

# Budget Message

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## *Stabilizing Services in the Face of Severe Revenue Shortfalls*

April 21, 2008

Lane County Budget Committee  
Lane County, Oregon

Dear Members:

Pursuant to ORS 294.391, this constitutes the Fiscal Year 2008-09 Budget Message and transmittal of the Proposed Budget. The budget contains several sections including a Summary and Financial Plan, followed by detailed revenue and expenditure information divided by organizational unit (department). Important features of the budget include a Department Overview for each department, Budget Highlights, Department Goals, Organizational Chart, Program Summaries, Program Objectives and Activity Indicators, followed by budget allocations to each program at the department level expressed as Personnel Services, Materials and Services, Capital Outlay, Capital Projects, and Fiscal Transactions.

The proposed budget document contains several overview sections including Financial Summaries and the General Fund Analysis, followed by detailed revenue and expenditure information divided by organizational unit (department). The format describes how each department developed its FY 2008-2009 budget, how the budget relates to the Strategic Plan and goals of Lane County, as well as details of changes to the budget and balancing options considered. The "Capital Budget" section will not be completed until approval and adoption of the operating budget due to the large funding uncertainties currently facing the County.

On January 16, 2008, in what is becoming an almost routine event but is nevertheless very important to the overall financial health of Lane County, the Government Finance Officers Association (GFOA) of the United States and Canada again presented a Certificate of Recognition for budget preparation to David Garnick, Christine Moody and Jennifer Inman in County Administration's Budget and Planning, and to Teresa Nelson in our Document Resource Center. This award is presented to the individuals who have been instrumental in their government units in achieving a Distinguished Budget Presentation Award. This is the highest award in government presented to those whose budgets are judged to meet these standards. We need to take a moment to celebrate the fact that the budget document you received last year is of the highest standard in the country. That award, coupled with the GFOA Award for Certificate of Achievement for Excellence in Financial Reporting received by the Financial Division of Management Services for fiscal year ending June 30, 2007, shows that Lane County's financial and budgeting programs are performing to the highest standard, and demonstrates our commitment to being accountable to our citizens as stated in our mission, vision and guiding principles.

A major requirement of the Budget Message is to set forth any salient changes between the prior year and the coming year. This creates an opportunity to discuss many of the dynamic changes taking place in Lane County government, many of which have significant budget implications. Program Summaries, Program Objectives and Activity Indicators under the department sections will also be completed in the adopted budget document.

The overriding theme of last year's budget was how employees, despite financial uncertainty, continue to do great work. While we are continuing to do a great job with the resources we have, our overriding need remains to find a course that takes us to a financially manageable service level for the long-term.

***"A major requirement of the Budget Message is to set forth any salient changes between the prior year and the coming year"***

# Budget Message

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## FISCAL YEAR 2008-2009 ISSUES

### BOARD DIRECTIVE #1:

#### Budget in Anticipation of No Renewal for Secure Rural Schools Funding

The biggest challenge facing Lane County is the stark reality that Secure Rural Schools (SRS) funding may no longer be in our future. Despite the efforts of our friends in Washington, D.C., support needed to reauthorize SRS is still wanting. Following meetings with congressional leadership, and its best estimate of future events, the Lane County Board of Commissioners (Board) directed County Administration to prepare a budget that assumes no SRS funding for the 2008-2009 budget year. The budget also contains a somewhat accelerated reduction of services, which builds up an excess reserve, in order to take services down to a level that is sustainable for the next several years.

***"As painful as this...budget is on employees, programs, and vulnerable members of the community...it is still the prudent thing to do"***

I strongly agree with the Board on this decision. As painful as this austere budget is on employees, programs, and vulnerable members of the community who need the services, it is still the prudent thing to do. Our reserves (presently at the required 10% level in the General Fund) could only bridge the gap created by the loss of SRS for a short period and spending them would only exacerbate our long term financial problems while further damaging the County's ability to meet long term needs in the community.

If SRS funding does materialize, the Budget Committee and the Board will have the opportunity to determine to what extent they are able to provide additional funding for services.

My predecessor, Mr. Van Vactor, carefully and frequently laid out the issues of strong demand for services in the community coupled with a county revenue base that couldn't keep up. He predicted that the trend lines were not sustainable over the 'long run' and he was right. This is a budget that must come to grips with that hard reality.

### BOARD DIRECTIVE #2:

#### Identify Opportunities for Long Term Operating Cost Reductions if Funding Permits

Lane County still has a long term problem of expenditures having higher organic growth than revenues, thus creating an increasing gap between available revenues and expenditures as the years pass. Mr. Van Vactor would refer to the graphic that represented this trend as the "Jaws Graph." This long term problem still exists and if not dealt with, creates a situation where program cutting becomes endemic with the Board cutting services every year. It is common to hear this problem labeled a "death spiral" where the organization is never able to reach a plateau of relative stability. Anticipating this, the Board further directed County Administration to identify and prepare a list of possible strategic investments that could be funded from any additional SRS payments. If SRS funds arrive after the 2008-2009 budget is developed, strategic investing would reduce *long run operating costs, more-or-less permanently*, and the "death spiral" avoided or mitigated. The list of potential uses developed in conjunction with County Department leadership has been provided to the Board for consideration.

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## The Big (and) Unpleasant Picture

In FY 2007-2008 the overall operating budget is authorized at \$540,488,142. Our current proposed budget for FY 2008-2009 is projected at \$455,862,047 of expenditures, a difference of \$83,228,948 from year-to-year. The difference computes to a 15.65% reduction in proposed spending from this fiscal year to the next. In FY 2007-2008, the Board authorized 1507.42 full-time equivalent employee positions (FTEs). In the proposed FY 2008-2009 budget, FTEs will drop to 1318.70, a reduction of 188.72 FTEs. As a percentage of the workforce, this represents a reduction of 12.52%.

As an overall comparison, in FY 1979-1980, prior to the recession of the 1980's and the decrease in federal logging in the 1990's, Lane County government had 6.4 employees for every 1,000 residents in Lane County. If the FY 2008-2009 proposed budget is adopted as presented, there will be only 3.8 employees per 1,000 residents. This represents a decrease of 41%. At a time when there are more residents to serve, Lane County has less capacity to provide that service.

***In the Proposed FY 2008-2009 Budget, Lane County will lose roughly 12.52% of its workforce***

## The Impact of SRS Funding

Historically, since 2001, SRS contributed between \$45 and \$50 million to the County annually. About \$20 million of that went to the General Fund with most of the rest of SRS going to the Road Fund. Prior to SRS, federal revenue was received in the form of timber receipts for logging on federal forest lands. The General Fund is our most flexible fund and supports part of most departments in the County, especially in areas of Public Safety and Public Health. With the likely loss of SRS in the short term, and the almost certain loss of SRS in the long term, the Board will need to make dramatic cuts in expenditures in order to balance available revenues with needed expenditures as required by Oregon law. This year we expect the General Fund to be about \$15.3 million smaller than in FY 2007-2008 due to SRS losses and a further \$2.3 million smaller due to lost fees and dollars leveraged by the careful budgeting of the SRS dollars.

## Substantial Service Reductions

The harsher financial environment we are entering will require that the Board discontinue services for some long standing programs. These decisions weren't easy for the Board when it set initial priorities, nor were they easy for staff involved in the budget development process. They won't be easy for the Budget Committee, the Board, or the affected citizens who must live with the results. In making these budget recommendations, we tried to follow Jeremy Bentham's dictum (18th and 19th century British political philosopher and reformer) of trying to provide for "the greatest happiness of the greatest number." We also weighed whether or not there might be another public or nonpublic substitute in the community for a service offered by Lane County. When it wasn't possible to identify a possible alternative source, we leaned more strongly at trying to fund that service.

***"The harsher environment we are entering will require that the Board discontinue services for some long standing programs."***

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## PROGRAM FUNDING PHILOSOPHY

### Provide Effective Outcomes

The County Board and staff are in agreement on the principle that any program supported by the County should be funded to a point where it can provide for effective outcomes for those it serves. If there is not enough funding to achieve the desired outcomes, the program will reduce the number served or be eliminated. Lane County believes that low-quality services delivering poor outcomes are a poor use of public money. What we are able to do we must do well.

***"The County Board and staff are in agreement on the principle that any program supported by the County should be funded to a point where it can provide for effective outcomes for those it serves."***

### LEVERAGING OTHER FUNDS

To the casual observer some of the funding choices may appear to put programs that seem to be an intuitively lower priority ahead of more important programs. Oregon has a very complex system for funding various public services. In some cases a dollar spent on service by Lane County can bring in additional funds to help support additional or related programming. The public safety system is a case where leverage is important. For example, by carefully targeting funds in the District Attorney's Office, matching dollars become available from various State of Oregon corrections funds. We looked for every opportunity in which this approach could provide additional funds for programs and services.

## MAJOR PROGRAM CHANGES

### Lane County Animal Services and Extension Service

Two highly visible programs are proposed to receive no General Fund money for FY 2008-2009. They are Lane County Animal Services and the Extension Service.

***"Two highly visible programs ...proposed to receive no General Fund money for FY 2008-2009...are Animal Services and the Extension Service."***

This leaves the Extension Service funded at about as minimal a level as is possible to have a functional program. Loss of the General Fund will likely result in the loss of other leveraged funds, causing the Extension Service to reduce its scope. But we are hopeful that it will still be able to function effectively.

As proposed, Lane County Animal Services will be discontinued. The remaining services will be transferred to the City of Eugene, the sole remaining funding source. We need to identify a new funding model for Lane County Animal Services. Other public resources may be identified or, hopefully, private funds may step in to help with the funding gap, if services are to be restored to something like the current levels.

### Health and Human Services

The Department of Health and Human Services (HHS) will have reductions, although we were able to preserve Community Health Centers, and Women, Infants and, Children (WIC) programming. Both of these receive monies from the General Fund.

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The Board, in the initial priority settings, was unable to identify resources to fund either of these vital services. However, if the County had been unable to fund these programs, the County would have lost its authority to operate a Public Health System. As the budget developed, staff was able to identify some additional resources consisting of one-time contributions of excess reserves from the PC Replacement Fund in Information Services (\$40,000), the Capital Fund in Management Services (\$200,000), and the Benefit Fund (\$454,400). These resources, coupled with a slight back off on the acceleration of reduction, allows the use of an additional \$2,657,000 in excess reserves, giving us the ability to maintain the Public Health Department, which we concluded was a high priority.

The total Health and Human Services proposed HHS budget of \$85,422,273 for FY 2008-2009 is a reduction of \$26,880,662 (or 23.94%) from FY 2007-2008. The number of FTEs lost will be 40.86, leaving the department with 289.10 FTEs. Some programs will be reduced and certain contracts with outside agencies will be ended.

There is discussion going on with policy makers in Salem about the possibility of the State assuming the costs for providing Public Health services. If this were to transpire, the funds currently allocated to Community Health and WIC could be targeted elsewhere by the Budget Committee and the Board. Until that happens, there is no nonpublic substitute for the variety of essential tasks the Public Health Authority does, including communicable disease surveillance and management, and no substitute for WIC which unquestionably helps us develop healthy children. We felt it imprudent to leave these programs unfunded.

### Children and Families

Children and Families services will be largely maintained. The proposed budget of \$3,250,406 for 2008-2009 is a slight increase of \$50,884 from 2007-2008. The number of FTEs lost will be 1.48 leaving the department with 8.02 FTEs. The FTE reduction includes a position that received General Fund monies and performed resource development for prevention programs. The position had a cost of approximately \$81,000 annually and raised over \$200,000 for County and community services. The position also created increased cost-saving opportunities for collaborations and systems change work to improve support to families. This loss is one of many examples where a very worth while service must be reduced due to lack of adequate resources available from the General Fund.

### Public Safety

Public Safety is heavily dependent upon the General Fund for support of the Sheriff's patrolling, criminal investigations, jail and correctional functions. In addition, the General Fund supports the District Attorney's Office and Youth Services. After setting priorities, all involved are aware that more needs to be done to support Public Safety. Yet, the only way to fund Public Safety at prior year levels would be the virtual elimination of most other valued programs.

The Sheriff's Office suffers the largest proposed cuts in the County budget. The proposed budget of \$38,772,397 for FY 2008-2009 is a reduction of \$14,999,104 (a 23.28% reduction) from FY 2007-2008. The number of FTEs lost will be 126.55, leaving the Department with only 239.7 FTEs. This will substantially reduce the number of prisoners that may be held in the County jail at any one time. This proposed budget will also reduce the other services provided such as the Sheriff's patrol which will be reduced to only 20 hours of patrol per day. The Traffic Enforcement Team is also targeted for elimination.

***"The Sheriff's Office suffers the largest proposed cuts in the County budget."***

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The District Attorney's Office will suffer reductions. The proposed budget of \$8,180,065 for FY 2008-2009 is a reduction of \$614,510 (a 6.99% reduction) from FY 2007-2008. The number of FTEs lost will be 7.0, leaving the Department with 64.0 FTEs. The result of these cuts will mean that the District Attorney will be forced to be even more selective than in the past in choosing which criminal charges will be filed against defendants.

Finally, Youth Services is programmed for staff and funding reductions. The proposed budget of \$8,400,991 for FY 2008-2009 is a reduction of \$1,056,003 (an 11.16% reduction) from FY 2007-2008. The number of FTEs lost will be 5.98, leaving the Department with 61.07 FTEs. This means that there will be a loss of 16 beds for the in-house treatment services and other out-patient drug and alcohol treatment. Certain youth offenders who benefit from Youth Services intervention will no longer receive it following contact with the justice system.

### Public Works

The Public Works budget does not suffer as much in the FY 2008-2009 budget as do other budgets. That is both good news and bad news. The good news is that through good management, the Road Fund has substantial reserves which mitigate the loss of SRS funding. The bad news is that the reserves can only cushion the blow for a few years. After the reserves have been spent, the County will be unable to do any significant capital improvements on its road system and the condition of the roads (in good condition as compared to my experience in and around Minneapolis, MN) will degrade with time if additional funds are not identified.

Public Works is programmed for staff and funding reductions. The proposed budget of \$150,721,026 for FY 2008-2009 is a reduction of \$8,066,695 (a 5.08% reduction) from FY 2007-2008. The number of FTEs lost will be 3.85, leaving the department with 359.31 FTEs.

### Parks and Open Spaces Fund

The Parks and Open Spaces Fund will not be severely impacted by the SRS reductions in FY 2008-2009. They were already decreased in the FY 2007-2008 budget in anticipation of the funding decreases to come. Most remaining Parks funding comes from other sources and should be maintained at or near the present level.

## FISCAL YEAR 2008-2009 CHALLENGES

### Health Benefits

Lane County continues to face rising health care costs for its employees. Similar to most employers, annual cost increases in the health care industry, treatment, hospitalization, and prescriptions continue to increase at a far greater rate than overall inflation. In modern times medical costs typically rise at about twice the rate of the Consumer Price Index (CPI). In addition, the current Lane County workforce parallels current demographics in Oregon. As we age, we consume more health care and our workforce will continue to age – something that will be compounded with the layoffs projected by this proposed budget.

With approximately 80% of expenses in the General Fund being personnel, basic math indicates this sort of increasing human resource costs will lead to continuous deficits as long as revenue growth remains below the rate of cost increases. We must begin to identify ways that can help mitigate these constant cost increases while maintaining employee access to quality healthcare.

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## SUCSESSES

### Listening Tour Kicked Off Countywide Outreach Effort

***"The Lane County Board of Commissioners conducted a series of Listening Tour meetings throughout the County during 2007."***

The Lane County Board of Commissioners conducted a series of Listening Tour meetings throughout the County during 2007. This was part of an effort to educate and discuss impending challenges the County is likely to face and to get input from citizens about how these problems might be addressed and where to focus priorities for County resources.

Turnout was good for the meetings and those who participated concluded that the time spent was of value to both citizens and the County Board.

### Solid Waste Fund

This Fund remains healthy, in part due to a tipping fee increase passed by the Board in 2007. The tipping fee provides sufficient revenue to operate the rural transfer stations, Glenwood Central Receiving transfer station, and Short Mountain Landfill. During FY 2007-2008 we closed one cell and opened a new one now visible from Interstate 5. In partnership with the Road Fund and the allowed uses under Secure Rural Schools via conservation easement, the Solid Waste Fund was able to join in the acquisition of a nearby farm that is now having its wetlands restored, thus allowing the expansion to the new cell. This represents a classic inter-departmental win-win.

### Road Fund

We received \$9.9 million from State of Oregon for county roads in 2008, due to an expected lapse of federal timber receipts. The Lane County Board met with Oregon House and Senate leadership in March of 2007 to make the case for regional Department of Transportation resources to backfill anticipated losses in federal funding (SB 994). The passage of this legislation provides a one-time payment to help mitigate the loss of SRS.

Public Works was able to increase its offering of internet based services during the past year.

***"We received \$9.9 million from State of Oregon for county roads in 2008, due to an expected lapse of federal timber receipts."***

### Zoning and Planning

Lane County's Land Management Division has installed another eCommerce offering: ePay. This on-line application will allow customers who make a deposit on most major building permits for new construction, additions and accessories, or to pay their final fees on-line thereby saving a trip into the Land Management Division (LMD) office.

A second new internet feature is the Zone & Plan Map Viewer. The Zone & Plan Map Viewer is an interactive tool that displays map information over the Internet. The information available includes tax lots, zoning, plan designations, floodplains, wetlands, regulated riparian stream corridors, coastal overlay zones, airport safety zones, city limits and urban growth boundaries.

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Tools within the Zone & Plan Map Viewer include zooming in and out; panning, identifying features, querying, measuring, printing and searching by address or tax lot. This free application will allow realtors, builders, and the public faster access to land use information.

## **Transient Room Tax**

***"Unlike many other regions of the country, Transient Room Tax (TRT) collections remain steady."***

Unlike many other regions of the country, Transient Room Tax (TRT) collections remain steady. Lane County is continuing to experience growth in visitor spending. According to the Convention & Visitors Association of Lane County, travel spending in Lane County reached \$553 million in 2006, up 7.5% from 2005.

With the hosting of the 2008 Olympic Track and Field Trials this June, the TRT should generate additional dollars for promoting tourism. In addition, if we perform well as hosts in June, it will enhance our reputation as a destination for other events.

## **Video Lottery**

We use our video lottery money to look for opportunities to assist in entrepreneurial economic development activity. Increasingly, we see opportunities that make both economic sense and also contribute toward the goal of environmental sustainability. Two such projects that we may engage in are:

- Looking at the possibility of converting the waste straw from seed growers into methane for energy production which could end the waste and pollution of open burning.
- Collection of food wastes for conversion into methane and energy. This could help keep methane (a far more powerful greenhouse gas than carbon dioxide) out of the atmosphere and save disposal space at Short Mountain. The feasibility analysis of this proposal is now underway.

## **Strategic Planning**

Lane County departments have continued to work on Performance Measures and Service Improvement Directives of the Strategic Plan. Several departments used what they had learned through developing Performance Measures to propose changes in how programs are funded. The budget committee will see increased information on Performance Measures in this budget.

***"Lane County departments have continued to work on Performance Measures and Service Improvement Directives of the Strategic Plan."***

## **eGovernment**

The County website is a convenient 24/7 source of information that many citizens use whether it's finding information on-line, performing a transaction with the County, or watching a County Board meeting. The County has also rolled out public wireless access at major County building locations. When the weather gets nice, anyone with a wireless modem will be able to sit outside (or inside) the Public Services Building and access the internet via a wireless connection.

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## Challenges/Opportunities

### Fairgrounds

The Board organized a series of focus groups followed by a community-wide meeting to discuss the future of the Fairgrounds. Most of those who testified expressed a desire to keep the Fairgrounds located at the current site. There was considerable support for making a variety of improvements at the current site to improve its overall community usefulness. A number of speakers also recognized the County's current financial problems and suggested that it would be reasonable to wait until the current operating budget issues were addressed before moving ahead with any major plans for the Fairgrounds.

***"The Fairgrounds continues to be a well-run operation that shows a modest profit from operations each year."***

The Fairgrounds continues to be a well-run operation that shows a modest profit from operations each year. Pending a resolution of the location of the Fairgrounds in the future, some capital maintenance was deliberately deferred. If the current site is retained, an accelerated capital maintenance or replacement program will be necessary.

### Declining State Government Revenue

One of the practical realities of building this budget is that due to the decline in State government revenue, significant pass-through funds have been reduced or eliminated for the FY 2007-2009 biennium.

***"Even as we prepare this budget, there are serious warning signs about the health of State revenues for the FY 2009-2011 biennium."***

Even as we prepare this budget, there are serious warning signs about the health of State revenues for the FY 2009-2011 biennium. As the national economy slows, even if a recession is avoided, the impact will be felt in Oregon and revenue expectations for the next biennium will probably not be favorable. Compounding the overall problem will be the fact that the State relies heavily on individual and corporate income taxes to fund the State budget. When the economy slows, income tax collections fall at a faster rate than economic activity, meaning that legislators will be hard pressed to construct a budget that can address local government needs in a meaningful way. Like us in Lane County, nearly half of Oregon counties will be struggling with the likely loss of SRS revenues and will be looking to the State for financial assistance.

### Local Government Revenue Constraints

With the passage of statewide constitutional limitations through Ballot Measures 5, 47 and 50, Lane County's ability to solve its financial problem through measures to increase local revenues, TRT for example, is severely constrained. We continue to be locked in at the \$1.28 tax rate for property taxes and there is no way to permanently increase the rate.

## SUMMARY

This will be the most difficult budget and priority setting for the citizens and employees of Lane County in many years. The anticipated likelihood of the loss of Secure Rural Schools Funding will force drastic budget reductions for important services. These are services that have unquestioned value to the community, yet won't be funded.

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As the budget was developed, another consideration that we focused on was stabilizing the organization to the extent possible so that future budgets would not involve the continued cutting of important services. Given that the community has lived through more than 15 years of chronic reductions, we hope that the proposed budget will provide the Board, community, and staff with up to three years of relative stability that will provide additional time for the Board and our community to engage in a dialogue regarding the future of county services and the funding required to provide those services. A more stable platform with which to address the needs of Lane County and its citizens is sorely needed.

I have been involved in preparing or approving governmental budgets for nearly 30 years. This one stands out for the number of difficult choices that have to be made to achieve the legally required balance between revenues and expenses. I hope that between the work that County staff did and the work that remains for the Budget Committee, the Board, and interested citizens to complete the process, we will eventually achieve a set of program services that are within our means and best meet the needs of our citizens for FY 2008-2009 and beyond.

***"I have been involved in preparing or approving governmental budgets for nearly 30 years. This one stands out for the number of difficult choices that had to be made to achieve the legally required balance between revenues and expenses."***

Respectfully submitted,

Jeff Spartz  
Lane County Administrator

## Budget Message Addendum

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### ***Addendum to the FY 2008-2009 Budget Message Differences between Proposed FY 2008-2009 Budget and the Final Budget***

July 2008

Lane County Budget Committee Members  
Lane County, Oregon

Dear Members:

This document is a discussion of the differences between the April 21, 2008 proposed budget for FY 2008-2009 and the budget ultimately adopted by the Budget Committee and the County Board.



#### **Funding Shifts and Jurisdictional Exchanges made by the Budget Committee**

An agreement was reached with the Cities of Eugene and Springfield to exchange funds. Both cities exchanged monies from their General Funds to our General Fund and in return Lane County exchanged equivalent sums from the County Road Fund to the Eugene and Springfield Road Funds. In the case of Springfield, the amount was \$250,000 for FY 2008-2009. In the case of Eugene, the exchange was multiyear; \$2,250,000 was exchanged for FY 2008-2009 and an additional \$2,250,000 for FY 2009-2010.

The exchanged monies were primarily used to improve Lane County's Public Safety funding. Restored services included:

- Prosecution of non-person felonies
- Jail Beds
- Detox and sobering services
- Alcohol and drug treatment for youth and treatment for youth in detention

In addition the Budget Committee and the Board of County Commissioners took \$1,761,381 from General Fund reserves and made restorations to the following services:

- Animal Services
- Women, Infants, and Children (WIC) and High Risk infant program
- Drug Court
- Residential drug and alcohol treatment for youth
- Human Services Commission funding including Veterans Services
- Extension Services rent
- Sheriff's Patrol – 24 hour service
- Supervision of misdemeanor domestic violence and sex offenders
- Resource development for prevention programs

The Budget Committee and the County Board also reduced the Road Fund by \$590,000 to provide for five resident deputies.

#### **Further Budget Changes Made By the County Board**

## Budget Message Addendum

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An additional \$45,000 was taken from the Road Fund to pay Lane County's dues to LRAPA by the County Board.

An additional \$70,000 was appropriated for Animal Services.

The County Board also reduced the General Fund reserve by \$200,000 to fund a county wide population study with an expectation that the funds would be recovered from the benefited cities.

The Sheriff's Office was able to revise its budget so as to restore some jail space, support more criminal investigations, law enforcement contracts with the cities of Veneta and Cresswell, inmate road crews, and dune and marine patrol.

Respectfully submitted,



Jeff Spartz  
Lane County Administrator