry Duerst-Higgins		Lane Education District
Al King		School District 19
Tony McCown		Lane Community College
Faye Stewart		Lane County
Jim Torrey		School District 4J

LCOG Budget Committee

Jon Hiltbrand	Sherry Duerst-Higgins
Joann Ernst	Sharon Hobart-Hardin
Tony McCown	Mark Shrives

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Executive Director's Budget Message

Members of the LCOG Budget Committee and Board of Directors:

I am pleased to present the proposed Work Program and Budget for the fiscal year that will begin July 1, 2011. The document, presented for policy-level consideration, represents management's best current assessment of the obligations and financial capability of the Lane Council of Governments for the year that lies ahead.

As is always the case at the beginning of a budget year, this proposal has been developed with the understanding that changes will be required as a result of presently unknown factors. Although the direction of global, national and regional economies provides some cause for long-term optimism, the revenue elements of this proposed Budget have been based upon moderate to conservative estimates. While this proposal describes a small reduction (0.78 percent) from the Revised Budget for fiscal year 2010-11, it is fundamentally a hold-the-line or maintenance-of-effort plan. The reduction from the budget of the year just ending is primarily attributed to lower "local revenue," because of less overhead carry forward, and lower "designated reserves" to begin the year. In aggregate, a reduction of \$267,869 is proposed. As recommended, the total budget authorization for fiscal year 2011-12 would be \$34,026,864. While a minor decrease from the Revised FY 2010-2011 Budget, this recommendation is approximately 2 percent above the original adopted budget for the year just ending. Of course, this proposal is constrained by many of the same economic uncertainties that are impacting other components of the public sector in Oregon. As in years past, the agency's financial plan will continue to evolve well into the new fiscal year. Nevertheless, I believe that this proposed Work Program & Budget—service areas and corresponding resources allocated to cost centers—constitutes a responsible initial action plan for fiscal year 2011-2012.

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 23, 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.

The numeric comparisons with the previous year are based upon the fiscal year 2010-11 Revised Budget, approved by the LCOG Board of Directors in April. That budget amendment captured the changes in both agency revenue and program obligations that occurred during the first ten months of the fiscal year. As can be seen most clearly on the Budget Summary on page 12, this proposal would result in a decrease from the Revised Budget of \$267,869. Overall, balanced revenues and expenditures are projected at \$34,026,864. 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, nine budget years back, the fiscal year 2002-03 Revised Budget stood at \$26,158,313—23 percent lower than this proposal. While there have been budgetary "peaks and valleys" over the years, an averaged increase of approximately 2.5 percent per year over that period is fairly consistent with the experience of LCOG's member governments.

Budget data are reflected by Fund Type on pages 13 and 14. There are three types of funds used within LCOG's accounting system. The first is the General Fund, which is based primarily upon the agency's member dues, interest earnings, and undesignated reserves. This fund might be thought of as the organization's flexible resource. A second fund type is the Special Revenue Fund—84 percent of the total proposed budget. Here, all of the grant- and contract-supported work that LCOG does is captured. In reality a series of special accounts, the Special Revenue Fund provides little operational flexibility. Under the commitments that we have made to granting agencies and clients, LCOG must utilize Special Revenue Fund resources only for the purposes specified in the supporting grants and contracts. Finally, on page 14, the Governmental and Proprietary Fund, the third fund type, is shown. The resources and requirements reflected here are associated with the operation of agency-owned real estate, LCOG's Minutes Recording service and the business assistance loan program. These are referred to as enterprise activities.

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

On December 9, 2010, the LCOG Board of Directors adopted 12 "Budget Assumptions" (see Budget Notes, page 44), which reinforce and augment standing objectives of the organization. Those assumptions have served as the philosophical basis for the development of this proposal. As with any "labor-intensive" organization, costs directly bearing upon personnel have a substantial impact upon the overall budget and, ultimately, upon the agency's ability to carry out its mission. Health insurance and retirement plan costs are substantial for all employers, including LCOG. However, our positive claims experience in recent years has yielded an expected premium cost increase for FY 2011-12 of approximately 10 percent, lower than the industry standard. The cost for LCOG's employer contribution for our staff's participation in the State Public Employees Retirement System (PERS) will increase from the year just ending. The PERS rate for LCOG will increase from 7.98 percent of salary to 12.52 percent, and the agency's rate for OPSRP will increase from 9.03 percent to 11.24 percent on July 1, 2011. A 1.0 percent cost-of-living adjustment (COLA) to employee salaries, as set forth in the Board's Budget Assumptions, has been factored into this proposal. It should be noted, however, that, as with other public sector employers, present-day economic circumstances may well result in a re-visitation of the COLA issue by LCOG's two employee bargaining units. LCOG has always adjusted the size of its professional staff to match the levels of work that it has been asked to accomplish. This proposed Work Program and Budget anticipates a decrease to LCOG's staff of 1.13 FTE positions—0.5 percent. As proposed, the estimated professional staff complement will be 190.52 FTE in fiscal year 2011-12, as compared to 191.65 FTE authorized in the Revised FY 2010-11 Budget.

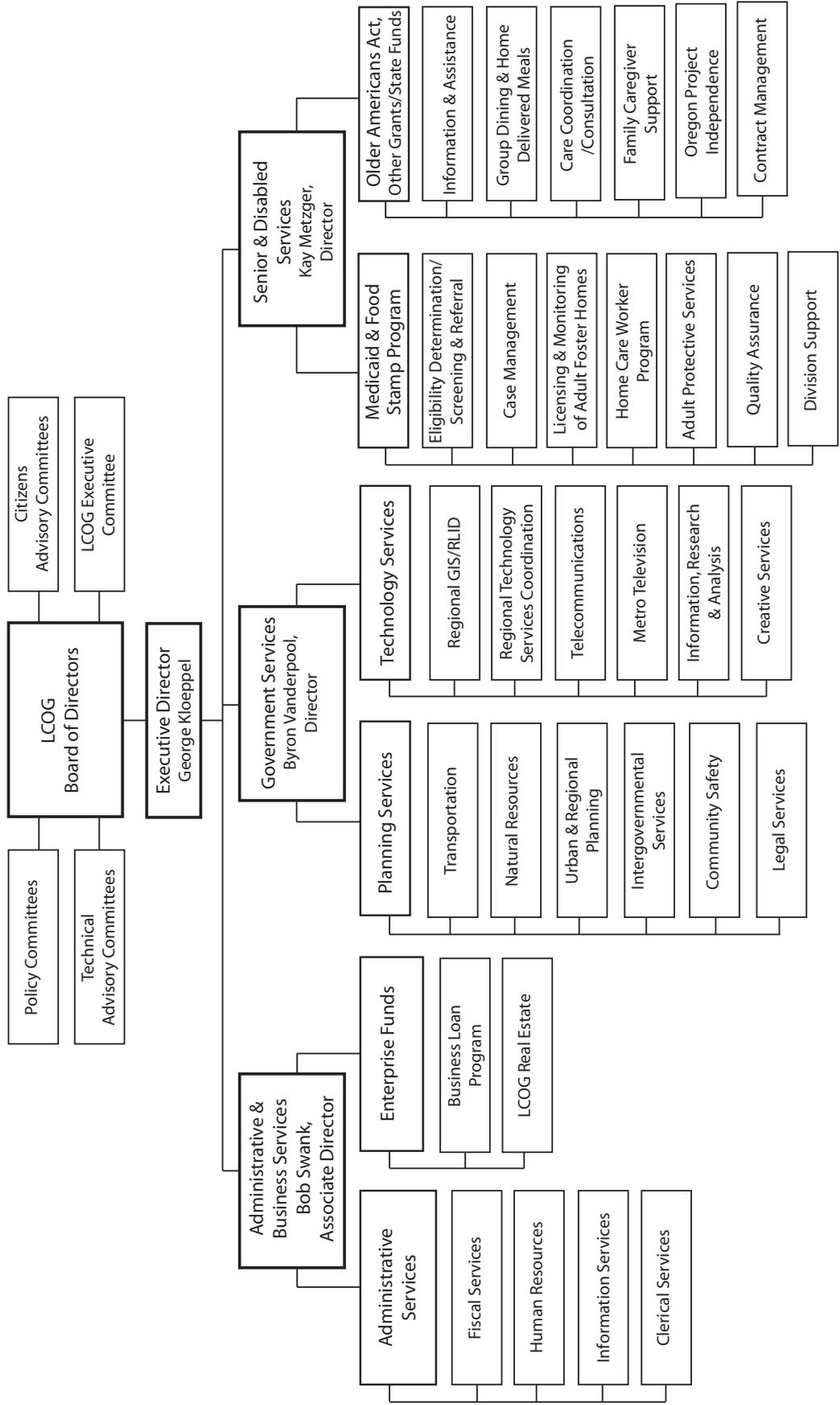
This agency's work and fiscal capability are largely based on contracts and grants which emerge over time. As a result, there is always greater variability in LCOG's budgeting process than may be present for local government units that rely upon a tax base for their support. Dependent of course on the national economy and the fiscal circumstances of our member governments, I believe that a good and productive year can be anticipated in FY 2011-12. At the same time, we must establish the budget for the year in a responsible and conservative fashion. For all of the agency's work groups and divisions, resources will be limited to support important and demanding work. This is particularly true for the agency's Senior & Disabled Services Division where so much hangs on the decisions of the State of Oregon. As in years past, however, the Lane Council of Governments will remain a well-managed, high-quality organization that is fiscally solvent.

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

Respectfully submitted,

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

George Kloeppe
Executive Director



Lane Council of Governments
2011-2012
Budget Summary

RESOLUTION 2011-2

Adopting the FY 2011-2012 Budget

WHEREAS, it is necessary for the Lane Council of Governments, hereinafter called LCOG, to adopt a revenue and expenditure Budget for fiscal year 2011-2012, 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 2011-2012,

NOW, THEREFORE, BE IT RESOLVED:

1. That the LCOG Board of Directors hereby adopts the attached Budget for fiscal year 2011-2012, and
2. That the following amounts are hereby appropriated for the purposes specified for the fiscal year beginning July 1, 2011:

<i>Personal Services</i>	<i>\$16,281,515</i>
<i>Materials and Services</i>	<i>8,842,252</i>
<i>Services by Other Organizations</i>	<i>2,447,658</i>
<i>Capital Outlay</i>	<i>120,171</i>
<i>Reserves--Undesignated</i>	<i>283,091</i>
<i>Reserves--Designated</i>	<i>4,839,000</i>
<i>Debt Service</i>	<i>1,213,177</i>
<i>Total Appropriation</i>	<i>\$34,026,864</i>

PASSED AND APPROVED THIS 23rd DAY OF JUNE, 2010, BY THE BOARD OF DIRECTORS OF THE LANE COUNCIL OF GOVERNMENTS.

ATTEST:

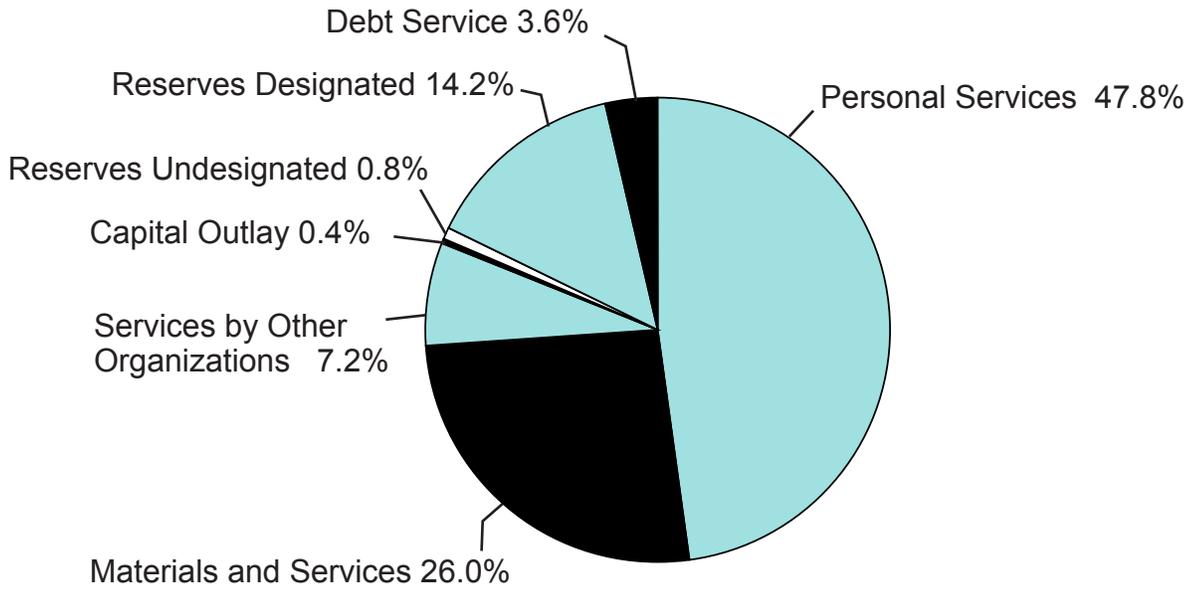


George Kloeppel
Executive Director
Lane Council of Governments

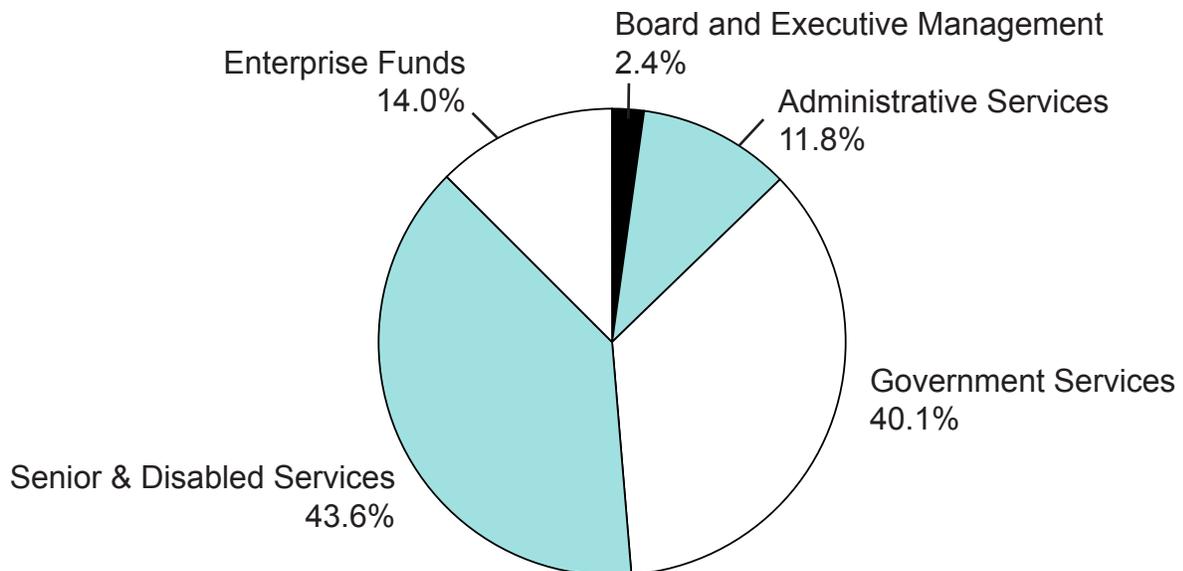


Chris Pryor, Chair
Lane Council of Governments
Board of Directors

**Lane Council of Governments
2011-2012 Budget**

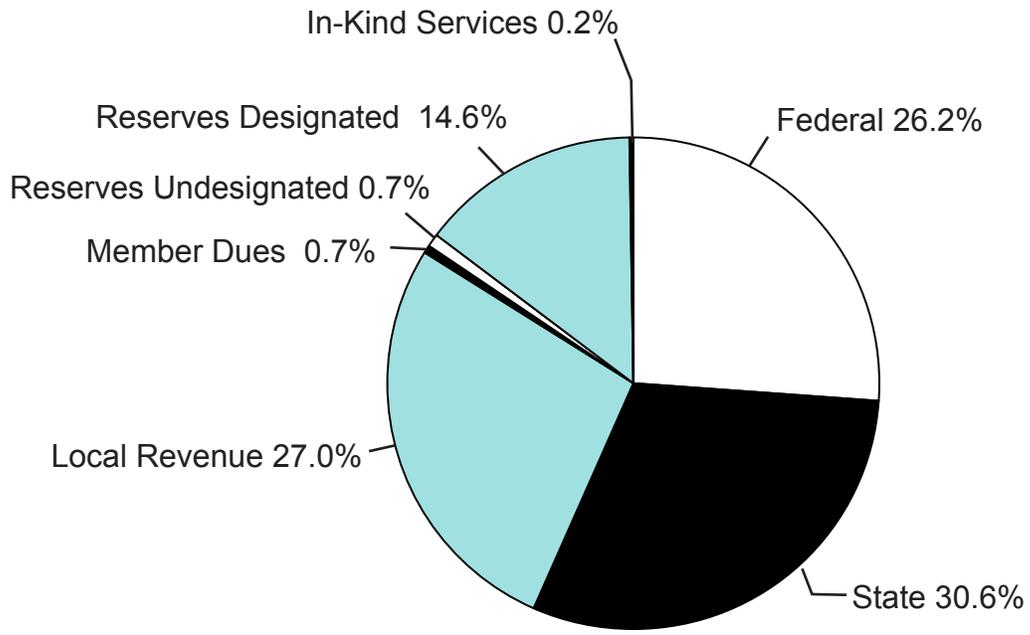


Requirements by Service



**Lane Council of Governments
2011-2012 Budget**

Revenues by Source



**Lane Council of Governments
2011-2012 Budget**

BUDGET SUMMARY

	ADOPTED 2010-11	PROPOSED 2011-12	APPROVED 2011-12	ADOPTED 2011-12	DIFFERENCE
<u>TOTAL RESOURCES</u>	34,294,733	34,026,864	34,026,864	34,026,864	-267,869
FEDERAL	8,346,903	8,914,807	8,914,807	8,914,807	567,904
STATE	9,990,775	10,411,983	10,411,983	10,411,983	421,208
LOCAL REVENUE	10,060,786	9,202,133	9,202,133	9,202,133	-858,653
IN-KIND SERVICES	73,679	69,571	69,571	69,571	-4,108
MEMBER DUES	232,209	233,580	233,580	233,580	1,371
RESERVES-UNDESIGNATED	7,031	239,945	239,945	239,945	232,914
RESERVES-DESIGNATED	5,583,350	4,954,845	4,954,845	4,954,845	-628,505
<u>TOTAL REQUIREMENTS</u>	34,294,733	34,026,864	34,026,864	34,026,864	-267,869
BY EXPENSE TYPE					
PERSONAL SERVICES	15,573,823	16,281,515	16,281,515	16,281,515	707,692
MATERIALS & SERVICES	9,261,792	8,842,252	8,842,252	8,842,252	-419,540
SERVICES BY OTHER ORGANIZATIONS	2,422,240	2,447,658	2,447,658	2,447,658	25,418
CAPITAL OUTLAY	159,776	120,171	120,171	120,171	-39,605
RESERVES-UNDESIGNATED	224,115	283,091	283,091	283,091	58,976
RESERVES-DESIGNATED	5,434,814	4,839,000	4,839,000	4,839,000	-595,814
DEBT SERVICE	1,218,173	1,213,177	1,213,177	1,213,177	-4,996
BY SERVICE					
BOARD AND EXECUTIVE MGMT	752,199	813,954	813,954	813,954	61,755
GOVERNMENT SERVICES	13,808,684	13,926,622	13,926,622	13,926,622	117,938
SENIOR & DISABLED SVCS	14,806,114	14,846,600	14,846,600	14,846,600	40,486
ENTERPRISE FUNDS	5,251,042	4,746,793	4,746,793	4,746,793	-504,249
ADMINISTRATIVE SERVICES	3,908,841	4,000,883	4,000,883	4,000,883	92,042

Lane Council of Governments 2011-2012 Budget

BY FUND TYPE

	ADOPTED 2010-11	PROPOSED 2011-12	APPROVED 2011-12	ADOPTED 2011-12	DIFFERENCE
<u>GENERAL FUND</u>					
<u>RESOURCES</u>	752,199	813,954	813,954	813,954	61,755
STATE	0	0	0	0	0
LOCAL REVENUE	311,702	151,440	151,440	151,440	-160,262
MEMBER DUES	232,209	233,580	233,580	233,580	1,371
RESERVES-UNDESIGNATED	7,031	239,945	239,945	239,945	232,914
TRANSFERS	201,257	188,989	188,989	188,989	-12,268
<u>REQUIREMENTS</u>	752,199	813,954	813,954	813,954	61,755
PERSONAL SERVICES	35,688	58,038	58,038	58,038	22,350
INDIRECT CHARGES	87,532	56,490	56,490	56,490	-31,042
MATERIALS & SERVICES	14,500	14,500	14,500	14,500	0
CAPITAL OUTLAY	23,100	39,000	39,000	39,000	15,900
RESERVES-UNDESIGNATED	224,115	283,091	283,091	283,091	58,976
DEBT SERVICE	248,214	248,220	248,220	248,220	6
TRANSFERS	119,050	114,615	114,615	114,615	-4,435
<u>SPECIAL REVENUE FUND</u>					
<u>RESOURCES</u>	28,611,798	28,769,722	28,769,722	28,769,722	157,924
FEDERAL	8,246,904	8,908,807	8,908,807	8,908,807	661,903
STATE	9,990,775	10,411,983	10,411,983	10,411,983	421,208
LOCAL REVENUE	7,123,336	6,382,398	6,382,398	6,382,398	-740,938
IN-KIND SERVICES	73,679	69,571	69,571	69,571	-4,108
RESERVES-UNDESIGNATED	0	0	0	0	0
RESERVES-DESIGNATED	3,145,331	2,967,654	2,967,654	2,967,654	-177,677
TRANSFERS	31,773	29,309	29,309	29,309	-2,464
<u>REQUIREMENTS</u>	28,611,798	28,769,722	28,769,722	28,769,722	157,924
PERSONAL SERVICES	13,042,489	13,509,511	13,509,511	13,509,511	467,022
INDIRECT CHARGES	3,650,323	3,765,716	3,765,716	3,765,716	115,393
MATERIALS & SERVICES	6,698,567	6,406,184	6,406,184	6,406,184	-292,383
SERVICES BY OTHER ORGANIZATIONS	1,922,241	2,047,658	2,047,658	2,047,658	125,417
CAPITAL OUTLAY	125,208	81,171	81,171	81,171	-44,037
RESERVES-UNDESIGNATED	0	0	0	0	0
RESERVES-DESIGNATED	3,140,124	2,959,482	2,959,482	2,959,482	-180,642
TRANSFERS	32,846	0	0	0	-32,846

**Lane Council of Governments
2011-2012 Budget**

BY FUND TYPE

	ADOPTED 2010-11	PROPOSED 2011-12	APPROVED 2011-12	ADOPTED 2011-12	DIFFERENCE
<u>GOVERNMENTAL AND PROPRIETARY FUND</u>					
<u>RESOURCES</u>	5,251,042	4,746,793	4,746,793	4,746,793	-504,249
FEDERAL	99,999	6,000	6,000	6,000	-93,999
STATE	0	0	0	0	0
LOCAL REVENUE	2,625,747	2,668,296	2,668,296	2,668,296	42,549
RESERVES-DESIGNATED	2,438,019	1,987,191	1,987,191	1,987,191	-450,828
TRANSFERS	87,277	85,306	85,306	85,306	-1,971
<u>REQUIREMENTS</u>	5,251,042	4,746,793	4,746,793	4,746,793	-504,249
PERSONAL SERVICES	306,600	332,843	332,843	332,843	26,243
INDIRECT CHARGES	170,986	178,677	178,677	178,677	7,691
MATERIALS & SERVICES	828,930	801,808	801,808	801,808	-27,122
SERVICES BY OTHER ORG.	499,999	400,000	400,000	400,000	-99,999
CAPITAL OUTLAY	11,468	0	0	0	-11,468
RESERVES-DESIGNATED	2,294,690	1,879,519	1,879,519	1,879,519	-415,171
DEBT SERVICE	969,959	964,957	964,957	964,957	-5,002
TRANSFERS	168,410	188,989	188,989	188,989	20,579

Lane Council of Governments
2011-2012
Work Program

Lane Council of Governments

Fiscal Year 2011-2012 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: \$838,960 (\$1,079,466 in FY 11)

Salary and Benefit Allocation: \$58,038 (\$64,769 in FY 11)

FTE: .4 (.4 in FY 11)

(See Page 19 for Budget Detail)

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

I A Agency Administration

Program Budget: \$838,960

Salary and Benefit Allocation: \$58,038

FTE: .4

General Administration

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

Public Information

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

Board of Directors and Executive Committee Support

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

Facilities Management

Staff provides property management for LCOG-leased real estate.

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

I B Member Services

Program Budget: \$20,000

Salary and Benefit Allocation: \$0

FTE: 0.0

Unfunded member services

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

Lane Council of Governments 2011-2012 Budget

BY SERVICE

		ADOPTED 2010-11				DIFFERENCE		
			PROPOSED 2011-12	APPROVED 2011-12	ADOPTED 2011-12			
I. BOARD OF DIRECTORS AND EXECUTIVE MANAGEMENT								
RESOURCES		752,199	813,954	813,954	813,954	61,755		
FEDERAL		0	0	0	0	0		
STATE		0	0	0	0	0		
LOCAL REVENUE		311,702	151,440	151,440	151,440	-160,262		
MEMBER DUES		232,209	233,580	233,580	233,580	1,371		
RESERVES-UNDESIGNATED		7,031	239,945	239,945	239,945	232,914		
RESERVES-DESIGNATED		0	0	0	0	0		
TRANSFERS		201,257	188,989	188,989	188,989	-12,268		
REQUIREMENTS		752,199	813,954	813,954	813,954	61,755		
	RANGE	FTE	FTE			0		
PERSONAL SERVICES		0.20	35,688	0.40	58,038	58,038	58,038	22,350
EXECUTIVE DIRECTOR		0.20	35,688	0.40	58,038	58,038	58,038	22,350
INDIRECT CHARGES			87,532		56,490	56,490	56,490	-31,042
MATERIALS & SERVICES			14,500		14,500	14,500	14,500	0
BOARD TRAVEL			5,000		5,000	5,000	5,000	0
CONTRACT SERVICES			0		0	0	0	0
LEAVE EXPENSE			0		0	0	0	0
LOAN COSTS			0		0	0	0	0
MEETING SUPPORT			3,500		3,500	3,500	3,500	0
MISCELLANEOUS			0		0	0	0	0
TRAVEL			6,000		6,000	6,000	6,000	0
CAPITAL OUTLAY			23,100		39,000	39,000	39,000	15,900
CAPITAL EXPENSE			23,100		39,000	39,000	39,000	15,900
RESERVES-UNDESIGNATED			224,115		283,091	283,091	283,091	58,976
RESERVES-DESIGNATED			0		0	0	0	0
DEBT SERVICE			248,214		248,220	248,220	248,220	6
DEBT PRINCIPAL			70,735		74,466	74,466	74,466	3,731
DEBT INTEREST			177,479		173,754	173,754	173,754	-3,725
TRANSFERS			119,050		114,615	114,615	114,615	-4,435
GOVERNMENT SERVICES			31,773		29,309	29,309	29,309	-2,464
SENIOR AND DISABLED SERVICE			0		0	0	0	0
ENTERPRISE FUNDS			87,277		85,306	85,306	85,306	-1,971

II. Government Services

Total Division Budget: \$13,926,622 (\$13,295,386 in FY 11)
Salary and Benefit Allocation: \$3,855,332 (\$3,762,228 in FY 11)
FTE: 37.35 (38.59 in FY 11)

(See Page 25 for Budget Detail)

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

PLANNING SERVICES

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

II A Community Safety

Program Budget: \$323,707
Salary and Benefit Allocation: \$175,401
FTE: 1.62

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

II B Transportation and Public Infrastructure

Program Budget: \$2,219,502
Salary and Benefit Allocation: \$1,148,656
FTE: 10.53

LCOG coordinates regional transportation planning as the designated Metropolitan Planning Organization (MPO) in the Eugene-Springfield metropolitan area. The MPO program is a cooperative planning effort with the Cities of Eugene, Springfield and Coburg, Lane County, Lane Transit District, and Oregon Department of Transportation. Funding is provided by the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA), and the Oregon Department of Transportation (ODOT).

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

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

In 2010, the Oregon Transportation Commission (OTC) chartered the Lane Area Commission on Transportation (LaneACT). LaneACT is a 31 member body which meets monthly to discuss regional transportation issues and provide guidance to ODOT and the OTC. LCOG provides staff support to LaneACT under contract with ODOT.

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

II C Urban and Regional Planning

Program Budget: \$5,299,742

Salary and Benefit Allocation: \$683,988

FTE: 6.71

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 2011, LCOG will again sponsor the Oregon Planning Institute, a conference for Oregon planners. The conference concentrates on providing practical skills to chief executives and their planning staffs.

Metropolitan and Regional Planning

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

Contract Services

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

Economic Development

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

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, continuation of Rivers to Ridges parks and open space project, and new efforts in parks planning and wetlands education. Stormwater planning is also performed for Springfield and other cities.

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

II E Development Services

Program Budget: \$5,750

Salary and Benefit Allocation: \$3,740

FTE: .09

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

II F Legal Services

Program Budget: \$55,000

Salary and Benefit Allocation: \$34,600

FTE: .34

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

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

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

Technology Services

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

II G Telecommunications

Program Budget: \$3,982,704

Salary and Benefit Allocation: \$334,060

FTE: 3.48

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

Having successfully obtained an \$8.3M Broadband Technology Opportunities Program grant from the U.S. Department of Commerce, LCOG became the lead agency in a multi-year project to provide fiber optic connections to over 200 anchor institutions in Lane, Douglas and Klamath counties.

II H Metro Television

Program Budget: \$337,666

Salary and Benefit Allocation: \$272,106

FTE: 2.5

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

II I Regional Land Information Database Services/GIS

Program Budget: \$828,262

Salary and Benefit Allocation: \$505,050

FTE: 5.15

LCOG has coordinated and maintained the regional geographic information system for over 35 years. This county-wide project, through which a comprehensive computerized geographic information system is developed and maintained, is partially funded through an annual Cooperative Project

Agreement among the cities of Eugene and Springfield, Lane County, LCOG and the Eugene Water & Electric Board. The Regional Land Information Database (RLID) system supports an extensive integrated database of shared land records created by local governments and tools for analyzing, mapping, and reporting the information. In addition, LCOG develops and maintains Geographic Information System (GIS) data to support the Area Information Records System (AIRS) Computer Aided Dispatch System (CAD), providing emergency service dispatchers with vital address, routing, and jurisdictional boundaries information for emergency response.

II J Regional Technology Services Coordination

Program Budget: \$210,511

Salary and Benefit Allocation: \$133,947

FTE: .92

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

II K Information, Research and Analysis

Program Budget: \$477,725

Salary and Benefit Allocation: \$311,165

FTE: 3.44

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

An important work task for the next several years will be analyzing results from the US 2010 Census.

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

II L Creative Services

Program Budget: \$321,820

Salary and Benefit Allocation: \$321,820

FTE: 2.33

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 2011-2012 Budget

BY SERVICE

II. GOVERNMENT SERVICES			ADOPTED 2010-11		PROPOSED 2011-12	APPROVED 2011-12	ADOPTED 2011-12	DIFFERENCE
RESOURCES			13,808,684		13,926,622	13,926,622	13,926,622	117,938
FEDERAL			5,351,056		6,266,371	6,266,371	6,266,371	915,315
STATE			306,359		396,131	396,131	396,131	89,772
LOCAL REVENUE			5,930,624		5,105,766	5,105,766	5,105,766	-824,858
IN-KIND SERVICES			0		0	0	0	0
RESERVES-DESIGNATED			2,185,872		2,125,545	2,125,545	2,125,545	-60,327
TRANSFERS			34,773		32,809	32,809	32,809	-1,964
REQUIREMENTS			13,808,684		13,926,622	13,926,622	13,926,622	117,938
	RANGE	FTE		FTE				
PERSONAL SERVICES		38.81	3,721,773	37.35	3,855,332	3,855,332	3,855,332	133,559
DIRECTOR--PS	37	0.88	133,695	0.75	118,643	118,643	118,643	-15,052
PROGRAM MANAGER	31	6.48	790,553	5.78	752,338	752,338	752,338	-38,215
PRINCIPAL	28	5.40	608,811	5.02	572,486	572,486	572,486	-36,325
SENIOR/MANAGER	25	6.04	596,075	7.02	777,890	777,890	777,890	181,815
ASSOCIATE	21	5.62	525,222	5.60	577,551	577,551	577,551	52,329
ASSISTANT	17	6.36	465,560	6.75	590,610	590,610	590,610	125,050
PROGRAM ANALYST	14	3.80	308,900	3.80	321,296	321,296	321,296	12,396
ADMINISTRATIVE ASST	8	0.50	47,109	0.62	55,281	55,281	55,281	8,172
OTHER		3.73	245,848	2.01	89,237	89,237	89,237	-156,611
INDIRECT CHARGES			1,643,491		1,769,173	1,769,173	1,769,173	125,682
MATERIALS & SERVICES			4,798,646		4,673,166	4,673,166	4,673,166	-125,480
ADVERTISING			1,770		3,750	3,750	3,750	1,980
COMPUTER SUPPLIES			44,845		64,650	64,650	64,650	19,805
CONFERENCE EXPENSE			49,818		31,000	31,000	31,000	-18,818
CONTRACT SERVICES			4,531,578		4,419,898	4,419,898	4,419,898	-111,680
LEGAL			9,000		9,000	9,000	9,000	0
MEMBERSHIPS			600		2,000	2,000	2,000	1,400
MISCELLANEOUS			30,054		25,007	25,007	25,007	-5,047
POSTAGE			704		1,100	1,100	1,100	396
PRODUCTION			9,578		7,778	7,778	7,778	-1,800
RENT			9,560		9,560	9,560	9,560	0
RIS USE			10,321		10,321	10,321	10,321	0
SOFTWARE SUPPORT			15,092		18,200	18,200	18,200	3,108
TAPE SALES EXPENSE			200		0	0	0	-200
TELEPHONE			3,150		3,150	3,150	3,150	0
TRAVEL			72,335		67,752	67,752	67,752	-4,583
VIDEO EQUIPMENT			10,041		0	0	0	-10,041
SERVICES BY OTHER ORGANIZATIONS			1,253,004		1,399,500	1,399,500	1,399,500	146,496
TELEPHONE OPERATIONS			1,253,004		1,399,500	1,399,500	1,399,500	146,496
CAPITAL OUTLAY			70,341		56,171	56,171	56,171	-14,170
RESERVES-DESIGNATED			2,300,892		2,173,280	2,173,280	2,173,280	-127,612
TRANSFERS			20,537		0	0	0	-20,537
GENERAL FUND			20,537		0	0	0	-20,537

III. Senior & Disabled Services

Total Division Budget: \$14,846,600 (\$14,343,098 in FY 11)
Salary and Benefit Allocation: \$9,654,179 (\$9,072,867 in FY 11)
FTE: 127.78 (128.15 in FY 11)

(See Pages 30-31 for Budget Detail)

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

III A Medicaid and Food Stamps

Program Budget: \$10,457,843
Salary and Benefit Allocation: \$8,214,082
FTE: 108.08

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

Eligibility Determination / Screening & Referral

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

Case Management

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

Licensing and Monitoring of Adult Foster Homes

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

Home Care Worker Program

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

Adult Protective Services

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

Quality Assurance

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

Division Support

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

III B Older Americans Act, Other Grants and State Funding

Program Budget: \$6,137,901

Salary and Benefit Allocation: \$1,328,097

FTE: 19.69

Information and Assistance

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

Group Dining and Home Delivered Meals

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

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

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

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

Care Coordination / Consultation

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

Family Caregiver Support

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

Oregon Project Independence

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

Transportation Coordination

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

Real Choices Systems Change Grant

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

Contract Management

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

Lane Council of Governments 2011-2012 Budget

BY SERVICE

III. SENIOR & DISABLED SERVICES			ADOPTED 2010-11	PROPOSED 2011-12	APPROVED 2011-12	ADOPTED 2011-12	DIFFERENCE	
RESOURCES			14,806,114	14,846,600	14,846,600	14,846,600	40,486	
			2,895,848	2,642,436	2,642,436	2,642,436	-253,412	
			9,684,416	10,015,852	10,015,852	10,015,852	331,436	
			1,192,712	1,276,632	1,276,632	1,276,632	83,920	
			73,679	69,571	69,571	69,571	-4,108	
			959,459	842,109	842,109	842,109	-117,350	
			0	0	0	0	0	
REQUIREMENTS			14,806,115	14,846,600	14,846,600	14,846,600	40,485	
	RANGE	FTE		FTE				
PERSONAL SERVICES		127.92	9,323,716	127.78	9,654,179	9,654,179	9,654,179	330,463
DIRECTOR-S&DS	37	1.00	123,252	1.00	134,856	134,856	134,856	11,604
PROGRAM MANAGER	31	1.00	116,400	1.00	128,448	128,448	128,448	12,048
MANAGER	25	1.00	96,840	1.00	104,412	104,412	104,412	7,572
PROGRAM SUPERVISOR	22	10.00	877,932	10.00	955,596	955,596	955,596	77,664
SDS SPECIALIST	20	0.91	44,870	1.00	71,736	71,736	71,736	26,866
PREADMISSION SCREENER	18	2.00	161,964	2.00	173,160	173,160	173,160	11,196
CASEMANAGER	13-16	53.49	3,686,347	55.00	4,287,865	4,287,865	4,287,865	601,518
HUMAN SERVICES SPECIALIST	8-10	39.25	2,411,435	37.56	2,606,664	2,606,664	2,606,664	195,229
ADMINISTRATIVE ASST III	5-6	13.50	779,022	13.56	819,108	819,108	819,108	40,086
SENIOR MEALS SITE COORD	.15	4.91	226,692	4.79	236,664	236,664	236,664	9,972
KITCHEN ASSISTANT		0.86	22,575	0.87	23,670	23,670	23,670	1,095
OTHER			776,387		112,000	112,000	112,000	-664,387
INDIRECT CHARGES			2,006,832		1,996,543	1,996,543	1,996,543	-10,289
MATERIALS & SERVICES			1,899,921		1,733,018	1,733,018	1,733,018	-166,903
BUILDING AND GROUNDS			11,500		11,500	11,500	11,500	0
COMPUTER SUPPLIES			65,848		62,674	62,674	62,674	-3,174
CONFERENCE EXPENSE			0		0	0	0	0
CONTRACT SERVICES			53,144		26,496	26,496	26,496	-26,648
EQUIPMENT MAINTENANCE			8,000		8,000	8,000	8,000	0
FROZEN MEALS			142,598		142,598	142,598	142,598	0
FUNDRAISING EXPENSE			47,427		47,427	47,427	47,427	0
FURNITURE			60,000		15,000	15,000	15,000	-45,000
INSURANCE			1,000		1,000	1,000	1,000	0
LEGAL			25,000		10,000	10,000	10,000	-15,000
MEALS			817,721		825,552	825,552	825,552	7,831
MEMBERSHIPS			31,500		31,500	31,500	31,500	0
MISCELLANEOUS			36,691		20,019	20,019	20,019	-16,672
NUTRITION ADMINISTRATION			2,400		2,400	2,400	2,400	0
NUTRITION SUPPLIES			61,142		61,972	61,972	61,972	830

**Lane Council of Governments
2011-2012 Budget**

BY SERVICE

	ADOPTED 2010-11	PROPOSED 2011-12	APPROVED 2011-12	ADOPTED 2011-12	DIFFERENCE
III. SENIOR & DISABLED SERVICES (continued)					
MATERIALS & SERVICES (continued)					
OCCUPANCY COSTS/PARK	32,904	32,904	32,904	32,904	0
OFFICE SUPPLIES	14,963	5,500	5,500	5,500	-9,463
POSTAGE	27,443	29,000	29,000	29,000	1,557
PRODUCTION	26,500	18,500	18,500	18,500	-8,000
PROFESSIONAL TRAINING	17,000	11,000	11,000	11,000	-6,000
RENT	31,128	32,052	32,052	32,052	924
RENT-OTHER	99,333	99,333	99,333	99,333	0
RIS-NETWORK	2,361	2,435	2,435	2,435	74
SPACE COSTS	6,000	6,000	6,000	6,000	0
TELEPHONE	15,300	15,100	15,100	15,100	-200
TRAINING	2,100	2,100	2,100	2,100	0
TRAVEL	191,549	155,393	155,393	155,393	-36,156
TRAVEL-VOLUNTEER	18,869	17,063	17,063	17,063	-1,806
UNEMPLOYMENT	35,000	25,000	25,000	25,000	-10,000
UTILITIES	8,500	8,500	8,500	8,500	0
VEHICLE MAINTENANCE	7,000	7,000	7,000	7,000	0
SERVICES BY OTHER ORGANIZATIONS	669,237	648,158	648,158	648,158	-21,079
SENIOR SERVICES	595,558	578,587	578,587	578,587	-16,971
COMMUNITY SERVICE	73,679	69,571	69,571	69,571	-4,108
CAPITAL OUTLAY	51,867	25,000	25,000	25,000	-26,867
RESERVES-DESIGNATED	839,232	786,202	786,202	786,202	-53,030
TRANSFERS	15,310	3,500	3,500	3,500	-11,810
LCOG BOARD	12,310	0	0	0	-12,310
PLANNING SERVICES	3,000	3,500	3,500	3,500	500

Business Services & Real Property

IV. Enterprise Funds

Total Division Budget: \$4,746,793 (\$4,990,905 in FY 11)
Salary and Benefit Allocation: \$332,843 (\$272,996 in FY 11)
FTE: 3.23 (2.16 in FY 11)

(See Page 33 for Budget Detail)

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

IV A Business Finance

Program Budget: \$2,906,977
Salary and Benefit Allocation: \$239,366
FTE: 1.79

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

IV B Facilities Management

Program Budget: \$1,759,816
Salary and Benefit Allocation: \$41,866
FTE: .25

Staff provides property management for LCOG-owned real estate.

- Schaefers Building
- Springfield Building
- Park Place Building

IV C Minutes Recording

Program Budget: \$ 80,000
Salary and Benefit Allocation: \$51,612
FTE: 1.19

The Minutes Recording program was transferred to LCOG from the City of Eugene on September 1, 2010. The program provides minutes recording services currently 6 member agencies.

Lane Council of Governments 2011-2012 Budget

BY SERVICE

		ADOPTED 2010-11		PROPOSED 2011-12	APPROVED 2011-12	ADOPTED 2011-12	DIFFERENCE	
IV. ENTERPRISE FUNDS								
RESOURCES								
		5,251,042		4,746,793	4,746,793	4,746,793	-504,249	
FEDERAL		99,999		6,000	6,000	6,000	-93,999	
STATE		0		0	0	0	0	
LOCAL REVENUE		2,625,747		2,668,296	2,668,296	2,668,296	42,549	
RESERVES-DESIGNATED		2,438,019		1,987,191	1,987,191	1,987,191	-450,828	
TRANSFERS		87,277		85,306	85,306	85,306	-1,971	
REQUIREMENTS								
		5,251,042		4,746,793	4,746,793	4,746,793	-504,249	
	RANGE	FTE		FTE			0	
PERSONAL SERVICES		3.09	306,600	3.23	332,843	332,843	332,843	26,243
ASSOCIATE DIRECTOR	39	0.25	40,061	0.25	41,865	41,865	41,865	1,804
PROGRAM MANAGER	31	0.77	93,061	0.79	100,230	100,230	100,230	7,169
PRINCIPAL	28	1.00	123,890	1.00	139,136	139,136	139,136	15,246
ASSOCIATE	21	0.10	9,515	0.00	0	0	0	-9,515
OTHER		0.97	40,073	1.19	51,612	51,612	51,612	11,539
INDIRECT CHARGES			170,986		178,677	178,677	178,677	7,691
MATERIALS & SERVICES			828,930		801,808	801,808	801,808	-27,122
BUILDING & GROUNDS			2,400		2,400	2,400	2,400	0
BUILDING MAINTENANCE			101,900		100,900	100,900	100,900	-1,000
CONTRACT SERVICES			146,744		147,700	147,700	147,700	956
INSURANCE			23,584		24,100	24,100	24,100	516
JANITORIAL			110,500		131,300	131,300	131,300	20,800
LEASE FEES			39,807		0	0	0	-39,807
LEGAL			5,000		0	0	0	-5,000
MEMBERSHIPS			3,000		3,600	3,600	3,600	600
MISCELLANEOUS			10,550		10,651	10,651	10,651	101
PROPERTY MANAGEMENT			58,418		54,800	54,800	54,800	-3,618
PROPERTY TAXES			55,195		57,000	57,000	57,000	1,805
REPAIRS			25,600		21,000	21,000	21,000	-4,600
TENANT PARKING			31,200		34,025	34,025	34,025	2,825
TRAVEL			10,878		10,182	10,182	10,182	-696
UTILITIES			204,154		204,150	204,150	204,150	-4
SERVICES BY OTHER ORGANIZATIONS			499,999		400,000	400,000	400,000	-99,999
CAPITAL OUTLAY			11,468		0	0	0	-11,468
CAPITAL EXPENSE			11,468		0	0	0	-11,468
RESERVES-DESIGNATED			2,294,690		1,879,519	1,879,519	1,879,519	-415,171
DEBT SERVICE			969,959		964,957	964,957	964,957	-5,002
DEBT PRINCIPAL			395,396		408,844	408,844	408,844	13,448
DEBT INTEREST			574,563		556,113	556,113	556,113	-18,450
TRANSFERS			168,410		188,989	188,989	188,989	20,579
LCOG BOARD			168,410		188,989	188,989	188,989	20,579

V. Administrative Services

Total Division Budget: \$4,000,883 (\$3,929,586 in FY 11)
Salary and Benefit Allocation: \$2,381,123 (\$2,165,545 in FY 11)
FTE: 21.4 (21.1 in FY 11)

(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: \$316,714
Salary and Benefit Allocation: \$316,714
FTE: 1.9

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

V B Human Resources Administration

Program Budget: \$218,414
Salary and Benefit Allocation: \$218,414
FTE: 2.0

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

V C Fiscal and Budget Administration

Program Budget: \$471,268
Salary and Benefit Allocation: \$471,268
FTE: 4.6

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

V D Information Services

Program Budget: \$774,562
Salary and Benefit Allocation: \$774,562
FTE: 7.2

Agency IS staff develops and implements plans and programs for enhanced use of information technologies; and maintains and supports the hardware, software, and telecommunications necessary

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

V E Clerical Services

Program Budget: \$237,088

Salary and Benefit Allocation: \$237,088

FTE: 3.0

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

Lane Council of Governments 2011-2012 Budget

BY SERVICE

		ADOPTED 2010-11		PROPOSED 2011-12	APPROVED 2011-12	ADOPTED 2011-12	DIFFERENCE
V. ADMINISTRATIVE SERVICES							
RESOURCES		3,908,841		4,000,883	4,000,883	4,000,883	92,042
INDIRECT CHARGES		3,908,841		4,000,883	4,000,883	4,000,883	92,042
REQUIREMENTS		3,908,841		4,000,883	4,000,883	4,000,883	92,042
	RANGE	FTE	FTE				
PERSONAL SERVICES		21.63	21.76	2,381,123	2,381,123	2,381,123	192,077
EXECUTIVE DIRECTOR		0.80	0.60	126,959	126,959	126,959	-15,792
ASSOCIATE DIRECTOR	39	0.75	0.75	126,432	126,432	126,432	5,119
DIRECTOR-PS/TS	37	0.12	0.25	40,465	40,465	40,465	21,648
PROGRAM MANAGER	31	1.55	1.80	246,995	246,995	246,995	45,708
SENIOR MANAGER	28	4.20	4.24	486,648	486,648	486,648	26,726
MANAGER	25	4.32	4.22	444,263	444,263	444,263	26,762
ASSOCIATE	21	7.89	7.90	763,280	763,280	763,280	57,329
ASSISTANT	18	0		0	0	0	0
ADMINISTRATIVE ASST	8	2.00	2.00	146,081	146,081	146,081	24,577
MATERIALS & SERVICES		1,719,795		1,619,760	1,619,760	1,619,760	-100,035
ADVERTISING		1,000		1,000	1,000	1,000	0
AUDIT		54,000		50,000	50,000	50,000	-4,000
BANK FEES		6,000		6,000	6,000	6,000	0
BUILDING & GROUNDS		4,000		4,000	4,000	4,000	0
COMPUTER SUPPLIES		95,000		171,294	171,294	171,294	76,294
CONTRACT SERVICES		30,000		30,000	30,000	30,000	0
COPYING		25,000		25,000	25,000	25,000	0
DEPRECIATION-LAN		9,805		8,531	8,531	8,531	-1,274
EQUIPMENT MAINTENANCE		225		225	225	225	0
FURNITURE		3,000		3,000	3,000	3,000	0
GIS CPA		71,906		74,063	74,063	74,063	2,157
GIS MAINTENANCE		19,500		18,000	18,000	18,000	-1,500
INDIRECT CARRYFORWARD		250,498		110,609	110,609	110,609	-139,889
INSURANCE		29,335		30,000	30,000	30,000	665
LEGAL		3,000		3,000	3,000	3,000	0
MEMBERSHIPS		24,000		24,000	24,000	24,000	0
MISCELLANEOUS		2,000		2,000	2,000	2,000	0
OCCUPANCY COSTS/PARK PLACE		474,600		453,359	453,359	453,359	-21,241
OCCUPANCY COSTS/SCHAEFERS		188,247		188,000	188,000	188,000	-247
OFFICE SUPPLIES		35,000		35,000	35,000	35,000	0
PAPER		12,000		13,000	13,000	13,000	1,000
PLOTTER SUPPLIES		2,000		2,000	2,000	2,000	0
POSTAGE		50,000		45,000	45,000	45,000	-5,000
PRINTING		8,000		6,000	6,000	6,000	-2,000
PROFESSIONAL TRAINING		10,000		10,000	10,000	10,000	0
REGIONAL TECH SERVICES		10,030		10,030	10,030	10,030	0
RIS USE		196,649		196,649	196,649	196,649	0
TELEPHONE		95,000		90,000	90,000	90,000	-5,000
TRAVEL		10,000		10,000	10,000	10,000	0
UNEMPLOYMENT		0		0	0	0	0

Lane Council of Governments
2011-2012
Appendices

**Lane Council of Governments
2011-2012 Budget**

	ADOPTED 2010-11	PROPOSED 2011-12	APPROVED 2011-12	ADOPTED 2011-12	DIFFERENCE
<u>FIDUCIARY FUNDS</u>					
<u>RESOURCES</u>	3,149,914	3,066,138	3,066,138	3,066,138	-83,776
BEGINNING FUND BALANCE	811,000	599,000	599,000	599,000	-212,000
INTEREST	0	0	0	0	0
STATE	0	0	0	0	0
LOCAL JURISDICTIONS	2,338,914	2,467,138	2,467,138	2,467,138	128,224
<u>REQUIREMENTS</u>	3,149,914	3,066,138	3,066,138	3,066,138	-83,776
PSAP EXPENSE	1,850,000	1,766,224	1,766,224	1,766,224	-83,776
UNAPPROPRIATED FUND BALANCE	599,000	599,000	599,000	599,000	0
CASCADES WEST FINANCIAL SERVICES	700,914	700,914	700,914	700,914	0

**AGENCY PERSONAL SERVICES
FY11/12**

CLASSIFICATION	RANGE	FTE			SALARY AND FRINGE		
		FY10/11 Adopted	FY10/11 Revised	FY11/12 Proposed	FY10/11 Adopted	FY10/11 Revised	FY11/12 Proposed
Executive Director		1.00	1.00	1.00	171,595	178,439	184,997
Associate Director	39	1.00	1.00	1.00	155,100	161,374	168,297
Director	37	2.00	2.00	2.00	267,607	275,764	293,964
Program Manager	31	8.60	9.80	9.37	1,071,259	1,201,301	1,228,011
Principal/Senior Manager	28	9.95	10.60	10.26	1,123,128	1,201,301	1,198,270
Manager/Senior	25	14.08	11.36	12.24	1,473,311	1,110,416	1,326,565
Program Supervisor	22	11.00	10.00	10.00	1,002,468	877,932	955,596
Associate	21	13.50	13.60	13.50	1,211,790	1,240,688	1,340,831
Specialist	20	0.00	0.91	1.00	0	44,870	71,736
Preadmission Screener	18	2.00	2.00	2.00	161,964	161,964	173,160
Assistant	17	6.95	6.36	6.75	508,018	465,560	590,610
Casemanager	13-16	41.95	54.03	55.00	3,084,971	3,686,347	4,287,865
Analyst	14	3.80	3.80	3.80	308,786	308,900	321,296
Human Services Specialist	10	33.01	36.99	35.55	2,222,329	2,282,318	2,472,771
Admin Assistant IV	8	4.50	5.50	5.50	280,489	328,993	374,496
Admin Assistant III	4-6	14.63	14.52	14.91	804,393	813,513	869,024
Senior Meals Coordinator	.15	5.16	4.98	4.79	235,532	228,582	236,664
Kitchen Assistant	.1	0.87	0.86	0.87	24,097	22,575	23,670
Contract Employees		1.12	2.87	0.97	119,560	215,277	51,692
Other		15.21	0.00	0.00	1,107,009	767,709	112,000
TOTALS		190.33	192.18	190.51	15,333,406	15,573,823	16,281,515

**LANE COUNCIL OF GOVERNMENTS
FY11-12 MEMBER DUES SCHEDULE**

JURISDICTION	FY10-11 BASE*	FY10-11 RATE	FY10-11 DUES	FY11-12 BASE*	FY11-12 RATE	FY11-12 DUES
Lane County	347,690	0.260	\$ 90,399	348,550	0.260	\$ 90,623
Cities						
Eugene	157,100	0.47	\$ 73,837	157,845	0.47	\$ 74,187
Springfield	58,085	0.47	\$ 27,300	58,575	0.47	\$ 27,530
Cottage Grove	9,485	0.47	\$ 4,458	9,495	0.47	\$ 4,463
Florence	9,580	0.47	\$ 4,503	9,590	0.47	\$ 4,507
Junction City	5,460	0.47	\$ 2,566	5,670	0.47	\$ 2,665
Veneta	4,975	0.47	\$ 2,338	5,035	0.47	\$ 2,366
Creswell	4,790	0.47	\$ 2,251	4,845	0.47	\$ 2,277
Oakridge	3,755	0.47	\$ 1,765	3,765	0.47	\$ 1,770
Dunes City	1,360	0.	\$ -	1,370	0.	\$ -
Coburg	1,080	0.47	\$ 508	1,085	0.47	\$ 510
Lowell	1,030	0.47	\$ 484	1,040	0.47	\$ 489
Westfir	340	0.47	\$ 160	340	0.47	\$ 160
School Districts						
School Dist. 4J	16,653	0.117	\$ 1,948	16,377	0.117	\$ 1,916
School Dist. 19	10,915	0.117	\$ 1,277	10,196	0.117	\$ 1,193
School Dist. 52	5,405	0.117	\$ 632	5,525	0.117	\$ 646
School Dist. 68	222	0.117	\$ 26	198	0.117	\$ 23
LCC	12,824	0.117	\$ 1,500	14,958	0.117	\$ 1,750
Utilities						
EWEB	86,721	0.117	\$ 10,146	88,246	0.117	\$ 10,325
EPUD	20,097	0.117	\$ 2,351	20,687	0.117	\$ 2,420
Special Districts						
Port of Siuslaw			\$ 470			\$ 470
Lane ESD			\$ 470			\$ 470
Western Lane Ambulance			\$ 470			\$ 470
Willamalane			\$ 470			\$ 470
River Road Park District			\$ 470			\$ 470
Fern Ridge Library District			\$ 470			\$ 470
Siulaw Valley Fire & Rescue			\$ 470			\$ 470
Lane Library District			\$ 470			\$ 470
TOTAL			\$232,209			\$233,580

* City/County Base: July, 2010 Certified Population from Population Research Center, PSU.

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

LCC Base: <http://www.lanec.edu/research/ir/enrollment.htm>

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

**Lane Council of Governments
2011-2012 Budget**

Budget Glossary

General

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

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

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

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

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

Resources

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

State Revenue: Revenue from state grants and contracts.

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

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

Member Dues: The total amount of dues anticipated from member agencies for fiscal year 2011-12. Member Dues Schedule is shown on page 47.

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

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

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

Requirements

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

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

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

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

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

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

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

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

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

**Lane Council of Governments
2011-2012 Budget**

Budget Notes

Indirect Cost Allocation: Indirect, or overhead, costs of the agency are met through an *Indirect Cost Allocation Plan*, developed in conformance with Federal Management Circular A-87. The Plan provides for direct programs and services to bear a fair share of those normal operating expenses which, in and of themselves, cannot easily be tied to specific grant- or contract-funded activity. Examples include office rent and supplies and support services staff, such as those working in areas of administration, fiscal, and human resources. The work activities that are supported in this way are specified under Section II of the work program; the budgetary allocation for *Administrative Services* is set forth on page 35. LCOG's *Indirect Cost Allocation Plan* for fiscal year 2011-12 calls for five separate charge rates, dependent upon the location of the direct service work performed. Programs operating out of the agency's Park Place Building location will bear a rate of 53.6821 percent of direct personal services costs, Schaefer's Building programs will incur an indirect charge of 21.5281 percent, programs working in Other S&DS (outstationed) locations will be assessed at the rate of 15.9206 percent, the indirect rate for programs in Other GS will be 16.6830 percent and the Senior Meals program rate will be 17.5643 percent. Copies of the agency's *Indirect Cost Allocation Plan* may be obtained at LCOG's main office.

Member Dues Schedule: The 2011-12 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 9, 2010. Due to the challenging economic times the Dues Schedule was not adjusted upward by an inflation factor for fiscal year 2011-12. They were still increased by population, students and customer counts.

Budget Assumptions: As noted in the Executive Director's Budget Message (pages 1-4), the LCOG Board in December 2010, adopted a budget process and budget assumptions, which were used by management and the Budget Committee in the formulation of this document.

1. The CPI for the prior year is 1.15% (August Annual Average 2010 CPI-U for U.S.). Due to the state of the economy the percentage used to compute the dues rate increase is 0.0%.
2. Health insurance is expected to increase 10%. Each 10% increase in insurance costs results in a 1.25% increase in total compensation, so health insurance is expected to increase total compensation by 1.25%.
3. A cost of living adjustment to the salary schedule of 1.0% will be budgeted.
 - a. The State SEIU will receive no increase.
 - b. The estimated City of Eugene increase is 0.0 to 4.0%.
 - c. Lane County is estimated at 2.0%
 - d. LCOG SEIU is 1.0%

4. The current LCOG employer PERS rate is 7.98%, and the OPSRP rate is 9.03%. The rates on July 1, 2011 will change to 12.52% and 11.24%.
5. Specific details of compensation and health insurance will be determined through negotiations with the LCOG bargaining units.
6. Merit increases are expected to increase total compensation. Most employees are eligible for 3.5% annual merit increase. However, about 40% of employees are at the top step of their salary range, which means that they are not eligible for merit increases.
7. LCOG compensation, including salaries and benefits, will be comparable to similar positions in the same job market. This is required to attract and retain diverse, quality employees.
8. LCOG will provide adequate work space, equipment, and training to enable employees to be productive and effective.
9. The agency will continue to build a General Fund reserve with the goal that the reserve exceeds two months of payroll cost.
10. To the maximum extent possible, all programs or contracts will be self-supporting. LCOG General Fund dollars will only be used when required as match or to provide temporary support to a program or to support a strategic initiative.
11. New programs or program reductions will be individually presented to the Board.
12. S&DS, as a local transfer agency, has a significant funding equity issue compared to State-operated S&DS offices. In the past, additional resources have been required to maintain adequate staffing levels in the program.

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

While the ratio of fringe benefit cost to salary differs from one employee to another (and for an individual employee, it changes during the course of the fiscal year), the projected fringe benefit expense for fiscal year 2011-12 is 55.9 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	\$60,202	7.81	324
Retirement (Employer)	68,905	8.94	370
Retirement (Employee)	48,080	6.24	258
Health Care	219,818	28.52	1,182
Life Insurance	3,354	0.44	18
FSA Administration	0.0	0.00	0
Disability	4,246	0.55	23
Worker's Comp	6,511	0.84	35
Deferred Comp	19,966	2.59	107
Total Fringe	\$431,083	55.93	2,318
Total Monthly Salary	\$770,765		4,144

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.