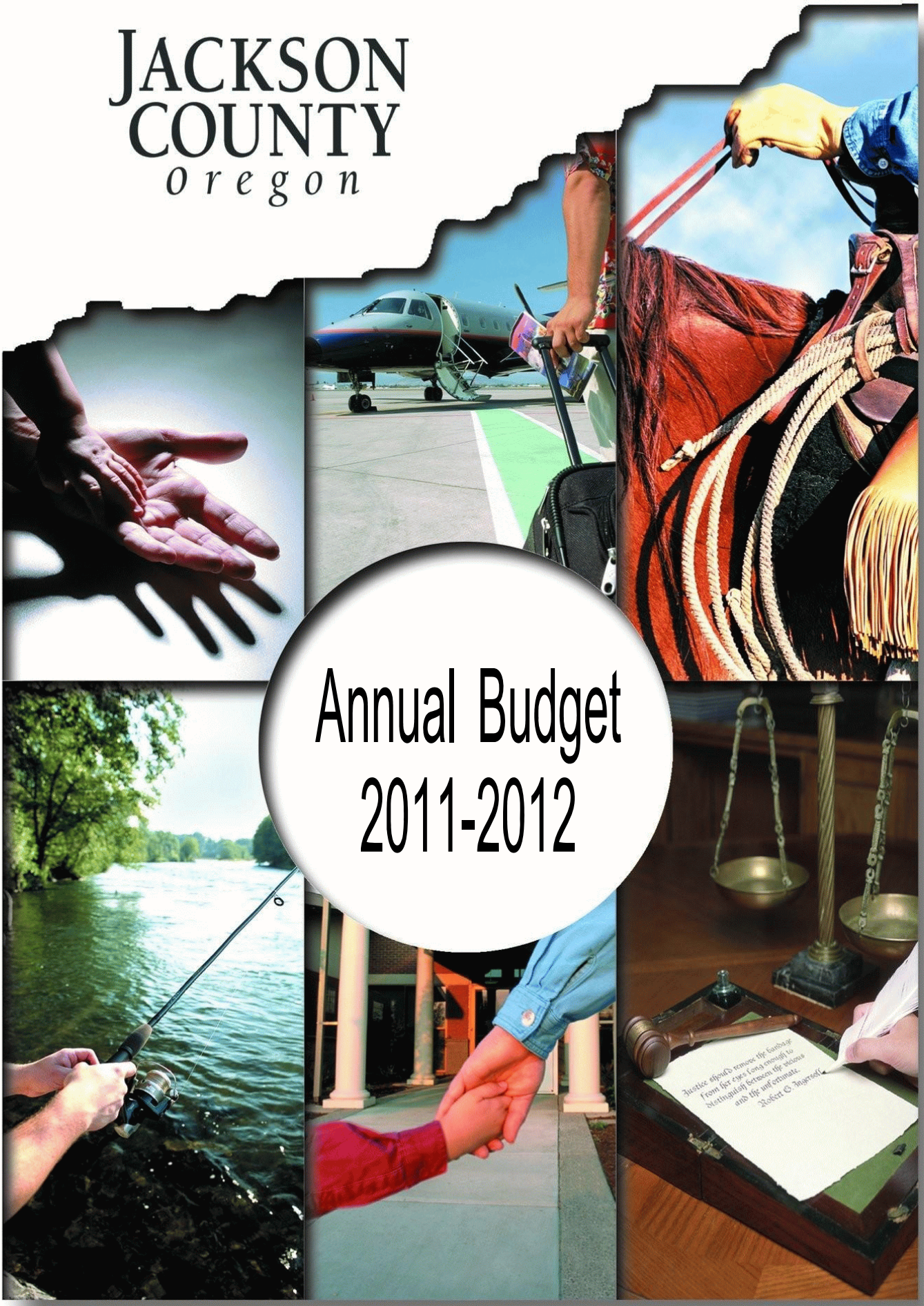
JACKSON COUNTY
oregon



Annual Budget
2011-2012

Adopted Budget

JACKSON COUNTY
Oregon

2011-2012

BUDGET COMMITTEE MEMBERS

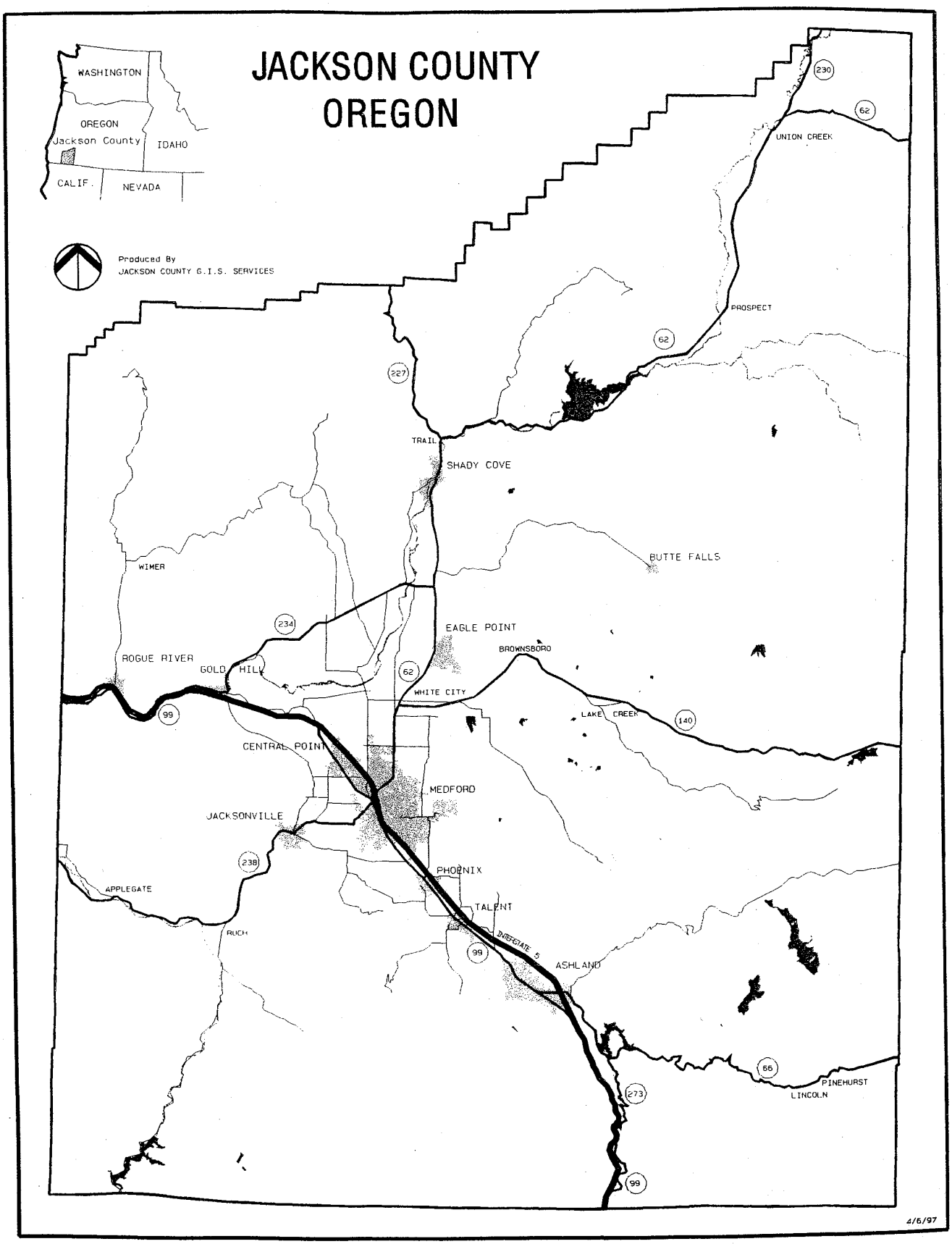
Board of Commissioners

Dennis C.W. Smith, Chair
Don Skundrick
John Rachor

Citizen Budget Committee

Dick Rudisile, Presiding Officer
Shayne Maxwell
Craig Morris

Danny Jordan
County Administrator


JACKSON COUNTY
OREGON
WASHINGTON
OREGON
Jackson County
IDAHO
CALIF.
NEVADA
Produced By
JACKSON COUNTY G.I.S. SERVICES
UNION CREEK
PROSPECT
TRAIL
SHADY COVE
BUTTE FALLS
WIMER
EAGLE POINT
BROWNSBORO
ROGUE RIVER
GOLD HILL
WHITE CITY
LAKE CREEK
CENTRAL POINT
MEDFORD
JACKSONVILLE
PHOENIX
APPLEGATE
TALENT
RUCH
INTERSTATE 5
ASHLAND
PINEHURST
LINCOLN
230
62
227
234
99
140
238
66
273
4/6/97

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Jackson County

Oregon

For the Fiscal Year Beginning

July 1, 2010

President | Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to Jackson County for its annual budget for the fiscal year beginning July 1, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

This Page Reserved for Notes

TABLE OF CONTENTS

BUDGET MESSAGE

Introduction 9
County Mission Statement and Goals 11
Long-Term Financial and Other Matters that Impact the Adopted Budget 11
Short-Term Financial and Other Initiatives that Impact the Adopted Budget 12
Significant Departmental and Fund Highlights and Issues for 2011-2012 13
Processes Used to Develop the Budget and Organization 14
Conclusion 15
Appendix A - Property Taxes and Debt Limitations 16
Appendix B - Debt Service 17

BUDGET SUMMARY

Budget Preparation 19
Expenditure Controls 20
Fiscal Policies 20
County Funds 23
Other Funds 23
Differences Between "Actual" and "Budgeted" Numbers 24
Jackson County at a Glance (demographic information) 27
The County 29
County Organization Chart 32
Total Revenues and Expenditures Overview 33
Expenditures by Department Overview 34
Summary of Expenditures by Department 35
Expenditure Summary Explanation 36
Revenue by Source Overview 38
Revenue Information 39
Revenue Summary by Source 45
Summary of Revenues by Department 46
Spending Plan 47
Spending Plan Definitions 53

CAPITAL & DEBT SCHEDULES

Capital Projects and Capital Outlay Schedule 55
Debt Management 73

AIRPORT

Budget Overview 77
Organization Chart 78
Department Summary 79
Airport Administration 81
Airport Debt Service 84
Development 86
Diversification Projects 88
Operations and Maintenance 90
Passenger Facility Charge 93
Safety and Security 95

ASSESSOR

Budget Overview 97
Organization Chart 98
Department Summary 99
Assessment and Appraisal 102

BOARD OF COMMISSIONERS

Budget Overview 107
Organization Chart 108
Department Summary 109
Board of Commissioners 111

COMMUNITY JUSTICE

Budget Overview 115
Organization Chart 116
Department Summary 117
Adult Supervision and Programs 120
Juvenile Services 125
Transition Center 128

COUNTY ADMINISTRATION

Budget Overview 131
Organization Chart 132
Department Summary 133
County Administration 135
Community Development Block Grant 137
Economic and Special Development 139
Emergency Management 142
Facility Maintenance 145
Human Resources 148
Internal Audit 151
Risk Management-General and Auto Liability 154
Self-Insurance Health Plan 156
Watermaster 158
Workers' Compensation 162

COUNTY CLERK

Budget Overview 165
Organization Chart 166
Department Summary 167
Clerk Administration 169
Elections 172
Recording 174

COUNTY COUNSEL

Budget Overview 179
Organization Chart 180
Department Summary 181
County Legal Services 183

DEVELOPMENT SERVICES

Budget Overview 185
Organization Chart 186
Department Summary 187
Building 190
Code Enforcement 194
Comprehensive Planning 197
Current Planning 200

DISTRICT ATTORNEY

Budget Overview 205
Organization Chart 206
Department Summary 207
Child Support Case Management 212
Liquor Enforcement 217
Prosecution Case Management 218
Victim/Witness 222

EXPO

Budget Overview 227
Organization Chart 228
Department Summary 229
Fair 231
Interim Events 234

FIDUCIARY & SPECIAL FUNDS

Budget Overview 237
Capital Projects 238
Central Services Fiduciary 240
County Schools Fund 241
Court Security 242
General Fund Fiduciary 243
Library Debt Service - 1st Bond Issue 245
Library Debt Service - 2nd Bond Issue 247
Solid Waste 249
Title II 252
Title III/PL 106-393 253
Title III/PL 110-343 255

FINANCE

Budget Overview 257
Organization Chart 258
Department Summary 259
Accounting 261
Payment Center 263
Property Management 265
Treasury 268

HEALTH & HUMAN SERVICES

Budget Overview 271
Organization Chart 272
Department Summary 273
Health Administration 275
Alcohol and Drug 277
Animal Shelter and Control 280
Developmental Disability Services 284
Environmental Health 287
Human Services 289
Mediation Services 291
Mental Health 292
Public Health 297
Veterans' Services 300

INFORMATION TECHNOLOGY

Budget Overview 303
Organization Chart 304
Department Summary 305
Computer Replacement 307
Information Technology 310

JUSTICE COURT DISTRICT

Budget Overview 313
Organization Chart 314
Department Summary 315
Justice Court District 316

LIBRARY

Budget Overview 319
Organization Chart 320
Department Summary 321
Library Administration 323
Law Library 332
Mail Courier 335

ROADS & PARKS

Budget Overview 337
Organization Chart 338
Department Summary 339
- Roads Administration 342
- Bridge Replacement 345
- Engineering 347
- Fleet Services 350
- Greenway Fund 352
- Motor Pool 354
- Pedestrian/Bicycle Trails 357
- Road Maintenance 359
- Roads System Development 362
- Street Improvement Fund 364
- Vegetation Management 366
- Parks and Recreation 368
- Park System Development 371

SHERIFF

Budget Overview 373
Organization Chart 374
Department Summary 375
- Sheriff Administration 377
- Corrections 380
- Criminal Services 382
- Law Enforcement District 389
- Search and Rescue 391
- Southern Oregon Tactical Narcotics Team (SoTNT) 394

SURVEYOR

Budget Overview 397
Organization Chart 398
Department Summary 399
- Surveyor 401
- Corner Restoration 403

PERSONNEL

FTE Per Thousand Population Overview 405
FTE by Department Overview 405
FTEs by Department (detail) 406
Salary Schedules 418

5-YEAR PROJECTIONS

Five-Year Projections: Comprehensive Long-Term Financial Forecast 421
Five-Year Budget Projections 426

APPROPRIATIONS

Appropriations Introduction 433
Order Adopting the 2011-2012 Fiscal Year Budget 433
Summary of Revenues and Expenditures 438

GLOSSARY

Glossary of Terms 529

This Page Reserved for Notes

Administrator's Office

Danny L. Jordan
County Administrator

10 South Oakdale, Room 214
Medford, Oregon 97501
Phone: 541-774-6003
Fax: 541-774-6705
jordandl@jacksoncounty.org

www.jacksoncounty.org

Budget Message
Jackson County, Oregon
2011-2012

July 1, 2011

Members of the Budget Committee, Board of Commissioners, and Citizens of Jackson County:

The total adopted Jackson County budget for fiscal year 2011-2012 is $347,005,157. The adopted budget for fiscal year 2010-2011 totals $335,897,562. The adopted budget for fiscal year 2011-2012 continues on the principles adopted in fiscal year 2010-2011. There are no significant changes in operations projected in this budget.

The Consumer Price Index (CPI) has remained flat so the budget includes a modest cost of living increase for all employees. There are increases budgeted to accommodate merit step increases for those who have not hit the top of their pay range. By moving the non-represented employees (Managers) to a fully self-insured health plan, insurance cost increases are projected to rise by less than market so the County is still saving money as a result of that decision.

Public Employee Retirement System (PERS) costs increased by approximately 3.01 percent of the County's payroll beginning July 1, 2011, as projected last year; that increase will remain in effect until June 30, 2013. This increase is a reaction to the market downturn experienced between January 1, 2007, and December 31, 2009. Since the market saw a substantial recovery during the next two years, we project the rates to be reduced again to more normal levels beginning July 1, 2013. Fortunately, the County developed PERS reserves that will be used to cover approximately 60 percent of the cost increases for the next two years. The County is currently in negotiations with one of its three unions but, given the current economy, this will result in little effect on financing levels of service.

Fiscal year 2011-2012 is the first half of the State's biennium budget so those portions of the County budget most affected by the State budget represent our best guess. Modification to those budgets will most likely be necessary after the State finishes their budget work. Current forecasts of the State budget for the biennium are dismal. The State is projecting a multi-billion dollar shortfall in revenues. Property values continue to drop to levels that are approaching the maximum assessed value trend line imposed by Measure 50, which could have an effect on the amount of property taxes available. Payments from Public Law (PL) 110-343, the last extension to our Oregon and California railroad lands (O&C) and Federal forest revenues, will tumble from approximately $11.3 million during fiscal year 2010-2011 to just under $7 million in fiscal year 2011-2012, and there is no guarantee of ongoing support from those revenues. Currently, the County General Fund operates on only $2.4 million, a projection of the amount of revenue that would come to the County from logging if PL 110-343 is not renewed, of the $7 million payments from PL 110-343. The balance ($4.6 million) goes toward capital

improvements. The County General Fund continues to operate at an operating revenue deficit to the tune of approximately $5.6 million to support Libraries and Development Services, and Health and Human Services to a lesser extent. Steps have and will be taken over the next few years to make these departments self-sufficient and/or otherwise address the operating deficit.

The adopted budget was prepared with the possibility of an ongoing stagnant economy in mind. If the economy picks up just a bit, service levels provided by most departments won't be impacted. The General Fund, along with most other funds, has sufficient reserves to weather out the storm in the short-term. I feel compelled to bring this to your attention because there are those who have looked at the reserves and feel they should be used to expand services at this time to open the libraries for more hours, by providing funding for other non-profit organizations, and for a multitude of other possibilities. This is not the time to increase operating expenditures. It is, however, a good time to take advantage of the market by investing in capital projects that will have the effect of reducing ongoing operating expenditures or future capital costs.

This adopted budget proposes that a significant amount ($20.4 million) of the General Fund reserves be used to purchase and/or remodel facilities to meet the needs of various departments. Projects include remodeling of a facility recently purchased for a new Sheriff station to house Sheriff's Administration, Patrol, some of the Search and Rescue functions, and a back-up Emergency Operations Center. The basement of the jail will be remodeled after the Sheriff's Administration moves out to house 62 more prisoners in the building. The budget also includes funding for a new facility in downtown Medford for the Health and Human Services (HHS) Department and construction of a new parking garage to serve the facility. However, the portion of these funds that is budgeted in Capital Projects as an option for financing may not be utilized, depending on the way financing for the facility is ultimately structured. The budget also includes funding to continue the remodel of the old Courthouse and annex. The budget also includes $1.5 million to buy a new phone system for all County departments since the current phone system is no longer being supported by maintenance and parts are hard to find. These capital projects will bring the Rainy Day Fund down to approximately $35.5 million at the end of fiscal year 2011-2012.

The adopted budget reflects our best effort to address the issues we face given the priorities set by the Budget Committee and the Board of Commissioners – to preserve safety and health related services. It also maintains minimum State-mandated services and keeps the Budget Committee direction not to backfill State-funded services when State funding is reduced. All funds are balanced. Sufficient funds are budgeted to provide appropriate cash flow for the following year. All funds that include debt service are balanced in accordance with Oregon municipal debt law.

This budget message is organized into five major categories designed to give the reader an overview of County issues, priorities, and finances. They are:

- County Mission Statement and Goals
- Long-Term Financial and Other Matters that Impact the Adopted Budget
- Short-Term Financial and Other Initiatives that Impact the Adopted Budget
- Significant Departmental and Fund Highlights and Issues for 2011-2012
- Processes Used to Develop the Budget and Organization

The preparation of a budget this complex would not be possible without the hard work and contributions of many. I would like to specifically acknowledge Harvey Bragg, Sr. Deputy County Administrator; Matt Michaelis, Budget Analyst; and the support staff in my office. I would also like to acknowledge the efforts of each of the department heads and program managers that participated to complete this budget. Finally, I want to thank the Budget Committee for their participation throughout the process of preparing, and then ultimately approving, the budget.

County Mission Statement and Goals

Several years ago, the County adopted a mission statement and a set of goals to guide it as it planned for the provision of service. The mission statement and goals are not in any priority order. They are numbered only to assist the reader with abbreviations used elsewhere in the budget. All goals are equally important. The statement and goals are:

Mission Statement

Jackson County's mission is to provide public services that protect and enhance the quality of life in the County, as determined by the people, laws, and available resources.

Goals

1. Protect the health, safety, and well-being of all citizens.
2. Serve all citizens fairly and ensure access to County government.
3. Provide opportunities for all citizens to prosper by promoting the economic development of the area.
4. Strengthen cooperation between public agencies.
5. Work to enhance the natural and man-made attractiveness of the area.
6. Encourage citizen understanding and participation in County government.
7. Make recreational, learning, and cultural opportunities accessible and available.
8. Provide and maintain multiple transportation systems.
9. Promote employee pride, high standards of performance, and productivity.
10. Make the best use of Jackson County's human and material resources.
11. Maintain public records to provide financial, historical, and statistical information.
12. Plan for the future.

The budget for each program reflects that program's contribution toward meeting these goals. The various contributions toward these goals appear on the budget pages for individual programs.

Long-Term Financial and Other Matters that Impact the Adopted Budget

County Facilities

As previously mentioned, as sufficient non-operating funds become available, the County intends to address the following facility needs. These projects are not listed in any particular order and will be addressed as funding and opportunity come together.

1. County Office Building Remodel: Parts of the Courthouse are currently being remodeled. The goals are to move those departments with higher foot traffic to the lower floors for convenience to the citizens; move those departments that work most closely together to the same vicinity in the building; consolidate departments into one location where possible; and to upgrade the electrical systems, lighting systems, and heating/ventilation/air conditioning (HVAC) systems.
2. State Court Facilities: Under State statute, counties are responsible to house the State courts. Statistics show that, given current case loads, Jackson County qualifies to have three more judges; however, the current facility lacks sufficient space.
3. District Attorney: Current quarters are not sufficient for the number of staff and amount of records needed to meet the demands.
4. Health and Human Services: Currently the County is in negotiations to purchase what is known as the Federal Building in downtown Medford. The new location will have several advantages including housing most of the services at one location, bus route service, proximity to the targeted populations, and proximity to other County and State services used by the target population.

Property Taxes and Debt Limitations

The County is subject to a number of property tax and debt limitations imposed by Oregon law. A complete schedule of these limitations is found in Appendix A.

Debt Service

Information specific to debt and planned projects is included in Appendix B. However, it is worth noting that the County Finance Director was able to save the taxpayers of Jackson County approximately $473,000 over the remaining life of the Library Bonds by refinancing them, taking advantage of lower interest rates.

Fiscal Policies

Complete lists of adopted fiscal policies that have been applied to this budget are found in the final budget document. Every effort is being made to find less expensive ways to provide quality services.

Short-Term Financial and Other Initiatives that Impact the Adopted Budget

There are a number of factors affecting the adopted budget for 2011-2012. Some may continue beyond 2011-2012. However, they are presented here as factors with a direct impact on this adopted budget.

Self-Insurance

The County's non-represented employees went to a self-insured health program for medical benefits during fiscal year 2008-2009. According to calculations, this was a move that saved the County approximately $60,000 during fiscal year 2009-2010 and approximately $350,000 during fiscal year 2010-2011. In the first year, the rate only increased by slightly less than 4 percent, even after experiencing more than the normal number of high dollar claims. Changes in Federal health care requirements have brought negotiations to bring the unions into a self-insured plan to a halt.

Contingency

The 2011-2012 General Fund budget includes a contingency in the amount of $200,000. The contingency consists of one-time funds not available on a continuing basis. The contingency is included in the fiduciary portion of the General Fund budget.

Cash Carry Forward

Each year the County carries forward funds necessary to meet cash flow projects until Federal receipts and property tax payments are received. Those funds are included in the General Fund Ending Fund Balance in the amount of $9,769,252 and are in addition to the Rainy Day Fund balance listed above.

General Cost Increases

It was assumed net operating costs would increase by only 2 percent in fiscal year 2011-2012 for most departments. A minimum of 3 percent is recommended for the Library Department due to a minimum CPI included in the operating contract with Library Systems and Services, LLC (LSSI).

Significant Departmental and Fund Highlights and Issues for 2011-2012

Capital Projects Fund

The County operates a Capital Projects Fund with non-operating revenues as those revenues permit. Those projects are listed above. For a complete list of projects, see the program page behind the tab "Fiduciary and Special Funds."

Board of Commissioners

The previous Board of Commissioners cut their budget by dropping out of some Statewide and National associations. The new Board of Commissioners has determined that the benefits of membership in these organizations are worth the additional expense. While it's not a significant impact when compared to the County budget as a whole, it is a significant increase to the department's budget.

Development Services

Development Services is part of the General Fund. Due to the continued downturn in the economy, the General Fund will continue to subsidize these programs during fiscal year 2011-2012 in the amount of $1,263,829.

Expo

The Expo and Fairgrounds is an Enterprise Fund. A new shower and restroom facility will be built to better accommodate horse shows. The project is engineered and sited and is expected to cost approximately $244,775; the project is found in the Capital Projects budget and will be paid for by a transfer from the General Fund. The Department has required loans from the General Fund during

fiscal year 2010-2011 in order to meet cash flow needs. Plans are being developed by the Fair Board and the Fair Director to make the Expo completely self-sufficient in the near future.

Public Safety

Public safety budgets (District Attorney, Sheriff, and Community Justice) were affected significantly by many variables including, more specifically, PERS and reductions in State funding to State-supported public safety function. The District Attorney's budget was able to be balanced, but assumes funding from variable sources that may or may not be realized. The Community Justice budget faced many larger challenges and, in lieu of potentially closing nearly half of the capacity of the Transition Center and one pod of Juvenile Detention, the Sheriff agreed to a reduction in the transfer of State Community Corrections Act funding from Community Justice in the amount of approximately $350,000 which will allow the current service level to be sustained for the aforementioned services. These funds will be budgeted but not transferred pending final review of the State of Oregon's adopted budget and allocations. However, if funding from the State is sufficient, the transfer of these funds will occur as budgeted. The Sheriff should be recognized for his flexibility and assistance in helping to maintain a strong public safety system at status quo levels, which is not something that can be said of our neighboring counties.

Processes Used to Develop the Budget and Organization

The Budget Committee was convened in a special public meeting on December 2, 2010, to communicate and define priorities for budget development. Pursuant to Oregon law, the budget is reviewed and approved by a Budget Committee consisting of the three members of the Board of Commissioners and three lay members.

A series of public meetings were held in the County Administrator's Office where Department Directors and Elected Officials had a chance to talk about the financial aspects of their proposed budget and any differences with the recommended budget. Budget Committee members were invited to attend these meetings, but they were not allowed to make recommendations or deliberate. These meetings took place on March 11, 14, and 15, 2011. No public testimony was heard at these meetings.

The Budget Committee hearings on the recommended budget were held April 19 and 21, 2011. During each day of presentation and review, there were scheduled opportunities for public input. Budget deliberations began at the conclusion of the reviews on April 21, 2011. All Budget Committee meetings are open to the public and public testimony is always welcome.

The lay members of the Budget Committee serve as the County's Elected Officials Salary Committee. That committee met April 19, 2011, at 11:30 a.m. At the meeting, they developed a recommendation for Elected Officials' salaries and presented it to the full Budget Committee for action.
Following approval and publication of the Budget Committee's recommended budget, the Board of Commissioners adopted the budget on June 1, 2011. The Board of Commissioners also meets in public session and encourages public input. The Board of Commissioners is authorized to amend expenditures in the Budget Committee's recommended budget up to 10 percent of any fund without reconvening the Budget Committee.

The organizational chart found on page 32 includes a view of the County with its departments. For each County department there is a tab at the beginning of their section. An overview of the department's goals for the year and accomplishments in the prior year, as well as information on all programs within the department, are found behind their tab. For each program, the budget reflects a statement of purpose, measures of effectiveness, and significant issues facing the department. Additionally, financial information is included.

Although the County has adopted a program budget format, the State of Oregon requires retention of a line-item budget format. Financial tables designed to meet the State's requirements are included in this document in the section labeled "Appropriations."

The budget is organized around the County's mission, the functional areas established for the County, and the 12 goals identified by County employees. The County's mission statement, goals, and objectives are described elsewhere in this message.

Throughout the budget, the specific goals that each program strives to meet are identified in a description of the particular program. The narrative for each program includes a statement of the revenues generated by specific programs.

Conclusion

Subsequent to the recommended budget document being published and the fiscal year 2011-2012 budget being adopted on June 1, 2011, the Board of Commissioners adopted a new Chart of Accounts by Order No. 124-11 dated June 23, 2011. Implementation of the new Chart of Accounts is reflected in this adopted budget document. There may be changes to appropriations between some Department's budget categories, but the overall total appropriations amount has not changed.

As a result of the budget decisions made during last year's public hearings and deliberations, the adopted budget's operating revenues and expenditures are in balance with the exceptions of funding for Library services and Development Services. As a reminder, I wish to restate that unless a more permanent source of funding can be found for those services, the County will not be able to continue providing them indefinitely. Again, I wish to offer my thanks to all of those who have contributed to the process of putting this budget together, to those who provided input, and to the lay members of the Budget Committee.

Respectfully submitted,

Danny Jordan

Danny Jordan
County Administrator

Appendix A
Property Taxes and Debt Limitations

Property Taxes

The County will certify its State-provided permanent tax rate in the amount of $2.0099 per thousand dollars of assessed valuation for fiscal year 2011-2012. The total amount of property tax the County expects to levy on behalf of the General Fund is $33,635,241. Of this amount, the County expects to collect 94 percent for a net of $31,617,127.

The County expects to levy $1,597,090 on behalf of its first Library debt service (Series 2000), and expects to collect 94 percent or $1,501,265. For its second Library debt service (Series 2002), the County expects to levy $1,570,252 and collect $1,476,037 (also at 94 percent).

During fiscal year 2010-2011 the County made the final debt service payment for the Juvenile Center. As a result, no further taxes will be levied for that purpose. Taxes levied in fiscal year 2010-2011 for the Juvenile Center were approximately $0.12 per one thousand of assessed value.

Property taxes collected for the White City Enhanced Law Enforcement District are collected for the District and then turned over to the County. They are budgeted as contracted service revenue in the Sheriff's budget.

Property Tax Limitations

In 1997, voters approved a constitutional amendment known as Ballot Measure 50. Ballot Measure 50 established a permanent tax rate limit for all local governments. Jackson County's rate is $2.0099 per thousand of calculated assessed value. The assessed value is approximately 75.8 of real market value. This permanent rate is set by the Oregon constitution.

Other limits were imposed by Ballot Measure 5, another constitutional amendment approved by Oregon voters. This measure limits all local governments to a combined total of $10 per thousand of real market value. Schools were limited to $5 per thousand.

Debt Limitations

The County has a general obligation bonded debt limit set by Oregon Revised Statute (ORS) 287.054, which is 2 percent of the real market value of all taxable property in the County. The County's bonded debt for the Library projects is only 5.795 percent of the 2 percent limitation. This limit does not apply to other types of bonds such as those that were issued for the Airport terminal project.

Appendix B
Debt Service

Airport

During fiscal years 2007-2008 the Airport issued $19,655,000 in Airport Revenue Bonds to complete the funding package for the new terminal and airside improvements. Two types of bonds were issued – Series A, Non-AMT in the amount of $13,480,000; and Series B – AMT in the amount of $6,475,000. Debt service for the terminal project is found on page 84 of the budget. The budget for 2011-2012 includes debt service in the amount of $1,341,544. This project is financed by Federal grants and Passenger Facility Charges (PFC). Each ticket purchased by air travelers includes $4.50 that reverts to the Airport to be set aside for passenger facilities. Most airports in the U.S. utilize the PFC opportunity with ticket purchases. The final payment will be made in 2037.

Library

Debt service for the Library begins on page 245 of the budget. In May 2000, voters approved bonds in the amount of $38,940,000 to remodel or construct new libraries at 14 of the County's library branches. On August 8, 2000, the initial sale of $20,365,000 was completed. Bonds were refinanced through Seattle Northwest Securities at 4.07 percent interest on March 21, 2006. The final sale occurred on December 19, 2002. The bonds were sold at 4.37 percent interest and were purchased by Salomon Smith Barney. In December 2010, the 2013 through 2020 bonds (2nd Bond Issue) were refinanced to lower the rate of interest.

The 2011-2012 budget includes debt service payments in the amount of $1,552,765 for the first and $1,530,100 for the second library bond for principal and interest. Final payment on both issues will be made in 2020.

Street Improvement

Jackson County Roads Ironwood/Leafwood Local Improvement District Bancroft Bonds, Series 2009. Principal is due at maturity or as a prepayment as money is received from the property owners. The bond matures on March 1, 2028. Interest payments at a rate of 5.15 percent are due semi-annually on September and March of each year and commenced on March 1, 2010. The proceeds of this bond were used to provide funds to finance the costs of the Ironwood/Leafwood Local Improvement District road improvement project, to pay off interim financing for the project, and to pay bond issuance costs. The debt service on the bond will be paid from payments received by the County from assessment contracts entered into with property owners who benefited from the road improvement project.

This Page Reserved for Notes

BUDGET SUMMARY

Budget Preparation

2011-2012 Calendar

Planning

- **November 2010** - *Budget Preparation Manual distributed to Departments*

Preparation

- **December 16, 2010 - February 22, 2011** - *Budget submissions due from Departments*

Review

- **December 17, 2010 - March 8, 2011** - *Administrative staff reviews Department requested budgets*
- **March 11, 14, and 15, 2011** - *County Administrator reviews individual Department budgets with full Budget Committee, the Department Director, and administrative staff*

Approval

- **April 12, 19, and 21, 2011** - *Presentation of recommended budget and public hearings*

Adoption

- **June 1, 2011** - *Board of Commissioners' public hearing to adopt fiscal year 2011-2012 budget*

Preliminary budget materials were distributed to the Department Directors and Program Managers in November 2010. Through a series of the Department Directors' meetings, budget targets were developed for all departments. Departments were then asked to identify program needs in the categories of personal services, materials and services, capital outlay, and other items necessary to maintain existing programs given the limited resources. Departmental budget requests were submitted to the County Administrator's Office for review and analysis beginning in December 2010. All departmental budget requests were evaluated in terms of the program's goal, outcomes under the four criteria, and the necessity of these goals toward achieving the goals and the mission statement of the County. Individual meetings were held between staff and Department Directors to discuss the Department's request, establish priorities, and evaluate the effectiveness of the proposed programs. From these discussions, the staff prepared the recommended appropriation levels and revenue estimates and commented on changes in the programs and staffing levels.

The County Administrator's formal reviews were held on March 11, 14, and 15, 2011. These meetings were held with the Department Directors and Program Managers, the County Administrator, and the full Budget Committee; notice for the meetings was published in the *Mail Tribune* on March 9, 2011. The County Administrator's recommended budget was prepared and presented to the public on April 12, 19, and 21, 2011. The recommended budget was printed and open to public inspection. Notice for the April meetings were published in the *Mail Tribune* on March 29 and April 5, 2011. Following its adoption by the Budget Committee, the budget was published in the *Mail Tribune* on May 25, 2011, indicating the time and place of the budget hearing—as required by Oregon Revised Statutes (ORS). On June 1, 2011, following the public hearing, the Board of Commissioners adopted the budget for fiscal year 2011-2012. It is important to note that this budget was prepared according to, and in compliance with, Generally Accepted Accounting Principles (GAAP) for modified accrual accounting. (**Note:** The budget document was prepared prior to the end of the fiscal year. Therefore, revised budget numbers may vary due to Board action after June 1, 2011. All prior year actual information is meant for comparison only. This information may be inconsistent with the audited numbers due to County reorganization; history was moved with the program in order to give the reader a sense of comparison for prior years.)

Expenditure Controls

While the budget establishes appropriation levels, specific procedures for controlling expenditures continue to be developed, expanded, and refined to ensure that day-to-day execution is in compliance with the adopted budget program. Department heads are responsible for reviewing all requests for expenditures to determine compliance with the adopted budget. The budget is adopted at the broadest possible level to give department heads maximum flexibility to meet unforseen program needs. The County Administrator's Office performs an evaluation role.

In those instances where an expenditure is deemed necessary and desirable, but was not anticipated in the adopted budget program, a program adjustment may be made in accordance with the Board of Commissioners' established policy and State law. Under most conditions, an adjustment can be made within the program's own budget. In other situations, however, it may be necessary to transfer funds from another program's appropriation or to process a supplemental budget.

During the year, many changes can occur. A supplemental budget process is provided in Oregon law. If the change is less than 10 percent of the fund total, the Board of Commissioners can adopt a supplemental budget at a regular meeting with one public notice listing the amount of change to each fund. If the change is more than 10 percent, a more extensive notice must be published and the Budget Committee convened if ten or more citizens request a Budget Committee meeting. Publications include the source of revenue and the proposed expenditure.

These budget control procedures are important management tools that allow more effective use of the dollars spent in the total County program. As a necessary by-product, these procedures also ensure compliance with State financial statutes and policies of the Board of Commissioners, Budget Committee, and County Charter.

Fiscal Policies

Budgeting Policies

✔ Jackson County will adopt a balanced budget for each fund.

Rationale: This policy enables Jackson County to comply with Oregon Administrative Rule 150-294.352(2). A budget is balanced when budgeted expenditures plus contingencies, reserves, and unappropriated ending fund balances are met by an equal amount of budgeted resources.

✔ Money budgeted in an unappropriated ending fund balance cannot be spent in the year budgeted, except in emergency situations caused by a natural disaster or civil disturbance.

Rationale: This policy enables Jackson County to comply with Oregon Revised Statute 294.455. Oregon budget law requires local governments to budget all available resources and requirements. Unappropriated Ending Fund Balance provides Jackson County with cash until tax money is received each November, and should not be spent except under a qualifying emergency.

✔ Operating departments within the County will submit their requested budgets to the County Administrator's Office within expenditure targets established by the County Administrator.

Rationale: This policy will assist with controlling the growth of operating expenditures. Requested expenditures that exceed the target as a result of providing additional services must be submitted as separate "Expanded Service Requests."

Revenue Policies

✔ Jackson County will strive for a diversified revenue base to ensure the stability of the County.

Rationale: A diverse revenue stream protects against fluctuations in any one source of revenue which may result from changes in local and/or national economic conditions.

✔ The County Treasurer will keep all available funds invested at the highest allowable rates using instruments of investment allowed by State law while maintaining preservation of capital and necessary liquidity.

Rationale: The investment objectives for the County Treasurer are safety (preservation of capital), liquidity (availability of funds), and yield (rate of return), in that order. Highest allowable rates are to be obtained, within these objectives, by investing in investments permitted by ORS Chapter 294. The County is limited to investing in government agencies, treasuries, bankers' acceptances, certificates of deposit, and commercial paper. Investments are purchased for a period not to exceed 36 months.

✔ The County will charge user fees wherever possible to recoup all costs associated with service delivery.

Rationale: If an individual receives sole benefit from a service provided by the County, that individual should bear the full cost of the service. If the requested service benefits the general public in some proportion, that service should be subsidized by the public to that proportion.

Operating Policies

✔ Current operating expenditures will be financed by current operating revenues or from existing reserves.

Rationale: This policy is meant to assure that the County will be able to pay its obligation.

✔ The County will attempt to cover all grant-related administrative expenses through grant revenues.

Rationale: This policy is meant to assure that the County will be able to provide oversight and audit requirements associated with providing grant funded services.

✔ The County will strive to show the true cost of providing services.

Rationale: True costs of services are one of the best measures of efficiency. This policy is meant to help the County achieve maximum efficiency.

✔ Operating funds will include a reserve in excess of cash flow needs of no less than three months operating expenditures.

Rationale: This policy is meant to protect against the need to reduce service levels or to raise taxes or fees due to temporary revenue shortfalls or other emergencies.

Capital Policy

✔ Capital projects will be paid off completely during the project's expected useful life. Capital projects for this fiscal year (2011-2012) are included in the Capital & Debt Schedules section of the budget.

Rationale: This policy is meant to assure that the County does not pay more in interest than is absolutely necessary and that the County is not left paying for equipment that is no longer useful.

Reserve Policy

✔ Sufficient fund balance must be maintained to cover operating cash flows from July 1 to receipt of property tax revenue in November of each year.

Rationale: This policy is meant to assure that the County is always able to meet its financial obligations without incurring expensive, short-term debt.

County Funds

Public budgets are often divided into a number of funds that record revenues and expenditures for the purposes of controlling and accounting for specific activities. This method of organizing a governmental entity's budget is useful because it provides for controlling resources, measuring compliance, and produces operating statements that reflect the receipt and the related expenditure of public dollars.

The General Fund is the largest fund within the Jackson County budget and is appropriately titled because most of the "general" operations of Jackson County are included in it. The General Fund supports law enforcement activities, libraries, land use planning, and tax collection, among other services. Receipts from the County's tax base are included in the General Fund in addition to revenues from over 170 other sources (Federal, State, local, fines, fees, sales, charges, etc.).

Other Funds

In addition to the General Fund, Jackson County has a number of other funds, each of which supports specific activities. Most other County funds are self-supporting; that is, revenues are earned through the provision of service and require little or no contribution from the General Fund. Sources of funding vary. For example, the Parks and Recreation Enterprise Fund and the Exposition Park Fund depend on user fees and activity receipts; the Airport Fund relies on Federal Aviation Administration (FAA) grants and landing fees; and the Roads Fund relies on a gas tax and forest replacement receipts for its funding. Funds, other than the General Fund, that Jackson County uses include Internal Service Funds, Enterprise Funds, Trust and Agency Funds, Special Revenue Funds, Capital Project Funds, and Special Assessment Funds.

Enterprise Funds

Enterprise Funds account for "business-type" activities. Activities within these funds are supported largely by user charges, a method by which the County may become more reliant on non-tax dollars for the support of specific activities. However, some activity areas have not yet become financially independent and are supplemented through contributions from the General Fund. Enterprise Funds include the Airport Enterprise Fund, Exposition Park Fund, and Recreation Enterprise Fund.

Internal Service Funds

Internal Service Funds are similar to Enterprise Funds except that services are not rendered to the general public, but serve Jackson County's other Departments and activities. Internal Service Funds rely on revenues acquired by charging individual Departments for services rendered. These funds are Self-Insurance, Motor Pool, and other Central Services. This type of

fund is used to help account for costs of services provided to the departments and to encourage accounting for those uses.

Trust and Agency Funds

Trust and Agency Funds account for assets held for County and non-county organizations and for non-tax resources held by Jackson County under specific trust instructions. Taxes collected for and later distributed to other governmental units are accounted for in these funds.

Special Revenue Funds

Special Revenue Funds account for the receipts from revenue sources that have been earmarked for specific activities. Special revenue funds include: General Road, Health and Human Services, County Trails, Liquor Enforcement, Law Library, Solid Waste Management, Court Security, and the White City Enhanced Law Enforcement District.

Capital Projects Funds

Capital Projects Funds account for the acquisition of capital facilities, which may be financed out of bond issues, grants, or transfers from other funds. This type of fund is limited to accounting for the receipts and expenditures on capital projects (any bond issues involved will be serviced and repaid by the debt service funds). An example of this type of fund is the City/County Arterial Fund that was specifically established for the improvement of city streets currently under the County's jurisdiction. Others include Systems Development, Greenway, Capital Projects, Street Improvement, and Juvenile Special Reserve.

Debt Service Funds

Debt Service Funds account for the financing of the interest and retirement of the principal of general, long-term debt. In the past, Jackson County has issued debt for the construction of airport hangars, libraries, and a new juvenile facility.

Differences Between "Actual" and "Budgeted" Numbers

Throughout the budget document there is a difference between the "actuals" (FY 2007-2008 to FY 2009-2010) and "budgeted" (FY 2010-2011 and FY 2011-2012) amounts. There are two main reasons for the differences: 1) it is against the law to over expend the budget, so the budgeted amount will always be higher than the actual expenditure; and 2) the differences between the basis of accounting and the basis of budgeting.

BASIS OF ACCOUNTING

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All governmental fund types and expendable trust funds are accounted for using a *current financial resources* measurement focus.

The modified accrual basis of accounting is used by all governmental fund types, expendable trust funds, and agency funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become both measurable and available). "Measurable" means the amount of the transaction can be determined, and "available" means collection within the current period or soon enough thereafter to be used to pay liabilities of the current period. For example, the County considers property taxes as "available" if they are collected within 60 days after year end and "measurable" because they are determined on the basis of a tax rate and an assessed valuation, both determined in advanced. Expenditures are recorded when the related fund liability is incurred. All transactions occurring in the governmental, expendable trust, and agency funds are recorded using the modified accrual basis of accounting except for:

- ✔ Interfund transactions for goods and services that are recorded on the accrual basis;
- ✔ Revenues from grants that are recorded as earned; and
- ✔ Principal and interest on general, long-term debt that is recorded when due.

All proprietary fund types, nonexpendable trust funds, and pension trust funds are accounted for on a *flow of economic resources* measurement focus. The accrual basis of accounting is used by proprietary fund types, pension trust funds, and nonexpendable trust funds. Under this method, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred.

The basis of accounting, described above, is in accordance with Generally Accepted Accounting Principles (GAAP).

BASIS OF BUDGETING

In compliance with Oregon budget law, all funds are budgeted using the *current financial resources* measurement focus. For Jackson County, this means that the modified accrual basis of accounting is used for all funds. Differences between the basis of accounting and budgeting are most notable in the treatment of beginning fund balances for all funds, and the treatment of capital outlays, vacation accruals and debt service in proprietary funds.

Beginning Fund Balance

Because Oregon budget law requires local governments to budget all available resources, beginning fund balances are budgeted as revenues (resources) every fiscal year. What distinguishes budgeting from accounting is that fund balances are not classified as revenues but either as fund balance or fund equity depending on the fund type.

Capital Outlay in Enterprise Funds

Oregon budget law requires local government to budget estimated expenditures for capital outlay. Capital outlay is defined as "expenditures that result in the acquisition of or addition to fixed assets." Fixed assets are defined as "assets of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, or other equipment." Depreciation is not budgeted. When capital outlay is expensed in an enterprise fund, the entry is reversed at year end and depreciation is posted.

Vacation Benefits

Vacation benefits are budgeted each year based on projected vacation earned but not taken. The accounting treatment of vacation is to expense earned vacation and post the corresponding amount to a liability account in each fund. As vacation is used, the first hour of that employee's accrued vacation in the liability account is reversed, and the difference between their current wage and the value of the benefit when taken is posted as expenditure against the budget. The accounting treatment for proprietary funds includes a year-end entry to increase the liability to reflect all accrued vacation at current wages.

Debt Service

Oregon budget law requires that, "Debt service (expenditure) estimates shall include separate amounts for principal and interest of each bond issue in each fund." However, since the principal portion of the debt is established as a liability when the proceeds of the bond are received (depending on the fund type), only the interest portion of the debt is posted as an expense when the debt payment is made to the creditor.

JACKSON COUNTY AT A GLANCE

GENERAL INFORMATION

County Seat:	Courthouse, 10 S. Oakdale, Medford, OR 97501 (541) 774-6035 www.jacksoncounty.org
Established:	January 12, 1852
Elevation at Medford:	1,382'
Area:	2,801 Sq. Mi.
Population:	207,745
True Cash Value:	(10-11) $24,611,610,456
Annual Precipitation:	21.93"
Principle Industries:	Retail, Medical, Tourism, Manufacturing, Agriculture, Lumber

VOTERS

Republicans	43,712
Democrats	39,936
Non-Affiliated	22,631
All Others	7,539
Total Registered Voters	113,818

PER CAPITA INCOME

1999-00	$24,004
2000-01	$24,563
2001-02	$25,152
2002-03	$26,477
2003-04	$26,617
2004-05	$28,531
2005-06	$30,239
2006-07	$31,785
2007-08	$33,516
2008-09	$34,506
2009-10	$34,314

AGE	POPULATION	PERCENT
0-9	24,618	11.9%
10-19	27,064	13.0%
20-29	27,366	13.2%
30-39	24,354	11.7%
40-49	25,321	12.2%
50-59	30,329	14.6%
60-69	24,716	11.9%
70-79	13,614	6.5%
80+	10,363	5.0%
TOTAL	207,745	100.00%

POPULATION

	7/1/09	7/1/10	Percent Change
Total Jackson County	207,010	207,745	0.36%
Ashland	21,505	21,460	-0.21%
Butte Falls	445	445	0.00%
Central Point	17,165	17,205	0.23%
Eagle Point	8,790	8,855	0.74%
Gold Hill	1,080	1,080	0.00%
Jacksonville	2,665	2,700	1.31%
Medford	77,240	77,485	0.32%
Phoenix	4,855	4,910	1.13%
Rogue River	2,090	2,110	0.96%
Shady Cove	2,865	2,890	0.87%
Talent	6,680	6,670	-0.15%
Unincorporated	61,630	61,935	0.49%

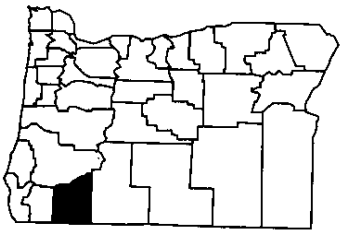
JACKSON COUNTY AT A GLANCE

FISCAL YEAR	POPULATION	SCHOOL ENROLLMENT	UNEMPLOYMENT RATE
1999-2000	182,200	30,381	5.6%
2000-2001	184,700	29,304	6.6%
2001-2002	187,600	29,406	7.5%
2002-2003	189,100	29,515	7.7%
2003-2004	191,200	29,253	7.1%
2004-2005	194,515	28,950	6.2%
2005-2006	198,615	28,869	5.7%
2006-2007	202,310	29,075	5.6%
2007-2008	205,305	28,879	7.8%
2008-2009	207,010	28,367	12.6%
2009-2010	207,745	28,535	11.4%

ZONING/OWNERSHIP

	PRIVATE		STATE		FEDERAL		TOTAL
	Acreage	%	Acreage	%	Acreage	%	ACREAGE
Residential	41,681	98.28	649	1.53	82	0.19	42,412
Commercial/Industrial	3,699	85.05	501	11.54	149	3.42	4,349
Aggregate	5,768	92.93	430	6.93	9	0.14	6,207
Exclusive Farm Use	236,799	96.63	5,256	2.15	3,005	1.23	245,060
Forest Resource	462,530	36.86	7,824	0.62	784,491	62.52	1,254,845
Open Space Reserve	22,661	60.78	3,756	10.07	10,863	29.14	37,280
Woodland Resource	99,644	58.94	870	0.51	68,550	40.55	169,064
TOTAL OWNERSHIP	**872,782**	**49.61**	**19,286**	**1.10**	**867,149**	**47.07**	**1,759,217**

The County



Jackson County, Oregon, is arguably one of the most beautiful and livable areas of the Pacific Northwest—if not the country. Located in Southern Oregon, Jackson County borders California to the south and is surrounded by the majestic Cascade and Siskiyou Mountain ranges. It is centrally located along Interstate 5 between Portland and San Francisco, and just hours from the Pacific Ocean coastline. Jackson County offers breathtaking scenery in every direction, a growing economic base, moderate weather, and superior quality of life.

Population/Cities

The sixth largest County in the State of Oregon in population, Jackson County covers more than 2,801 square miles. The current population is 207,745—an increase of 735 in 2010 with an average growth rate of approximately 1.44 percent a year for the past ten years. Approximately 70 percent of Jackson County residents live in the 11 incorporated cities, which include Ashland, Butte Falls, Central Point, Eagle Point, Gold Hill, Jacksonville, Medford, Phoenix, Rogue River, Shady Cove, and Talent. The remainder live in the unincorporated areas of the County.

The current population is 207,745—an increase of 735 in 2010 with an average growth rate of approximately 1.44 percent a year for the past ten years.

Medford, with a population of 77,485, is the largest city within Jackson County and serves as its County seat. Medford is known throughout the country and the world for its pear orchards and is home to Harry & David and Jackson & Perkins, one of the world's largest shippers of fruit, food gifts, and roses. Medford is a popular location for visitors who wish to access the nearby recreation areas.

The second largest city in Jackson County, Ashland (population 21,460), is home of the internationally famous Oregon Shakespeare Festival which runs from mid-February through October and sells more than 350,000 tickets a year. Ashland is also the location of Southern Oregon University. Another Jackson County town known for tourism is Jacksonville, located just five miles west of Medford. The entire City is on the National Historic Registry and is home to the Peter Britt Festivals, one of the largest summer music festivals in the United States.

Economy

Once known for timber, the economy of Jackson County has diversified. Retail, including Harry and David's mail order business, is the largest employment group in the County and health care is the second largest employment group. Jackson County boasts several major and community medical centers and physician groups, with the Asante Health System being the largest health care employer. Government is the third largest employment group; this reflects the fact that the Federal

government owns 47 percent of the land within the County's boundaries.

Jackson County is also a popular retirement destination. The Rogue Valley Manor, which is perched atop a hillside over looking the valley, is often listed in the top ten of national retirement communities.

Recreation

Visitors, as well as residents, enjoy a variety of unique, local shops, art galleries, book and retail stores—all offering no State sales tax.

Southern Oregon offers an almost limitless amount of recreation and tourism opportunities. Within and near Jackson County, you'll find many rivers, lakes, hiking and biking trails, waterfalls, golf courses, and mountains. Other nearby attractions include Crater Lake National Park, Mount Ashland Ski Resort, Mount Shasta Ski Resort, Oregon Caves, Rogue River National Forest and much, much more. Within an 80 mile radius of Medford, there are 153 stocked streams for fishing, 17 lakes, boating, rafting and fishing on the famous Rogue River, and hunting and camping in 56 forest camps.

The area also boasts numerous bed and breakfasts, restaurants, hotels, and theaters. Visitors, as well as residents, enjoy a variety of unique, local shops, art galleries, book and retail stores—all offering no State sales tax.

Quality of Life

While Jackson County has seen tremendous growth in the last 10-20 years, what residents prize most are the small-town values of their communities, along with the cultural diversity usually found in larger cities.

The County is blessed with moderate weather. Unlike many regions in Oregon, Jackson County only receives around 20 inches of rainfall a year. While the weather is mild—average temperature in January is 39.2˚ and 72.7˚ in July—there are four distinct seasons.

The area is served by the Rogue Valley International-Medford Airport, offering convenient and affordable travel on several major airlines.

The median home sales price in Jackson County was $210,900 in 2010. In 2009 (the latest figure available), the median household income in Jackson County was $45,989 and the per capita personal income was $34,314.

The total budget for Jackson County in 2011-2012 is $347,005,157.

County Government

Jackson County government strives to provide outstanding public service. We have been on the cutting-edge of local governments with our efforts for strategic planning, award-winning financial planning, budgeting and record keeping, and citizen involvement. Our goal is to be the best county government in the United States.

We encourage all of our employees to treat every member of the public as a valued customer, and we believe our employees share a commitment to outstanding public service that is rare in government.

Jackson County aims for a less bureaucratic/more entrepreneurial, less tradition-bound/more flexible approach to government. We take pride in our work and are privileged to serve some of the friendliest, most unique and independent people in the United States.

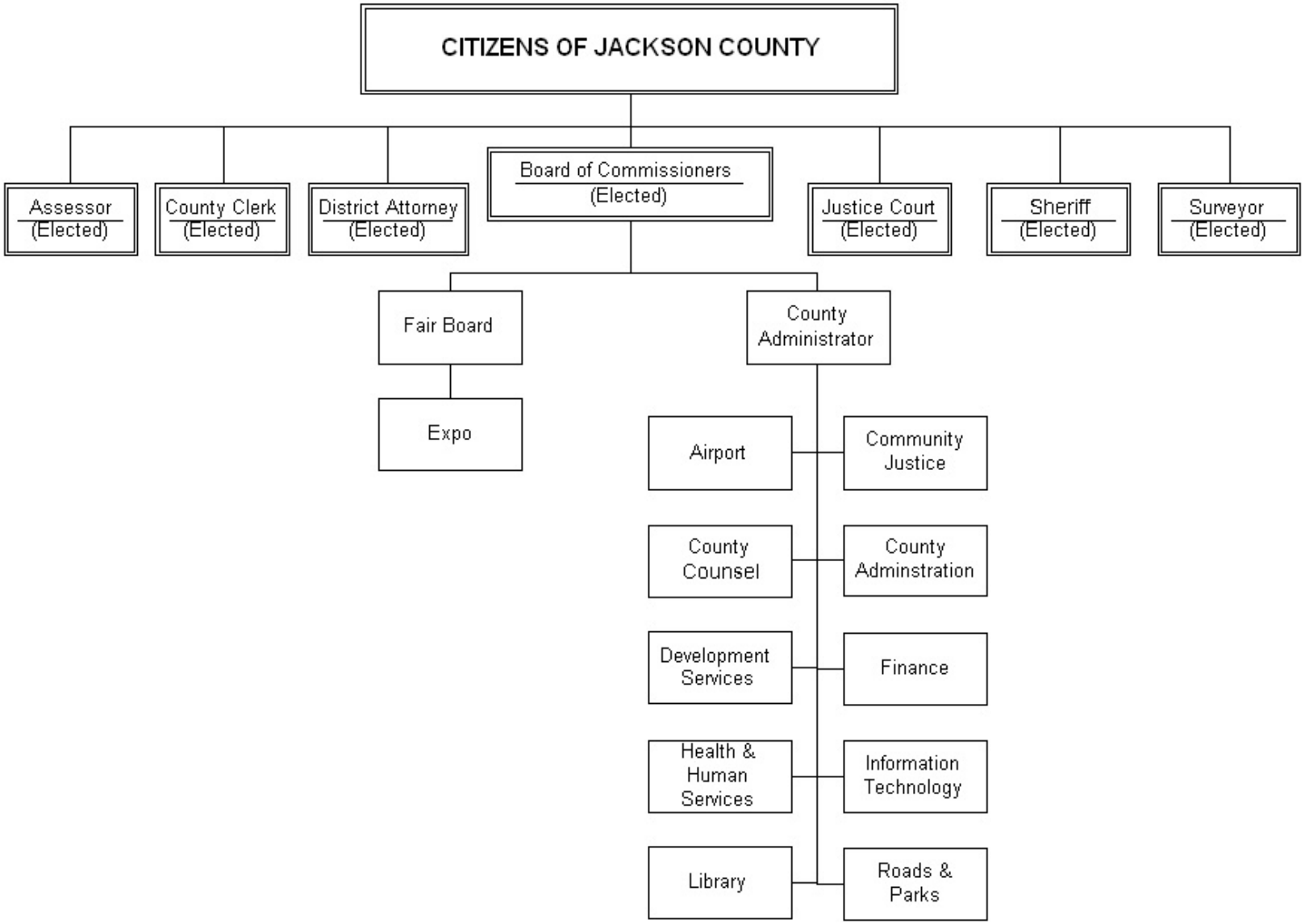
Jackson County is governed by a three-member Board of Commissioners, serving four-year overlapping terms. The County Administrator, a position created by ordinance, is appointed by and reports to the Board of Commissioners.

The total budget for Jackson County in 2011-2012 is $347,005,157.

JACKSON COUNTY
oregon

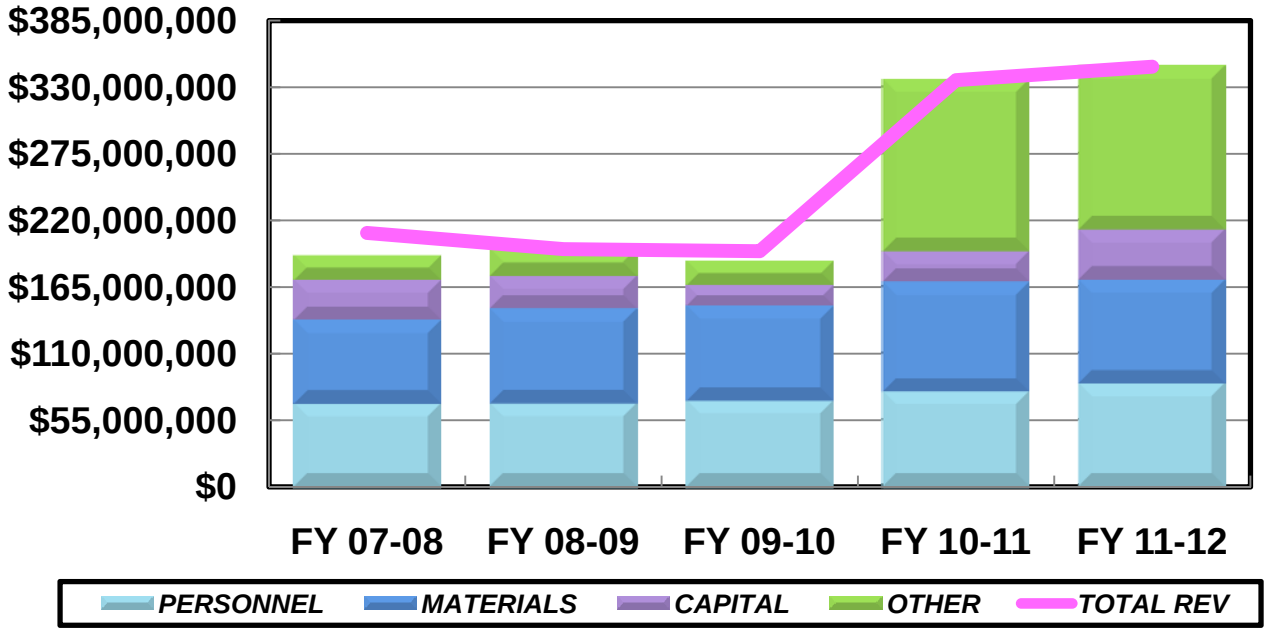
Jackson County Organization Chart

Fiscal Year 2011-2012



JACKSON COUNTY

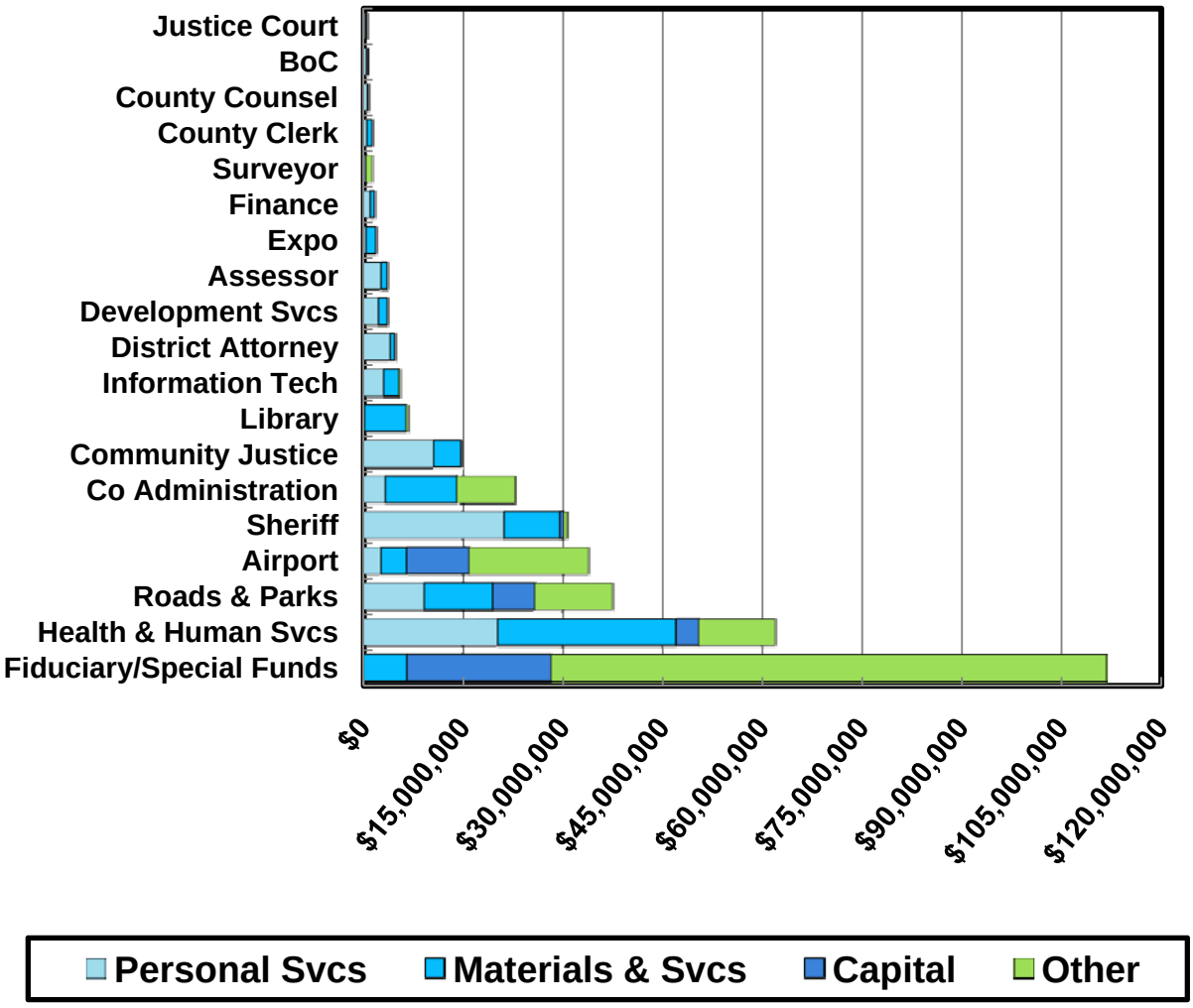
TOTAL REVENUES AND EXPENDITURES
2007-2008 to 2011-2012



	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
PERSONNEL	$68,295,846	$68,449,251	$70,628,660	$78,203,473	$84,871,282
MATERIALS	$69,073,777	$78,321,231	$78,528,087	$90,612,161	$85,546,284
CAPITAL	$33,057,050	$27,109,256	$17,024,103	$25,372,376	$41,529,292
OTHER	$20,594,697	$22,843,779	$20,291,690	$141,709,552	$135,058,299
TOTAL EXP	$191,021,370	$196,723,517	$186,472,540	$335,897,562	$347,005,157
TOTAL REV	$209,633,947	$196,400,417	$194,592,765	$335,897,562	$347,005,157

Numbers for FY 07-08 through FY 09-10 are actual revenues and expenditures. FY 10-11 and FY 11-12 are adopted budgets. For an explanation of the differences between the actual expenditures and budgets, see the Differences Between "Actual" and "Budgeted" Numbers located in the Budget Summary section of this document on page 24.

EXPENDITURES BY DEPARTMENT
FY 2011-2012



SUMMARY OF EXPENDITURES
BY DEPARTMENT

DEPARTMENT	ACTUAL 2008-2009	ACTUAL 2009-2010	PERCENT CHANGE	ADOPTED 2010-2011	ADOPTED 2011-2012	PERCENT CHANGE*
Airport	$25,695,121	$16,827,172	-34.51%	$27,430,867	$33,869,800	23.47%
Assessment	$3,637,726	$3,601,929	-0.98%	$3,652,340	$3,691,746	1.08%
Board of Commissioners	$663,094	$591,205	-10.84%	$607,878	$722,230	18.81%
Community Justice	$12,640,279	$13,099,034	3.63%	$13,865,330	$14,770,130	6.53%
County Administration	$10,235,825	$13,123,300	28.21%	$27,520,535	$22,869,124	-16.90%
County Clerk	$1,402,967	$1,257,784	-10.35%	$1,351,522	$1,435,636	6.22%
County Counsel	$639,368	$699,890	9.47%	$776,764	$866,169	11.51%
Development Services	$4,027,530	$3,440,542	-14.57%	$3,813,949	$3,721,332	-2.43%
District Attorney	$4,022,145	$4,050,109	0.70%	$4,456,449	$4,787,726	7.43%
Expo	$1,899,794	$1,881,080	-0.99%	$1,850,146	$1,897,974	2.59%
Fiduciary	$27,228,876	$23,007,600	-15.50%	$106,359,067	$111,745,309	5.06%
Finance	$1,300,502	$1,518,942	16.80%	$1,452,558	$1,702,682	17.22%
Health & Human Services	$39,206,749	$40,787,255	4.03%	$54,142,059	$62,015,327	14.54%
Information Technology	$4,041,111	$4,390,274	8.64%	$5,056,590	$5,711,572	12.95%
Jackson County Justice Court	$380,593	$427,985	12.45%	$514,652	$558,903	8.60%
Library	$5,775,973	$5,853,363	1.34%	$6,711,465	$6,878,555	2.49%
Roads & Parks	$29,061,595	$25,102,536	-13.62%	$44,492,626	$37,502,830	-15.71%
Sheriff	$24,321,688	$26,249,754	7.93%	$30,241,611	$30,765,515	1.73%
Surveyor	$542,567	$562,771	3.72%	$1,601,154	$1,492,597	-6.78%
GRAND TOTALS	**$196,723,503**	**$186,472,525**	**-5.21%**	**$335,897,562**	**$347,005,157**	**3.31%**

** NOTE: Turn to next page for Expenditure Summary Explanation.*

EXPENDITURE SUMMARY EXPLANATION

The following is a general explanation of the percent change between the adopted budget for fiscal year 2010-2011 and fiscal year 2011-2012 recommended where the change is equal to or greater than 10 percent.

AIRPORT

- The increase of 23.47 percent is primarily due to the construction of the *Connect*Oregon II Air Cargo expansion and the Consolidated Car Rental Maintenance Facility. The fiscal year 2010-2011 budget experienced a decrease of 34 percent because of the completion of the terminal construction project in fiscal year 2009-2010; these capital projects are resuming according to schedule.

BOARD OF COMMISSIONERS

- The increase of 18.81 percent is attributable to increases in membership dues for various organizations as well as travel and training. Such expenses were taken out of the fiscal year 2010-2011 budget and are now being reinstated.

COUNTY ADMINISTRATION

- The decrease of 16.9 percent is primarily related to splitting the Risk Management budget into three separate funds in fiscal year 2010-2011: Risk Management-General and Auto Liability, Self-Insurance Health Plan, and Workers' Compensation. The effect of creating these separate funds is that transfers from one fund to another doubled the expenditures in fiscal year 2010-2011 and, since no transfers were necessary in fiscal year 2011-2012, the expenditures were reduced.

COUNTY COUNSEL

- The increase of 11.51 percent is primarily due to the purchase of a new software program for document management, as well as an increased need to consult with experts in specific areas of law including bankruptcy and highly specialized employment law.

FINANCE

- The increase of 17.22 percent is due to the Property Management Program taking over the service of leases associated with the Rogue Family Center in fiscal year 2010-2011. This service was previously managed by the Health and Human Services Department. The fiscal year 2010-2011 revised budget and the fiscal year 2011-2012 CAO recommended budget reflect these changes.

HEALTH AND HUMAN SERVICES

- The increase of 14.54 percent is attributed to the purchase and remodel of a consolidated social services facility, as well as an expansion of Mental Health Program services which will meet increasing demand.

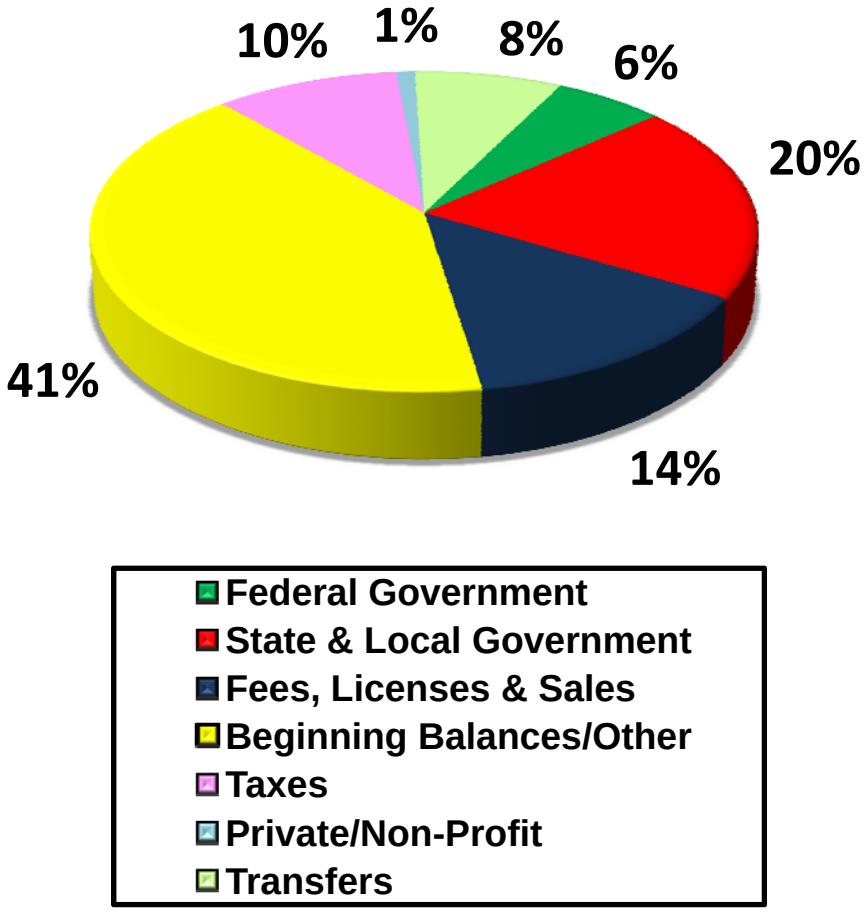
INFORMATION TECHNOLOGY

- The increase of 12.95 percent is due to increased labor costs, growth in demand for data storage, and an increase in technology projects requested by internal customers.

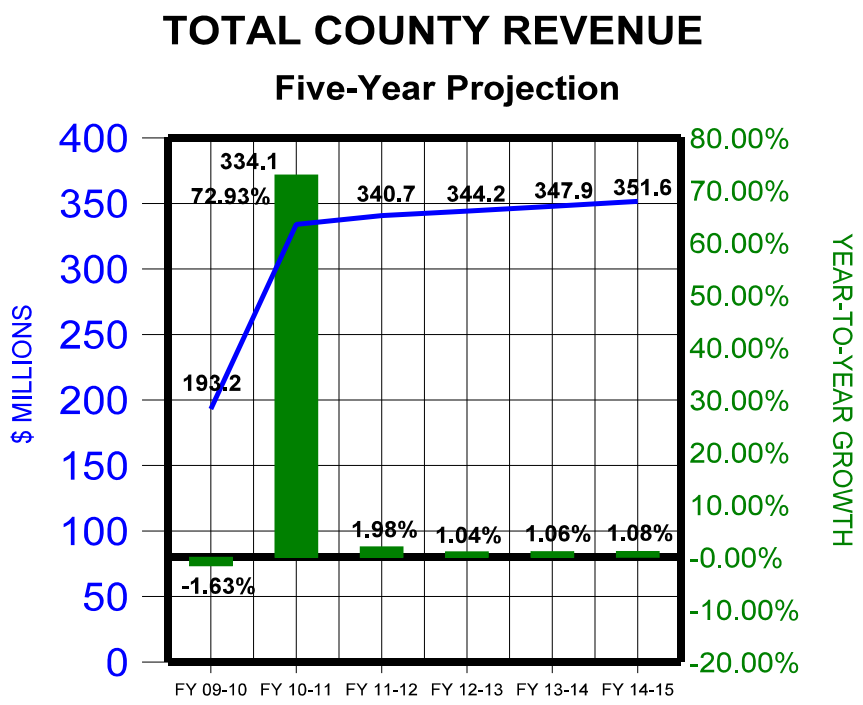
ROADS AND PARKS

- The decrease of 15.71 percent is due to the fiscal year 2010-2011 completion of the $6,500,000 grant to remove the Gold Ray Dam on the Rogue River.

REVENUE BY SOURCE
FY 2011-2012



This graph shows revenues by major categories for Jackson County
What follows is an explanation of these revenues by source and a projection to fiscal year 2014-2015.



This graph shows a five-year projection of total County revenues from fiscal year 2009-2010 through fiscal year 2014-2015. Additionally, total actual County revenues are shown for fiscal year 2009-2010. Actual fiscal year 2009-2010 figures are also included in the five-year projections in the following pages. The purpose of including fiscal year actual figures is to provide a brief historical perspective. However, comparing actual revenue to budgeted revenue is inconsistent since Oregon law requires that each fund budget such items as an Unappropriated Ending Fund Balance, which cannot be spent until the following fiscal year.

The blue line on the graph signifies total revenue in millions of dollars. The green bars, on the other hand, show percent rate of growth between fiscal years. Revenue growth has been estimated conservatively. Many Departments are working to develop additional revenue sources; however, because these sources are not a certainty at this time they were not used for the revenue projections.

The following is a description of the major categories of revenues included in the chart above. Additional information and graphics are included for those revenues preceded with an asterisk.

***Federal Government -** The majority of funding from the Federal Government is from Public Law 110-343. Once the old Public Law 106-393 expired in 2006, the new Public Law 110-343 began in 2008. Funding for this program decreases each year until its conclusion in 2012. Therefore, fiscal year 2011-2012 will be the final payment from Public Law 110-343. Most of the remaining Federal funding is dedicated to capital improvements at the Airport. The remaining portion of Federal funding comes in various forms of grants, contracts, and reimbursements throughout several departments.

***State and Local Governments -** The most significant portion of this revenue supports Health and Human Services' Mental Health Program costs. The General Road Fund is the next most significant user of these funds in the form of gas taxes. Monies stemming from State gasoline taxes are dedicated for road improvements. The remaining revenues are scattered throughout the County to provide State-supported services.

Intrafund Charges - This source of revenue includes transfers that occur between funds and is used mostly for internal services and central service support. The growth rate for intrafund charges was set at 1 percent.

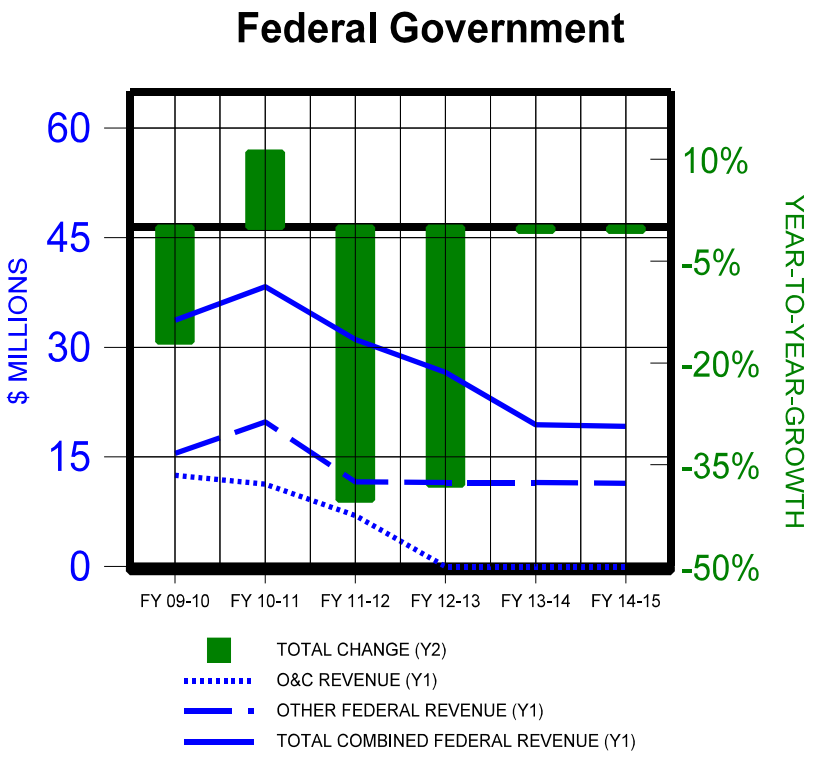
***Fees, Licenses, and Sales -** These are revenues the County receives for providing services to the general public. Through public meetings, the Board of Commissioners make decisions concerning what portion of the fees will be supported by County funds and what portion will be paid by those receiving the service. Many County Departments collect fees. A few examples include: community development programs, which are completely supported by fees for services; parks programs also collect fees for park use; as does the Airport for providing service to the air carriers; Health and Human Services for Title 19 (service to low income patients paid for by the Sate); the County Clerk for filing various records; the Expo which is self-supporting; and the Surveyor's Office. The Justice Court is self-supporting through fines imposed for traffic violations. There has been a noticeable drop in these revenues due to the drop in housing activity in Jackson County. The five-year growth rate for this source of revenue was set at -1.5 percent.

***Property Taxes -** All tax levies have been consolidated and converted to a permanent rate limit of $2.0099 per thousand of maximum assessed value as required by Ballot Measure 50. Currently the maximum assessed value is approximately 48.2 percent of Measure 5 and for real market value for Countywide 44.7 (for residential 48.2 and 45.6 for commercial). Taxes are also expected to be collected from bond issues for Library Debt Service. The projected growth rate for total property tax collections for the County's operations budget is 2 percent per fiscal year.

Beginning Fund Balances - The beginning fund balances represent prior year funds, interest income, and cash that is carried forward into the current fiscal year.

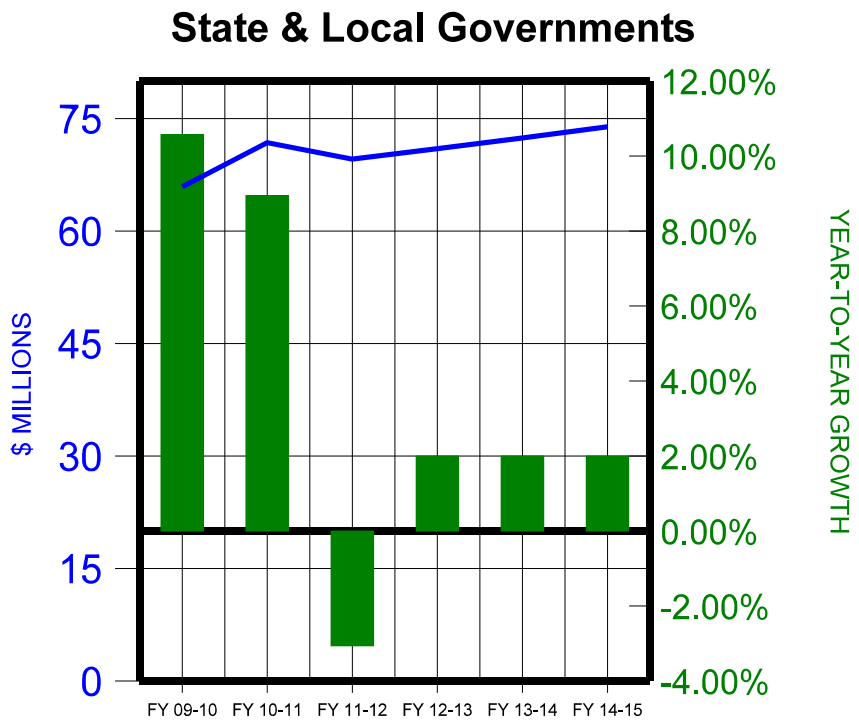
Loan Proceeds - This form of revenue stems from the sale of voter approved or revenue bonds for capital construction projects.

Miscellaneous Revenue - These are revenues that do not fit under any other form of classification.



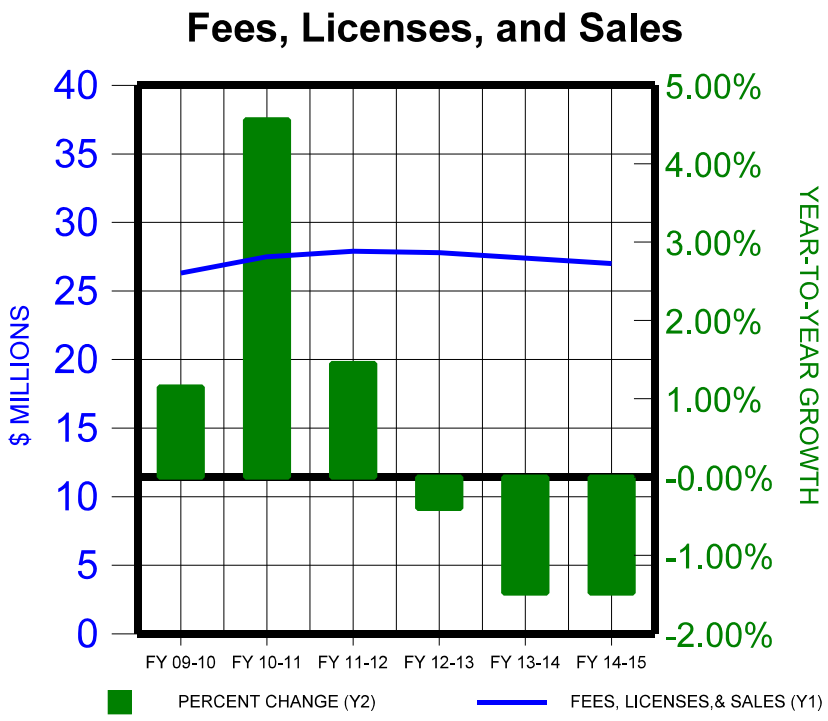
Much of the County's Federal revenue comes in various forms such as grants, contracts, and reimbursements. In the five years prior to fiscal year 2008-2009, the County received Federal revenue from Public Law 106-393 which was enacted on October 30, 2000. These funds were to replace a revenue stream (O & C) that was set in place in 1916 and expired on October 30, 2006. A one-year extension was granted in fiscal year 2007-2008. At this time, Public Law 106-393 has expired and been replaced by Public Law 110-343. Funding for this program will decrease from 90 percent of the 2006-2007 base year payment to 45 percent in fiscal year 2011-2012. Therefore, the fiscal year 2011-2012 payment will be the final payment.

The 41 percent decrease in "Other Federal Revenue" from fiscal year 2010-2011 to 2011-2012 is mainly attributable to the completion of a grant to remove the Gold Ray Dam. Future Federal revenues were projected to decrease at -1 percent per year.



Over half of this revenue supports State-mandated services provided by the Health and Human Service Department. Most of the State revenue that supports Health and Human Services goes to the Mental Health Program, which provides medically necessary mental health services to eligible people in Jackson County. The General Road Fund is the next significant user of these funds in the form of State gasoline taxes which are dedicated for road improvements. The remaining revenues are distributed throughout the County to provide State-supported services.

State revenues have been relatively flat; therefore, future revenues have been projected at a modest 2 percent growth rate. However, fiscal year 2011-2012 is the first half of the State's biennium budget so this forecast of future years represents staff's best guess. It is very difficult to project the imminent changes in State funding that will occur in the next five years. Modifications to these projections will most likely need to be made every two years as the State completes their biennial budget work.

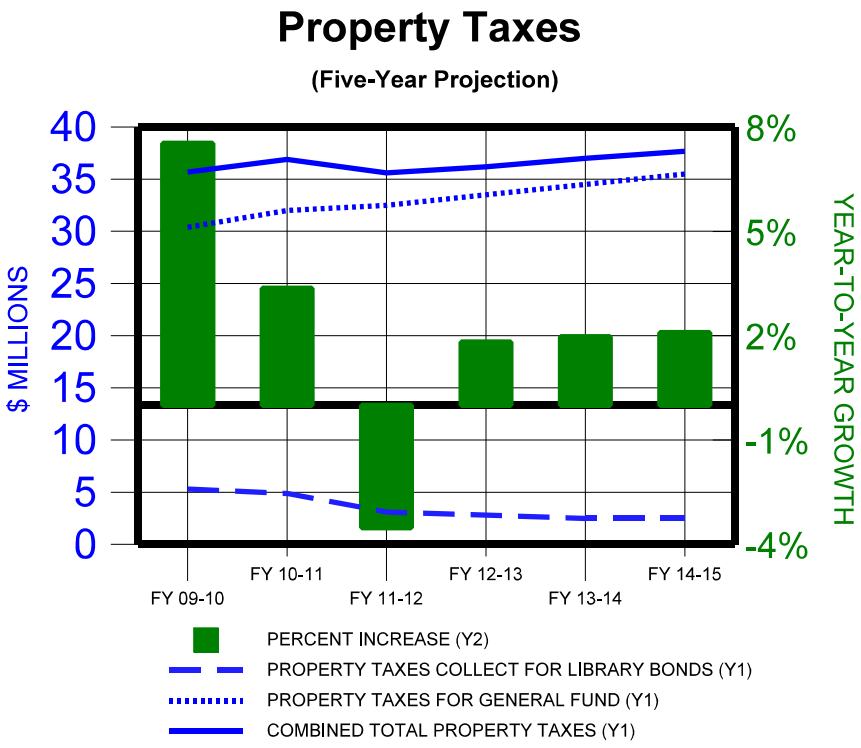


This graph represents the revenues generated by services provided to the general public. All fees collected by the County are for the solitary purpose of recovering the cost associated with providing various services. During each fiscal year, the County performs an extensive fee study to determine service costs. Through a series of public meetings, the Board of Commissioners determine the portion of each fee that should be supported by County funds and the portion that should be paid by those receiving the service.

Among the County programs that collect fees are:

- The Airport for providing service to air carriers
- Development Services for building permit fees, and zoning and planning permits
- Roads and Parks for park use
- The County Clerk's office for recording fees
- The Surveyor's Office for processing County plats
- GIS for mapping and geographical information
- Health and Human Services for Title 19 (services to low income patients paid for by the State)

Fees associated with recording, plat processing, construction and safety inspections, building permits, and reviewing construction plans continually fluctuate according to the housing industry and overall economic conditions. Departments have adjusted as necessary to meet the downturn. Revenues for all fee-based services have been projected at -1.5 percent.



In May of 1997, Oregon voters approved Ballot Measure 50, amending Oregon's constitution to establish permanent property tax limits. As a result, Jackson County's permanent rate limit was set at $2.0099 of assessed valuation. Ballot Measure 50 also placed limitations on the base assessed valuation to which the newly imposed permanent rate limit could be applied. The maximum assessed value on all parcels is calculated as if it existed in fiscal year 1995-1996, less 10 percent, and trended at a 3 percent rate of increase. However, if the true cash value of the parcel dips below the assessed valuation, the rate can only be applied to that true cash value. Currently, the maximum assessed value is approximately 70.0 percent of the Measure 5 limit and 63.5 percent of real market value Countywide (for residential 75.9 and 51.4 for commercial). A parcel can be improved without increasing its assessed value if the improvements total less than $10,000 of real cash value in one fiscal year and less than a total of $25,000 or more over a five-year-period.

The total amount of property tax the County expects to certify on behalf of the General Fund reflects the current assessed value plus 2.5 percent. The County will certify and pay on the $20,365,000 of library bonds sold in fiscal year 2000-2001 an average of $1.5 million per fiscal year until the debt is fully paid in 2020. The County sold $18,575,000 in library bonds in fiscal year 2002-2003 and is projected to certify and pay an average of $1.5 million per fiscal year until the debt is fully paid. Total current and prior year property taxes budgeted for operating purposes were projected to increase at 2 percent over the next five years. The -4 percent decrease from fiscal year 2010-2011 to fiscal year 2011-2012 is attributable to the completion of the new juvenile facility.

REVENUE SUMMARY BY SOURCE
FY 2008-2009 TO FY 2011-2012

REVENUE CATEGORY REVENUE TYPE	ACTUAL 2008-2009	ACTUAL 2009-2010	PERCENT CHANGE	ADOPTED 2010-2011	ADOPTED 2011-2012	PERCENT CHANGE
FEDERAL GOVERNMENT						
Contracts/Grants-Federal	$ 12,506,534	$ 8,982,370	-28.18%	$ 13,660,038	$ 8,401,591	-38.50%
Reimbursements-Federal	$ 796,929	$ 869,262	9.08%	$ 885,397	$ 880,197	-0.59%
Shared Revenue-Federal	$ 21,707,075	$ 19,814,920	-8.72%	$ 18,213,594	$ 11,033,459	-39.42%
SUB TOTAL =	$ 35,010,538	$ 29,666,552	-15.26%	$ 32,759,029	$ 20,315,247	-37.99%
STATE AND LOCAL GOVERNMENT						
Contracts/Grants-Local	$ 1,115,725	$ 2,195,431	96.77%	$ 2,662,530	$ 2,589,314	-2.75%
Contracts/Grants-Priv/Nonprof	$ 2,902,593	$ 3,185,484	9.75%	$ 3,371,432	$ 3,125,887	-7.28%
Contracts/Grants-State	$ 41,251,910	$ 44,875,971	8.79%	$ 49,091,158	$ 48,398,332	-1.41%
Discretionary Acct Reimb					$ 14,500	
Donations/Sponsorships	$ 460,319	$ 770,643	67.41%	$ 313,363	$ 342,119	9.18%
Miscellaneous Revenue	$ 1,098,835	$ (161,026)	-114.65%	$ 177,738	$ 197,011	10.84%
Reimbursements-Local	$ 1,070,322	$ 1,574,001	47.06%	$ 1,953,287	$ 673,739	-65.51%
Reimbursements-Priv/Nonprof	$ 1,811,740	$ 1,476,178	-18.52%	$ 994,301	$ 935,854	-5.88%
Reimbursements-State	$ 1,643,697	$ 2,198,384	33.75%	$ 1,703,132	$ 2,073,285	21.73%
Shared Revenue-Priv/Nonprof	$ 112,072	$ 101,286	-9.62%	$ 82,261	$ 111,696	35.78%
Shared Revenue-State	$ 13,160,769	$ 13,382,716	1.69%	$ 14,818,522	$ 14,426,114	-2.65%
SUB TOTAL =	$ 64,627,982	$ 69,599,068	7.69%	$ 75,167,724	$ 72,887,851	-3.03%
FEES, LICENSES AND SALES						
Fees	$ 19,955,179	$ 19,987,403	0.16%	$ 20,577,399	$ 21,132,519	2.70%
Fines	$ 2,030,894	$ 2,020,953	-0.49%	$ 2,159,080	$ 2,236,035	3.56%
Forfeitures	$ 105,875	$ 54,279	-48.73%	$ 261,000	$ 76,200	-70.80%
Interdepartmental Charges	$ 17,024,868	$ 18,595,839	9.23%	$ 20,689,401	$ 21,906,776	5.88%
Licenses	$ 1,292,635	$ 1,260,872	-2.46%	$ 1,362,034	$ 1,372,670	0.78%
Sales	$ 339,924	$ 359,343	5.71%	$ 247,041	$ 274,321	11.04%
SUB TOTAL =	$ 40,749,375	$ 42,278,689	3.75%	$ 45,295,955	$ 46,998,521	3.76%
OTHER						
Current Property Tax Revenue	$ 33,202,523	$ 35,696,258	7.51%	$ 36,834,143	$ 35,564,288	-3.45%
Fund Balance				$ 126,710,821	$ 140,815,977	11.13%
Interest Revenue	$ 5,128,630	$ 3,707,540	-27.71%	$ 2,855,896	$ 2,100,674	-26.44%
Investment Revenue	$ 1,027,539			$ 420,000		
Transfers from Other Funds	$ 16,653,810	$ 13,644,642	-18.07%	$ 15,853,994	$ 28,322,599	78.65%
SUB TOTAL =	$ 56,012,502	$ 53,048,440	-7.39%	$ 182,674,854	$ 206,803,538	12.97%
GRAND TOTALS	**$ 196,400,397**	**$ 194,592,749**	**-0.92%**	**$ 335,897,562**	**$ 347,005,157**	**3.31%**

SUMMARY OF REVENUES BY DEPARTMENT
ADOPTED BUDGET FY 2011-2012

DEPARTMENT	FEDERAL GOVERNMENT	STATE & LOCAL GOVERNMENT	PRIVATE/ NONPROFIT	FEES, SALES, LICENSES	INTERFUND CHARGES	PROPERTY TAX	CASH. LOAN & INTEREST	TOTAL REVENUE
Airport	$4,665,164	$2,614,000	$2,800,851	$6,268,160	$1,393,212		$16,128,413	$33,869,800
Assessment		$859,272	$2,000	$48,700				$909,972
Board of Commissioners				$664,703	$49,440			$714,143
Community Justice	$829,000	$5,899,251	$18,500	$3,457,920				$10,204,671
County Administration	$150,478	$446,293	$10,783	$10,901,736	$1,424,600		$9,319,197	$22,253,087
County Clerk		$111,352		$1,337,621				$1,448,973
County Counsel				$696,328	$157,729			$854,057
Development Services				$2,457,503				$2,457,503
District Attorney	$154,697	$529,872	$93,720	$128,663	$17,000			$923,952
Expo		$18,015	$295,100	$1,564,527	$20,332			$1,897,974
Fiduciary	$9,606,031	$1,950,378		$958,272	$20,666,039	$35,564,288	$82,534,394	$151,279,402
Finance		$162,708	$90,930	$1,115,980	$71,902			$1,441,520
Health & Human Services	$1,650,449	$37,205,684	$169,393	$4,444,664	$3,179,703		$15,365,434	$62,015,327
Information Technology	$110,000		$30	$4,791,863	$266,270		$500,521	$5,668,684
Jackson Co Justice Court				$1,905,585				$1,905,585
Library	$40,000	$544,901	$220,760	$593,137	$18,632		$471,213	$1,888,643
Roads & Parks	$1,632,428	$12,920,621	$948,000	$3,991,933	$1,044,657		$16,965,191	$37,502,830
Sheriff	$1,477,000	$4,898,437	$77,000	$1,224,000			$600,000	$8,276,437
Surveyor				$447,226	$13,083		$1,032,288	$1,492,597
GRAND TOTALS	**$20,315,247**	**$68,160,784**	**$4,727,067**	**$46,998,521**	**$28,322,599**	**$35,564,288**	**$142,916,651**	**$347,005,157**

JACKSON COUNTY SPENDING PLAN
COMBINED SUMMARY OF REVENUES AND EXPENDITURES
AND CHANGES IN FUND BALANCES

	GENERAL FUND	SPECIAL REVENUE FUNDS			
	General Fund[2]	**County Schools**	**County Trails**[3]	**Court Security**[4]	**Health & Human Services**[5]
BEGINNING FUND BALANCE	$71,351,727	$0	$170,730	$354,732	$15,214,934
Revenues					
FEDERAL	$9,752,206	$1,000,000			$1,650,449
STATE & LOCAL	$13,815,797		$167,149	$163,902	$37,205,684
FEES & CHARGES	$11,627,607		$14,500		$4,444,664
PROPERTY TAXES[1]	$32,502,986				
MISCELLANEOUS	$468,506		$100		$154,893
INTEREST	$1,024,114		$4,000	$5,800	$165,000
BOND PROCEEDS					
Revenues Subtotal	$69,191,216	$1,000,000	$185,749	$169,702	$43,620,690
TRANSFER FROM OTHER FUNDS	$578,273		$5,000		$3,179,703
Grand Total Revenues	$141,121,216	$1,000,000	$361,479	$524,434	$62,015,327
Expenditures					
PERSONAL SERVICES	$42,073,744		$99,942		$20,314,003
MATERIALS & SERVICES	$23,420,694	$1,000,000	$109,860	$254,600	$26,751,064
CAPITAL OUTLAY	$2,106,524				$3,500,000
DEBT SERVICE					
Expenditures Subtotal	$67,600,962	$1,000,000	$209,802	$254,600	$50,565,067
TRANSFERS TO OTHER FUNDS	$25,486,958				
ENDING FUND BALANCE	$48,033,296		$151,677	$269,834	$11,450,260
Grand Total Expenditures	$141,121,216	$1,000,000	$361,479	$524,434	$62,015,327
CHANGE IN FUND BALANCE	($23,318,431)	$0	($19,053)	($84,898)	($3,764,674)

	SPECIAL REVENUE FUNDS (cont)				
	Law Enforcement District[6]	Law Library[7]	Liquor Enforcement	Road Fund[8]	Solid Waste Management[9]
BEGINNING FUND BALANCE	$590,000	$464,249	$0	$12,068,426	$2,026,309
Revenues					
FEDERAL				$1,317,428	
STATE & LOCAL	$1,325,700			$12,109,693	$18,344
FEES & CHARGES		$221,650	$17,000	$1,065,091	$670,272
PROPERTY TAXES					
MISCELLANEOUS		$6,692		$580,000	
INTEREST	$10,000	$6,964		$275,000	$50,000
BOND PROCEEDS					
Revenues Subtotal	$1,335,700	$235,306	$17,000	$15,347,212	$738,616
TRANSFER FROM OTHER FUNDS				$880,515	
Grand Total Revenues	$1,925,700	$699,555	$17,000	$28,296,153	$2,764,925
Expenditures					
PERSONAL SERVICES	$933,680	$82,667		$8,020,341	$91,358
MATERIALS & SERVICES	$567,020	$296,731		$7,859,445	$164,636
CAPITAL OUTLAY				$4,171,169	
DEBT SERVICE					
Expenditures Subtotal	$1,500,700	$379,398	$0	$20,050,955	$255,994
TRANSFERS TO OTHER FUNDS			$17,000		$842,097
ENDING FUND BALANCE	$425,000	$320,157		$8,245,198	$1,666,834
Grand Total Expenditures	$1,925,700	$699,555	$17,000	$28,296,153	$2,764,925
CHANGE IN FUND BALANCE	($165,000)	($144,092)	$0	($3,823,228)	($359,475)

	SPECIAL REVENUE FUNDS (cont)		
	Surveyor[10]	Title II	Title III[11]
BEGINNING FUND BALANCE	$1,018,712	$0	$3,819,046
Revenues			
FEDERAL		$1,500,000	
STATE & LOCAL			
FEES & CHARGES	$447,226		
PROPERTY TAXES			
MISCELLANEOUS			
INTEREST	$13,576		
BOND PROCEEDS			
Revenues Subtotal	$1,479,514	$1,500,000	$0
TRANSFER FROM OTHER FUNDS	$13,083		
Grand Total Revenues	$1,492,597	$1,500,000	$3,819,046
Expenditures			
PERSONAL SERVICES	$438,219		
MATERIALS & SERVICES	$147,777	$1,500,000	$3,197,049
CAPITAL OUTLAY			
DEBT SERVICE			
Expenditures Subtotal	$585,996	$1,500,000	$3,197,049
TRANSFERS TO OTHER FUNDS			
ENDING FUND BALANCE	$906,601		$621,997
Grand Total Expenditures	$1,492,597	$1,500,000	$3,819,046
CHANGE IN FUND BALANCE	($112,111)	$0	($3,197,049)

	CAPITAL PROJECT FUNDS			
	Bridge Replacement[12]	**Capital Projects**[13]	**Greenway**	**Parks System Development**[14]
BEGINNING FUND BALANCE	$1,550,000	$476,943	$1,000	$104,000
Revenues				
FEDERAL				
STATE & LOCAL				
FEES & CHARGES				$50,000
PROPERTY TAXES				
MISCELLANEOUS				
INTEREST	$28,000	$52,186	$100	$500
BOND PROCEEDS				
Revenues Subtotal	$28,000	$52,186	$100	$50,500
TRANSFER FROM OTHER FUNDS		$19,872,814		
Grand Total Revenues	$1,578,000	$20,401,943	$1,100	$154,500
Expenditures				
PERSONAL SERVICES				
MATERIALS & SERVICES	$228,000	$200,000		
CAPITAL OUTLAY	$1,350,000	$20,201,943		
DEBT SERVICE				
Expenditures Subtotal	$1,578,000	$20,401,943	$0	$0
TRANSFERS TO OTHER FUNDS				$35,000
ENDING FUND BALANCE			$1,100	$119,500
Grand Total Expenditures	$1,578,000	$20,401,943	$1,100	$154,500

CHANGE IN FUND BALANCE	($1,550,000)	($476,943)	$100	$15,500

	CAPITAL PROJECT FUNDS (cont)	
	Roads System Development[15]	**Street Improvement**
BEGINNING FUND BALANCE	$308,000	$1,000,000
Revenues		
FEDERAL		
STATE & LOCAL		
FEES & CHARGES	$340,000	
PROPERTY TAXES		
MISCELLANEOUS		$150,000
INTEREST	$1,000	$15,000
BOND PROCEEDS		
Revenues Subtotal	$341,000	$165,000
TRANSFER FROM OTHER FUNDS		
Grand Total Revenues	$649,000	$1,165,000
Expenditures		
PERSONAL SERVICES		
MATERIALS & SERVICES	$49,000	
CAPITAL OUTLAY		
DEBT SERVICE		$150,000
Expenditures Subtotal	$49,000	$150,000
TRANSFERS TO OTHER FUNDS	$600,000	
ENDING FUND BALANCE		$1,015,000
Grand Total Expenditures	$649,000	$1,165,000

CHANGE IN FUND BALANCE	($308,000)	$15,000

	INTERNAL SERVICE FUNDS					
	Central Services	Computer Replacement[16]	Motor Pool[17]	Risk Mgmt-Gen Auto Liab[18]	Self-Insurance Health Plan	Workers' Comp
BEGINNING FUND BALANCE	$2,577,629	$494,521	$847,435	$3,841,874	$3,529,166	$1,810,435
Revenues						
FEDERAL	$115,000					
STATE & LOCAL	$68,721					$10,000
FEES & CHARGES	$10,531,142	$258,601	$1,857,742	$2,338,965	$3,848,431	$768,343
PROPERTY TAXES						
MISCELLANEOUS	$34,525		$50,000			$4,000
INTEREST	$37,000	$6,000	$25,000	$57,628	$52,937	$27,157
BOND PROCEEDS						
Revenues Subtotal	$10,786,388	$264,601	$1,932,742	$2,396,593	$3,901,368	$809,500
TRANSFER FROM OTHER FUND	$2,220,525		$35,544			
Grand Total Revenues	$15,584,542	$759,122	$2,815,721	$6,238,467	$7,430,534	$2,619,935
Expenditures						
PERSONAL SERVICES	$8,152,569		$305,295	$280,440		
MATERIALS & SERVICES	$4,701,372	$534,239	$907,753	$2,593,602	$3,907,921	$795,500
CAPITAL OUTLAY			$646,000			
DEBT SERVICE						
Expenditures Subtotal	$12,853,941	$534,239	$1,859,048	$2,874,042	$3,907,921	$795,500
TRANSFERS TO OTHER FUNDS						
ENDING FUND BALANCE	$2,730,601	$224,883	$956,673	$3,364,425	$3,522,613	$1,824,435
Grand Total Expenditures	$15,584,542	$759,122	$2,815,721	$6,238,467	$7,430,534	$2,619,935
CHANGE IN FUND BALANCE	$152,972	($269,638)	$109,238	($477,449)	($6,553)	$14,000

	DEBT SERVICE FUNDS		
	Airport Debt Service	Library Debt Service S1[19]	Library Debt Service S2[20]
BEGINNING FUND BALANCE	$294,236	$369,583	$367,762
Revenues			
FEDERAL			
STATE & LOCAL			
FEES & CHARGES			
PROPERTY TAXES		$1,542,265	$1,519,037
MISCELLANEOUS			
INTEREST	$2,995	$10,500	$11,063
BOND PROCEEDS			
Revenues Subtotal	$2,995	$1,552,765	$1,530,100
TRANSFER FROM OTHER FUND	$1,341,544		
Grand Total Revenues	$1,638,775	$1,922,348	$1,897,862
Expenditures			
PERSONAL SERVICES			
MATERIALS & SERVICES			
CAPITAL OUTLAY			
DEBT SERVICE	$1,341,544	$1,552,765	$1,530,100
Expenditures Subtotal	$1,341,544	$1,552,765	$1,530,100
ENDING FUND BALANCE	$297,231	$369,583	$367,762
Grand Total Expenditures	$1,638,775	$1,922,348	$1,897,862
CHANGE IN FUND BALANCE	$2,995	$0	$0

	ENTERPRISE FUNDS			
	Airport Enterprise	**Expo Park**	**Passenger Facility Charge**[21]	**Recreation Enterprise**[22]
BEGINNING FUND BALANCE	$14,190,764	$0	$1,438,264	$550,000
Revenues				
FEDERAL	$4,665,164			$315,000
STATE & LOCAL	$2,614,000	$18,015		$643,779
FEES & CHARGES	$4,873,237	$1,564,527	$1,394,923	$664,600
PROPERTY TAXES				
MISCELLANEOUS	$2,800,851	$295,100		$167,900
INTEREST	$184,154		$18,000	$17,000
BOND PROCEEDS				
Revenues Subtotal	$15,137,406	$1,877,642	$1,412,923	$1,808,279
TRANSFER FROM OTHER FUND	$51,668	$20,332		$123,598
Grand Total Revenues	$29,379,838	$1,897,974	$2,851,187	$2,481,877
Expenditures				
PERSONAL SERVICES	$2,755,372	$498,570		$825,082
MATERIALS & SERVICES	$3,800,279	$1,399,404	$60,000	$1,100,338
CAPITAL OUTLAY	$9,142,395		$236,261	$175,000
DEBT SERVICE				
Expenditures Subtotal	$15,698,046	$1,897,974	$296,261	$2,100,420
TRANSFERS TO OTHER FUNDS			$1,341,544	
ENDING FUND BALANCE	$13,681,792		$1,213,382	$381,457
Grand Total Expenditures	$29,379,838	$1,897,974	$2,851,187	$2,481,877
CHANGE IN FUND BALANCE	($508,972)	$0	($224,882)	($168,543)

TOTAL ALL FUNDS	
	FY 2011-2012
BEGINNING FUND BALANCE	$140,830,477
Revenues	
FEDERAL	$20,315,247
STATE & LOCAL	$68,160,784
FEES & CHARGES	$46,998,521
PROPERTY TAXES	$35,564,288
MISCELLANEOUS	$4,712,567
INTEREST	$2,100,674
BOND PROCEEDS	
Revenues Subtotal	$177,852,081
TRANSFER FROM OTHER FUND	$28,322,599
Grand Total Revenues	$347,005,157
Expenditures	
PERSONAL SERVICES	$84,871,282
MATERIALS & SERVICES	$85,546,284
CAPITAL OUTLAY	$41,529,292
DEBT SERVICE	$4,574,409
Expenditures Subtotal	$216,521,267
TRANSFERS TO OTHER FUNDS	$28,322,599
ENDING FUND BALANCE	$102,161,291
Grand Total Expenditures	$347,005,157
CHANGE IN FUND BALANCE	($38,669,186)

FOOTNOTES TO THE JACKSON COUNTY SPENDING PLAN

Below are explanations to the footnotes throughout the Jackson County Spending Plan. Explanations for changes in fund balances greater than 10 percent are presented. This change in fund balance is calculated by comparing a fund's Beginning Fund Balance to its Unappropriated Ending Fund Balance plus Reserves.

(1) The property tax levied is $2.0099 Per Thousand Assessed Value.

(2) The change in the General Fund balance is -33%. The FY 11-12 budget includes an increase in planned capital projects and a decline in Federal revenue from the FY 10-11 budget.

(3) The change in the County Trails Fund balance is -11% which is attributable to grant funding being spent down from previous years.

(4) The change in the Court Security Fund balance is -24%. This fluctuates from year to year according to courts' needs for services provided by the Sheriff.

(5) The change in the HHS Fund balance is -25%. The FY 11-12 budget includes costs associated with the purchase and remodeling of a consolidated social services facility.

(6) The change in the Law Enforcement Fund balance is -28%. The FY 11-12 budget includes increased personal services costs attributable to the need for more experienced officers.

(7) The change in the Law Library Fund balance is -31%. The FY 11-12 budget includes additional costs for cataloging the Law Library's collection.

(8) The change in the Roads Fund balance is -32%. In FY 10-11, dedicated reserves completed the North Ross lane project.

(9) The change in the Solid Waste Fund balance is -18%. The FY 11-12 budget includes an increased transfer to the General Fund for Code Enforcement.

(10) The change in the Surveyor Fund balance is -11%. This decrease is a product of FY 10-11 allocation correction between the Corner Restoration Program and the Department's office functions.

(11) The change in the Title III Fund balance is -84%. Since payments ended in FY 10-11, fund reserves will continue to be spent down until all projects are completed.

(12) The change in the Bridge Replacement Fund balance is -100%. The last of 16 bridges for which funding has been received will be complete in FY 11-12.

(13) The change in the Capital Projects Fund balance is -100%. The FY 11-12 budget includes important capital projects; facility needs are addressed as non-operating funds become available.

(14) The change in the Parks System Development Fund balance is 15%. In FY 11-12 less matching funds will be provided to the program than in previous years.

(15) The change in the Roads System Development Fund balance is -100%. In FY 11-12 more matching funds will be provided to the program than in previous years.

(16) The change in the Computer Replacement Fund balance is -55%. This fluctuates from year to year according to replacement needs.

(17) The change in the Motor Pool Fund balance is 13%. This fluctuates from year to year according to requests for vehicle purchases.

(18) The change in the Risk Management Fund balance is -12%. This decrease is a product of the three-way split of the Self-Insurance Fund in FY 10-11.

(19) The First Library Bond Series (S-1) issued $20,365,000. The outstanding amount is $11,480,000; and taxes levied are $1,552,765.

(20) The Second Library Bond Series (S2) issued $18,575,000. The outstanding amount is $11,400,000; and taxes levied are $1,530,100.

(21) The change in the Passenger Facility Charge Fund balance is -16%. This fluctuates from year to year according to the completion of planned improvements.

(22) The change in the Recreation Enterprise Fund balance is -31%. This is attributable to a past advance from the General Fund being spent down for the Master Plan update.

JACKSON COUNTY SPENDING PLAN DEFINITIONS

Fiscal Year 2011-2012

Beginning Fund Balance - This is a revenue classification indicating those financial resources which, because they were not expended in one fiscal year, are available in the following year. Included in this total are projects known as carry-forwards. These are projects that were budgeted in fiscal year 2010-2011, were not completed, and were re-appropriated for fiscal year 2011-2012. Also included are the unappropriated ending fund balances, contingencies, reserves, and any excess revenue or under-expenditures from fiscal year 2010-2011.

Capital Outlay - This is an expenditure category. This includes all material and equipment purchases costing more than $5,000, as well as lands and buildings.

Change in Fund Balance - This is the difference between the anticipated beginning fund balance and the anticipated ending fund balance.

Debt Service - This is the payment of interest and principal on an obligation resulting from the issuance of bonds. Library Debt Service (Series 1 and 2) and Airport Debt Service are the only funds that have bond debt service payments. These payments will be used to retire debt associated with construction of new libraries, a new airport terminal, and a new juvenile facility. Bonds for the library construction project are projected to have a 20-year retirement schedule.

Ending Fund Balance - This amount represents the funds' total unappropriated ending fund balance, reserves, and contingencies.

Expenditures - A fund liability incurred for operation, capital outlay, or their requirements, during a budgetary period.

Fund - This is a fiscal entity consisting of a self-balancing set of accounts that are segregated from other funds for the purpose of fulfilling specific activities or attaining specific objectives in accordance with regulation, restrictions, or limitations. Jackson County has the following types of funds:

General Fund - This fund records expenditures needed to run the daily operations of the local government such as wages, rent, and utilities. It also shows the money that is estimated to be available to pay for these general needs. Property tax money usually goes into the General Fund. In Jackson County the General Fund also supports public health and safety programs.

Special Revenue Funds - This fund accounts for money that must be used for a specific purpose; it also records the expenditures that are made for that purpose. Jackson County's special revenue funds include: Road, County Schools, Law Library, Surveyor, County Trails, Liquor Enforcement, Title III, Title II Projects, Health and Human Services, Solid Waste, Court Security, and the Law Enforcement District in White City.

Capital Project Funds - These funds record the money and expenses used to build or acquire capital facilities, such as land or buildings. Capital Project Funds are used only while a project is underway. Once the building is built or the land acquired, the fund is closed. The money for this type of fund

usually comes from the sale of general obligation bonds, a special local option tax, or a grant. Jackson County's Capital Project Funds include: Bridge Replacement, Capital Projects, County/City Arterial, Greenway, Roads System Development, Parks System Development, and Street Improvements.

Internal Service Funds - These funds are used to track the costs of services that are provided solely to other departments within the County. County departments are billed for their actual use of these services. Jackson County's Internal Service Funds are: Central Services, Computer Replacement, Motor Pool, Risk Management-General and Auto Liability, Self-Insurance Health Plan, and Workers' Compensation.

Debt Service Funds - This type of fund records the repayment of general obligation bonds. In most cases, the money for the fund comes from a special property tax levy for bonds. The expenditures in the fund are the bond principal and interest payments. Money dedicated to repay bonds cannot be used for any other purpose. Jackson County has four debt service funds: Airport Debt Service, Juvenile Debt Service, Library Debt Service Series 1, and Library Debt Service Series 2.

Enterprise Funds - These funds record the resources and expenses of acquiring, operating, and maintaining a self-supporting facility or service. Jackson County has four Enterprise Funds: Airport Enterprise, Fairgrounds/Expo, Passenger Facility Charge, and Recreation Enterprise.

Materials and Services - This includes transportation, operating expenses, minor equipment purchases, data processing, maintenance and repairs, contracted services, and direct funding to non-County agencies.

Personal Services - This includes total compensation paid to employees including salaries, benefits, and payroll taxes.

Reserve - A portion of a fund balance which has been legally segregated for a specific use.

Revenues - This is income for the fiscal year and includes transfers and excludes proceeds from the sale of bonds and notes. The major categories of revenue include local taxes, State-shared revenues, fees and charges, interest on investments, and fines and forfeitures.

Transfers From Other Funds - This line item represents the amount of money transferred to the fund indicated from another fund inside the County organization.

Transfers To Other Funds - This line represents the total amount of money transferred to other funds inside the County.

Unappropriated Ending Fund Balance - This is the amount set aside in the budget to be used as a cash carryover to the next year's budget. It provides the local government with cash until tax money is received from the County Treasurer in November. This amount cannot generally be transferred by resolution or used through a Supplement Budget unless there is a qualifying emergency (ORS 294.371).

CAPITAL PROJECTS AND CAPITAL OUTLAY SCHEDULE AS ADOPTED FOR FISCAL YEAR 2011-2012

The following projects listed are capital projects and capital outlay items which are $10,000 and over and have been approved in the fiscal year 2011-2012 adopted budget. To see a five-year plan of these projects as well as other future projects for all departments, please refer to the 5-Year Budget Projections section beginning on page 426. The total amount identified in this section is $41,259,565.

ADMINISTRATION

✹ COURTHOUSE

Purchase Item . . . . . *Window Repair*
Cost $30,000
Purpose . . . . . Perform routine window replacement and repair services at the County Courthouse.
Operating Budget Impact . . . . Minimal after replacement.

Purchase Item . . . . . *Remodel Third Floor*
Cost $1,450,000
Purpose . . . . . Remodel the area currently used for the Auditor's and Assessor's Offices and the breakroom.
Operating Budget Impact . . . . Minimal once project is completed; normal maintenance costs for the new/remodeled facilities.

✹ COMMUNITY JUSTICE

Purchase Item . . . . . *Juvenile Building HVAC Control Replacement*
Cost $50,000
Purpose . . . . . To replace the HVAC in the Juvenile Building which has met its useful life.
Operating Budget Impact . . . . Minimal after replacement; normal custodial and maintenance costs.

Purchase Item . . . . . *Talent Transition Center Front Window Replacement*
Cost $100,000
Purpose . . . . . Replace original rusting steel window frames with vinyl or aluminum windows on the front section of the building at the Talent Transition Center to improve energy efficiency and extend the life of the building.
Operating Budget Impact . . . . Minimal after replacement; normal custodial and maintenance costs.

Purchase Item . . . . . *Church Property Demolition*
Cost $250,000
Purpose . . . . . To demolish the property across from the Community Justice Building. The use of the property will primarily be to increase parking opportunities for patrons of the Community Justice Building.
Operating Budget Impact . . . . None after the parking lot is installed.

✹ EXPO

Purchase Item . . . . . *New Shower Facility*
Cost $244,775
Purpose . . . . . The Fairgrounds and Expo Park has significant need for new, improved, and larger restroom and shower facilities. This project will better serve the 300,000 people who utilize the fairgrounds annually.
Operating Budget Impact . . . . . Minimal after construction; product is engineered and designed for long life in extreme conditions.

✹ HEALTH AND HUMAN SERVICES

Purchase Item . . . . . *Federal Building Purchase*
Cost $2,000,000
Purpose . . . . . Purchase of the Federal Building in downtown Medford which will serve as a consolidated center for Health and Human Services. Cost includes purchase of the building and initial work with site plans and development, as well as facility architectural and engineering towards the construction of the facility.
Operating Budget Impact . . . . Normal maintenance costs once the facility is remodeled. In time, the project will result in changing non-operating revenue into no-dedicated operating revenue, which is predictable and can be spent however the County wishes.

Purchase Item . . . . . *Federal Building Parking Garage Construction*
Cost $5,500,000
Purpose . . . . . Construct a parking garage to accompany the purchase and remodel of the Federal Building. It is estimated that this structure will need to have a capacity of 380 parking spaces to meet the needs of this facility.
Operating Budget Impact . . . . Minimal upon construction.

✹ INFORMATION TECHNOLOGY

Purchase Item . . . . . *Unified Communication System Voice and Messaging*
Cost $1,500,000
Purpose . . . . . To fund replacement of the County's aging phone system which has exceeded its useful life.
Operating Budget Impact . . . . None after initial purchase.

✹ JAIL

Purchase Item . . . . . *Jail Sidewalk Replacement*
Cost $20,000
Purpose . . . . . The jail sidewalks are in disrepair and present a tripping hazard. Repairing the sidewalks will retain their integrity and prevent possible injuries.
Operating Budget Impact . . . . None.

Purchase Item . . . . . *Service Elevator Upgrade*
Cost $68,000
Purpose . . . . . Upgrade existing service elevator to meet State code requirements.
Operating Budget Impact . . . . Minimal after construction.

Purchase Item . . . . . *Jail Kitchen Equipment Upgrade*
Cost $75,000
Purpose . . . . . Replace outdated kitchen equipment in the jail with newer, up-to-date equipment that can meet the demand for the increase in prisoners which will result from the expansion.
Operating Budget Impact . . . . Minimal until equipment has met its useful life.

Purchase Item . . . . . *Jail Booking Area Remodel*
Cost $369,168
Purpose . . . . . This project is a continuation of what began in fiscal year 2010-2011. It will include enclosing the current vehicle sally port and adding a six car sally port in the existing parking area. The enclosed area will be larger and more efficient to receive and house incoming lodgings. This will allow the officers to return to their duties on the streets with less delay.
Operating Budget Impact . . . . Minimal after construction.

Purchase Item . . . . . *Jail Basement Remodel*
Cost $1,500,000
Purpose . . . . . When administrative staff is moved from the jail basement and into the new depot, there will be room to expand the current jail. This project will be to remodel the jail basement to house 65 additional prisoners in a dormitory style.
Operating Budget Impact . . . . Minimal once completed; normal custodial and maintenance costs.

✹ JUSTICE COURT BUILDING

Purchase Item . . . . . *Secure Elevator #2 Upgrade*
Cost $160,000
Purpose . . . . . Upgrade existing elevator to meet State code requirements.
Operating Budget Impact . . . . Minimal once project is completed.

✹ ROADS

Purchase Item . . . . . *Trades Building Roof Replacement*
Cost $85,000
Purpose . . . . . To replace the roof of the Trades Building in the Antelope Road complex (Roads).
Operating Budget Impact . . . . Minimal until roof has met its useful life.

✹ SHERIFF

Purchase Item . . . . . *Depot/New Administration Building*
Cost $8,500,000
Purpose . . . . . Relocate Sheriff administrative staff from downtown Medford to a more centralized facility in White City. Cost includes purchase of the property and remodel of the building to incorporate Sheriff operations and staff. Cost does not include upgrading and replacing equipment from the old administrative facility.
Operating Budget Impact . . . . Minimal once project is completed; normal custodial and maintenance costs.

AIRPORT

Purchase Item . . . . . *Upgrade Sanitary Sewer*
Cost $15,000
Purpose . . . . . Preventive maintenance, cleaning out the system, and installing box culverts where needed.
Operating Budget Impact . . . . Estimated savings of $,500 per year.

Purchase Item . . . . . *Battery-Powered Industrial Scrubber*
Cost $24,000
Purpose . . . . . To assist the maintenance staff in the cleaning of concrete sidewalks and concrete ramp areas.
Operating Budget Impact . . . . . The scrubber is expected to save 200 man hours per year, which will more than offset operating expenses.

Purchase Item . . . . . *City Building Requirements*
Cost $25,000
Purpose . . . . . To comply with city requirements in the development of Airport property.
Operating Budget Impact . . . . None after initial installation.

Purchase Item . . . . . *Re-Roof 1030 Terminal Loop Parkway (Old Admin Building)*
Cost $25,000
Purpose . . . . . To replace the aging roof which has met its useful life.
Operating Budget Impact . . . . Minimal after construction.

Purchase Item . . . . . *Security Truck*
Cost $30,000
Purpose . . . . . To replace a vehicle that has exceeded its useful life.
Operating Budget Impact . . . . . Owning and operating expenses are expected to be about $5,000 per year.

Purchase Item . . . . . *Security Project*
Cost $50,000
Purpose . . . . . For security projects that may be mandated by the Transportation Security Administration such as cameras in the screening checkpoint or baggage make up.
Operating Budget Impact . . . . Minimal after purchase.

Purchase Item . . . . . *Parking Lot Improvement - Operations Facility*
Cost $180,000
Purpose . . . . . To improve customer and employee parking at the Operations Facility.
Operating Budget Impact . . . . Minimal after construction.

Purchase Item . . . . . *Master Plan Update*
Cost $300,000
Purpose . . . . . To complete the Airport's Master Plan update including forecasts of aviation activity, demand/capacity analysis, facility requirements, Airport development alternatives, and Airport plans.
Operating Budget Impact . . . . None.

Purchase Item . . . . . *Car Rental Maintenance Facility Improvements*
Cost $476,986
Purpose . . . . . To install fuel tanks and construct some parking area at the future consolidated car rental maintenance facility.
Operating Budget Impact . . . . None.

Purchase Item . . . . . *Property Purchases*
Cost $500,000
Purpose . . . . . To purchase properties as needed for safe operation of the Airport.
Operating Budget Impact . . . . None after initial purchase.

Purchase Item . . . . . *Taxiway C and Taxilane Rehabilitation/Runway 9/27 Conversion*
Cost $2,275,978; $621,989; $1,300,000
Purpose . . . . . To continue a Federal grant project to rehabilitate Taxiway C and taxilanes in the north hangar area and convert Runway 9/27 to a taxiway.
Operating Budget Impact . . . . Cost savings are anticipated as time maintaining the condition of the taxiway and taxilanes will be reduced.

Purchase Item . . . . . *ConnectOregon II – Phase 3 – Freight Building and Site Improvements*
Cost $2,600,000; $650,000
Purpose . . . . . To construct freight handling buildings and site improvements adjacent to the cargo apron just south of FEDEX..
Operating Budget Impact . . . . Leasing the freight buildings will generate revenue for the Airport.

HEALTH AND HUMAN SERVICES

Purchase Item . . . . . *Federal Building Purchase – Remodel*
Cost $3,500,000
Purpose . . . . . To perform a variety of remodel needs associated with the purchase of the Federal Building which will serve as a consolidated Health and Human Services facility in downtown Medford.
Operating Budget Impact . . . . . Minimal once the remodeling has been completed. In time, the project will result in changing non-operating revenue into non-dedicated operating revenue, which is predictable and can be spent however the County wishes.

ROADS AND PARKS

✹ BRIDGE REPLACEMENT

Purchase Item . . . . . *Final Payment to ODOT on Completed Bridge*
Cost $1,350,000
Purpose . . . . . Final payment to the Oregon Department of Transportation for work already completed on the Upton Road bridge over Bear Creek. Final costs are still being calculated.
Operating Budget Impact . . . . None – these are one-time costs associated with project closeout.

✹ ENGINEERING

Purchase Item . . . . . *Pickup – ½ Ton 4 x 4 (1 Unit)*
Cost $30,000
Purpose . . . . . Unit #502 will be replaced because it has met its planned life.
Operating Budget Impact . . . . Annual owning and operating costs will be about $5,000.

Purchase Item . . . . . *Land for Right-of-Way*
Cost $290,000
Purpose . . . . . Hazard eliminations and modernizations on County road system.
Operating Budget Impact . . . . Land acquisitions are necessary for the completion of some capital projects.

Purchase Item . . . . . *Road Improvement Projects*
Cost $3,328,669
Purpose . . . . . To make road improvements and necessary repairs to maintain a safe road system. This will include scour protection on Bridge #531 at Dry Creek Road and various safety projects as needed. The following maps identify additional projects for Blackwell Road, East Pine Street, Kirtland Road, Mill Creek Drive Bridge #736, North River Road, Ross Lane North, Peachy Road, and Riley Road. Detailed descriptions of these projects are found on pages 62-29.
Operating Budget Impact . . . . Capital investment in the above projects will provide a combination of reduced annual maintenance costs, increased safety, and better air quality.

✹ MOTOR POOL

Purchase Item . . . . . ***Sedan (1 Unit)***
Cost $22,000
Purpose . . . . . Replaces one existing unit that is fully depreciated and scheduled for normal replacement.
Operating Budget Impact . . . . Annual owning and operating cost is estimated to be $4,500.

Purchase Item . . . . . ***Additional Sheriff Vehicle (1 Unit)***
Cost $30,000
Purpose . . . . . The Sheriff has requested an additional vehicle to be added to the fleet. Exact type of vehicle is unknown at time of budget submittal.
Operating Budget Impact . . . . Annual owning and operating cost is estimated to range between $5,000 and $7,500.

Purchase Item . . . . . ***Mid-Size Pickup 4 x 4 for Surveyor (1 Unit)***
Cost $33,000
Purpose . . . . . Replaces one existing unit that is fully depreciated and scheduled for normal replacement.
Operating Budget Impact . . . . Annual owning and operating cost is estimated to $6,000.

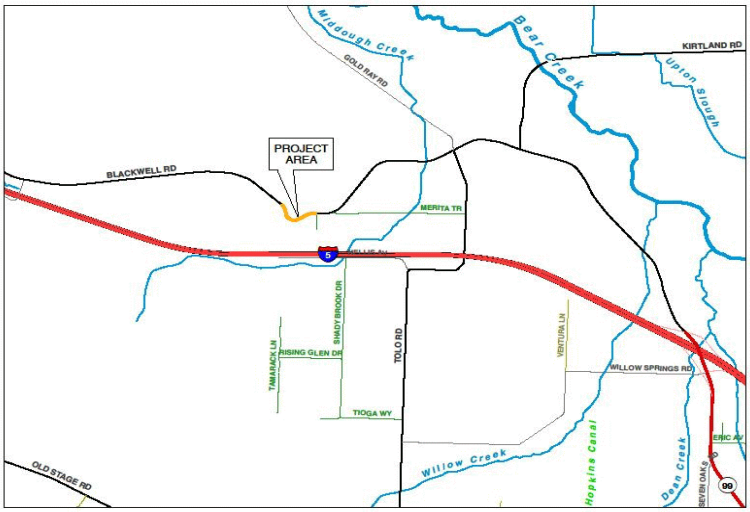
Purchase Item . . . . . ***Full-Size Pickup 4 x 4 Patrol (1 Unit)***
Cost $49,000
Purpose . . . . . Replaces one existing unit that is fully depreciated and scheduled for normal replacement.
Operating Budget Impact . . . . Annual owning and operating cost is estimated to be $8,500.

Purchase Item . . . . . ***Mid-Size Pickup 4 x 4 (2 Units)***
Cost $50,000
Purpose . . . . . Replaces two existing units that are fully depreciated and scheduled for normal replacement.
Operating Budget Impact . . . . Annual owning and operating costs are estimated to be $6,000 per unit.

Project Title
Blackwell Road

Project Location
Villa Lane to ±900' West

Project Focus
Curve Realignment



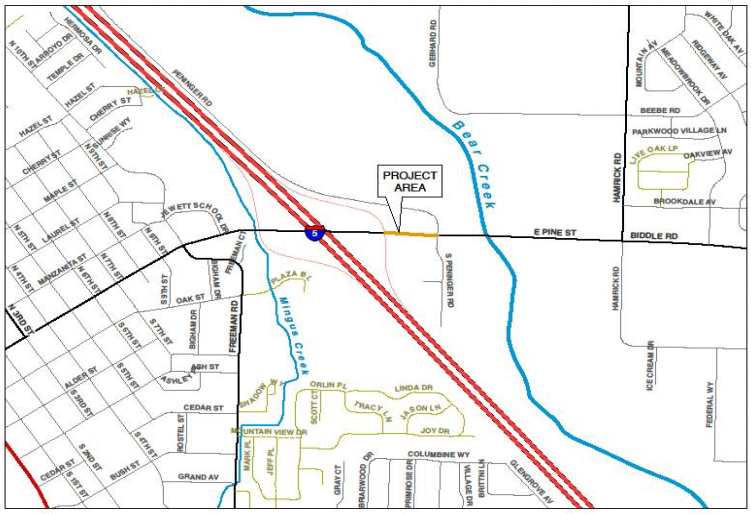
Existing Condition
Looking East

Existing Condition
Looking West

Project Title
East Pine Street

Project Location
Peninger Road to I-5
Northbound Ramp

Project Focus
Add Turn Lane



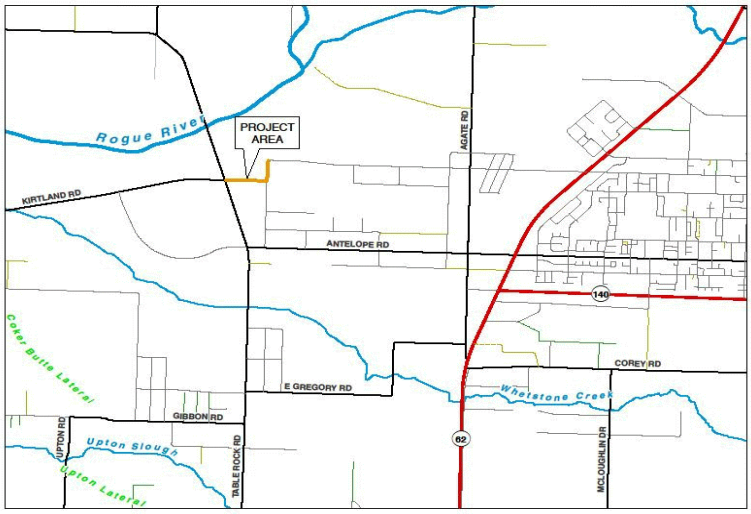
Existing Condition
Looking West

Existing Condition
Looking West Across
Peninger Road

Project Title
Kirtland Road

Project Location
Table Rock Road to Avenue G

Project Focus
Curve Realignment



Existing Condition
Avenue G
Looking West

Existing Condition
Table Rock Road
Looking North

Project Title

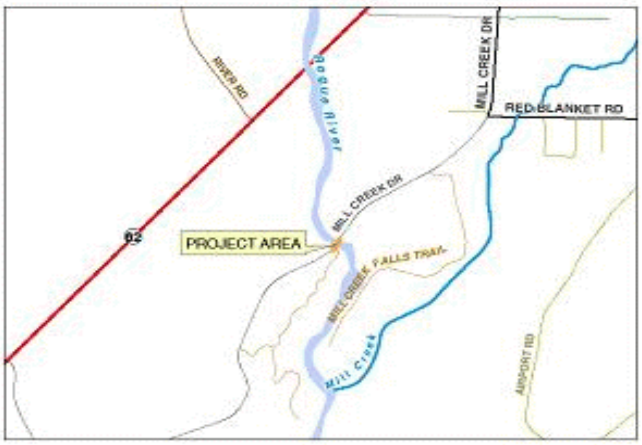
Mill Creek Drive Bridge

Project Location

Bridge #736

Project Focus

Bridge Rehabilitation



Existing Condition

Bridge Rail
Looking South

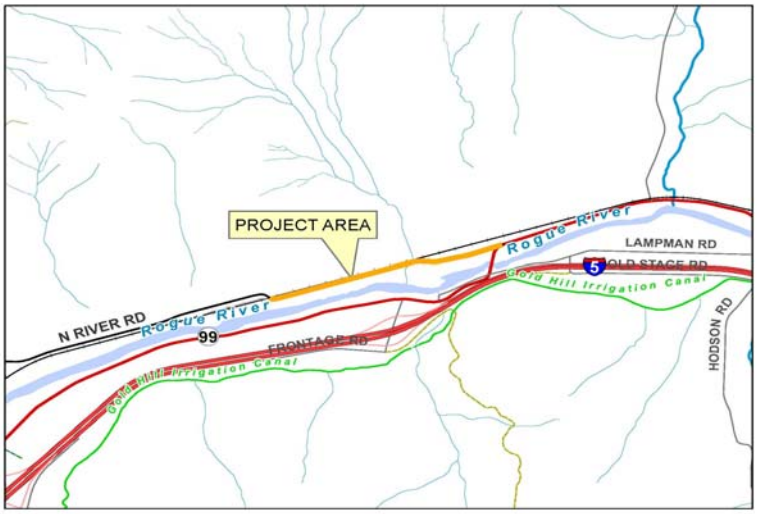
Existing Condition

Bridge Rail
Looking North

Project Title
North River Road

Project Location
Highway 99 to
Railroad Tracks

Project Focus
Bike Lanes



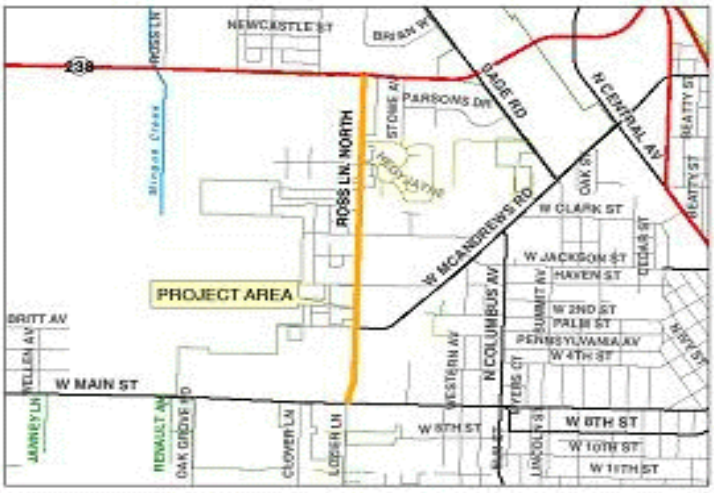
Existing Condition
North River Road
Looking East

Existing Condition
North River Road
Looking West

Project Title
Ross Lane North

Project Location
Highway 238 to
McAndrews Road

Project Focus
Widening



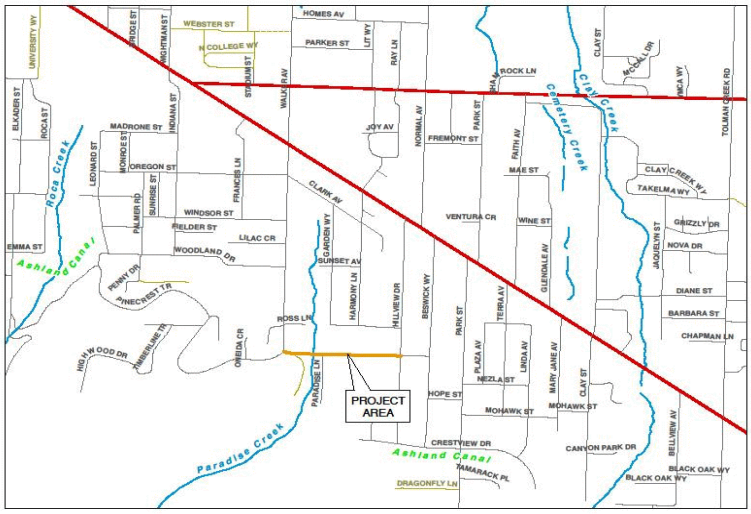
Existing Condition
Ross Lane North
Looking South

Existing Condition
Ross Lane North
Looking North

Project Title
Peachy Road

Project Location
Walker Avenue to Hillview Drive

Project Focus
Paving



Existing Condition
Looking West

Existing Condition
Looking East

Project Title
Riley Road

Project Location
Portions from East Alta Vista Road to Top of Hill

Project Focus
Overlay

Existing Condition
Looking South

Existing Condition
Looking North

Purchase Item . . . . . *Cargo Van (2 Units)*
Cost $56,000
Purpose . . . . . Replaces two existing units that are fully depreciated and scheduled for normal replacement.
Operating Budget Impact . . . . Annual owning and operating costs are estimated to be $5,000 per unit.

Purchase Item . . . . . *Full-Size Pickup 4 x 4 Extended Cab (2 Units)*
Cost $64,000
Purpose . . . . . Replaces two existing units that are fully depreciated and scheduled for normal replacement.
Operating Budget Impact . . . . Annual owning and operating costs are estimated to be $6,500 per unit.

Purchase Item . . . . . *Mid-Size Utility Vehicle Patrol (2 Units)*
Cost $90,000
Purpose . . . . . Replaces two existing units that are fully depreciated and scheduled for normal replacement.
Operating Budget Impact . . . . Annual owning and operating costs are estimated to be $7,500 per vehicle.

Purchase Item . . . . . *Patrol Vehicles (6 Units)*
Cost $252,000
Purpose . . . . . Replaces six existing units that are fully depreciated and scheduled for normal replacement.
Operating Budget Impact . . . . Annual owning and operating costs are estimated to be $7,000 per unit.

✹ PARKS

Purchase Item . . . . . *Givan Park Property Transfer*
Cost $10,000
Purpose . . . . . Property transfer costs related to north Givan parcel property exchange project.
Operating Budget Impact . . . . None; these are one-time costs associated with acquisition.

Purchase Item . . . . . *Willow Lake Campground Upgrades*
Cost $25,000
Purpose . . . . . Campground infrastructure upgrades such as water, electric, etc.
Operating Budget Impact . . . . Owning and operating costs will decrease due to new infrastructure being installed and may actually increase revenue due to added value of services provided.

✹ ROAD MAINTENANCE

Purchase Item . . . . . *12' Truck-Mounted Snow Plow (1 Unit)*
Cost $12,500
Purpose . . . . . Unit #140 is fully depreciated and scheduled for normal replacement.
Operating Budget Impact . . . . Annual owning and operating cost is estimated to be $3,000.

Purchase Item . . . . . *Trailer-Mounted Brush Chipper (1 Unit)*
Cost $45,000
Purpose . . . . . Unit #499 is fully depreciated and scheduled for normal replacement.
Operating Budget Impact . . . . Annual owning and operating cost is estimated to be $11,000.

Purchase Item . . . . . *Side-Cast Power Broom (1 Unit)*
Cost $50,000
Purpose . . . . . Unit #300 is fully depreciated and scheduled for normal replacement.
Operating Budget Impact . . . . Annual owning and operating cost is estimated to be $17,000.

Purchase Item . . . . . *Truck-Mounted Sewer Cleaner (1 Unit)*
Cost $325,000
Purpose . . . . . Unit #413 is fully depreciated and scheduled for normal replacement.
Operating Budget Impact . . . . Annual owning and operating cost is estimated to be $25,000.

✹ VEGETATION MANAGEMENT

Purchase Item . . . . . *16' Self-Propelled Turf Mower (1 Unit)*
Cost $90,000
Purpose . . . . . Unit #490 is fully depreciated and scheduled for normal replacement.
Operating Budget Impact . . . . Annual owning and operating cost is estimated to be $12,000.

SHERIFF

Purchase Item . . . . . *Title III Search and Rescue Equipment*
Cost $281,500
Purpose . . . . . To use PL 106-393 money to purchase miscellaneous search and rescue equipment such as communication equipment, snowmobiles, and ATVs.
Operating Budget Impact . . . . The Sheriff's Department will be responsible for maintaining this equipment when Title III dollars expire. As this equipment ages, it will be a modest burden on future budgets for the Department.

Purchase Item	***New Administration Building Equipment/Furniture***
Cost	$300,000
Purpose	Costs of upgrading equipment and furniture in the new administration building will be incurred.
Operating Budget Impact	Minimal after installation.

DEBT MANAGEMENT

AUTHORITY TO INCUR DEBT - GENERAL OBLIGATION BONDS

Generally, counties are authorized to incur debt as outlined in Oregon Revised Statutes (ORS) 287A. General obligation bond limits are set by ORS 287A.100(2), which states, "Unless the county charter provides a lesser limitation, a county may not issue or have outstanding at the time of issuance general obligation bonds in a principal amount that exeeds two percent of the real market value of the taxable property in the county, calculated as provided in ORS 208.207." Using the most recent actual data and this formula, our current obligation bonded debt limit would be $567,319,440. The County's bonded debt for the Library and Juvenile projects is only 3.64 percent of this $567,319,440 limitation. There are no limits on revenue anticipation bonds, bonding for urban renewal agencies, or industrial revenue bonds; therefore, the Airport terminal project does not impact this debt limitation.

The County's most recent bond rating from Moody's Investors Service was Aa2. Following are maturity schedules for the bond issues affecting Jackson County's budget.

Jackson County, Oregon
$31,000,000 General Obligation Bonds

At the election on May 16, 2000, the citizens of Jackson County approved a general obligation bonded indebtedness in the amount not to exceed $38,940,000 to finance the cost of land acquisition, capital construction, and improvements to library facilities. The project provides new or expanded facilities in Rogue River, Jacksonville, Ruch, Applegate, Eagle Point, Shady Cove, Prospect, Butte Falls, Central Point, Gold Hill, Phoenix, and Talent. It also funded the development, construction, furnishings, and site improvements for a new headquarters building which includes the Medford Main Library Branch, Rogue Community College Library, processing center, and central office for the Jackson County Library System.

During fiscal year 2001, the County issued $20,365,000 in bonds to complete the first phase of the project. Bonds were sold in $5,000 denominations or integral multiples thereof. Interest is payable on December 1 and June 1 each year commencing on December 1, 2000. In March 2006, the 2011 through 2020 bonds were refinanced lowering the rate of interest. Below are the projected Maturity and Payment Schedules.

Maturity Schedule - Series 2006

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2012	$1,065,000	4.00%	3.63%
2013	$1,110,000	4.00%	3.72%
2014	$1,165,000	4.00%	3.80%
2015	$1,215,000	4.00%	3.87%
2016	$1,270,000	3.70%	3.92%
2017	$1,320,000	3.75%	3.97%
2018	$1,380,000	3.75%	4.00%
2019	$1,445,000	3.875%	4.05%
2020	$1,510,000	4.00%	4.08%

Payment Schedule for Fiscal Year 2011-2012

Total Payment	Principal	Interest	Remaining Principal
$1,511,965	$1,065,000	$446,965	$10,415,000

During fiscal year 2003, the County issued $18,575,000 in bonds to complete the second phase of the project. Bonds were sold in $5,000 denominations or integral multiples thereof. Interest is payable on December 1 and June 1 each year commencing on December 1, 2003. In December of 2010, Jackson County issued $10,300,000 in General Obligation Refunding Bonds, Series 2010. The Series 2010 Bonds were issued to refund the County's General Obligation Library Bonds, Series 2002 maturing on or after June 1, 2010 (callable bonds) through an in-substance defeasance. Principal on the Series 2010 Bonds is due in annual installments through June 2020 and interest is payable semi-annually at 2.0 percent to 4.5 percent. Below are the projected Maturity and Payment Schedules.

Maturity Schedule - Series 2002

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2012	$1,075,000	4.00%	3.95%

Payment Schedule for Fiscal Year 2011-2012

Total Payment	Principal	Interest	Remaining Principal
$1,118,000	$1,075,000	$43,000	$0

Maturity Schedule - Series 2010

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2012	$25,000	2.00%	0.87%
2013	$1,140,000	3.00%	1.20%
2014	$1,175,000	3.00%	1.52%
2015	$1,205,000	3.00%	1.83%
2016	$1,240,000	4.00%	2.08%
2017	$1,285,000	4.00%	2.48%
2018	$1,335,000	4.00%	2.85%
2019	$1,385,000	4.50%	3.15%
2020	$150,000	4.00%	3.39%
	$1,295,000	4.50%	3.39%

Payment Schedule for Fiscal Year 2011-2012

Total Payment	Principal	Interest	Remaining Principal
$412,100	$25,000	$412,100	$10,210,000

Debt Margin for General Obligation Bonds

Sometimes referred as "borrowing power," debt margin is the difference between the amount of debt limit calculated as prescribed by law and the net amount of outstanding indebtedness subject to limitation. Jackson County's debt margin for general obligation bonds is calculated as follows:

Jackson County's Legal Debt Limit	$567,319,440
Less Library General Obligation Bonds Outstanding Principal	- 20,625,000
Jackson County's Total Debt Margin - General Obligation Bonds	**$546,694,440**

AUTHORITY TO INCUR DEBT - REVENUE BONDS

Revenue bond limits are set by ORS 287A.105, which states "The amount of revenue bonds permitted by this section may not exceed ...One percent of the real market value of all taxable property in the county, calculated as provided in ORS 308.207."

Jackson County, Oregon
$19,955,000 Airport Revenue Bonds

During fiscal years 2007-2008, the Airport issued $19,955,000 in Airport Revenue Bonds to complete the funding package for the new terminal and airside improvements. Bonds were sold in $5,000 denominations or integral multiples thereof. Two types of bonds were issued – Series A, Non-AMT in the amount of $13,480,000; and Series B - AMT in the amount of $6,475,000. Both of these are term bonds with maturities ranging from 2023 to 2037. A trust was set up to receive monthly contributions for each series. Below are the projected Maturity and Payment Schedules.

Maturity Schedule - Series 2007

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2012	$340,000	5.169%	100%
2013	$355,000	5.169%	100%
2014	$375,000	5.168%	100%
2015	$395,000	5.169%	100%
2016	$415,000	5.169%	100%
2017	$435,000	5.168%	100%
2018	$460,000	5.168%	100%
2019	$485,000	5.169%	100%
2020	$510,000	5.169%	100%
2021	$540,000	5.169%	100%
2022	$560,000	5.169%	100%
2023	$595,000	5.169%	100%
2024	$625,000	5.199%	100%
2025	$660,000	5.250%	100%

Maturity Schedule - Series 2007
(continued)

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2026	$695,000	5.250%	100%
2027	$730,000	5.250%	100%
2028	$770,000	5.250%	100%
2029	$810,000	5.250%	100%
2030	$855,000	5.250%	100%
2031	$900,000	5.250%	100%
2032	$950,000	5.250%	100%
2033	$1,000,000	5.250%	100%
2034	$1,055,000	5.250%	100%
2035	$1,110,000	5.250%	100%
2036	$1,175,000	5.250%	100%
2037	$1,235,000	5.250%	100%
2038	$1,300,000	5.250%	100%

Payment Schedule for Fiscal Year 2011-2012

Total Payment	Principal	Interest	Remaining Principal
$1,338,600	$340,000	$1,001,544	$18,995,000

Jackson County, Oregon
Roads Bancroft Bonds

On May 22, 2008, the County entered into an agreement with Bank of America that provides a $1,000,000 tax exempt credit facility for the completion of road improvements in the Ironwood/Leafwood Local Improvement District (LID). In fiscal year 2008-2009, upon completion of the LID, retiring of the credit facility, and assessment of liens on property owners (45 parcels), a 15-year Bancroft bond was issued for $1,027,538. Bancroft bonds are a special purpose general obligation bond and debt service is paid by assessments against LID property owners that benefit from improvements of the LID. The homeowners who received the assessments are required to pay over 20 years and have an interest rate of 1.25 percent higher than the bond rate of 5.15 percent. Maturity and payment schedules for this bond were not projected due to the unique characteristics of the Bancroft bond. The maturity date is March 1, 2024.

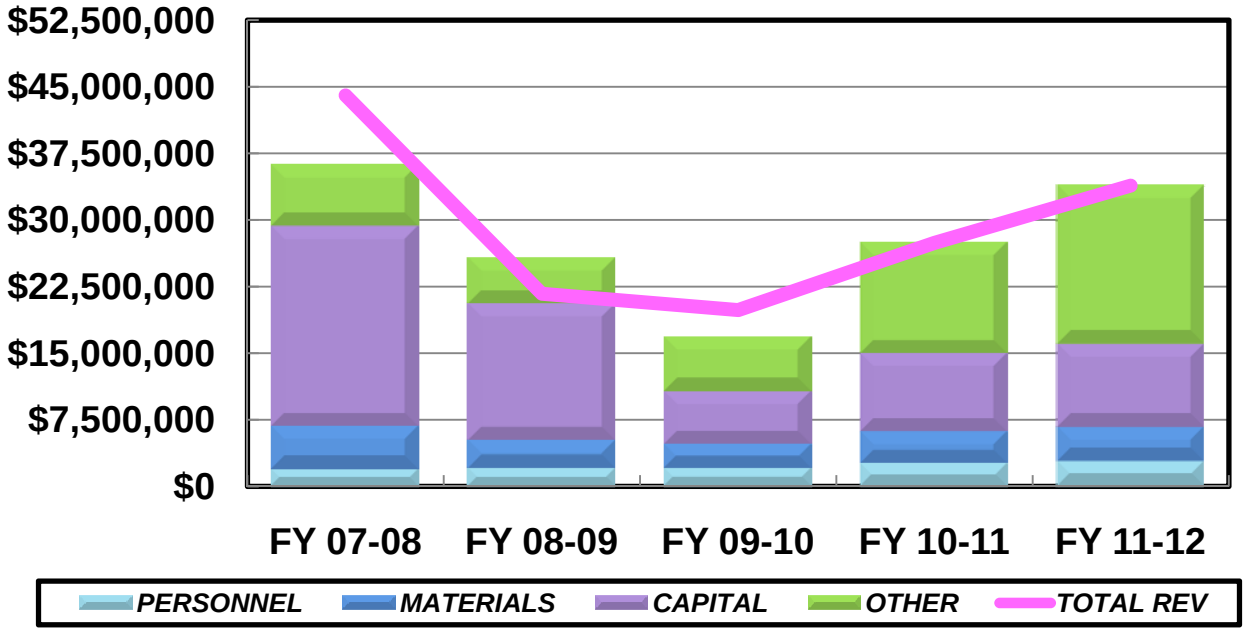
Debt Margin for Revenue and Bancroft Bonds

Sometimes referred as "borrowing power," debt margin is the difference between the amount of debt limit calculated as prescribed by law and the net amount of outstanding indebtedness subject to limitation. Jackson County's debt margin for revenue bonds is calculated as follows:

Jackson County's Legal Debt Limit	$283,659,720
Less Airport Revenue Bonds Outstanding Principal	- 18,995,000
Less Roads Bancroft Bonds Outstanding	- 867,839
Jackson County's Total Debt Margin - Revenue Bonds	**$263,796,881**

AIRPORT

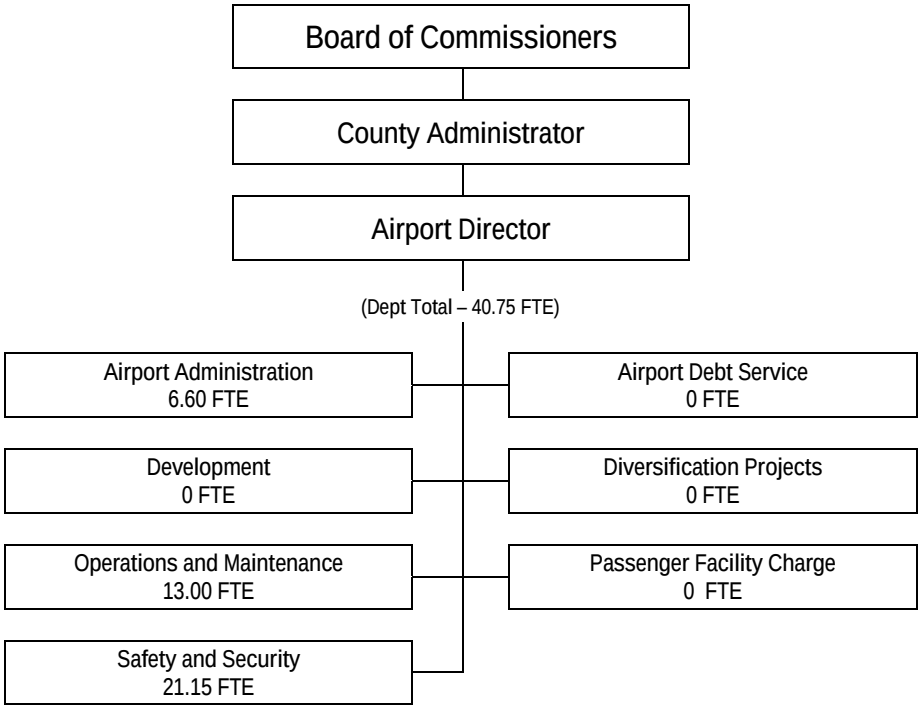
2007-2008 to 2011-2012



	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
PERSONNEL	$1,872,455	$1,972,660	$1,995,306	$2,518,262	$2,755,372
MATERIALS	$4,828,892	$3,151,790	$2,681,043	$12,343,049	$17,755,453
CAPITAL	$22,536,749	$15,380,735	$5,998,368	$8,837,919	$9,378,656
OTHER	$6,905,787	$5,189,936	$6,152,455	$3,731,637	$3,980,319
TOTAL EXP	$36,143,884	$25,695,121	$16,827,172	$27,430,867	$33,869,800
TOTAL REV	$44,035,516	$21,685,749	$19,847,934	$27,430,867	$33,869,800
FULL-TIME EQUIVALENT	38.75	38.75	40.75	40.75	40.75

Numbers for FY 07-08 through FY 09-10 are actual revenues and expenditures. FY 10-11 and FY 11-12 are adopted budgets. For an explanation of the differences between the actual expenditures and budgets, see the Differences Between "Actual" and "Budgeted" Numbers located in the Budget Summary section of this document on page 24. The fluctuation in the Department's budget in recent years is a result of the completion of several major capital projects, including the new terminal. In FY 11-12, more capital projects are resuming according to schedule. The addition of 2.00 FTE in FY 09-10 was to fulfill a need for two additional maintenance staff for airfield projects as required by the FAA.

Organization Chart



All employees are reported as full-time equivalents (FTE).

AIRPORT

Highlights and Challenges

Department Summary

Purpose Statement: To provide the best air service possible for this size community.

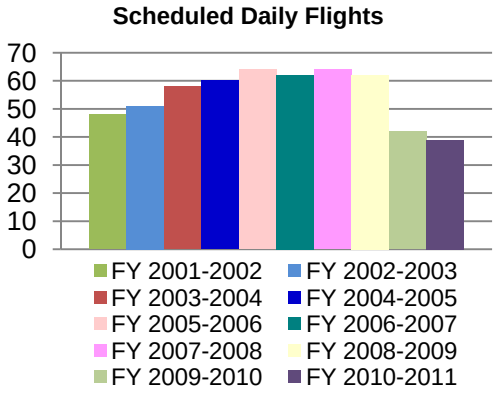
Major Issues and Service Level Goals for Fiscal Year 2011-2012

- Finding new sources of revenue to continually provide required air service.
- Maintaining current air service of daily flights to various destinations.
- Completion of Phase 3 of the *Connect*Oregon II project.
- Continued construction of the Consolidated Car Rental Maintenance Facilities.
- Construction of airfield improvements.
- Completion of the Airport's Master Plan update.

Major Issues and Service Level Accomplishments for Prior Year

- Met all new Federal security requirements on time.
- Maintained Airport certification.
- Completed Airport security programs.
- Completed Phases 1 and 2 of the *Connect*Oregon II grant-funded projects.
- Awarded Federal Aviation Administration (FAA) grants in the amount of approximately $1,825,000.
- Awarded two *Connect*Oregon III grants totaling $140,322.

Benchmark

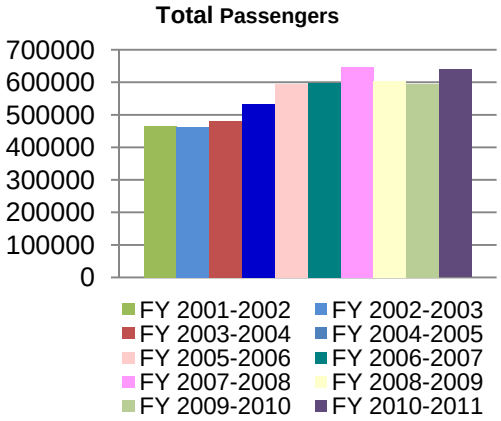


Maintain the scheduled daily flights at the Rogue Valley International-Medford Airport. By maintaining the daily flights, customers will continue to have the best possible air service.

The economic downturn continued to have a significant effect on the number of daily flights; however, the deployment of some larger capacity aircraft helped retain the number of available seats.

AIRPORT

Current service includes direct flights to Denver, Eugene, Las Vegas, Los Angeles, Phoenix, Portland, Salt Lake City, San Francisco, and Seattle.



Airport Administration

Program Purpose

The Airport Administration Program is responsible for providing administration of Airport properties and recommends capital improvements on the Airport's 885 acres. The Program is responsible for writing Airport contracts, processing them through the County, and overseeing contractual compliance. This Program handles all of the Airport revenues. The Airport Administration Program is helping to meet County goals: (8) Provide and maintain multiple transportation systems; and (11) Maintain public records to provide financial, historical, and statistical information.

Program Information

The Airport Administration Program provides the following services:

- **Property Leasing**

  Strategic Objective: Increase the percentage of available land that is leased. This is achieved by advertising properties and offering reasonable rates to tenants.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Percentage of land available for aviation purposes that is actually leased at the Airport	20%	20%	19%	19%

The chart above shows how much of the leasable airfield property is actually leased. Interest in airfield property remains high.

- **Annual Rental Rate Increases**

  Strategic Objective: To have a means in place to annually increase rental rates so as to remain competitive in the market place and to treat all like tenants the same.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Annual CPI increase	3.8%	2%	0%	1.5%

The Airport increases its land lease rental rates each March 1 by the current CPI. This allows the rates to stay current with property values. By utilizing this schedule, the Airport has a standardized way of increasing rental rates across the board, utilizing a published document which prevents disagreement about the increased rates.

- **Revenue Enhancement/Development**

  Strategic Objective: To find new ways to obtain revenues to allow the Airport to remain competitive in the market for our airlines and other tenants, while remaining a self-supporting Enterprise Fund.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Expected operational revenues	$10,792,077	$7,087,865	$7,007,290	$7,511,735

The Airport continues to generate new revenues for the operational side of the Airport through rates and charges. Revenues show a slight increase this year due, primarily, to the anticipated rental of the Old Administration Building to the Transportation Security Administration (TSA) and increased use of short and long-term parking lots.

Significant Issues in the Year Ahead

The most significant issues in the upcoming year will be completion of the *Connect*Oregon II, Phase 3 project; Phase I construction of the car rental maintenance facility; planning work for the Master Plan update; and some airfield capital improvements. Staff will continue to provide additional support services during these projects.

Financial Condition

This Program is funded 100 percent through Airport rates and charges. The Airport is currently in a good financial state.

Airport Administration

Program: 010101	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$15,604	$12,559	$13,897	$15,000	$26,257
Federal Gov't	$175,131	$188,977	$170,325	$176,197	$176,197
Fees & Charges	$6,255,678	$5,974,483	$6,909,335	$6,756,668	$7,073,459
Other	$4,151,824	$316,520	$3,698,506	$140,000	$235,822
Total	**$10,598,237**	**$6,492,539**	**$10,792,063**	**$7,087,865**	**$7,511,735**
EXPENDITURES					
Personal Services	$483,565	$477,295	$477,212	$517,041	$569,217
Materials & Services	$1,081,365	$1,258,313	$854,251	$1,279,811	$1,418,532
Capital Outlay	$16,873	$0	$0	$15,000	$62,442
Other	$1,010,304	$0	$0	$0	$0
Total	**$2,592,107**	**$1,735,608**	**$1,331,463**	**$1,811,852**	**$2,050,191**
Full-Time Equivalent	**6.60**	**6.60**	**6.60**	**6.60**	**6.60**

Airport Debt Service

Program Purpose

The Debt Service Fund Program provides repayment of bonds that have been issued for the design and building of the new Airport terminal as well as associated land improvements. The Debt Service Fund Program is helping to meet County goals: (5) Work to enhance the natural and man-made attractiveness of the area; and (12) Plan for the future.

Program Information

The Debt Service Fund Program coordinates the following area:

- **Bond Repayment**

  Strategic Objective: To generate enough money to make the required bond payments. This money will be generated by the Passenger Facility Charge Program (Fund 503).

The Airport currently receives $4.50 per enplaned passenger. This revenue source will be transferred to the Debt Service Fund Program to repay the bond obligations.

During fiscal year 2007-2008, the Airport issued $19,955,000 in Airport revenue bonds to complete the funding package for the new terminal and airside improvements. Bonds were sold in $5,000 denominations or integral multiples thereof. Two types of bonds were issued - Series A, Non-AMT in the amount of $13,480,000; and Series B - AMT in the amount of $6,475,000. Both of these are term bonds with maturities ranging from 2023 to 2037. A trust was set up to receive monthly interest payments for each series. Below are the projected maturity and payment schedules.

Maturity Schedule - Series 2007

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2012	$340,000	5.169%	100%
2013	$355,000	5.169%	100%
2014	$375,000	5.168%	100%
2015	$395,000	5.169%	100%
2016	$415,000	5.169%	100%
2017	$435,000	5.168%	100%
2018	$460,000	5.168%	100%
2019	$485,000	5.169%	100%
2020	$510,000	5.169%	100%
2021	$540,000	5.169%	100%
2022	$560,000	5.169%	100%
2023	$595,000	5.169%	100%
2024	$625,000	5.199%	100%
2025	$660,000	5.250%	100%
2026	$695,000	5.250%	100%
2027	$730,000	5.250%	100%
2028	$770,000	5.250%	100%
2029	$810,000	5.250%	100%

Airport Debt Service

Calendar Year	Principal Amount	Interest Rate	Yield or Price
2030	$855,000	5.250%	100%
2031	$900,000	5.250%	100%
2032	$950,000	5.250%	100%
2033	$1,000,000	5.250%	100%
2034	$1,055,000	5.250%	100%
2035	$1,110,000	5.250%	100%
2036	$1,175,000	5.250%	100%
2037	$1,235,000	5.250%	100%
2038	$1,300,000	5.250%	100%

Payment Schedule for Fiscal Year 2011-2012

Total Payment	Principal	Interest	Remaining Principal
$1,341,544	$340,000	$1,001,544	$18,995,000

Significant Issues in the Year Ahead

The most significant issue we will face this year will be submitting the required repayment fees. This will be accomplished by Airport staff and the County Treasurer conducting periodic reviews.

Financial Condition

This program will be 100 percent funded by the Passenger Facility Charge Program.

Program: 010201	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$0	$0	$0	$0	$0
Other	$2,519,471	$1,068,656	$1,351,102	$1,643,037	$1,638,775
Total	**$2,519,471**	**$1,068,656**	**$1,351,102**	**$1,643,037**	**$1,638,775**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Other	$929,451	$1,042,375	$1,334,621	$1,643,037	$1,638,775
Total	**$929,451**	**$1,042,375**	**$1,334,621**	**$1,643,037**	**$1,638,775**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Development

Program Purpose

The Development Program is responsible for the coordination and the development of the Airport to enhance both air carrier service and general aviation at Rogue Valley International- Medford Airport. The Development Program is helping to meet County goals: (5) Work to enhance the natural and man-made attractiveness of the area; (8) Provide and maintain multiple transportation systems; and (12) Plan for the future.

Program Information

The Development Program coordinates the following areas:

- **Capital Improvements**

  Strategic Objective: Maintain current Capital Improvement Program (CIP) that is on file with the Federal Aviation Administration (FAA).

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of years on CIP	10	10	10	10

The Airport continues to update its CIP with the FAA to maintain an appropriate number of future year's projects to remain eligible for Federal funding. The FAA prefers to see a CIP that extends between five to ten years. Each year we meet with the FAA to update our list and look at potential funding sources and Federal grants to cover the costs of such projects. By doing this, the County has been in a positive position to receive discretionary grant funds from the FAA to complete approved projects.

- **Federal Grants**

  Strategic Objective: Comply with FAA grant eligibility requirements while pursuing available and appropriate Federal grants.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of active Federal grants included in budget	4	3	4	4

During fiscal year 2010-2011, Airport Improvement Program (AIP) Grant 35, the last Federal grant which provided funding for the project, was closed out.

A grant application for AIP 37 ($2,300,000) was submitted in 2010-2011; however, due to delays with the FAA's reauthorization, only a partial grant was issued. In this fiscal year 2011-2012 budget, two new grants are anticipated which will provide reimbursement for airfield improvements such as taxiway rehabilitation and converting Runway 9/27 to a Taxiway.

Development

Significant Issues in the Year Ahead

In addition to airfield improvements, planning work for the Master Plan update will continue, construction of the *Connect*Oregon II Air Cargo Expansion-Phase 3 project is expected to be completed, and the Phase 1 construction of the Consolidated Car Rental Maintenance Facility is expected during fiscal year 2011-2012.

Financial Condition

This Program is funded by State and FAA grants and customer facility charges. There is a requirement of a 5 percent local match towards Federal grant projects, which is met through the Passenger Facility Charge Program.

Program: 010105	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$1,140,701	$630,889	$2,915,259	$4,514,000	$2,614,000
Federal Gov't	$560,000	$5,685,284	$363,158	$3,271,906	$4,488,967
Fees & Charges	$459,164	$412,513	$398,712	$430,707	$476,986
Other	$203,000	$0	$0	$7,304,916	$14,190,764
Total	**$2,362,865**	**$6,728,686**	**$3,677,129**	**$15,521,529**	**$21,770,717**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$0	$0	$0	$0	$0
Capital Outlay	$2,345,091	$6,220,603	$3,873,345	$8,462,613	$8,740,953
Other	$916,112	$3,105,185	$0	$7,976,288	$13,681,792
Total	**$3,261,203**	**$9,325,788**	**$3,873,345**	**$16,438,901**	**$22,422,745**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Diversification Projects

Program Purpose

The Airport's Diversification Projects Program is responsible for promoting special programs to allow for diversification of Airport-owned property. The Federal Aviation Administration challenges airports to remain diversified to maintain a constant cash flow. The Diversification Projects Program is helping to meet County goal: (8) Provide and maintain multiple transportation systems.

Program Information

The Diversification Projects Program provides the following services:

- **Property Leasing**

  Strategic Objective: Increase the percentage of non-aviation land that is leased. This is achieved by advertising properties and offering reasonable rates to its tenants.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Percentage of land available for non-aviation related purposes actually leased at the Airport	9.1%	9.1%	9.1%	9.1%

The Airport has approximately 200 acres of land located outside the fence that is appropriate for non-aviation related activities. Income produced from these properties provide revenue stream diversification. Current long-term land leases include: Butler Truck, 2.6 acres; BG&I, 1.9 acres; Crater Lake Ventures, 3.3 acres; and Jackson County Emergency Communications Center, 2.4 acres. Development of the Airport's hotel site property is still viable and could boost the 2011-2012 projection.

Significant Issues in the Year Ahead

There are no significant issues expected in this Program.

Financial Condition

This program is funded 100 percent through rental rates and charges. There are very minimal costs to the Airport in this program, other than the cost of irrigation rights and some utilities on various properties.

Diversification Projects

Program: 010104	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$72,405	$87,984	$108,355	$95,994	$97,386
Other	$0	$0	$0	$0	$0
Total	**$72,405**	**$87,984**	**$108,355**	**$95,994**	**$97,386**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$2,315	$2,315	$2,315	$2,400	$2,400
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$2,315**	**$2,315**	**$2,315**	**$2,400**	**$2,400**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Operations and Maintenance

Program Purpose

The Operations and Maintenance Program proactively ensures a safe and efficient commercial air transportation service by maintaining runway and taxiway systems and apron areas that accommodate the landing and take off of aircraft. This Program coordinates and supervises all operational and maintenance activities of the Airport. The Operations and Maintenance Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; and (5) Work to enhance the natural and man-made attractiveness of the area.

Program Information

The Operations and Maintenance Program provides the following services:

- **Proactive Airfield Repairs, Maintenance, and Construction**

  Strategic Objective: Maintain an average cost per enplaned passenger for operation and maintenance of the airfield. This is achieved by being proactive to needed repairs and maintenance.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Cost per enplaned passenger	$9.67	$9.35	$9.04	$9.14

The cost per enplaned passenger is utilized as a means to measure whether the Airport is marketable to airlines and tenants. The trend is a reflection of lower passenger numbers associated with airline fares and the overall economic climate. Ways to reduce operating costs include looking at new technology, larger equipment, and remaining proactive rather than reactive. Passenger numbers continue to show signs of recovery and are expected to play a role in reducing the cost per passenger in 2011-2012. The Airport strives to meet all of the Federal requirements in the most cost-effective manner.

- **Maintain Airport Certification**

  Strategic Objective: Maintain the airfield per Federal regulations in order to the pass the Airport FAR 139 Certification Inspection and retain our air carrier operating certificate. This is achieved by knowing the regulations and staying on top of the requirements, while looking for cost effectiveness.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2010-2011 Actual
Noted airfield discrepancies	1	0	0	0

Operations and Maintenance

The Airport successfully completed its annual certification inspection and was commended by the Federal Aviation Association (FAA) inspector for the exceptional condition of the airport and the areas evaluated. Of the over 120 elements inspected, only one violation was cited involving advertising signs located near a taxiway. The signs were removed well before the deadline, and the Airport once again received high praise from the FAA for the personnel training records and other mandated documentation, as well as the overall outstanding condition of the airfield.

Significant Issues in the Year Ahead

Work will continue on the *Connect*Oregon II, Phase 3 building and site improvement project, the Master Plan update and AIP development projects. During this time the Airport will continue to be challenged in maintaining a safe environment as well as minimizing the impact or any inconvenience to our tenants and users. This will be accomplished by continuous communication with the control tower, airlines, FBOs, contractors, engineers, and other Airport tenants.

Last year, staff prepared for the added responsibilities associated with expired warranties on the new terminal and tower facilities and increased monitoring requirements by the FAA by hiring two new Senior Maintenance Workers who will eventually be moved into graveyard positions. We are continuing to work towards getting these new employees fully trained in facilities operation and FAA mandated training in order to realize a 24/7 operations and maintenance department.

Financial Condition

This Program is funded 100 percent through Airport rates and charges. The Operations and Maintenance Program continually strives to find better ways in which to save the County money.

Operations and Maintenance

Program: 010103	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$0**	**$0**	**$0**	**$0**	**$0**
EXPENDITURES					
Personal Services	$624,344	$686,599	$711,552	$877,939	$936,249
Materials & Services	$793,196	$1,053,854	$1,136,954	$1,347,171	$1,414,899
Capital Outlay	$210,643	$39,156	$311,025	$138,100	$289,000
Other	$0	$0	$0	$0	$0
Total	**$1,628,183**	**$1,779,609**	**$2,159,531**	**$2,363,210**	**$2,640,148**
Full-Time Equivalent	**11.00**	**11.00**	**13.00**	**13.00**	**13.00**

Passenger Facility Charge

Program Purpose

The Passenger Facility Charge (PFC) was established by Federal legislation 49 USC SS 40117 to allow airports to meet money match requirements of Federal grants for aviation-related capital improvement. Through this Program the Airport receives $4.50 for each enplaned passenger. Expenditures of these funds must be approved by the Federal Aviation Administration (FAA). The Passenger Facility Charge Program is helping to meet County goal: (8) Provide and maintain multiple transportation systems.

Program Information

The Passenger Facility Charge Program provides the following services:

- **Financially Complete, Federally-Approved Projects**

  Strategic Objective: To maintain an appropriate number of years of approval to collect passenger facility charges to complete Federally approved projects and to use as a local match to Federal grants.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of collection year approvals	16	15	15	14

The FAA previously approved collections of PFCs for the proposed revenue match required for the new terminal building. As match requirements are funded, the number of approval years will decrease. As eligible projects are further identified, additional years of approved collection may increase.

Significant Issues in the Year Ahead

The most significant issue is to maintain 100 percent accountability of the funds and prepare and file all reports as required. The Airport has a calendar in place to avoid missed reporting.

Financial Condition

This Program is self-funded. All approved projects come with an approval to collect passenger facility charges to pay for the project.

Passenger Facility Charge

Program: 010301	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$1,225,471	$1,005,097	$1,148,270	$1,395,000	$1,394,923
Other	$184,412	$74,402	$22,584	$1,687,442	$1,456,264
Total	**$1,409,883**	**$1,079,499**	**$1,170,854**	**$3,082,442**	**$2,851,187**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$0	$10,822	$0	$30,000	$60,000
Capital Outlay	$701,188	$2,567,781	$137,923	$172,206	$236,261
Other	$204,131	$1,042,375	$1,334,622	$2,880,236	$2,554,926
Total	**$905,319**	**$3,620,978**	**$1,472,545**	**$3,082,442**	**$2,851,187**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Safety and Security

Program Purpose

This Program is responsible for providing and maintaining the security and safety of the Airport by meeting all Federal, State, and County requirements. Federal requirements specifically include the ability to pass all security inspections. The Safety and Security Program is helping to meet County goal: (1) Protect the health, safety, and well-being of all citizens.

Program Information

The Airport Security and Safety Program provides the following services:

- **Security**

  Strategic Objective: Compliance with all Transportation Security Administration's (TSA) regulations and security guidelines; producing a safe environment for air travel; and maintaining life safety, incident stabilization, and property conservation to the Airport community and its consumers.

The Program will continue to adapt to the challenges of air travel through new technologies and appropriate training.

- **Airport Rescue and Fire Fighting**

  Strategic Objective: To maintain a well trained and motivated rescue team equipped and prepared to handle all Airport safety and security concerns.

Airport fire fighting services are necessary for all commercial airports.

Significant Issues in the Year Ahead

This year will be the ten-year anniversary of the event that significantly changed aviation security. Although many things have changed in those ten years to protect the aviation industry, aviation is still being targeted by terrorism. The year ahead will include the challenge of TSA being required to inspect 100 percent of cargo. This may impact the Airport as it is in the process of constructing a new cargo facility.

Financial Condition

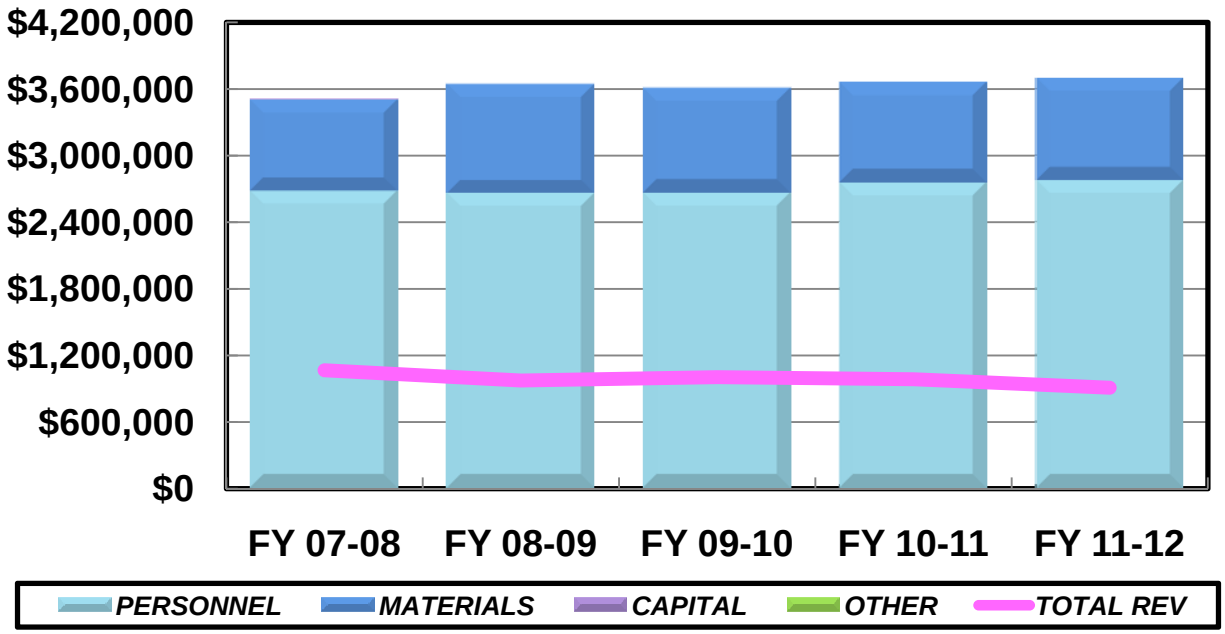
This Program is funded 100 percent through Airport rates and charges.

Safety and Security

Program: 010102	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$0**	**$0**	**$0**	**$0**	**$0**
EXPENDITURES					
Personal Services	$764,506	$808,722	$806,499	$1,123,282	$1,249,906
Materials & Services	$745,610	$823,597	$687,470	$915,743	$964,448
Capital Outlay	$10,690	$49,992	$38,484	$50,000	$50,000
Other	$0	$0	$0	$0	$0
Total	**$1,520,806**	**$1,682,311**	**$1,532,453**	**$2,089,025**	**$2,264,354**
Full-Time Equivalent	**21.15**	**21.15**	**21.15**	**21.15**	**21.15**

ASSESSOR

2007-2008 to 2011-2012

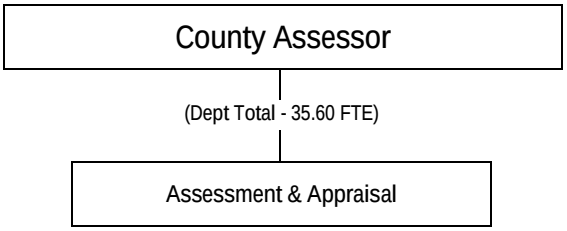


	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
PERSONNEL	$2,677,713	$2,656,168	$2,660,277	$2,752,830	$2,772,150
MATERIALS	$817,573	$981,558	$941,652	$899,510	$919,596
CAPITAL	$8,250	$0	$0	$0	$0
OTHER	$0	$0	$0	$0	$0
TOTAL EXP	$3,503,536	$3,637,726	$3,601,929	$3,652,340	$3,691,746
TOTAL REV	$1,067,492	$973,846	$1,005,490	$986,061	$909,972
FULL-TIME EQUIVALENT	42.00	41.00	40.00	39.00	35.60

Numbers for FY 07-08 through FY 09-10 are actual revenues and expenditures. FY 10-11 and FY 11-12 are adopted budgets. For an explanation of the differences between the actual expenditures and budgets, see the Differences Between "Actual" and "Budgeted" Numbers located in the Budget Summary section of this document on page 24. The reduction of 6.40 FTEs over the last four years is primarily due to reductions in State funding and general increases in costs.

ASSESSOR

Organization Chart



All employees are reported as full-time equivalents (FTE).

ASSESSOR

Department Summary

Purpose Statement: The Assessor's Office is a State-mandated program that assesses all real property, manufactured homes, and business personal property in Jackson County for the purpose of property taxation. The Department strives to ensure that all property is assessed and valued correctly; that all citizens and governmental entities are treated fairly and honestly; and that all programs comply with all State statutes and administrative rules. The Assessor's Office strives to improve the assessment process through training, technology, and enhanced efficiencies.

Highlights and Challenges

Major Issues and Service Level Goals for Fiscal Year 2011-2012

- Due to declines in revenue sources and increased costs, the Assessor's Office had to eliminate 3.40 full-time equivalent (FTE) positions. As a result, the most significant issue in the coming year will be to implement a procedure where the appraiser will be responsible for the full appraisal process. The plan is to integrate laptop computers in the field with the mainframe computer in the office.
- The majority of the remapping of Jackson County's base map, as part of the statewide Oregon Map Project (ORMAP), was completed in June 2010. Additionally, there has been a drastic decline in segregation and subdivision work and recorded documents in the County. As a result, we have eliminated two Cartographer positions over the last two budget years. This year, as part of the staff reductions, the Assessor's Office is eliminating 40 percent of a Cartographer position and one Office Assistant III Deed Clerk. The remaining 2.60 Cartographers will pick up the work done by the Deed Clerk. The greatest challenge has always been to keep qualified Cartographers. Because it takes so much time to train a Cartographer, this Office felt it was necessary to keep a part-time cartographer should things pick up in the future.
- Recalculation of property values is in full force now. Once staff gained the needed experience in recalculation analysis in 2009 and 2010, the Assessor's Office is now moving forward to utilizing the Geographic Information System (GIS) to help analyze assessment data. Hopefully, someday, the GIS program will be used to integrate into the computer appraisal system to upload information. The Assessor's Office is now able to recalculate target areas faster than the field inspection team can review properties.
- The Assessor's Office plans to concentrate inventory review for 2011 on the rural Central Point properties and, depending on the outcome and timing, may certify the values for 2011 or utilize the ratio study due July, 2011. These plans will also include the option to use any valuation form necessary to address appraisal needs that become apparent in the future. This may include a single property, groups of properties, or all properties in the County.
- Recalculation is important in achieving the goal of having a staff and a system of valuation that is dynamic and current. Recalculation will enable this Office to meet the demands of taxpayers and the professional real estate community, both

of which are becoming as sophisticated as the real estate market we are all a part of.

- The Assessor's Office instituted a process that will allow the County's appraisers to review the final appraisal. It is believed that accuracy and quality has increased; however, this next year this process will intensify. Staff will continue to analyze the appraisal process and office procedures to ensure that this Office is effective and utilizing available resources in the most efficient means possible.

Major Issues and Service Level Accomplishments for Prior Year

- This Office's work is based on a calendar year. Last year, staff continued to gain both experience and additional management training for the two new Residential Supervisors. Given that in some areas it has been 19 years since the last physical reappraisal, the ongoing reappraisal process (which staff has been placing emphasis on) is still very important. The Recalculation Team has made great strides in the recalculation process. Organizationally, it has been a function of developing a process that can be the foundation for an ongoing recalculation model.
- The downturn in the market required a considerable amount of valuable appraisal time to be spent explaining how values can decrease and taxes go up and how a sale in August may or may not represent the value as of January 1. Given that "short sales" and foreclosures now make up a significant part of today's real estate market and financial stresses on people today, taxpayers are very concerned about every penny they spend. The number of appeals this year has declined from 700 accounts down to 400. This is in part due to the amount of time invested by staff to explain the process, either on the phone or at the counter.
- For the fifth year since Measure 50 was implemented in 1997, significant attention was given to appraisal work associated with something other than valuing new construction. During the 2010-2011 year, staff inventory reviewed and recalculated all accounts both urban and rural in Maintenance Area 5. This includes the areas of West Medford, Jacksonville, and Ruch.
- Utilizing the new Oregon Counties Assessment Taxation System (ORCATS) commercial application, the commercial appraisal section reappraised apartment properties and medical office buildings. These properties had not been appraised since Measure 50 went into place. Additionally, with the new commercial program and the new Commercial Appraiser, this Office has completed reappraisal of all 150 manufactured structure parks, warehouses, hangars at the Rogue Valley International-Medford Airport, and banks. While there are always bugs to work out, staff is very pleased with the results so far.
- While the commercial computer application is working well, the personal property computer application is experiencing some difficulties. There are very large leasing companies in the County, some of which touch many personal property accounts (i.e. Medford Alarm). These accounts slow the system down and have made staff concerned that personal property assessments would not be finished on time. HELION, the software provider, is currently working on this problem.

ASSESSOR

- The Assessor's Office experienced the ninth year-end certification process using the ORCATS computer system. The process continues to get better every year. As for the ORCATS assessment software program, the results were as good as staff experienced in the prior year, but the overall experience seemed to go even more effortlessly.
- The number of residential properties requiring appraisal due to new construction activity (red tag work) dropped slightly for 2010 and again for 2011. In the 2010 red tag year, staff completed 3,900 accounts; down 599 accounts from the prior year (2009). This year (2011), staff will have to appraise 3,200 accounts.
- Commercial accounts have dipped slightly. In 2010 there were 527 new construction accounts and for 2011, it is expected that there will be 318 accounts.

Assessment and Appraisal

Program Purpose

The purpose of the Assessment and Appraisal Program (a State mandated program) is to perform assessments on all real property, mobile homes, and personal property in a fair and equitable manner to ensure that all property is assessed and valued correctly; to treat all citizens and governmental entities fairly and honestly; to comply with all State statutes and administrative rules; and strive to improve the assessment process through training, technology, and enhance efficiencies. The Assessment and Appraisal Program is helping to meet County goals: (2) Serve all citizens fairly and ensure access to County government; (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; (4) Strengthen cooperation between public agencies; (6) Encourage citizen understanding and participation in County government; (9) Promote employee pride, high standards of performance, and productivity; and (11) Maintain public records to provide financial, historical, and statistical information. However, the primary goal is number 2.

Program Information

The Assessment and Appraisal Program provides the following services:

- **Appraisal of All New Construction**

  Strategic Objective: Ensure that all new construction is appraised properly so that its correct value is shown on the property tax rolls.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
New construction appraisals	5,164 acts	4,514 acts	4,250 acts	3,517 acts
Inventory review	8,758 acts	10,000 acts	6,731 acts	9,380 acts

- **Reduce Number of Appeals Requiring Tax Roll Corrections**

  Strategic Objective: Maintain fair and accurate tax roll records upon which to base tax assessments for all taxing districts in Jackson County and, thereby, reducing the number of appeals requiring tax roll corrections.

- **Appraise All Special Assessed Properties and Process Exemptions**

  Strategic Objective: Maintain property assessment for special properties adhering to State laws and statues. Process all Special Assessments and Exemption Applications.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Special assessed	644	382	779	700
Exempt	121	120	103	100

- **Process All Name Transfers to Insure Correct Assessment Records**

  Strategic Objective: Maintain accurate assessment records according to State laws and statutes.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Transfers	48,459	48,459	43,187	45,346

- **Maintain an Accurate Base Map for Assessment Purposes and GIS**

  Strategic Objective: Maintain an accurate base map for assessment purposes and Geographic Information Systems (GIS).

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Remaps	236	263	245	170
Lots	9,510	10,823	10,435	7,305
Segregations	5,284	5,890	5,968	4,437
Subdivisions	396	396	127	165

- **Scan (Digitize) All Relative Assessment Information Into the Computer and Make Information Available on the Web Where Appropriate**

  Strategic Objective: Scan appropriate documents in digital data base to eliminate manual filing and retrieval costs.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Documents digitized	30,000	25,000	25,000	25,000

Significant Issues in the Year Ahead

We continue to identify omitted property, add this value to the roll, and assess the associated back taxes; not a popular subject with taxpayers. Currently, discoveries of such property come predominantly from the ongoing review of the inventory record of all accounts in the County and, subsequently, updating the records. The Appraiser's workload is split into valuing new construction and the field review of property to assure all property inventory is on the assessment roll. Regarding the Inventory Review Program, there are still areas that have not been physically inspected in 22 years. Given the backlog, all the time available to carry out this function will be so used. With the downturn in the construction activity, a greater portion of time will be available for Inventory Review activities. Integrating laptop computers in the field for direct data entry will be implemented this year. With the continuing declining economy, education and hand holding still remains high on the list and is, unfortunately, a major time consumer.

The software company supporting our County-owned assessment application (ORCATS) will be finished with the commercial program before July 1 this year. This program has been utilized for the recalculation of manufactured structure parks, warehouses, medical offices, hangars, and apartments before the assessment role was certified this year (2010)

Financial Condition

Due to the declining economy and reductions in funding by the State, the County Assessment Function Funding Assistance (CAFFA) grant has been reduced over the last couple of years. This funding is generated by fees collected on recorded documents and 25 percent of the interest on delinquent taxes.

Currently there are a number of statewide committees working on revising the Assessment and Taxation (A&T) process. This review will include the effects of Measures 5 and 50 and consideration of funding through either alternative means or through additional direct funding for A&T. A committee established by the Governor that is charged with looking at the A&T with the purpose of identifying new ways of doing business that challenges the existing paradigm. Funding Assessment and Taxation has been and will be high on the Association of Oregon Counties' (AOC) check list of legislation for the 2009 and 2011 legislative year. Many of these ideas were introduced in the 2009 legislative year; however, given the current state of the economy, nothing was passed. Among the very many ideas being discussed, the proposed package offered by these committees includes, but is not limited to: 1) increasing to 100 percent the amount of delinquent interest dedicated to the county assessment funding account; 2) increasing the State's general fund contribution by $15 million and adding this additional funding to the existing funding sources not provided by the counties (which represents approximate 60 percent of total costs), the balance of approximately 40 percent to continue to be funded by Oregon counties; 3) increasing the recording fees to bolster the A&T fund; and 4) charging the

taxing districts for the County services provided to them by Assessment and Taxation (this bill, introduced by Jackson County, received several hearings but was defeated due to opposition by the school district lobby in 2009 but is being resubmitted in the 2011 session).

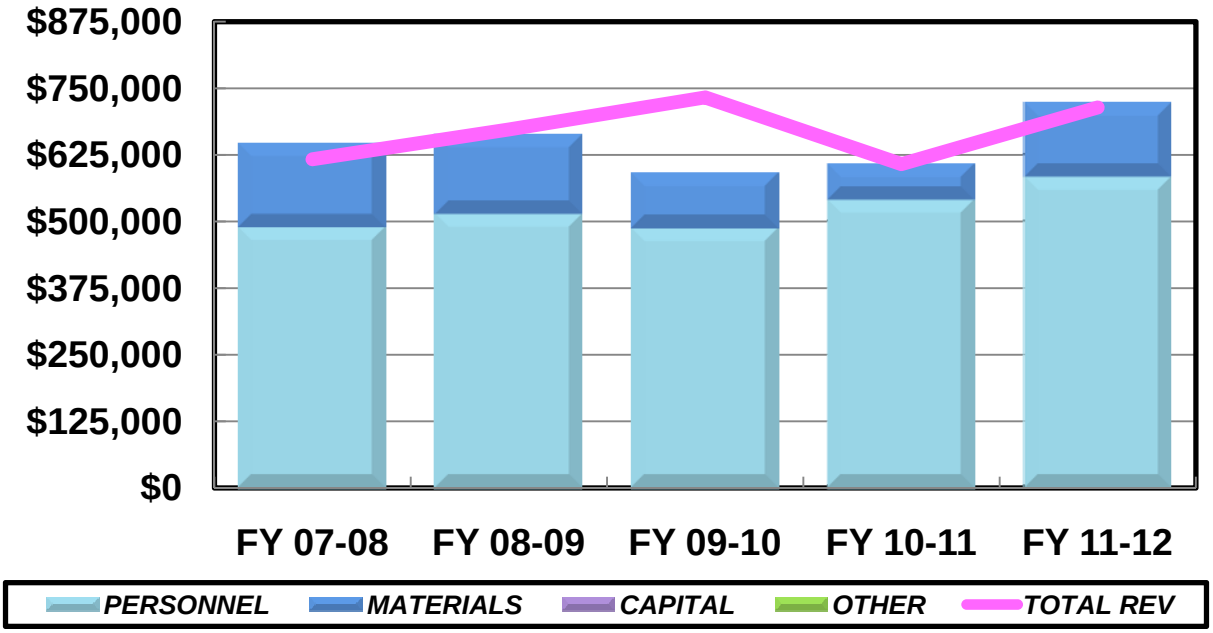
The Assessment and Appraisal Program is projected to receive 23 percent of its funding this year from the CAFFA grant. This Program also collects fees and charges representing an additional 2.6 percent of its budget. The remaining amount comes from the County's General Fund.

Program: 050101	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$980,823	$899,648	$922,360	$888,561	$861,272
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$86,286	$74,196	$59,958	$97,500	$48,700
Other	$380	$0	$23,168	$0	$0
Total	**$1,067,489**	**$973,844**	**$1,005,486**	**$986,061**	**$909,972**
EXPENDITURES					
Personal Services	$2,677,705	$2,656,159	$2,660,269	$2,752,830	$2,772,150
Materials & Services	$817,565	$981,547	$941,642	$899,510	$919,596
Capital Outlay	$8,250	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$3,503,520**	**$3,637,706**	**$3,601,911**	**$3,652,340**	**$3,691,746**
Full-Time Equivalent	**42.00**	**41.00**	**40.00**	**39.00**	**35.60**

This Page Reserved for Notes

BOARD OF COMMISSIONERS

2007-2008 to 2011-2012



	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
PERSONNEL	$488,957	$513,889	$487,198	$540,489	$583,191
MATERIALS	$157,653	$149,206	$104,008	$67,389	$139,039
CAPITAL	$0	$0	$0	$0	$0
OTHER	$0	$0	$0	$0	$0
TOTAL EXP	$646,610	$663,095	$591,206	$607,878	$722,230
TOTAL REV	$616,846	$672,515	$732,854	$607,878	$714,143
FULL-TIME EQUIVALENT	6.00	6.00	5.00	5.00	5.00

Numbers for FY 07-08 through FY 09-10 are actual revenues and expenditures. FY 10-11 and FY 11-12 are adopted budget. For an explanation of the differences between the actual expenditures and budgets, see the Differences Between "Actual" and "Budgeted" Numbers located in the Budget Summary section of this document on page 24. The decrease in FTEs is due to the reduction of support staff which resulted from the Courthouse remodel and consolidation with the County Administrator's Office. The fluctuation in expenditures since FY 09-10 is primarily due to increases in membership dues for various organizations as well as travel and training. Such expenses were taken out of the FY 10-11 budget and are now being reinstated.

BOARD OF COMMISSIONERS

Organization Chart

Board of Commissioners

(Dept Total - 5.00 FTE)

All employees are reported as full-time equivalents (FTE).

BOARD OF COMMISSIONERS

Highlights and Challenges

Department Summary

Purpose Statement: The Board of Commissioners (BoC) is the only elected body in the region for many broad issues, such as forest planning, water supply issues, regional land use planning, air quality, transportation, emergency management, and economic development.

The Home Rule Charter sets the structure of the BoC and also outlines its duties. Those duties include executive, judicial (quasi-judicial), and legislative authority. All duties are derived from the Home Rule Charter. The executive duties include establishment of the budget, which is done with the aid of three lay members. This is required by local government and budget laws. This duty includes acquiring Federal funds, and monitoring expenditures of those funds. The Board of Commissioners is the policy body for the entire County. To implement policy, the Board appoints a County Administrator. The Board of Commissioners also is the governing body for other boards such as the Urban Renewal Agency of Jackson County, the White City Enhanced Law Enforcement District, the White City Lighting District, and along with the Josephine County Board of Commissioners, sits as the Jackson/Josephine Job Council.

The Board of Commissioners works with the Oregon Congressional Delegation providing information about the impacts of Federal funding and laws on Jackson County. It works with members of the Oregon Legislature in the same manner. The Board of Commissioners also works with the County's special districts and 11 cities on matters of mutual concern. Finally, the Board of Commissioners serves the citizens of Jackson County by resolving complaints and legislating where necessary.

Major Issues and Service Level Goals for Fiscal Year 2011-2010

- Develop, adopt, and maintain the budget for Jackson County and develop long-term funding alternatives.
- Continue to accept rresponsibility of the oversight for the general well-being and public safety of Jackson County.
- Enhance and protect agricultural interests and lifestyles in Jackson County.
- Continue disaster planning.
- Complete urban renewal projects.
- Develop the commercial and industrial opportunities in White City and the Tolo area.
- Seek solutions to water problems.
- Meet economic needs in managing forests in Jackson County.
- Ensure continued growth for Jackson County to include smooth transportation, jobs, and easier development.
- Encourage the growth of more small companies that offer family wage jobs in Jackson County.
- Develop a plan for a self-sustaining County Exposition Park.

- Provide leadership in economic development issues, including tourism.
- Seek more public input.
- Continue working to develop Highway 140 access to I-5 and an interchange for South Stage Road to North Phoenix Road.
- Work toward completion of Comprehensive Plan amendments supporting the Regional Problem Solving (RPS) project.
- Continue to work on review of the Land Development Ordinance to make it no more restrictive than State law.
- Develop green industry strategies.

Major Issues and Service Level Accomplishments for Prior Year

- Continued work on improving air and water quality in the Rogue Valley.
- Completed removal of Gold Ray Dam.
- Continued work on area transportation plans.
- Appointments to State and Federal committees.
- Continued work on maintaining O&C funding for Jackson County.
- Established priorities for future County expenditures.
- Completed Phase II of the Courthouse remodel.

Board of Commissioners

Program Purpose

The Board of Commissioners is the policy setting body for the entire County. Duties include executive, judicial (quasi-judicial), and legislative authority. The Board is helping to meet County goals: (2) Serve all citizens fairly and ensure access to County government; (6) Encourage citizen understanding and participation in County government; and (12) Plan for the future.

Program Information

- **Availability to the Public**

  Strategic Objective: Ensure that the citizens of Jackson County are informed regarding important County issues and have opportunities for input by holding weekly Board meetings and land use hearings. Wednesday Board meetings often include presentations by subject matter experts on matters of County interest. Agendas are organized so that citizen input is the first item of business. The meetings are available live via cable or can be viewed later, and repeatedly, on the internet. To meet public meeting notice requirements under Oregon Revised Statutes, Chapter 192, agendas for all Board of Commissioners' (BoC) meetings are posted on the internet, posted on the BoC bulletin board, and the proposed Wednesday agendas are published in the newspaper. There is also a bi-monthly "Ask Your Commissioner" show on public access television.

- **Financial**

  Strategic Objective: Ensure financial stability by approving a balanced budget and work toward stabilizing County funding for all County operating funds.

- **Internal Processes: Achieve Long-Range Plans, Accomplishments, and Goals for Each Commissioner**

  Strategic Objectives: The Board will continue to work on the following: area transportation issues; regional land use zoning; regional problem solving; natural resource issues; water issues; forest management plan; economic development; automate planning process; create a self-sustaining County Exposition Park; develop Highway 140 access to I-5 and an interchange at South Stage Road to North Phoenix Road; create more interlinked bike paths; fire prevention planning; disaster plan; work toward developing work force housing; work on creating energy alternatives and independence for

communities; and oversee general well-being and public safety of Jackson County.

- **Learning and Growth**

  Strategic Objectives: Continue to meet with other local, state, and national organizations and jurisdictions to both learn from and educate each other regarding issues important to Jackson County and its citizens.

- **Quasi-Judicial Hearings**

  Strategic Objectives: Meet as a quasi-judicial Board to determine land use issues.

Significant Issues in the Year Ahead

The Commissioners will work on the following issues in 2011-2012: development of the commercial and industrial opportunities in White City and the Tolo area; enhancement and protection of agricultural interests and lifestyles in Jackson County; seek solutions to water problems; meet economic needs in managing forests in Jackson County; ensure continued growth for Jackson County to include smooth transportation, jobs, and easier development; encourage the growth of more small companies that offer family wage jobs in Jackson County; develop a County park system that is self-sustaining; work toward completion of Comprehensive Plan amendments supporting the Regional Problem Solving (RPS) project; continue to work on review of the Land Development Ordinance to make it no more restrictive than State law; develop Highway 140 access to I-5 and an interchange for South Stage Road to North Phoenix Road; provide more park improvements and athletic venues as well as maintaining interlinked bike paths; develop, adopt, and maintain the budget for Jackson County and develop long-term funding alternatives; develop sustainable industry strategies; and continue to serve on State and Federal committees that benefit the County.

Financial Condition

The Program is funded entirely from chargebacks to the County departments based on their percentage of the budget and by special charges to Urban Renewal, the White City Enhanced Law Enforcement District, and Development Services.

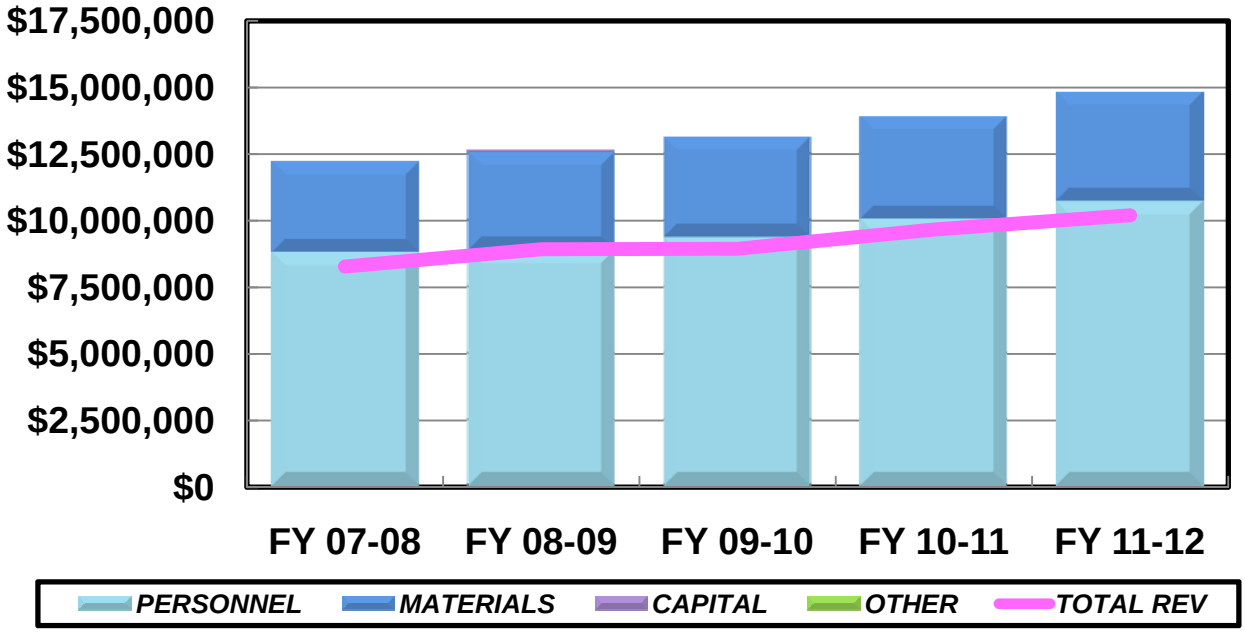
Board of Commissioners

Program: 020101	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$549,428	$602,749	$662,826	$569,935	$664,703
Other	$67,418	$69,766	$70,027	$37,943	$49,440
Total	**$616,846**	**$672,515**	**$732,853**	**$607,878**	**$714,143**
EXPENDITURES					
Personal Services	$488,951	$513,884	$487,193	$540,489	$583,191
Materials & Services	$157,648	$149,197	$103,998	$67,389	$139,039
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$646,599**	**$663,081**	**$591,191**	**$607,878**	**$722,230**
Full-Time Equivalent	**6.00**	**6.00**	**5.00**	**5.00**	**5.00**

This Page Reserved for Notes

COMMUNITY JUSTICE

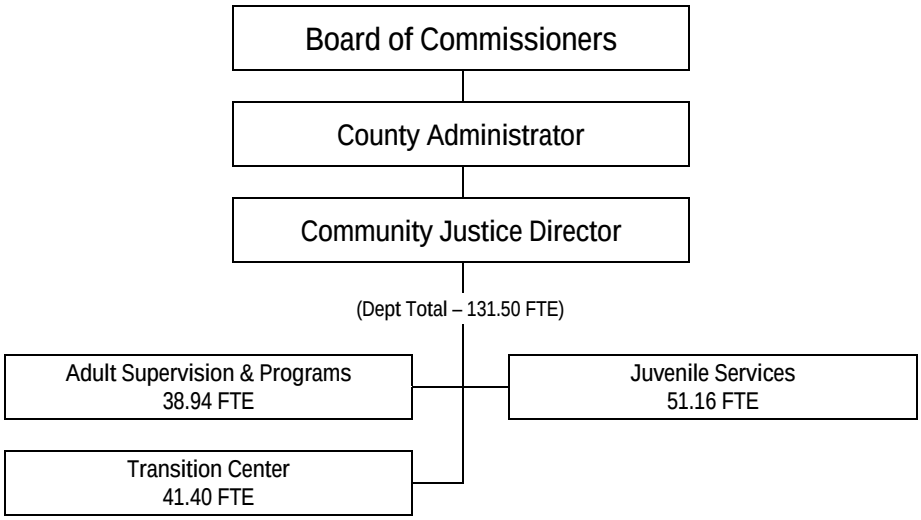
2007-2008 to 2011-2012



	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
PERSONNEL	$8,771,042	$8,855,072	$9,335,649	$10,016,729	$10,683,313
MATERIALS	$3,400,189	$3,666,909	$3,750,908	$3,848,601	$4,086,817
CAPITAL	$0	$118,299	$12,477	$0	$0
OTHER	$0	$0	$0	$0	$0
TOTAL EXP	$12,171,231	$12,640,280	$13,099,034	$13,865,330	$14,770,130
TOTAL REV	$8,279,563	$8,929,537	$8,948,368	$9,669,054	$10,204,671
FULL-TIME EQUIVALENT	134.00	139.00	141.00	138.00	131.50

Numbers for FY 07-08 through FY 09-10 are actual revenues and expenditures. FY 10-11 and FY 11-12 are adopted budgets. For an explanation of the differences between the actual expenditures and budgets, see the Differences Between "Actual" and "Budgeted" Numbers located in the Budget Summary section of this document on page 24. The increase in this Department's budget in FY 11-12 is primarily due to increases in general costs and bed rental contracts in various programs. The fluctuation in FTEs over the last several years is solely due to varying levels of State funding for programs and services.

Organization Chart



All employees are reported as full-time equivalents (FTE).

COMMUNITY JUSTICE

Department Summary

Purpose Statement: In collaboration with community partners, enhance public safety, support victims, and rehabilitate juvenile and adult offenders.

Major Issues and Service Level Goals for Fiscal Year 2011-2012

Highlights and Challenges

- The single biggest issue facing Community Justice in the upcoming fiscal year is the uncertainty of State funding for programs and services. The Department is faced with developing the budget without knowing what level of State funding parameters staff has to work within. Current budget numbers were generated from last year's ending budget allocations and any new information that the Department has received to date.
- The Department continues to face the dual challenge of phasing out Federal payments to rural communities funding, alongside decreasing State funding due to the current economic environment. In light of this, the Department must also evaluate the on-going viability of staffing each program.
- Due to decreasing funding for Department programs, collaboration with community partners will continue to be of increased importance. Health and Human Services, Jackson County Jail, the Department of Corrections and local treatment providers will be valuable partners in developing new solutions for serving at-risk populations in Jackson County.
- Jackson County will enhance the "reach-in" program to identify service needs for offenders returning to the community from prison and jail. The Department is creating a "reach-in" council made up of community partners with the goal of collaborative service delivery, partnerships, and overall education about what each entities role, mission, and limitations are with regard to the re-entry process.
- Community Justice will move the current Home Detention Program to the Transition Center and cross train other staff on operations. This will provide for program expansion and increase revenue with the use of alternative custody options through Supervisory Authority.
- The Department will continue to seek out new and innovative methods to address the local needs around successful reintegration of the County's juvenile and adult populations back in the communities from the correctional system. The focus will be to achieve this goal with the continued use of best practices research that will direct the Department's resources where they can achieve the greatest results.
- Offender employment continues to be a significant problem in the quest to reduce offender risk factors and shift the financial burden of supervision off of the taxpayer and on to the offender. Working with local employers, Community Justice's day management program, employment agencies, and other economic initiatives will be a central focus for the upcoming year.
- The loss of the Edward Byrne Memorial Justice Assistance Re-Entry Grant program will result in the loss of funding for 47 percent of a Senior Deputy Parole/Probation Officer, corresponding administration, funding for treatment staff with the current

alcohol and drug treatment provider, and discretionary funds used to provide offender assistance and housing. The loss of funding for the contracted treatment program staff will result in a reduced ability to fund treatment services in developing and monitoring case plans for offenders releasing from State institutions.

- Reduction of the current Alcohol and Drug Treatment contract with OnTrack, Inc., by 33 percent in the Adult Division and the elimination of the contract with the Juvenile Division will impact the Department's ability to provide services to as many drug addicted adult and youth offenders as are currently provided for. Staff will use current research data to focus the available funding toward the individuals with the greatest need.
- There will be an increased workload caused by the elimination of Community Justice's contract with the current case auditor who reviews the Adult Probation cases to assure the Probation Officer is managing the cases in compliance with State supervision standards and department protocols. This workload will be absorbed by current managers.
- The corresponding impacts in the reduction of 6.50 full-time equivalent (FTE) include the following: elimination of 2.50 FTE Probation Officer positions which will increase caseload size and decrease focus on case management will result in a more reactive supervision model and less ability to be proactive; elimination of two Office Assistant positions will increase duties for the remaining support staff and Probation Officers due to a shift in duties; and elimination of two Lead Community Service Crew Coordinators at the Transition Center will result in a decrease in crew capacity and community collaboration due to the need for the remaining crews to focus on revenue generating contracts (this will also provide for an inability to provide offender crews to assist with community service projects at no charge).

Major Issues and Service Level Accomplishments for Prior Year

- Juvenile Services has continued to develop a risk-based model that focuses on assessing the risk of offenders to re-offend. This model ensures that resources and services are directed to the highest risk offenders to facilitate change, hold offenders accountable and ensure community safety.
- Juvenile Services has continued to address challenges related to the increased costs associated with operations through collaboration with community and State partners to ensure continued service delivery at a cost effective level.
- The Transition Center has collaborated with the Jackson County Jail to alleviate the jail over-crowding issue, working together on screening, placing, and transporting offenders to the Transition Center. The Transition Center saw a drop in successful program completion from 97.9 percent to 96 percent successfully completing the program. The program served more clients, however, as marked by 2,439 intakes in fiscal year 2009-2010 compared with 2,293 intakes the previous year. The average daily population for the year was 130 clients per day.
- A continued utilization of local treatment services has resulted in a system of care for juvenile, adult, and transitional clients that better reflects community characteristics associated with client engagement while adhering to evidence based practices.

- Adult Services implemented "reach-in" protocol aimed at successfully transitioning offenders being released back into the community from prison and jail. Over the past year the Department provided "reach-in" services to all offenders being released to Jackson County from the Oregon Department of Corrections and to the jail custody clients to the degree possible.
- Adult services were able to absorb the implementation of House Bill (HB) 3508 without a corresponding drop in service levels or community safety.
- The Department has enhanced its ability to track and monitor program efficacy. In the past year staff began to evaluate data regarding current programming and its impact on deterring recidivism. As data is reviewed program goals and efficiency is also updated. This data will be a valuable resource in future decision making regarding program funding and how the Department chooses to utilize those funds.
- Offender employment continues to be the area of greatest challenge in decreasing offender risk level and increasing offender-generated revenues for the Department. Participation in work-release at the Transition Center continues to be low as a result of the unemployment level in Jackson County and elsewhere across the nation. However, the Transition Center continues to provide training and education to offenders seeking employment in hopes of increasing that outcome as the local economy moves toward recovery.
- The Transition Center work restitution crews have received renewed Title III funding from the County and Title II project grants from the United States Forest Service and the Bureau of Land Management. These funds will help offset the cost of providing rehabilitative services as well as offering meaningful work for offenders in the program

Benchmark

For the last four years, Community Justice has focused on developing new revenue sources in an effort to reduce the amount of General Fund support required to maintain operations. In the 2006-2007 fiscal year, Community Justice generated 68 percent ($8,038,523) of the funds necessary to maintain operations; in the 2007-2008 fiscal year, Community Justice generated 69 percent ($8,279,563) of the funds necessary to maintain operations; in the 2008-2009 fiscal year, Community Justice generated 71 percent ($8,929,536) of the funds necessary to maintain operations; in the 2009-2010 fiscal year, Community Justice generated 68 percent ($8,948,368) of the funds necessary to maintain operations; and in the 2010-2011 fiscal year, Community Justice is on track to generate 72 percent ($9,863,112) of the funds necessary to maintain operations.

As Community Justice grows in size and complexity, staff is making every effort to capitalize on funding resources and revenue opportunities. The Department recognizes that Jackson County is going through a time of economic decline and that resources are scarce. The goal of Community Justice is to continue to provide a valuable and necessary service to the citizens of Jackson County and to make it a safer place for those choosing to visit and reside here.

Adult Supervision and Programs

Program Purpose

The Adult Supervision and Programs' purpose is to protect the community through the management and reformation of criminal offenders placed on probation, parole, or post-prison supervision in order to reduce future criminal conduct. This Program is enhanced by strong cooperation between public agencies who have contact with, or provide services to, offenders. The Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Adult Supervision and Programs provide the following services:

- **Adult Offender Supervision**

  Strategic Objective: Reduce recidivism rates for probation cases and increase positive case closure outcomes in probation and post-prison cases.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Reduce probation recidivism	44%	40%	40%	40%
Increase positive case closure/probation	54%	60%	65%	65%
Increase positive case closure for post-prison	88%	90%	90%	90%

The Oregon Department of Corrections continues to focus their Outcome Measures to reflect only HI and MED level offenders in accordance with Evidence Based Practices. This measurement is a fluid document and is constantly updated to reflect new data. Jackson County continues to utilize Evidence Based Practices to provide programs and interventions designed to reduce recidivism and increase successful transition into the community. Jackson County Adult Services continues to focus on delivering services to these groups at a more intensive level while continuing to supervise and assess those clients at the LOW and LIMITED risk level.

In 2010-2011, Jackson County continues to implement "Reach In" contacts with inmates designed to provide better service delivery to releasing offenders. The ultimate goal is to have a positive effect on post-prison recidivism through collaboration, increased treatment, and a clear understanding of offender needs and resources. In addition, staff has worked collaboratively with local law enforcement to hold offenders accountable. Alternative custody options have recently been revamped to provide programming based on offenders need and risk.

- **Offenders Participating and Enrolled in Treatment Services**

Strategic Objective: Increase percentage of supervised criminal offenders with chemical dependency issues who are engaged in treatment services.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Increase number of clients engaged in treatment	41%	45%	45%	50%

Evidence based research is clear that in addition to swift and sure sanctions, offenders must be involved in evidence based treatment programs to reduce their probability of re-offending. In Jackson County we support treatment services and encourage offenders to utilize these resources to change their behavior and actions. Currently, Jackson County is 9 percent above the statewide average for supervised medium and hi risk clients involved in treatment programming. Constant assessment of programming and effectiveness ensures that all offenders who need treatment have access to it.

- **Offender Accountability for Supervision Costs**

Strategic Objective: Increase supervision fee collection as measured by percentage owed to percentage collected.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Increase amount of supervision fees collected	35%	40%	45%	45%

Economic hardships, recession, and unemployment rates have made the collection of supervision fees very difficult in the past year. Also, Community Justice has increased focus on collecting victim restitution which may have had an impact on supervision fee collection.

- **Home Detention**

Strategic Objective: Provide an alternative to jail for offenders and, at the same time, provide an opportunity for them to remain employed.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
# of offenders in home detention	354	460	400	400

With the changes in the economy, the home detention numbers dropped in the past year. Jail overcrowding allowed inmates to be released earlier and made home detention a less appealing option. Efforts to increase the scope and availability of home detention will, hopefully, increase the numbers in the upcoming year.

- **Community Service**

  Strategic Objective: Provide the opportunity for offenders to give back to Jackson County by performing community service work.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Offender community service hours completed per year	91,000	85,000	92,000	92,000

Significant Issues in the Year Ahead

Community Justice Adult Supervision will be faced with significant budget reductions in the upcoming year. Due to the loss of the Edward Byrne Memorial Assistance Re-Entry Grant, the Program will be losing a full-time Parole Officer. This will increase the size of the existing caseloads and put additional burden on officers to address reformation and community safety needs. Current Parole/Probation Officers face increasing demands from local law enforcement and community partners, and any decrease in staffing reduces service delivery. In addition, funding for an internal auditor is being eliminated which will shift this focus onto existing management staff and increase current workload.

Community Justice Adult Programs will decrease funding for alcohol and drug treatment services by 30 percent in the upcoming year due to reductions in State funding. This will significantly impact the Department's ability to offer services to those offenders who are unable to pay for treatment, but are still in need of services. Community Justice will use evidence-based risk tools to evaluate and prioritize the application of these shrinking resources.

Community Justice will also be eliminating one clerical position and moving one Criminal Justice Officer out to the Talent Work Center. This will increase

the duties of the remaining clerical staff and put additional work back on the probation's staff to absorb.

Jackson County has increased efforts to maximize efficiency in regard to the "Reach In" program. Community Justice is continuing to target the criminogenic needs and evaluate the potential risks of inmate transitioning to the community from prison. New collaborative efforts this year with the Department of Corrections, Mental Health, local employment and housing authorities, and treatment agencies have provided resources and efficiency to the transition process. This year Adult Supervision and Programs has also worked with local resources to create a Jackson County Re-Entry Council to coordinate and communicate efforts between agencies. The goal is to reduce the probability of future crime and criminal recidivism.

Adult Supervision and Programs will use updated and evidence-based methods to lower recidivism rates, increase positive case closures, increase restitution collection for victims of criminal acts, increase hours of community service completed, and improve treatment outcomes in all domains. Despite losses in staff and resources, staff will continue to use proven risk tools to evaluate and prioritize offenders, respond to offender needs and issues, and ensure fidelity of these programs.

Financial Condition

The Adult Supervision and Programs receive the majority (52 percent) of funding (52 percent) from the Community Corrections Act (CCA). Other funding streams include fees (19 percent), grants (16 percent), and jail assessments (3 percent). The remaining 10 percent is from the County's General Fund.

Adult Supervision and Programs

Program: 480101	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$2,815,099	$2,868,509	$3,039,291	$2,956,988	$3,319,773
Federal Gov't	$155,472	$150,069	$224,894	$323,000	$315,000
Fees & Charges	$1,043,547	$1,069,299	$1,011,978	$1,125,793	$841,200
Other	$0	($176)	$59,886	$0	$0
Total	**$4,014,118**	**$4,087,701**	**$4,336,049**	**$4,405,781**	**$4,475,973**
EXPENDITURES					
Personal Services	$2,767,922	$2,955,394	$3,161,106	$3,430,947	$3,520,344
Materials & Services	$912,080	$1,052,889	$1,126,837	$1,213,353	$1,452,571
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$3,680,002**	**$4,008,283**	**$4,287,943**	**$4,644,300**	**$4,972,915**
Full-Time Equivalent	**40.23**	**39.55**	**42.69**	**41.94**	**38.94**

Juvenile Services

Program Purpose

The Juvenile Services Program purpose is to provide community safety and youth offender rehabilitation. This Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; and (4) Strengthen cooperation between public agencies.

Program Information

The Juvenile Services Program provides the following services:

- **Assessment, Supervision, and Treatment**

  Strategic Objective: Provide initial intake, assessment of risk, supervision, and treatment services to delinquent youth designed to meet the needs of the victims, community, and offenders with an emphasis on community safety, accountability, and competency development.

  Strategic Objective: Provide evidence based practices and services to help reduce youth offender recidivism rates.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Youth offender recidivism*	31%	32.5%	29.6%	29%

*Recidivism data is provided by the Oregon Youth Authority (OYA) from data collected from the Juvenile Justice Information System (JJIS).

The youth offender recidivism rate continues to be influenced by State juvenile crime prevention funding and youth correctional bed allocations by the OYA. Recidivism is also affected by the availability and aggressiveness of County law enforcement. Information contained in the JJIS indicates a higher than average arrest rate for less serious crimes, but a lower than average arrest rate for serious crimes. All crimes, however, count as part of the recidivism statistics. The statewide recidivism average is currently 29.2 percent (2008 most recent data).

- **Detention**

  Strategic Objective: Provide secure custody, accountability, and services for offenders awaiting court hearings or serving sentences.

- **Shelter - Assessment and Evaluation**

  Strategic Objective: Provide assessment and evaluation and short term stabilization services to delinquent male offenders to assist with facilitation of appropriate treatment placement options.

Significant Issues in the Year Ahead

The potential loss of 425 statewide Youth Correctional Facility beds will result in a local change in treatment services being provided by the Department. The current Assessment and Evaluation Program will move to a short-term treatment program for youth from Jackson County, resulting in a 10 bed increase for local high-risk youth. Increased funding for the program will come from Federal revenues and offset the loss in funding from the Oregon Youth Authority.

The reduction of 2.50 full-time equivalent (FTE) positions will decrease efficiencies and increase workloads of remaining employees. Of the 2.50 FTE reduction, a loss of 1.50 FTE in Probation Officers will increase caseloads to the remaining intake Probation Officers and decrease the timeliness and effectiveness for initial interviews and court appearances with youth and parents. The remaining 1.0 FTE loss in Office Assistants will increase clerical functions to Probation Officers as they take on additional duties, which will also cause a decreased focus on case management duties. Funding reductions for drug and alcohol services will result in an impact for indigent youth/parents needing to access assessments for the appropriate level of services.

The Department will look at innovative statewide efficiencies to shift services and resources to the local level for a more effective and efficient juvenile justice system. One area to be evaluated is assuming the parole functions from the Oregon Youth Authority.

Financial Condition

The Juvenile Services Program receives 77 percent of its funding from the County's General Fund and the remaining 23 percent from other sources.

Juvenile Services

Program: 480109	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$544,232	$527,073	$574,387	$514,480	$1,118,486
Federal Gov't	$18,804	$24,815	$14,180	$16,000	$16,000
Fees & Charges	$869,400	$743,721	$743,414	$721,088	$66,398
Other	$0	$0	$0	$0	$0
Total	**$1,432,436**	**$1,295,609**	**$1,331,981**	**$1,251,568**	**$1,200,884**
EXPENDITURES					
Personal Services	$3,477,303	$3,424,280	$3,432,129	$3,826,011	$4,009,910
Materials & Services	$1,120,674	$1,180,613	$1,162,927	$1,217,947	$1,259,478
Capital Outlay	$0	$0	$7,940	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$4,597,977**	**$4,604,893**	**$4,602,996**	**$5,043,958**	**$5,269,388**
Full-Time Equivalent	**54.28**	**55.74**	**55.66**	**53.66**	**51.16**

Transition Center

Program Purpose

The purpose of the Transition Center Program is to protect the community by holding offenders accountable for their behavior and helping them to become law abiding citizens through treatment, work restitution, and employment services. The Transition Center Program is delivered in facilities where offenders reside as an alternative to jail or as a subsidy placement. The Transition Center Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; and (5) Work to enhance the natural and man-made attractiveness of the area.

Program Information

The Transition Center Program provides the following services:

- **Program Placement**

  Strategic Objective: Screen offenders for placement into programs which target their rehabilitation needs.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Percentage of offenders who successfully complete program	95.9%	96%	94%	95%

- **Work Restitution (Work Crews)**

  Strategic Objective: Provide limited movement in the community with staff supervision to oversee offender work in our parks, highways, and forests. The work consists of fuel reduction, fire fighting, culvert improvement, sign making, firewood cutting, garbage debris collecting, grounds maintenance, building improvement, etc.

- **Treatment Services**

  Strategic Objective: Engage offenders in treatment services which address their assessed needs, level of risk, and motivation. Ensure continuity of care is maintained as offenders transition into the community.

- **Work Release**

  Strategic Objective: Provide opportunities for increased movement in the community so offenders can seek, find, and/or maintain employment while engaged in programming.

- **Transitional Housing**

  Strategic Objective: Provide the ability to move within the community while pursuing permanent housing options. Access to specific programming based on individual needs during the transition from incarceration back into the community.

Significant Issues in the Year Ahead

Recent changes in sentencing patterns coupled with the increased emphasis on work release has made it difficult to find enough qualified inmate workers for the more skill-intensive crews. It will be important for the Transition Center to manage population in a way that provides for the effective delivery of services while still upholding the original integrity of local sanctions.

The Transition Center has maintained capacity over the past year and has conducted over 2,439 intakes. The continued strain on the Jackson County Jail for bed space necessitates effective collaboration for population management issues. The Transition Center plays a crucial role in helping the jail prevent forced releases.

The Transition Center provides contracted work services for programs in Jackson County Roads and Parks, Health and Human Services, and the Expo. By utilizing these crews, other Departments contribute to the overall efficiency of the County by meeting the goals of two County agencies for every one County dollar spent.

Moving the Home Detention Program to the Transition Center will increase both the scope and the depth of the Program. A team approach toward case management will provide additional hours and resources to provide services; a greater number of inmates will be served. The 24-hour staffing patterns of the Center will allow for increased monitoring and response to clients on home detention.

The Transition Center has seen a decrease in funding from the Bureau of Prisons due to fewer referrals and a shorter time of placement for referrals. This loss is in addition to the loss of the Byrne Grant, and high unemployment rates for offenders in the Program has negatively impacted the ability of the Center to generate revenue.

Financial Condition

A central tenet of the Transition Center Program is to shift the financial burden of incarceration from the local tax base to the offender. The past two years have shown a steady decline in offender-driven revenues. The central reason for this has been the difficulty offenders in the Program have had finding employment. Work release and transition fees have declined significantly from the high-point in 2008.

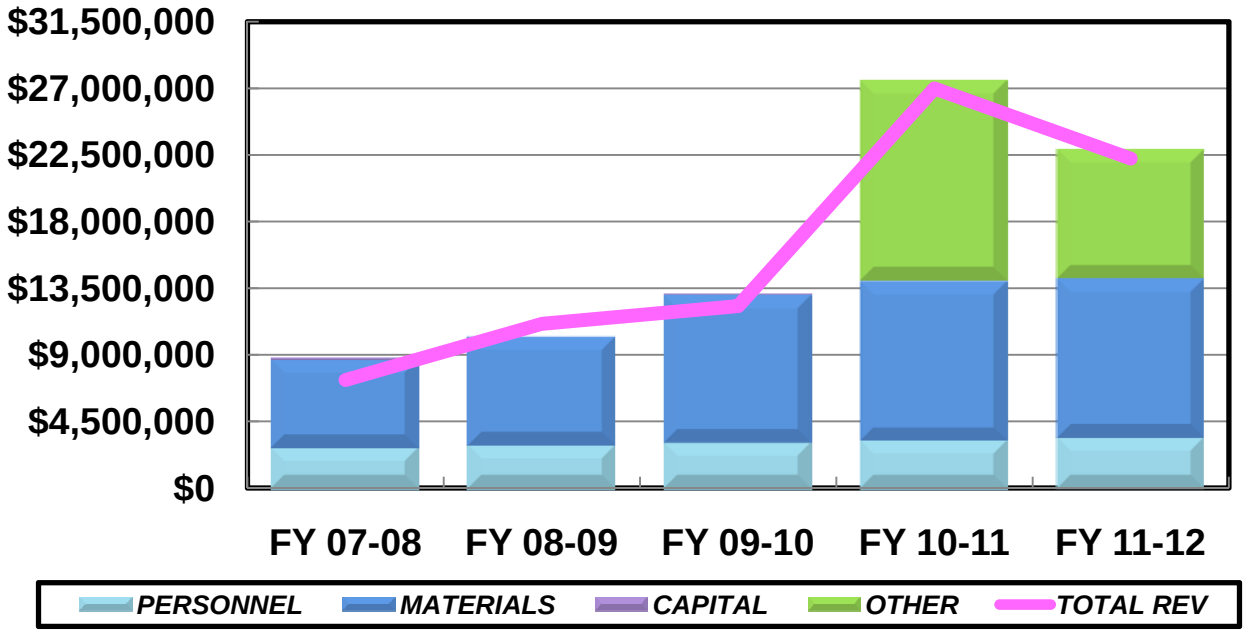
Transition Center

The Transition Center Program receives 43 percent of its funding from contracts, 28 percent from the Community Corrections Act (CCA), and 29 percent from other sources. This Program receives no General Fund support.

Program: 480104	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$1,384,549	$1,673,423	$1,305,165	$1,470,104	$1,463,492
Federal Gov't	$265,518	$432,061	$634,508	$945,923	$498,000
Fees & Charges	$1,155,370	$1,418,622	$1,327,632	$1,570,678	$2,550,322
Other	$27,545	$22,099	$13,012	$25,000	$16,000
Total	**$2,832,982**	**$3,546,205**	**$3,280,317**	**$4,011,705**	**$4,527,814**
EXPENDITURES					
Personal Services	$2,525,643	$2,475,248	$2,742,287	$2,759,771	$3,153,059
Materials & Services	$1,367,313	$1,433,307	$1,461,047	$1,417,301	$1,374,768
Capital Outlay	$0	$118,298	$4,537	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$3,892,956**	**$4,026,853**	**$4,207,871**	**$4,177,072**	**$4,527,827**
Full-Time Equivalent	**39.49**	**43.71**	**42.65**	**42.40**	**41.40**

COUNTY ADMINISTRATION

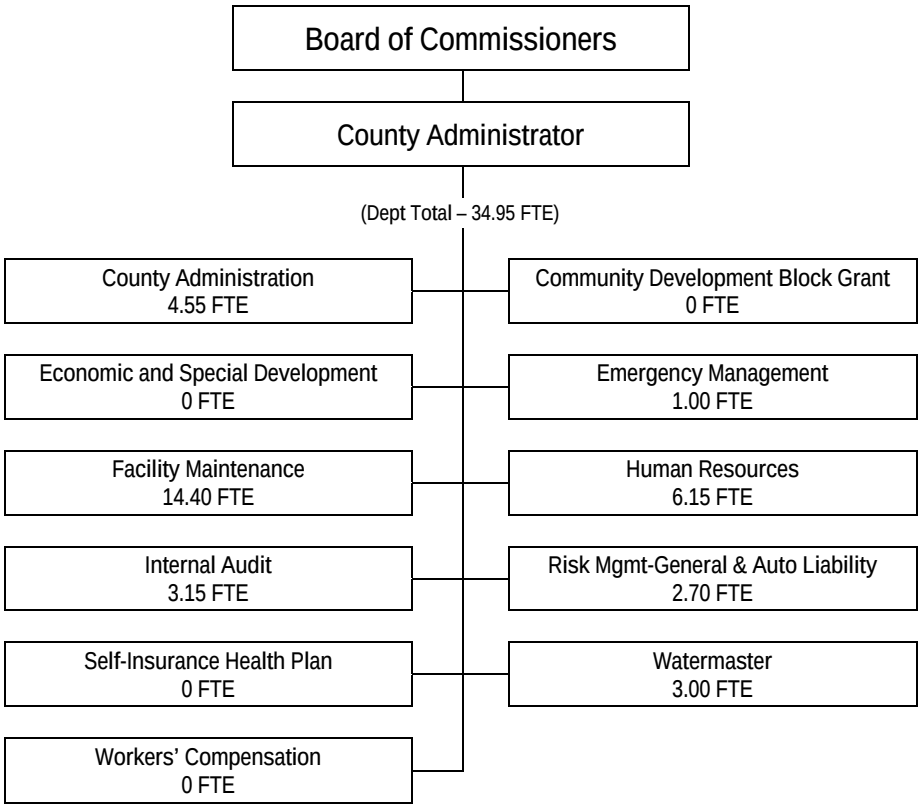
2007-2008 to 2011-2012



	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
PERSONNEL	$2,709,584	$2,883,017	$3,064,686	$3,200,652	$3,406,434
MATERIALS	$5,973,169	$7,337,172	$9,961,308	$10,753,214	$10,726,193
CAPITAL	$168,914	$15,637	$77,296	$65,397	$25,024
OTHER	$0	$0	$20,012	$13,501,272	$8,711,473
TOTAL EXP	$8,851,667	$10,235,826	$13,123,302	$27,520,535	$22,869,124
TOTAL REV	$7,296,487	$11,096,427	$12,289,511	$26,987,259	$22,253,087
FULL-TIME EQUIVALENT	34.45	35.45	35.70	35.70	34.95

Numbers for FY 07-08 through FY 09-10 are actual revenues and expenditures. FY 10-11 and FY 11-12 are adopted budgets. For an explanation of the differences between the actual expenditures and budgets, see the Differences Between "Actual" and "Budgeted" Numbers located in the Budget Summary section of this document on page 24. The increase of this budget in FY 10-11 was primarily related to splitting the Risk Management budget into three separate funds: Risk Management-General and Auto Liability, Self-Insurance Health Plan, and Workers' Compensation. Transfers from one fund to another doubled the expenditures.

Organization Chart



All employees are reported as full-time equivalents (FTE).

COUNTY ADMINISTRATION

Highlights and Challenges

Department Summary

Purpose Statement: The County Administrator's Office (CAO) provides general oversight and direction to the County organization as a whole, both in terms of planning for the County's long-term financial and organizational health and managing the day-to-day operation of one of the Rogue Valley's largest employers. The CAO implements and communicates to employees the policies, goals, and objectives of the Board of Commissioners and works with the Board to formulate those policies and goals. The CAO also evaluates program effectiveness and supports all County programs and services through financial planning, Facility Maintenance (including the management of capital projects), Human Resources, Risk Management and Self-Insurance, Internal Audit, and Emergency Management.

.

Major Issues and Service Level Goals for Fiscal Year 2011-2012

- Fiscal year 2011-2012 is the final year of payments under Public Law 110-343. Although funding will continue in fiscal year 2011-2012, it will be reduced by approximately 40 percent. The need to plan for a future that does not include these revenues while supporting strategies that continue these payments will dominate the County Administrator's work plan for fiscal year 2011-2012.
- Emergency Management will continue efforts to administer current grants and to apply for additional grant funding that will assist in developing, training for, and carrying out a countywide disaster response plan.
- Even though the economic climate is improving, the County, its employees, vendors, and contractors continue to face financial hardships which heighten the potential for mismanagement, abuse, and fraudulent activities. In an effort to reduce occurrences and impacts of such activities, Internal Audit will continue efforts to prevent and detect fraud.
- Lead by Human Resources, negotiations between the County and one of its three unions will likely conclude during fiscal year 2011-2012.
- The Facility Maintenance Program will manage the next phase of remodeling of the County Courthouse and a remodel of the building purchased to house the Sheriff's administrative staff, patrol, and emergency management functions. Work may also begin on remodeling of a new location for Health and Human Services.

Major Issues and Service Level Accomplishments for Prior Year

- Conducted internal audit work in the following areas: Exposition Park control processes, Sheriff's property and evidence, cash and investments, expenditure and capital outlay, payroll transactions, Federal financial assistance including the American Recovery and Reinvestment Act funding, and required municipal audit law Oregon Revised Statutes compliance.

- Facility Maintenance completed retrofits of the lighting systems in the County office buildings, managed a remodel of the jail's Sally Port, and oversaw the remodeling of the first floor (second phase) of the County Courthouse.
- Human Resources developed and implemented a new classification and compensation study effecting non-represented employees and members of the Service Employees International Union (SEIU).
- Awarded the Government Finance Officers' prestigious "distinguished budget presentation" award for Fiscal Year 2010-2011 and the distinguished financial reporting award for Fiscal Year 2009-2010.

County Administration

Program Purpose

County Administration carries out the policy direction of the Board of Commissioners and provides overall supervision of the County's operations. Administration translates the Board's goals and objectives into budgetary priorities and develops, implements, and evaluates programs to meet current and future physical, economic, social, and cultural needs of Jackson County citizens. Administration also establishes the internal policies by which the County does business, presents a balanced budget to the Budget Committee each spring, and is ultimately responsible for "setting the tone" for the entire organization and its employees.

The Administration Program is helping to meet all of the County goals.

Program Information

The County Administration Program provides the following services:

- **Execute the Policies and Objectives of the Board of Commissioners and Provide Leadership to County Departments**

  Strategic Objective: Apply a "best practices" model to the creation, implementation, and evaluation of programs that reflect the goals and priorities of the Board of Commissioners. Provide counsel to the Board during policy development, including community education and outreach. Ensure that all County departments "stay the course" in meeting the expectations of the Board and public in the execution of these programs, and monitor and evaluate department performance.

- **Ensure Organizational Effectiveness**

  Strategic Objective: Support a work environment that promotes the County's values, customer service, and fully utilizes the talents of County staff by reinforcing their knowledge, competence, and creativity.

- **Communicate the County's Mission, Goals, Objectives, and Programmatic Initiatives to the Public and Employees**

  Strategic Objective: Build understanding and support for County programs and initiatives through a variety of communication tactics aimed at reaching as broad an audience as possible.

- **Compile and Present the Budget to the Budget Committee**

  Strategic Objective: Recommend to the Budget Committee an annual spending plan that maximizes the use of County resources and reflects the priorities of the Board of

Commissioners and the citizens of Jackson County.

- **Manage the County's Capital Projects**

  Strategic Objective: Manage the County's capital construction projects so as to bring all projects to completion on time and within budget.

Significant Issues in the Year Ahead

Budget issues and the need to plan for a future that will not include the Federal funding the County currently receives will continue to dominate the County Administrator's work program in the coming year.

Financial Condition

County Administration is an Internal Services department that is funded by chargebacks to other funds. About 32 percent of those chargebacks are to the General Fund.

Program: 080101	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$500	$515	$845	$300	$300
Federal Gov't	$5,000	$5,000	$5,000	$5,000	$5,000
Fees & Charges	$529,676	$608,278	$629,030	$698,382	$702,095
Other	$34,235	$30,946	$35,378	$37,213	$43,189
Total	**$569,411**	**$644,739**	**$670,253**	**$740,895**	**$750,584**
EXPENDITURES					
Personal Services	$540,908	$586,134	$657,305	$661,330	$677,486
Materials & Services	$49,884	$52,459	$54,427	$79,565	$83,645
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$590,792**	**$638,593**	**$711,732**	**$740,895**	**$761,131**
Full-Time Equivalent	**4.60**	**5.05**	**5.05**	**5.05**	**4.55**

Community Development Block Grant

Program Purpose

The Community Development Block Grant (CDBG) Program provides for grant management of economic and community development projects. The CDBG Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; and, (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area.

Program Information

The Community Development Block Grant Program provides the following services:

- **Grant Management**

  Strategic Objective: Manage CDBG projects so they are completed on time and on budget. County Administration serves as grant administrator for housing and economic-related CDBG funds awarded to Jackson County.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Housing rehabilitation	$0	$0	$0	$300,000
Housing resource center	$48,000	$48,000	$48,000	$48,000
Microenterprise assistance	$62,500	$38,000	$38,000	$0

- **Revolving Loan Program**

  Strategic Objective: Manage housing rehabilitation loan payoffs to facilitate continuation of the revolving loan program.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Housing rehabilitation loan payoffs	$0	$0	$0	$50,000
Number of microenterprises served per $2,500 of funds awarded	0	1	1	0

Significant Issues in the Year Ahead

In the years ahead, Jackson County will continue to participate in regional housing decisions through participation in the Southern Oregon Housing Resource Center's (SOHRC) Advisory Committee, by applying for housing rehabilitation and housing center grants, and working with ACCESS and the Housing Authority of Jackson County to provide a revolving loan program

for housing rehabilitation for the moderate income households within our County.

Financial Condition

This program is supported 100 percent by State of Oregon Community Development Block Grant pass-through dollars.

Program: 080303	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$132,251	$270,391	$15,135	$410,500	$348,000
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$132,251**	**$270,391**	**$15,135**	**$410,500**	**$348,000**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$127,981	$270,931	$15,347	$410,500	$348,000
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$127,981**	**$270,931**	**$15,347**	**$410,500**	**$348,000**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Economic and Special Development

Program Purpose

The purpose of the Economic and Special Development Program is threefold: (1) to attract, retain, and expand industries that provide a broad range of employment opportunities; (2) to sponsor contributions to programs not operated by the County which provide cultural awareness, education, and agricultural development; and (3) to provide staff support with the Jackson County organization on issues related to natural resources and the environment. The Economic and Special Development Program is helping to meet County goals: (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; (5) Work to enhance the natural and man-made attractiveness of the area; and (12) Plan for the future.

Program Information

The Economic and Special Development Program provides the following services:

- **Provide Contributions to Regional Partnerships which Provide Economic Development, Cultural Awareness, Natural Resources Education, and Agricultural Development**

  Strategic Objective: Contribute $19,905 to Rogue Valley Council of Governments (RVCOG). RVCOG provides overall coordinated services of benefit to all local governments in Jackson and Josephine Counties and supports local and regional problem solving to provide a network of services to help seniors and adults with disabilities.

  Strategic Objective: Contribute $6,128 to RVCOG for the Bear Creek Watershed Non-Point Source Pollution (Total Maximum Daily Loads/TMDL) sampling project. This is an interagency cooperative funding project between RVCOG, Jackson County, and several local municipalities. It implements a water quality testing program which targets identification of non-point pollution sources along Bear Creek.

  Strategic Objective: Contribute $23,585 to Taylor Grazing. Under State law, the County is required to receive funds from the Bureau of Land Management as the result of rancher-paid grazing fees. The County is then required to approve expenditures for range land improvements such as fences and gates. The recommended expenditure is covered by revenue.

  Strategic Objective: Contribute $201,612 to the Southern Oregon Research and Extension Center. The Oregon State University's Southern Oregon Research and Extension Center provides people with a knowledge base related to youth, family and community development, agricultural production,

integrated management systems, and environmental issues. It accomplishes this through basic and applied research, extension education, and public outreach.

Strategic Objective: Contribute $26,000 to Southern Oregon Regional Economic Development, Inc. (SOREDI). SOREDI provides business assistance, expansion, and relocation services for Jackson and Josephine County businesses resulting in the creation of sustainable jobs and a diverse economy in Southern Oregon.

- **Cover Miscellaneous Costs Associated with Economic and Special Development in Jackson County**

  Strategic Objective: Provide $12,973 in overhead, staff support, and miscellaneous costs associated with the Economic and Special Development Program, as well as the administrative portions of the Community Development Block Grant Program which are not reimbursable by the United States Department of Housing and Urban Development.

Significant Issues in the Year Ahead

While the region's economy has been diversifying from its traditional timber products foundation, both traditional industries and emerging companies have been hit hard by the current economic downturn. As a result, in addition to the contributions previously listed, Jackson County contributed $50,000 to the Sustainable Valley Technology Group (SVTG) towards the development of the Sustainable Valley Accelerator (SVA) in fiscal year 2010-2011. The SVA will help innovative start-up companies to grow and succeed by providing hands-on support, get start-ups "investment ready," connect them to interested investors, and strengthen the “branding” of Southern Oregon as an attractive place for sustainable businesses to launch and grow. Once the SVA is fully operational, it is anticipated that 10-25 companies per year will be incubated and eventually become self-supporting.

The potential loss of Federal funds and the resulting need to restructure and reduce County spending will significantly impact the Economic and Special Development Program in the years to come.

Financial Condition

This Program is funded 100 percent by the General Fund.

Economic and Special Development

Program: 080302	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$15,779	$110,442	($2,391)	$0	$0
Federal Gov't	$194,423	$197,882	$0	$0	$0
Fees & Charges	$88,733	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$298,935**	**$308,324**	**($2,391)**	**$0**	**$0**
EXPENDITURES					
Personal Services	$217,648	$129,788	$0	$0	$0
Materials & Services	$439,564	$478,314	$266,370	$261,782	$290,203
Capital Outlay	$41,945	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$699,157**	**$608,102**	**$266,370**	**$261,782**	**$290,203**
Full-Time Equivalent	**0.50**	**0.75**	**0.00**	**0.00**	**0.00**

Emergency Management

Program Purpose

The Emergency Management Program is responsible for supporting collaborative emergency planning, alert and warning, evacuations, sheltering, promoting a coordinated disaster response, obtaining disaster assistance, instituting measures that may reduce the potential impact of disasters, and maintaining an effective Emergency Operations Center (EOC). The Emergency Management Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; and (12) Plan for the future.

Program Information

The Emergency Management Program provides the following services:

- **Collaborative Planning**

  Strategic Objective: Maintain coordinated emergency operations, hazard mitigation, and public information plans. This is achieved through group planning processes.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of plans drafted	3	4	3	2

The actual number of plans in fiscal year 2011-2012 will continue to be driven by mandates from the Department of Homeland Security and Oregon Emergency Management, combined with National Incident Management System (NIMS) compliance. The Integrated Fire Plan is complete with many short and long term action items initiated. Through the Emergency Management Program, the County funds a contractor to work with forest agencies (Oregon Department of Forestry, Bureau of Land Management, United States Forest Service) to implement projects identified within our Community Wildfire Protection Plan (CWPP). The contractor also collaborates with Josephine County through the Jackson Josephine Local Coordinating Group (JJLCG). The Jackson County Citizen Corps now has a functional Medical Reserve Corps (MRC) and, with grant funds, a coordinator is assisting in the planning necessary to sustain the MRC. There continues to be revisions and updates to established plans that include the Natural Hazards Mitigation Plan (NHMP), the Emergency Operations Plan (EOP), and revision of the Resources Plan. Also, the creation of a County Continuity of Operations Plan (COOP) that will address livestock emergencies.

- **Promoting a Coordinated Disaster Response**

  Strategic Objective: Promote a coordinated disaster response by maintaining an effective EOC, educating emergency responders about the new NIMS, and holding multi-agency disaster exercises.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of multi-agency disaster exercises held	3	3	2	2

The number of multi-agency exercises are expected to remain constant. Although the County plans on two exercises per year, unexpected demands from other organizations pushes the County Emergency Manager to participate in multiple, unscheduled exercises.

There continues to be emphasis from the Office of Domestic Preparedness (ODP) to focus on coordination of response agencies for regional exercises to be held semi-annually. A semi-annual schedule provides more participation and structured scenarios.

- **Obtaining Disaster Assistance**

  Strategic Objective: Enable people and organizations to receive assistance for damage caused by disasters. This is accomplished by accurately assessing and reporting damage, requesting assistance, distributing information to the public about available assistance, and referring faith-based organizations and volunteer agencies (COAD) to those who are unable to obtain assistance through government programs.

- **Reducing the Potential Impact of Disasters**

  Strategic Objective: Reduce the potential impact of disasters by instituting effective public warning systems, increasing disaster preparedness among citizens and businesses, and implementing hazard mitigation measures.

Significant Issues in the Year Ahead

The United States' war against terrorism and the war in the Middle East have caused Emergency Management to place most of its attention on Homeland Security and individual preparedness. This focus is likely to persist, being driven by current events, Federal funding, and public anxiety. These events initiated new emergency plans for Debris Management, Continuity of Operations Plan (COOP), Flu Pandemic, and Animal Evacuations and Sheltering. The new funding formula used for Homeland Security grant funding has been redirected toward large populations centers and critical infrastructure; thus, Southern Oregon's opportunity to procure additional Homeland Security grant dollars continues to diminish. The Emergency Management Program continues to spend significant time on

plans and grant participation and administration in hopes of obtaining successful funding in place of other activities.

Financial Condition

Since 2001, Jackson County and other organizations have successfully obtained over $6.5 million in grant funding to support countywide emergency management planning, training, and equipment. Although several attempts have been made at the Executive Branch to reduce Federal funding for the Emergency Management Performance Grant (EMPG) program, it continues to provide significant funding to assist the Emergency Management Program.

Generally, this Program receives approximately $90,000 in Federal grant funds to offset Program costs. During the 2010 calendar year, Jackson County received over $92,000 in Program reimbursement.

Each year, the Federal EMPG program provides funding for approximately 50 percent of the Emergency Management Program cost; the other 50 percent is supported by the General Fund.

Program: 080301	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$2,773	$341,668	$167,766	$42,730	$8,200
Federal Gov't	$69,480	$95,115	$85,841	$70,000	$85,000
Fees & Charges	$7,350	$6,600	$0	$143,000	$0
Other	$0	$0	$0	$0	$0
Total	**$79,603**	**$443,383**	**$253,607**	**$255,730**	**$93,200**
EXPENDITURES					
Personal Services	$95,732	$95,842	$113,553	$103,641	$127,898
Materials & Services	$59,696	$138,196	$227,385	$286,063	$102,331
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$155,428**	**$234,038**	**$340,938**	**$389,704**	**$230,229**
Full-Time Equivalent	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**

Facility Maintenance

Program Purpose

The purpose of the Facility Maintenance Program is to maintain the County buildings in order to preserve their integrity and provide comfortable, functional, and safe facilities for the public and employees. The Facility Maintenance Program is responsible for maintaining all County facilities and for making improvements for departments as approved by the Budget Committee. The Facility Maintenance Program is helping to meet County goal: (10) Make the best use of Jackson County's human and material resources.

Program Information

Facility Maintenance provides the following services:

- **Building Maintenance**

  Strategic Objective: Maintain all County facilities (104 buildings for a total of 1,109,535 square feet) to preserve the integrity of the building and maintain a safe, comfortable environment for customers and staff. This will be achieved through performing preventive maintenance, 5-year projects, capital projects, and maintenance tasks on schedule.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Annual square foot costs	$3.43	$3.61	$3.61	$3.65

The Program will continue to monitor all maintenance task costs and monitor purchasing of materials, parts, and tools efficiently.

- **Construction Management**

  Strategic Objective: Provide management for construction projects to ensure that the projects are done to construction specifications and that they are completed on schedule and within budget. Ensure the use of energy and environmentally efficient methods and materials.

- **Contracted Custodial**

  Strategic Objective: Manage and administrate the custodial contract to ensure that County buildings are cleaned on schedule as per cleaning specifications.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Buildings cleaned	32	35	35	35

Manage the County's contract to minimize customer complaints and ensure that the County buildings are cleaned as efficiently as possible under the specifications of the cleaning contract. As a note, our current contractor employs developmentally disabled employees giving them meaningful work and we are receiving a better cleaning service.

- **Safety**

Strategic Objective: Manage the County's safety program and give the Risk Manager assistance with safety matters as well as providing administrative support to the County Safety Committee, updates to Occupational Safety and Health Administration (OSHA) regulation changes, and administrate the Material Safety Data Sheets (MSDS) program.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Training hours/employee	24	24	24	24

Manage safety programs to cut down on accidents countywide through training of employees to make them more aware of safety hazards. The goal of the safety program is to make Jackson County a safe place to work and provide a safe place for the general public.

Significant Issues in the Year Ahead

Maintaining support for construction oversight, capital improvements, and projects while maintaining oversight of normal maintenance activities and preventive maintenance activities.

Jackson County has made significant advances to preserve the long term use of its facilities. With the use of capital maintenance funds, the Facility Maintenance Program has been able to upgrade and replace aging major building components and systems. This has allowed the program to reduce the patching and repairing of components to better serve the longevity of the County's facilities. This is not only a better long term use of funds, but also allows for a more stable annual maintenance budget.

Financial Condition

The Facility Maintenance Program is funded by chargebacks to departments. Currently, 32.93 percent is received from General Fund departments.

Facility Maintenance

Program: 080103	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$77,761	$56,696	$60,603	$60,658	$66,093
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$1,394,168	$2,373,608	$2,352,561	$2,269,314	$2,033,857
Other	$751,208	$737,475	$1,057,923	$1,096,872	$1,125,397
Total	**$2,223,137**	**$3,167,779**	**$3,471,087**	**$3,426,844**	**$3,225,347**
EXPENDITURES					
Personal Services	$935,839	$953,553	$998,625	$1,075,475	$1,105,052
Materials & Services	$1,813,930	$1,727,762	$2,271,290	$2,351,369	$2,135,889
Capital Outlay	$126,966	$15,636	$77,295	$0	$0
Other	$0	$0	$20,011	$0	$0
Total	**$2,876,735**	**$2,696,951**	**$3,367,221**	**$3,426,844**	**$3,240,941**
Full-Time Equivalent	**13.90**	**13.90**	**14.90**	**14.90**	**14.40**

Human Resources

Program Purpose

The Human Resources Program supports all County operations by ensuring equitable treatment of employees in accordance with labor contracts, State and Federal law, and County policies. The public has a right to expect that the County will recruit, hire, and retain only the most qualified people and that those people will receive ongoing training. The Human Resources Program also protects the County's interests by applying, and helping managers apply, its considerable expertise in employment law and best employment practices. Additionally, the Human Resources Program is integrated with the County Risk Program by managing the level of risk to people, equipment, and property. The Program is helping meet County goals: (9) Promote employee pride, high standards of performance, and productivity; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Human Resources Program provides the following services:

- **Employee Recruitment, Selection, and Retention**

  Strategic Objective: Identify, through a competitive screening process, the best qualified candidates for County positions and work to train and retain those employees once hired.

- **Maintain the Salary and Benefits Package and the Countywide Job Classification Plan**

  Strategic Objective: Ensure that County employees are fairly compensated and that internal equity and marketplace viability are maintained in the County's overall compensation package.

- **Improve the Quality of Management by Training, Coaching, and Role Modeling Good Human Resource Management Practices**

  Strategic Objective: Ensure that County managers have the most current management training and assistance in their management of County human resources.

- **Negotiate and Administer Collective Bargaining Agreements and Represent the County in Dispute Resolution; Ensure Compliance with Federal Law, State Statutes, and County Policies in Employment Matters; and Maintain County Personnel Records**

  Strategic Objective: Ensure that labor agreements are fair but affordable, and allow for the appropriate level of management discretion in making the most effective and efficient use of County human resources. Provide support and direction to County managers.

- **Staff Development and Training Programs**

  Strategic Objective: Provide timely and relevant opportunities for employees to increase their knowledge and skills and enhance their professional abilities via training and one-on-one coaching.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
# of County employees attending HR-sponsored training	1,335	1,000	1,200	1,200

Significant Issues in the Year Ahead

In fiscal year 2009-2010 the Human Resources Office collected, screened, and reviewed 7,021 employment applications; the data shows this number trending upward in the coming year. Human Resources' staff members are actively engaged in post-implementation of the Finance/Human Resources information system. Contract negotiations with one of the County's bargaining units, the Jackson County Sheriff's Employees Association (JCSEA), began in January, 2011. In addition, Human Resources is currently implementing the results of the completed classification and compensation study.

Human Resources will be implementing a new recruitment software in early 2011. The new software will streamline recruiting efforts and reduce application processing time. The paperless software system is more user friendly to applicants and provides for online status checking for each position. The reduction of paper will also reduce Human Resources' long-term storage costs.

Financial Condition

The Human Resources Program revenue is generated from interdepartmental charges, of which approximately 55 percent comes from the General Fund.

Human Resources

Program: 080104	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$30,934	$5,129	$2,617	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$729,858	$839,557	$811,225	$868,281	$781,971
Other	$59,097	$64,040	$65,672	$67,299	$65,854
Total	**$819,889**	**$908,726**	**$879,514**	**$935,580**	**$847,825**
EXPENDITURES					
Personal Services	$599,181	$607,249	$618,501	$659,104	$658,739
Materials & Services	$205,355	$294,748	$300,764	$276,476	$199,187
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$804,536**	**$901,997**	**$919,265**	**$935,580**	**$857,926**
Full-Time Equivalent	**6.55**	**6.55**	**6.55**	**6.60**	**6.15**

Internal Audit

Program Purpose

The Internal Audit Program promotes positive change that improves the performance of County government and provides accountability to the public. The Internal Audit Program conducts independent audits and investigations of County programs, activities, subcontractors, and agencies receiving funds from Jackson County. The Internal Audit Program is also responsible for coordinating and monitoring audits performed under contract, such as the County's annual external financial audit and special program reviews of functional areas. In addition, the Internal Audit Program provides accounting and auditing expertise to County departments, committees, teams, and partnerships.

The Internal Audit Program is helping to meet County goals: (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; (11) Maintain public records to provide financial, historical, and statistical information; and (12) Plan for the future.

Program Information

The Internal Audit Program provides the following services:

- **Performance Audits**

  Strategic Objective: Assess the performance of County programs and/or activities in order to provide information that improves public accountability, efficiency, and effectiveness of operations, and facilitates sound decision-making by parties with responsibility for overseeing operations.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
# of recommendations accepted by management	98%	92%	92%	92%

- **Investigations of Reported Fraud, Waste, Mismanagement, or Abuse**

  Strategic Objective: Promptly investigate allegations or indications of fraud, waste, mismanagement, or abuse and notify appropriate officials of Internal Audit's findings.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Dollars of fraud, waste, mismanagement, or abuse investigated	$98,300*	$10,000	$130,000	$10,000

*Does not include investigations where the dollar amount could not be quantified, or that were determined to not be wrong-doing.

- **External Audit Contract Monitoring and Coordination**

  Strategic Objective: Contain audit costs by closely monitoring the external audit contract and by coordinating Internal Audit's work with the external auditors in the areas of risk assessment, internal controls, Federal financial assistance, and compliance with laws and regulations.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Maintain stability of audit costs relative to County expenditures	.21%	.17%	.19%	.19%

Significant Issues in the Year Ahead

The receipt of American Recovery and Reinvestment Act (ARRA) funds will continue to impact external audit costs and the amount of Single Audit work required by the Internal Audit Program.

Even though the economic downturn climate appears to be improving, the County, its employees, vendors, and contractors continue to face financial hardships. This heightens the potential for mismanagement, abuse, and fraudulent activities. In an effort to mitigate these risks, Internal Audit will continue to be diligent in its efforts to prevent and detect fraud.

Internal Audit will also continue to review program workload statistics and revenue trends in areas that are closely linked to economic factors, such as building and refinancing activities. These areas need to be reviewed to ensure proper alignment between inputs, outputs, and outcomes.

Financial Condition

At the time the budget is prepared, it is not known which performance audits will be conducted in the ensuing fiscal year. These audits are chosen based on a risk assessment process that occurs in June. Accordingly, all costs related to performance audits are initially budgeted in the General Fund Fiduciary Program. Actual charges are calculated after the end of the fiscal year and can cause the amount of General Fund subsidy to be less than what was budgeted. The Internal Audit Program's budget is 61 percent funded by chargebacks to other County programs and 39 percent funded by a General Fund transfer.

Internal Audit

Program: 080102	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$0	$0	$7,033	$6,260	$6,483
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$176,052	$205,139	$197,232	$254,237	$288,337
Other	$146,007	$160,801	$177,218	$185,064	$190,160
Total	**$322,059**	**$365,940**	**$381,483**	**$445,561**	**$484,980**
EXPENDITURES					
Personal Services	$265,464	$271,633	$307,791	$322,316	$359,179
Materials & Services	$82,033	$88,777	$103,798	$123,245	$130,690
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$347,497**	**$360,410**	**$411,589**	**$445,561**	**$489,869**
Full-Time Equivalent	**2.85**	**3.15**	**3.15**	**3.15**	**3.15**

Risk Management-General and Auto Liability

Program Purpose

The Risk Management-General and Auto Liability Program provides loss control functions through insurance and loss financing to all County operations. The Program also actively seeks to identify emerging threats and incident patterns in order to prevent accidents, assess risk, and manage potential losses. This Program administers the County's self-insurance program for general liability, automobile, and property. The Risk Management-General and Auto Liability Program is helping to meet County goal: (10) Make the best use of Jackson County's human and material resources.

Program Information

The Risk Management-General and Auto Liability Program provides these services:

- **Administer General Liability, Automobile, and Property Claims in Partnership with Contracted Third-Party Administrators and Agent-of-Record**

  Strategic Objective: Identify, through competitive procurement processes, the best value insurance policies. Process claims promptly and accurately, and represent the County's interest in approving, denying, or settling claims.

- **Coordinate with County Counsel in the Diligent Management of Claims and in the Creation of Proactive Claims Reduction Techniques**

  Strategic Objective: Create advanced techniques in claims reduction and management. Utilize the legal expertise of internal counsel to proactively resolve claims or employ techniques that reduce the likelihood of claim filing.

Significant Issues in the Year Ahead

An actuarial evaluation of the County's general liability and auto liability programs was conducted in fiscal year 2010-2011 to project for adequate and stable reserve funding, as well as cost allocation distributions through fiscal year 2012-2013. Beginning in fiscal year 2010-2011, the Workers' Compensation and Safety Fund were created. Previously, both were housed within the Risk Management-General and Auto Liability Fund; fund balance allocations were distributed from the parent fund.

Financial Condition

The Risk Management-General and Auto Liability Fund remains in sound financial condition. This Program is funded by chargebacks to the General and Operating Funds. Chargebacks to departments reflect the recommended reserve funding as outlined in the actuarial evaluation. Insurance policy premiums are expected to remain relatively stable. This budget is built on

Risk Management-General and Auto Liability

the assumption that we continue at an 80 percent confidence level for general liability auto liability.

Program: 080201	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$411,402	$3,349	$14,614	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$2,091,164	$4,585,087	$6,158,867	$2,119,161	$2,338,965
Other	$406,638	$330,576	$258,117	$9,129,506	$3,899,502
Total	**$2,909,204**	**$4,919,012**	**$6,431,598**	**$11,248,667**	**$6,238,467**
EXPENDITURES					
Personal Services	$99,782	$164,721	$195,014	$200,337	$280,440
Materials & Services	$3,284,211	$4,317,670	$6,597,682	$2,437,356	$2,593,602
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$8,610,974	$3,364,425
Total	**$3,383,993**	**$4,482,391**	**$6,792,696**	**$11,248,667**	**$6,238,467**
Full-Time Equivalent	**2.05**	**2.05**	**2.05**	**2.00**	**2.70**

Self-Insurance Health Plan

Program Purpose

The Self-Insurance Health Plan Program covers the non-represented employee group. This Program pays medical, prescription, dental, and vision claims through self-insurance. Risk Management administers the County's program for the in-house Jackson County Health Plan. The Self-Insurance Health Plan Program is helping to meet County goal: (10) Make the best use of Jackson County's human and material resources.

Program Information

The Self-Insurance Health Plan Program provides the following service:

- **Administer the Jackson County Health Plan In-House and in Partnership with a Contracted Third-Party Administrator and Agent-of-Record**

  Strategic Objective: Lower health care costs while providing employees with a quality health care plan.

In fiscal year 2008-2009, the County became self-insured under the Jackson County Health Plan. Both the County and the employees contribute to the cost of the plan. The County has taken on this risk in order to provide a quality insurance plan at a lower cost. The County maintains a Self-Insurance Health Plan Fund from which claims are paid. Extremely large claims may be paid, in part, by an excess coverage insurance policy.

Significant Issues in the Year Ahead

The Self-Insurance Health Plan was formerly housed in the Risk Management and Self-Insurance Fund. Beginning fiscal year 2010-2011, a new fund is being created for the Self-Insurance Health Plan. This separation from the Risk Management Fund will allow for better management of the health plan.

Financial Condition

The County's Self-Insurance Fund remains in sound financial condition. This Program is funded by a County contribution for benefits as well as an employee contribution of $49.45 per month. The Self-Insurance Health Plan Program has experienced both highs and lows with regard to claims experience. The projection for fiscal year 2011-2012 includes an increase of 12 percent due to claims history and health care reform. A reserve account has been created for claim run-out and actuarially-based data from the County's Agent-of-Record.

Self-Insurance Health Plan

Program: 080401	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$0	$0	$0	$3,231,523	$3,848,431
Other	$0	$0	$0	$2,538,494	$3,582,103
Total	**$0**	**$0**	**$0**	**$5,770,017**	**$7,430,534**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$0	$0	$0	$3,366,442	$3,907,921
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$2,403,575	$3,522,613
Total	**$0**	**$0**	**$0**	**$5,770,017**	**$7,430,534**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Watermaster

Program Purpose

The purpose of the Watermaster Program is to provide staff support within the Jackson County organization on issues related to the use of water resources; to enforce Oregon Water Law; to manage the County's water resource - surface and ground; and to help protect water health while enhancing the quality of life for Jackson County's citizens, businesses, and industry. The Watermaster Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (5) Work to enhance the natural and man-made attractiveness of the area; and (12) Plan for the future.

Program Information

The Watermaster Program provides the following services:

- **Protect the Water Resources in Jackson County**

Strategic Objective: Ensure that residents are adhering to the parameters and/or conditions of their water rights.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Installation/up-grade of water monitoring stations	4	5	1	1

Procure additional replacement equipment and continue to install stream gauging stations on high priority streams within Jackson County as determined by the water community to more accurately and continually measure stream flow.

Strategic Objective: Participate in the *Water for Irrigation, Streams and Economy* (WISE) project.

Outcome: Partner in funding the WISE Project Coordinator's position with other municipalities and irrigation districts.

Strategic Objective: Work regionally to gather and disseminate vital information on existing ground water resources.

Outcome: Facilitate data collection on ground water resources. Work with the U.S. Economic Development Administration (EDA) to educate the residents of Jackson County about existing conditions and possible future problems with this diminishing resource.

- **Protect Habitat for Fish that are Listed as Federally Endangered**

  Strategic Objective: Continually monitor water flows on critical streams in Jackson County.

  Outcome: Continue to monitor in-stream water right flows on high priority sites in Jackson County.

  Strategic Objective: Maintain gauges whose primary purpose is to monitor stream flows. Provide education to water rights holders on the State's in-stream leasing program.

  Outcome: Regulate water users to meet in-stream flow requirements and protect senior water right users. Facilitate the leasing of older water rights whose net effect is an increase to in-stream water, thus enhancing stream fish livability.

- **Protect and Improve Water Quality for all Beneficial Uses**

  Strategic Objective: Work regionally to facilitate the implementation of the Storm Water Management Program.

  Outcome: Facilitate the leasing of water rights for in-stream use on heavily appropriated streams. The net effect is to increase year-round in-stream water, thus enhancing water livability for native fish.

  Strategic Objective: Work with watershed councils and others to implement a Total Maximum Daily Loads (TMDL) implementation plan for Rogue Basin; thus implementing a real-time monitoring aspect to the TMDL Plan.

  Outcome: Maintain and operate 24 gauging stations to monitor water flow and temperature. The installation of real-time water quality sensors at Little Butte Creek station will provide another real-time data tool for the improvement of water quality in Bear Creek and Little Butte Creek which monitors specific conductance turbidity and pH.

Significant Issues in the Year Ahead

Jackson County's water resource will continue to be a significant issue in the year ahead. There is the risk that the U.S. Bureau of Reclamation may be sued for diverting Klamath Basin water to the Rogue Basin. Working through the WISE program, staff from the Watermaster Program will

monitor the legal discussion and participate locally in any discussion related to this topic.

The Watermaster's Office will continue to operate and maintain the stream flow monitoring program funded by Title III dollars. Continued funding for the coming year will allow for the placement of one additional water gauging station in the Rogue Valley at the McDonald Ditch. The gauging station is designed to monitor stream flow during the irrigation season (April through October) and will assist the County in determining the quantity of the resource and help identify any shortfalls.

Jackson County has adopted a Rogue TMDL Plan based on water quality parameters that are not being met. This plan will identify measures to be taken by each designated management agency (including Jackson County) to improve water quality. The 24 real-time gauges provide continuous monitoring of the water quality and quantity. These stream gauges meet TMDL Plan monitoring requirements and makes the information available to the public via the world wide web. Plans for Bear Creek and the Rogue River are in progress.

Financial Condition

The Watermaster's Office staff is aggressively pursuing funding from other sources to continue the operation and maintenance of the gauging station network. The Bureau of Reclamation has given the Watermaster a five-year contract for the continued operation and maintenance of existing stations.

A recent Memorandum of Understanding (MOU) with the Medford Water Commission provides funding for the operation and maintenance of a water quality measuring device at the mouth of Little Butte Creek. Preliminary meetings have been held with the City of Eagle Point and with County irrigation districts to outline a plan for the continued funding of various gauging stations. These growing partnerships will continue to enhance the stream flow monitoring program and, hopefully, lead to self-sufficiency. The Watermaster Program receives 38 percent of its funding from the General Fund.

Watermaster

Program: 080305	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$15,000	$42,510	$8,500	$8,500	$14,000
Federal Gov't	$78,389	$56,885	$58,129	$59,292	$60,478
Fees & Charges	$88,733	$121,631	$122,573	$156,442	$139,737
Other	$0	$0	$0	$0	$0
Total	**$182,122**	**$221,026**	**$189,202**	**$224,234**	**$214,215**
EXPENDITURES					
Personal Services	$127,424	$138,849	$173,760	$178,449	$197,640
Materials & Services	$50,248	$116,198	$124,104	$117,908	$139,225
Capital Outlay	$41,945	$0	$0	$65,397	$25,024
Other	$0	$0	$0	$0	$0
Total	**$219,617**	**$255,047**	**$297,864**	**$361,754**	**$361,889**
Full-Time Equivalent	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**

Workers' Compensation

Program Purpose

The Workers' Compensation Program provides loss control functions through self-insurance and loss financing to all County operations. The Program also actively supports safety programs and seeks to identify emerging threats and incident patterns in order to prevent accidents and minimize potential losses. The Workers' Compensation Program is helping to meet County goal: (10) Make the best use of Jackson County's human and material resources.

Program Information

The Workers' Compensation Program provides these services:

- **Administer Workers' Compensation Insurance In-House and in Partnership with a Contracted Third-Party Administrator and Agent-of-Record**

  Strategic Objective: Identify, through competitive procurement processes, the best value insurance policies. Process claims promptly and accurately, and represent the County's interest in claim administration.

- **Administer Managed Care Organization for the Benefit of the Injured Employees and the County**

  Strategic Objective: To provide timely, effective, and convenient medical services that are appropriate and necessary for injured workers insured by Jackson County.

- **Promote Safety Throughout the Organization**

  Strategic Objective: Work with Departments and the Safety Committee to complete workplace hazard assessments and increase employee safety awareness resulting in a reduced number and severity of employee accidents and lower workers' compensation costs.

Significant Issues in the Year Ahead

For fiscal year 2010-2011, the County created a separate fund for managing workers' compensation claims for Jackson County. The County maintains a Self-Insurance Fund from which most claims are paid. Large claims may be paid, in part, by an excess coverage insurance policy.

An actuarial evaluation of the County's workers' compensation programs was conducted in fiscal year 2010-2011 to project for adequate and stable reserve funding, as well as cost allocation distributions through fiscal year 2012-2013.

Workers' Compensation

Financial Condition

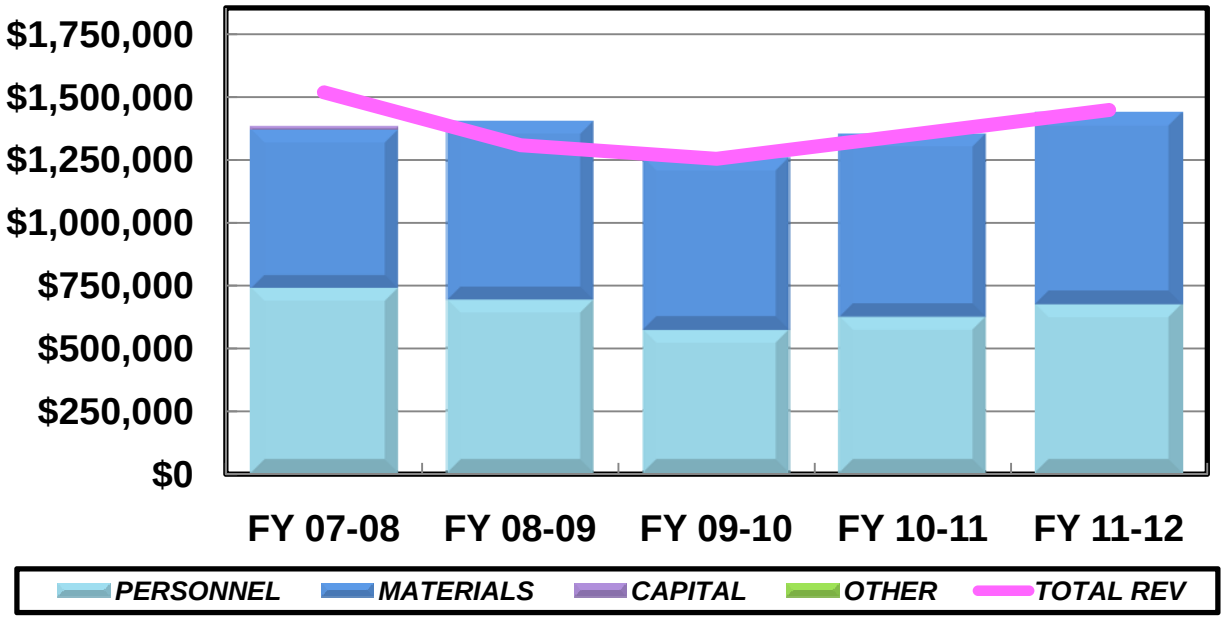
The County's Workers' Compensation Fund remains in sound financial condition. This Program is funded by chargebacks to the General Fund and the operating funds. For fiscal year 2011-2012, chargebacks to Departments reflect the recommended reserve funding as outlined in the actuarial evaluation. A reduction in actuarial projections for 2013 and beyond is anticipated due to the addition of the Manage Care Organization and more deliberate claims management. This budget is built on the assumption that the County continue at a 75 percent confidence level for workers' compensation.

Program: 080501	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$0	$0	$0	$14,000	$14,000
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$0	$0	$0	$955,022	$768,343
Other	$0	$0	$0	$2,560,209	$1,837,592
Total	**$0**	**$0**	**$0**	**$3,529,231**	**$2,619,935**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$0	$0	$0	$1,042,508	$795,500
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$2,486,723	$1,824,435
Total	**$0**	**$0**	**$0**	**$3,529,231**	**$2,619,935**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

This Page Reserved for Notes

COUNTY CLERK

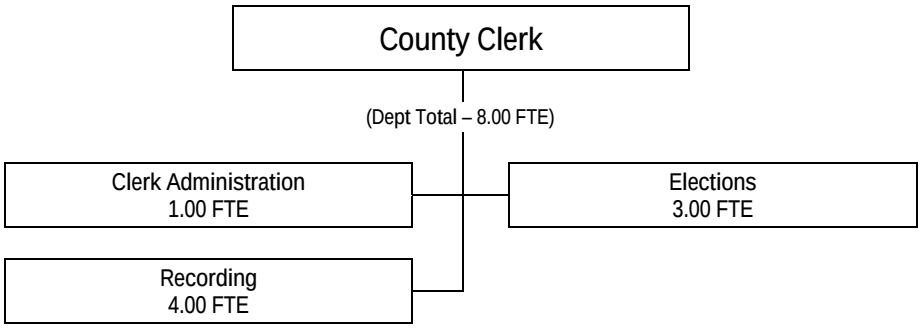
2007-2008 to 2011-2012



	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
PERSONNEL	$735,729	$689,226	$570,222	$621,411	$672,132
MATERIALS	$632,269	$713,742	$687,562	$730,111	$763,504
CAPITAL	$12,950	$0	$0	$0	$0
OTHER	$0	$0	$0	$0	$0
TOTAL EXP	$1,380,948	$1,402,968	$1,257,784	$1,351,522	$1,435,636
TOTAL REV	$1,518,764	$1,308,943	$1,254,672	$1,351,522	$1,448,973
FULL-TIME EQUIVALENT	12.00	12.00	8.00	8.00	8.00

Numbers for FY 07-08 through FY 09-10 are actual revenues and expenditures. FY 10-11 and FY 11-12 are adopted budgets. For an explanation of the differences between the actual expenditures and budgets, see the Differences Between "Actual" and "Budgeted" Numbers located in the Budget Summary section of this document on page 24. There are no major changes to this budget. The decrease of 4.00 FTEs in FY 09-10 is attributable to the reduction of revenues associated with the current economic conditions resulting in fewer documents being recorded.

Organization Chart



All employees are reported as full-time equivalents (FTE).

COUNTY CLERK

Highlights and Challenges

Department Summary

Purpose Statement: To conduct all required elections that must be held within the County; archive records; record legal documents; issue marriage licenses; maintain the Domestic Partnership Registry; and provide clerical support for the Board of Property Tax Appeals (BoPTA).

Major Issues and Service Level Goals for Fiscal Year 2011-2012

- Conduct four elections which will include a countywide primary election in May 2012 and subsequent legislature approved recounts to follow.
- Record 45,000 documents and issue approximately 1,500 marriage licenses.
- Process 450+ petitions for the BoPTA program requesting a reduction of property values. Conduct 450+ hearings for the BoPTA program.
- Continued mandatory training of the Oregon Centralized Voter Registration (OCVR) system.
- Process/update 100,000+ voter registration cards.
- Continued training and upgrades of the e-Recording program.
- Reduced staffing.
- Further monitoring of work load and revenue (ongoing).
- Perform 150+ marriage ceremonies.

Major Issues and Service Level Accomplishments for Prior Year

- Continued training/upgrades of the legislature-approved online voter registration.
- Continued training and updates of the election management system (OCVR).
- Conducted three elections, including a mid-term Primary and General Election and a City Recall Election. Also conducted multiple recounts during the General Election cycle.
- Processed, updated, and scanned over 100,000 voter registration cards.
- Recorded 45,000 documents and issued approximately 1,600 marriage licenses.
- Processed 494 petitions equal to 530 accounts appealed with the BoPTA requesting a reduction in property values.
- Continued updates of the BoPTA management program, including scanning capabilities and digital recording functions.
- Continued success in the eRecording program.
- Performed over 175 marriage ceremonies.
- Audit recommendations implemented and continued monitoring of work load and performance standards.

Benchmark

Since May 2002, the Clerk's Office has made customer service questionnaire cards available to customers using the various programs within the Clerk's Office. These cards ask customers to rate the services they receive on a scale of 1 to 5, with 5 being the best rating. During the period of July 1, 2010, through December 31, 2010, 15 cards were received and counted, with a 95 percent approval rating.

Clerk Administration

Program Purpose

To ensure that elections are conducted with fairness and integrity, public records are recorded in an efficient and timely manner, accessibility is maintained while researching public records, and that the public is treated with courtesy and respect when doing business with the Clerk's Office. The Clerk Administration Program is helping to meet County goals: (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; (11) Maintain public records to provide financial, historical, and statistical information; and (12) Plan for the future.

Program Information

The Clerk Administration Program involves the following:

- **Promote Clerk's Office Programs to the Public**

  Strategic Objective: Educate the public on the functions of the Clerk's Office programs.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Group presentations	10	10	10	10

Issue press releases, hand out brochures and flyers, operate a website, and give presentations and media interviews. Presentations are given to various groups such as: the League of Women Voters, Rotary clubs, title insurance companies, Chamber functions, students in elementary through high school, Southern Oregon University, Rogue Community College, legal secretaries, and the Oregon Municipal Recorders Association.

- **Departmental Efficiency**

  Strategic Objective: Ensure that staff are well-trained and utilize labor saving technologies where possible.

Staff has attended training conferences, seminars, and continuing education classes. Continue to introduce new, and refine existing, computer programs into the various Clerk's Office programs; privatization of Recording's microfilm operation is an on-going example.

- **Fiscal Responsibility**

  Strategic Objective: Ensure sound purchasing principles are used by staff when ordering and procuring materials, supplies, and services; and that staff continually looks for ways to reduce costs of operations.

Use of County procurement policy and seek bids on outsourced jobs. Continually challenge staff to come up with less expensive ways of doing things. Staff has worked with the post office to reduce election-related mailing costs and ongoing negotiations with the State to keep down the cost of preparing the voters' pamphlet.

- **Customer Service Ratings**

  Strategic Objective: Maintain a high rating in customer service response cards.

Significant Issues in the Year Ahead

A Presidential Primary Election will be held in May 2012. The Clerk's Office will also continue updates and monitoring of Oregon Centralized Voter Registration (OCVR) and vote tabulation equipment. In addition, the Federal Help America Vote Act continues to be a challenge.

Expanding recording to include other title companies, attorneys, mortgage and financial institutions, with a goal of at least 70 percent of or recordings being submitted through the Recording Program. Economic conditions make the Clerk's Office highly volatile to financial market conditions. Staff will continue to monitor the fiscal situation and make adjustments if necessary.

Financial Condition

This Program is mostly funded by revenues generated through fees collected in the Recording Program.

Clerk Administration

Program: 150101	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$0	$2,823	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$71	$0	$0	$0	$0
Other	($149)	($36)	$0	$0	$0
Total	**($78)**	**$2,787**	**$0**	**$0**	**$0**
EXPENDITURES					
Personal Services	$114,379	$104,699	$104,445	$75,565	$125,657
Materials & Services	$33,193	$38,750	$52,248	$56,328	$59,181
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$147,572**	**$143,449**	**$156,693**	**$131,893**	**$184,838**
Full-Time Equivalent	**1.00**	**1.00**	**1.00**	**0.65**	**1.00**

Elections

Program Purpose

The Elections Program conducts all elections, tabulates the results, and makes results available to the public on a timely basis; produces County voters' pamphlets for all elections with the exception of recall elections; and upon request, searches and makes available documents for public inspection. The Elections Program is helping to meet County goals: (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; (11) Maintain public records to provide financial, historical, and statistical information; and (12) Plan for the future.

Program Information

The Elections Program provides the following tasks:

- **Voter Registration Files**

  Strategic Objective: Maintain and update voter registration records in electronic format using the Oregon Centralized Voter Registration (OCVR) software program.

Since the implementation of OCVR, Elections staff is able to track out active/inactive voters in a faster timeframe. This enhancement also eliminates voters casting ballots in more than one Oregon county.

- **Voter Registration Data**

  Strategic Objective: Compile registration data in order to accommodate the various requests that Elections receives for specific voter statistics. Registered voters in fiscal year 2011-2012 are projected to increase 2 percent over fiscal year 2010-2011 as the population in Jackson County increases.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of voters	118,000	117,000	115,000	117,300

- **Announcing Election Results**

  Strategic Objective: Increase proficiency in designing tables and queries to retrieve desired information in table and chart format depicting election results.

The new web page gives voters a fresh look at election results by posting results to the web faster and more efficiently than the media. This is being updated continually by the Elections and Information Technology (IT) staff.

- **Conduct Elections by Mail**

  Strategic Objective: Perform all related tasks to conduct an election by mail.

Prepare ballots, mail voter pamphlets and ballots to registered voters, process ballots, and retain all records in accordance with Federal and State records retention laws.

Significant Issues in the Year Ahead

The Help America Vote Act (HAVA) requirements regarding ABMS technology, HTML ballots, and overseas e-mail ballots will require training as these requirements increase; ongoing training and upgrades will take place. There will be four elections during fiscal year 2011-2012, including a May 2012 Primary Election.

This Program will be the recipient of a new ballot sorter purchased by the Secretary of State with funding from HAVA during the 2011-2012 fiscal year. Elections will have exclusive use of this equipment for all elections in Jackson County. There will be ongoing and additional training for full-time staff members as well as the temporary election workers on this new technology.

Financial Condition

This Program is funded by chargebacks to voting entities, document sales fees, and revenues generated through fees collected in the Recording Program.

Program: 150103	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$147,843	$125,488	$107,129	$107,317	$104,352
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$10,443	$11,404	$7,958	$11,616	$11,039
Other	$0	$0	$0	$0	$0
Total	**$158,286**	**$136,892**	**$115,087**	**$118,933**	**$115,391**
EXPENDITURES					
Personal Services	$281,783	$282,852	$243,587	$267,792	$280,814
Materials & Services	$332,850	$491,375	$393,859	$446,836	$464,872
Capital Outlay	$12,950	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$627,583**	**$774,227**	**$637,446**	**$714,628**	**$745,686**
Full-Time Equivalent	**4.00**	**4.00**	**3.11**	**3.00**	**3.00**

Recording

Program Purpose

The Recording Program assists the public in the recording of all legal documents having an interest in real property, and microfilming and scanning such documents for historical preservation; issuing marriage licenses; domestic partnership registry; all administrative duties and liaison for the Board of Property Tax Appeals (BoPTA); provides searches of miscellaneous public records; and acts as the archives program administrator. The Recording Program is helping to meet County goals: (2) Serve all citizens fairly and ensure access to County government; (9) Promote employee pride, high standards of performance, and productivity; and (11) Maintain public records to provide financial, historical, and statistical information.

Program Information

The Recording Program involves the following tasks:

- **Record Legal Documents**

  Strategic Objective: Stay current with workload.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of documents	47,000	43,700	45,000	47,000

The extreme fall in the credit market along with the reduction in housing values caused overwhelming declines in revenue for document recordings. Stimulus packages and Federal government bailouts may spur document recordings in the upcoming fiscal year. Interest rates have dropped according to Federal government demands of financial institutions to approve lending to home owners (potential and current).

- **Scanning Files**

  Strategic Objective: Reduce costs and increase productivity when servicing requests for documents or information from documents by patrons.

Recording continues to provide images of documents both by digital means and producing microfilm in accordance with Oregon Revised Statutes.

- **Marriage Licenses**

  Strategic Objective: Issue marriage applications when requested, record marriage licenses upon receipt, and maintain marriage records in accordance with Oregon laws.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of marriage licenses issued	1,424	1,349	1,500	1,450

The Clerk's Office is the only County office authorized to issue official marriage licenses at a cost determined by the Oregon State Legislature.

- **Marriage Ceremonies**

Strategic Objective: Provide a vital service to the community by solemnizing marriages upon request. Oregon Revised Statutes (ORS) 106.120(2)(a) and 106.120(4)(b) give the Clerk authority to solemnize and collect fees for this service.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of marriages solemnized	150	150	160	150

- **Domestic Partnership Registry**

Strategic Objective: Accept completed Declaration of Domestic Partnership forms and maintain the registry in accordance with Oregon law.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of partnership forms received	25	25	25	25

Beginning in February of 2008, the Clerk's Office began accepting the declarations pursuant to Oregon House Bill 2007.

- **Board of Property Tax Appeals (BoPTA)**

Strategic Objective: Provide administrative assistance to BoPTA. Those duties include accepting filings for review, schedule meeting times, prepare minutes of hearings, issue orders based on Board decisions, and scan petitions for preservation in accordance with Oregon records retention instructions.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of petitions filed	497	307	494	450

Significant Issues in the Year Ahead

Continue updates/training on the Helion software recording program. This program performs the functions of billing, cashiering, indexing, and scanning of filed documents at the same time, including marriage licenses and declarations of domestic partnership.

The Helion BoPTA software package is being utilized to support the BoPTA Program. This Program will track petitioners' petitions, schedule petitioners for hearings, issue orders, and work in conjunction with the Assessor's ORCATS Helion system and taxation. This Program will require upgrades and training in fiscal year 2011-2012 as it now has scanning abilities in the software package.

Financial Condition

Economic conditions make the Recording Program highly volatile to financial market conditions. With the fallout of housing and credit markets, and subsequent Federal bailout of financial institutions, this Program has seen a direct decline in revenues which has resulted in layoffs; this also affects the statutory required programs.

The Recording Program is 100 percent funded by charges to users. The primary users are title insurance companies, the Federal government, and the general public. The revenues are very dependent upon mortgage interest rates and the general state of the economy.

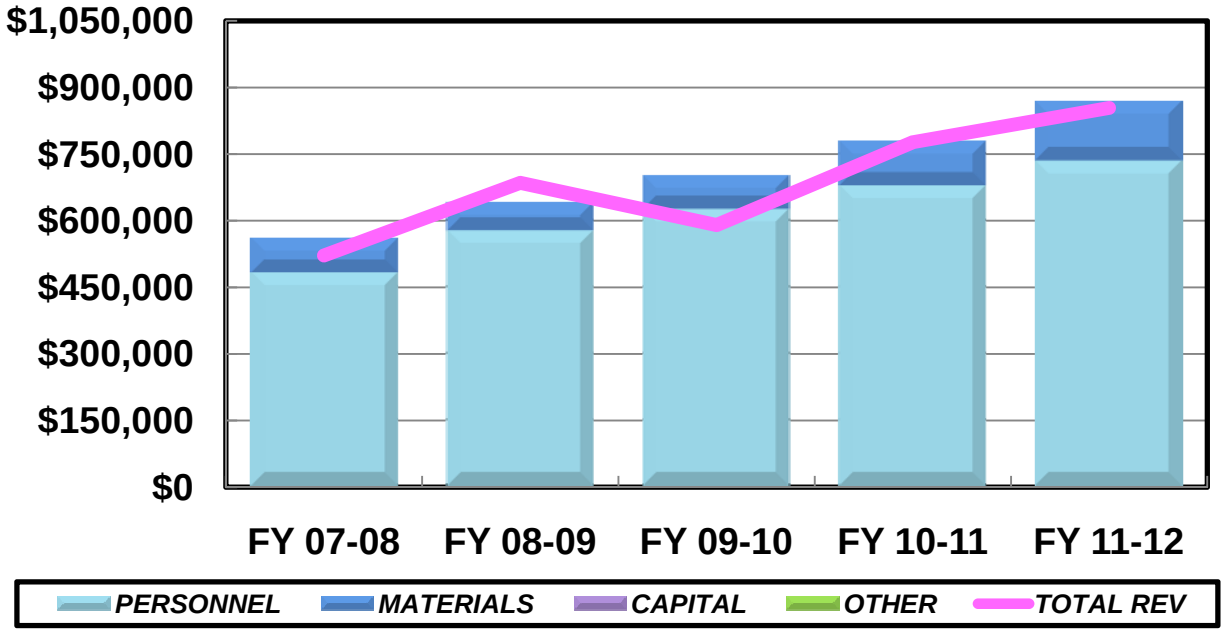
Recording

Program: 150102	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$7,207	$6,678	$7,282	$11,106	$7,000
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$1,353,209	$1,162,581	$1,132,299	$1,221,483	$1,326,582
Other	$135	$0	$0	$0	$0
Total	**$1,360,551**	**$1,169,259**	**$1,139,581**	**$1,232,589**	**$1,333,582**
EXPENDITURES					
Personal Services	$339,537	$301,650	$222,166	$278,054	$265,661
Materials & Services	$266,204	$183,588	$241,438	$226,947	$239,451
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$605,741**	**$485,238**	**$463,604**	**$505,001**	**$505,112**
Full-Time Equivalent	**7.00**	**7.00**	**3.89**	**4.35**	**4.00**

This Page Reserved for Notes

COUNTY COUNSEL

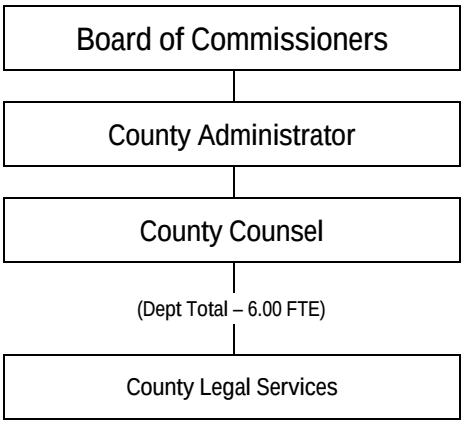
2007-2008 to 2011-2012



	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
PERSONNEL	$480,962	$575,190	$623,637	$676,205	$732,194
MATERIALS	$78,625	$64,179	$76,254	$100,559	$133,975
CAPITAL	$0	$0	$0	$0	$0
OTHER	$0	$0	$0	$0	$0
TOTAL EXP	$559,587	$639,369	$699,891	$776,764	$866,169
TOTAL REV	$521,736	$685,519	$590,361	$776,764	$854,057
FULL-TIME EQUIVALENT	7.00	7.00	6.00	6.00	6.00

Numbers for FY 07-08 through FY 09-10 are actual revenues and expenditures. FY 10-11 and FY 11-12 are adopted budgets. For an explanation of the differences between the actual expenditures and budgets, see the Differences Between "Actual" and "Budgeted" Numbers located in the Budget Summary section of this document on page 24. The decrease of 1.00 FTE in FY 09-10 is due to the elimination of a vacant Assistant County Counsel position. The increase in the FY 11-12 budget is due to the purchase of a new software program for document management as well as an increased need to consult with experts in specific areas of law.

Organization Chart



All employees are reported as full-time equivalents (FTE).

COUNTY COUNSEL

Highlights and Challenges

Department Summary

Purpose Statement: To provide a full spectrum of legal services to the County's elected and appointed officials and to the County's departments.

Major Issues and Service Level Goals for Fiscal Year 2011-2012

- Provide up-to-date legal advice to the County's elected and appointed officials and to County departments.
- Integrate new attorneys into County Counsel's practice. Complete reorganization of office.
- Provide high quality labor and employment representation.
- Review all ordinances and contracts.
- Identify, address, and defuse potential litigation.
- Manage, conduct, and oversee litigation involving the County in both State and Federal trial and appellate courts.
- Retain and supervise outside legal counsel.
- Represent the County by attending public hearings and appearing before administrative tribunals.
- Represent the County on statewide committees.
- Provide legal training for County officials and employees.
- Keep County officials and employees current with legislation.
- Codify changes to the County code and help with major revisions.
- Provide information links and sample documents through the use of the Department's intranet site.
- Maintain cost effective billing rate ratio with outside law firms.
- Provide consistent and current advice for Measure 37 and Measure 49 issues and litigation.
- Deploy document and practice management.

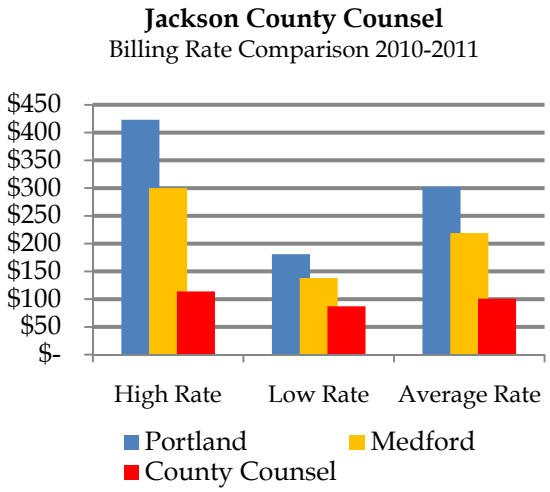
Major Issues and Service Level Accomplishments for Prior Year

- Provided quality legal representation and municipal law services.
- County Counsel's Office is cost factored at an average ratio of 1:3 for Portland law firms and 1:2.17 for Medford law firms of the billing rate charges for legal services.
- Initiated reorganization of office to provide more efficient hierarchical structure of law practice.
- Brought several significant litigation cases in-house.
- Established professional standards and policies for outside legal counsel along with litigation budget controls.
- Presented several major training programs, including public meetings training to the Board of Commissioners and Jackson County Planning Commission.
- Provided consistent and current advice for Measure 37 and Measure 49 issues and litigation.
- Initiated in-house employment and labor practice; including related litigation.

COUNTY COUNSEL

Benchmark

This chart shows the variance of billing rates for Portland law firms, Medford law firms, and Jackson County Counsel.



County Legal Services

Program Purpose

County Counsel's Office is the County's law firm. The legal services program is critical, in a manner that is consistent with applicable law, to the achievement of County goal: (10) Make the best use of Jackson County's human and material resources.

Program Information

County Counsel's Office provides the following services:

- **Legal Advice**

  Strategic Objective: Provide legal advice to the County's elected and appointed officials and to County departments.

- **Ordinances and Contracts**

  Strategic Objective: Review all ordinances and contracts. Codify changes to the County code and help with major revisions.

- **Litigation**

  Strategic Objective: Manage, conduct, and/or oversee all litigation involving the County and its employees in the trial and appellate courts, both State and Federal.

- **Legal Representation**

  Strategic Objective: Represent the County by attending public hearings and appearing before administrative tribunals. Represent the County on statewide committees.

- **Legal Training**

  Strategic Objective: Provide legal training for County officials and employees. Provide information links and sample documents.

Significant Issues in the Year Ahead

County Counsel anticipates continuing demand for legal services relating to new and existing litigation. More of that litigation will be handled in-house as the year progresses. County Counsel's Office anticipates significant demand for assistance with Regional Problem Solving (RPS) and other land use projects and cases. The Gold Ray Dam project could continue to cause demand for legal services. County Counsel's Office will increase its labor and employment practice having recently added an employment lawyer to its staff. County Counsel's Office will also continue to: train and educate staff attorneys in order to provide the most up-to-date quality legal representation; look for opportunities to train County officials and staff on

significant legal issues; address issues raised by Measure 37 and new issues relating to Measure 49 including their related litigation and potential new legislative measures pertaining to land use.

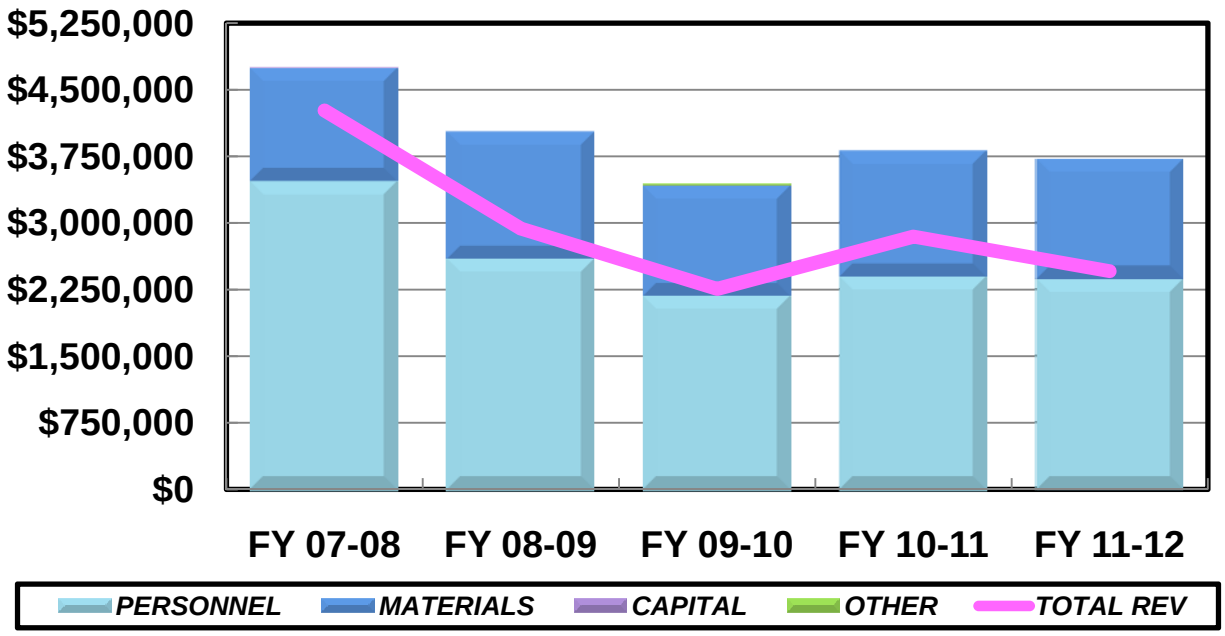
Financial Condition

County Counsel is funded entirely from chargebacks to County departments based on their percentage of usage and by chargebacks to Risk Management on specific litigation cases. The strategy of this office is to continue operating competently at maximum efficiency and at costs significantly lower than the market-based private law firms.

Program: 070101	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$1,851	$133	$2,130	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$340,694	$479,335	$372,905	$604,885	$696,328
Other	$179,190	$206,051	$215,325	$171,879	$157,729
Total	**$521,735**	**$685,519**	**$590,360**	**$776,764**	**$854,057**
EXPENDITURES					
Personal Services	$480,953	$575,184	$623,630	$676,205	$732,194
Materials & Services	$78,617	$64,169	$76,245	$100,559	$133,975
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$559,570**	**$639,353**	**$699,875**	**$776,764**	**$866,169**
Full-Time Equivalent	**7.00**	**7.00**	**6.00**	**6.00**	**6.00**

DEVELOPMENT SERVICES

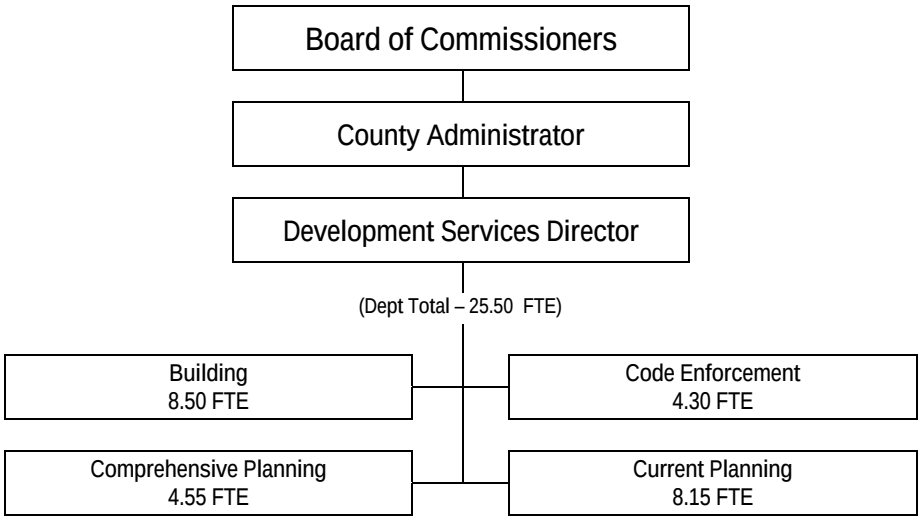
2007-2008 to 2011-2012



	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
PERSONNEL	$3,469,067	$2,597,712	$2,179,819	$2,396,640	$2,372,839
MATERIALS	$1,272,304	$1,429,818	$1,240,728	$1,417,309	$1,348,493
CAPITAL	$6,249	$0	$0	$0	$0
OTHER	$0	$0	$19,996	$0	$0
TOTAL EXP	$4,747,620	$4,027,530	$3,440,543	$3,813,949	$3,721,332
TOTAL REV	$4,265,982	$2,936,133	$2,258,050	$2,846,975	$2,457,503
FULL-TIME EQUIVALENT	56.80	44.00	30.50	29.50	25.50

Numbers for FY 07-08 through FY 09-10 are actual revenues and expenditures. FY 10-11 and FY 11-12 are adopted budgets. For an explanation of the differences between the actual expenditures and budgets, see the Differences Between "Actual" and "Budgeted" Numbers located in the Budget Summary section of this document on page 24. There are no major changes to this budget. The decrease of FTEs in recent years is due to the reduction in revenues attributable to the construction market, which has resulted in a reduction of staff.

Organization Chart



All employees are reported as full-time equivalents (FTE).

DEVELOPMENT SERVICES

Department Summary

Purpose Statement: To provide customers with friendly, accurate, useful, and timely information regarding the development, utilization, and preservation of Jackson County's natural resources. Meet private and public facility needs through the sound application and leadership in planning, permitting, infrastructure inspection, and code compliance.

Highlights and Challenges

Major Issues and Service Level Goals for Fiscal Year 2011-2012

- An issue facing the Department in preparation of this budget is accurately projecting revenue. The "Great Recession" continues and while it appears that the economy is leveling out, any significant increase in development activity is likely two or more years away. As such, the Department has projected revenues conservatively with an anticipated 24 percent reduction in the Community Development Fee from what was budgeted during the 2010-2011 fiscal year. The significance of this reduction is that even with staffing reductions and reductions in operating expenditures, the Department continues to rely on the General Fund to balance the budget. The Department has been allocated $1,263,829 in General Fund revenue to assist in balancing the Department's budget. This clearly does not meet the Budget Committee's directive of the Department being fee supported. And, given the County future overall budget picture, this reliance is not sustainable. Therefore, staff will recommend to the Board of Commissioners an increase in fees during the 2011-2012 fiscal year simply to maintain the current level of service.
- The Department has reduced expenditures in the Current and Comprehensive Planning Programs by $25,581, which is approximately 2 percent less than the budgeted expenditures for those programs for fiscal year 2010-2011. Between what is budgeted during the 2011-2012 fiscal year and what was budgeted during the 2010-2011 fiscal year, the Planning Program's budget has been reduced $219,330. The Department also reduced the Building Program's expenditures by $106,793 or 8 percent for the 2010-2011 fiscal year. Between the current fiscal year and the 2010-2011 fiscal year the Building Program's budget has been reduced by $235,181. Over the past two fiscal years the Department's total expenditure reductions in the Current, Comprehensive, and Building Program's are $454,511. The Code Enforcement Program has increased expenditures by $39,757 over the 2010-2011 fiscal year. This is due to increases in personnel costs. Over the last two fiscal years the Code Enforcement Program has increased expenditures $321,563, due primarily to the increase in staffing levels directed by the Board of Commissioners.
- The Department, due to a decrease in anticipated revenue, will experience a reduction in staff. Staff reductions are expressed primarily in not filling vacant positions. However, one position will be eliminated in the Department and the result will be a redistribution of work load in the Administration Program.
- Continue to work toward a web-based permitting process and integrate into the State's website to allow "one stop shopping" for permit purchases which do not

require a plan review. This is an ongoing effort that requires assistance from the State Building Codes Division. The estimated timeframe for this project, due to State budget and technical delays, is still several years out.

- Implement recommendations from the Land Development Ordinance (LDO) audit. The audit identified areas of the LDO that are more restrictive than State law and provided recommendations that would correct the issue(s). Focus will be on developing improved site plan review procedures and creating standards for farm stands which would allow some farm stands to be processed as a Type 1.
- Should legislation pass during the 2011 Legislative Session allowing the County to develop a "premium service" fee, the Current Planning Program will complete the work necessary to implement such a fee.
- Continue working on the update of the Economy Element of the Comprehensive Plan.
- Update subjects of policy significance within the LDO and initiate adoption of amendments as necessary. When updating the LDO, emphasis will be on making those amendments no more restrictive than State law.
- Examine the intake and review process in Current Planning in order to improve the consistency of information provided to our customers and maximize efficiencies with available staff. Complete an update of all Type 2 applications and create corresponding check lists for customers and staff.
- The Comprehensive and Current Planning Programs will continue active involvement in the Regional Problem Solving (RPS) process, and staff will update the Comprehensive Plan map and text amendments and LDO zoning map and text amendments as is required to adopt the RPS Regional Plan.
- Continue to monitor performance measures for all land use application processes in the Current Planning Program and performance measures in the Building Program.
- Monitor performance measures for the Code Enforcement Program and provide annual reporting to the Board of Commissioners.
- Continue to support and promote staff training within the constraints of the budget.

Major Issues and Service Level Accomplishments for Prior Year

- Completed a text amendment revising the Floodplain Overlay section of the LDO in order to meet the national flood insurance program requirements for floodplain management in Jackson County and new Federal Emergency Management Agency (FEMA) required floodplain maps.
- Completed an electrical cross-training class for all Construction Inspectors.
- In an effort to increase the presence of the Code Enforcement Program and decrease the backlog of code enforcement cases the Board of Commissioners, in the 2010-2011 fiscal year, authorized funding for a 1.50 full-time equivalent (FTE) Code Enforcement Officer increase and a 0.50 FTE support staff increase. The support staff position was necessary to enable the officers to be out in the field for the majority of their day. General Fund monies were used to pay for this increase.

- The Board of Commissioners approved an area-wide Goal 11 Exception for approximately 1,600 parcels within the County. Statewide Planning Goal 11 ordinarily prohibits sewer extensions outside of Urban Growth Boundaries; the area-wide Goal 11 Exception will enable sewer services to be extended to approximately 1,600 properties within a variety of geographic areas within the County. This Goal Exception was necessary due primarily to the general unsuitability of soils in the exception area to adequately treat sewage.
- The Board of Commissioners approved amendments to the Wildfire Safety, Emergency Vehicle Access, and Private Roads sections of the LDO.
- Began the process of updating the Economy Element of the Comprehensive Plan.
- Developed performance measures for the Code Enforcement Program.
- Programmed the Tidemark permitting software to automatically generate letters informing customers that their permit(s) is reaching its expiration date.

Building

Program Purpose

The Building Program is responsible for administering the State of Oregon's structural, mechanical, plumbing, electrical, and manufactured dwelling specialty codes. The Building Program is helping to meet County goal: (1) Protect the health, safety, and well-being of all citizens.

Program Information

The Building Program provides the following services:

- **Building Permits**

  Strategic Objective: Provide expedient and accurate review of construction documents in a professional atmosphere.

  Strategic Objective: Provide a compliance program that ensures the public has access to licensed and registered contractors.

  Strategic Objective: Provide inspectors who exceed continuing education requirements that are mandated for their certification levels.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Percent of time residential plan reviews are completed within a ten-day-period	100%	45%	59%	50%

Plan reviews continue to be completed in a professional and accurate manner, although timeframes for completion have risen. This is due to staff reductions including the elimination of a dedicated plans reviewer; inspectors now perform this function as time allows. The 2010-2011 fiscal year saw an improvement in plans review turn around times due to efficiencies gained via the Program's cross-training focus. However, it is anticipated that turn around times may decline slightly again due to a further reduction in staffing. A vacancy, due to a retirement, will not be filled and it is anticipated that a heavier inspection load will occur during the summer months.

- **Inspections**

  Strategic Objective: Inspections will be performed within 48 hours in all areas that are not defined as a remote location per Oregon Administrative Rules (OAR) 918-271-0010 and 918-785-0220. Inspections in remote areas will be made within a reasonable time period, not to exceed seven calendar days.

Strategic Objective: Continue to work toward a web-based permitting process and integrate into the State's website to allow "one stop shopping" for permit purchases which do not require a plan review. This is an ongoing effort that requires assistance form the State Building Codes Division. The estimated timeframe for this project, due to State budget and technical delays, is still several years out.

Strategic Objective: Complete cross-training inspectors which will lead to additional certifications whereby inspections can be completed in the multiple disciplines of electrical, plumbing, and building by one inspector.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Building inspections*	100%	99%	99%	99%
Mechanical inspections*	100%	100%	100%	100%
Electrical inspections*	100%	98%	98%	98%
Plumbing inspections*	100%	100%	99%	99%

*Percent of time that requests for inspections are done within 24 hours of the request.

Inspections have continued to be within the State-mandated inspection timeframe of 48 hours. The table, above, shows that with minor exceptions, inspections continue to be done within 24 hours, well above the performance statutorily mandated.

The cross-certification training of the inspectors is a major accomplishment and a significant factor in meeting statutory inspection requirements. Completion of the cross certifying education is now completed and Construction Inspectors' final State testing for the residential electrical certification is in process. The continuing education of the inspectors, to maintain these certifications, will be an on-going performance measure for the Building Program.

Significant Issues in the Year Ahead

Given the severe reduction in Community Development Fee revenue and the need to arrive at a budget within the Department's target, a vacant position will not be filled in this Program.

The goal for the 2011-2012 fiscal year is to continue to provide efficient customer service at the current reduced staffing levels. To this end,

completion of the cross-training certification testing is vital to the Program's efficiency. Inspectors that have certifications in more than one discipline area are a critical component to the Program's ability to maintain good customer service. Instead of two or three Inspectors going out to one site to, for example, conduct a plumbing and structural inspection, one Inspector who is certified in plumbing and building can now achieve the same result.

Financial Condition

It continues to be extremely difficult to predict Development Services' revenues during this "great recession." It appears that the economy is leveling out, however any significant increase in development activity looks as though it will be two or more years away. This is particularly important for the Building Program as the number and type of building permits not only fund the Program, but provide the Community Development Fee, which provides funding for each program within the Development Services Department. The Building Program has typically paid for itself through building permit fees. However, given the anticipated economic circumstances for the 2011-2012 fiscal year, the Building Program has been allocated $362,603 in General Fund revenue.

In an effort to minimize the Program's reliance on the General Fund, the Program's budget has been reduced 8 percent or $106,793 from what was budgeted during the 2010-2011 fiscal year. Over the past two fiscal years expenditure reductions in this Program total 16 percent or $235,181. The budgeted expenditures provide funding, albeit frugally, for the efficient operation of the Building Program.

The Building Program is 71 percent funded by permit fees and 29 percent funded by the General Fund.

In order to better meet the County Budget Committee's directive of making the Department self-supporting, staff will recommend fee increases during the 2011-2012 fiscal year.

Building

Program: 370102	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$2,030,875	$920,724	$814,012	$1,022,000	$900,000
Other	$0	$126,751	$0	$0	$0
Total	**$2,030,875**	**$1,047,475**	**$814,012**	**$1,022,000**	**$900,000**
EXPENDITURES					
Personal Services	$1,267,224	$1,005,018	$895,474	$958,496	$889,051
Materials & Services	$446,123	$427,276	$436,875	$410,900	$373,552
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$1,713,347**	**$1,432,294**	**$1,332,349**	**$1,369,396**	**$1,262,603**
Full-Time Equivalent	**19.30**	**14.70**	**11.30**	**10.90**	**8.50**

Code Enforcement

Program Purpose

The purpose of the Code Enforcement Program is to protect the health, safety, and livability in the County by assuring compliance with the County's land use, solid waste, riparian, floodplain, and construction codes. This Program is helping to meet County goal: (1) Protect the health, safety, and well-being of all citizens.

Program Information

The Code Enforcement Program provides the following services:

- **Respond to Code Violation Concerns**

Strategic Objective: Provide a comprehensive enforcement program. This included the addition of 1.50 full-time equivalent (FTE) Code Enforcement Officers and a 0.50 FTE Office Assistant III dedicated to code enforcement by Board of Commissioners' directive in the 2010-2011 fiscal year.

Strategic Objective: Provide for a part-time compliance officer to be assigned to White City; this position has, and continues to be, funded by the White City Enhanced Law Enforcement District.

Strategic Objective: Provide thorough investigations of violations using Warnings of Violation with the goal of education and voluntary compliance. Civil fines and penalties through County Administrative Hearings will be used in those cases where voluntary compliance cannot be achieved.

Strategic Objective: Continue evaluating and tracking data to assess the performance of the Code Enforcement Program. These performance measures include: 1) the percentage of cases closed per the priority ranking as approved by the Board of Commissioners; 2) the number of permits obtained as a direct result of code enforcement action; 3) the number of cases referred to outside agencies; 4) the number of cases which were unfounded; and 5) the number of citizen complaints regarding Code Enforcement Officers.

Strategic Objective: Continue providing enforcement actions based upon the priorities approved by the Board of Commissioners. Complaints will be addressed according to the following priorities: 1) violations that present an imminent threat to public health and safety; 2) violations affecting rivers, streams, and/or adjacent riparian areas; 3) code violations consisting of ongoing, unpermitted construction;

4) land use violations, including failure to timely meet conditions of approval; 5) violations involving failure to meet requirements and/or timelines for construction and environmental health permits; and 6) solid waste which is a public nuisance or unattractive.

- **Increase Rate of Compliance**

Strategic Objective: As allowed within the Codified Ordinances of Jackson County, County Counsel will assist in the prosecution of code cases when they go to a hearing, for those cases which warrant professional assistance. This will include follow-up on cases where the Hearings Officer's judgment was ignored rendering the necessity of contempt of court charges.

Strategic Objective: Issuance of a citation within 30 days depending on: priority, complexity, seasonal factors, and willingness of violator to voluntarily comply.

Strategic Objective: Continue to provide for a more efficient record keeping and collection system for unpaid fines.

Strategic Objective: Identify local resources that can be used by violators to assist them in achieving voluntary compliance efforts.

Significant Issues in the Year Ahead

With the increased staffing levels, the Code Enforcement Program's goals are: 1) to continue to improve the effectiveness and efficiency of this Program by further exploring, developing, and improving processes and procedures; 2) to increase the visible and public presence of code enforcement within the County; 3) to continue to refine performance measures that are quantitative; 4) to streamline the process and, with that, the timeline for gaining compliance with County Ordinances; and 5) to continue efforts to inform and educate the public as to County Ordinance requirements.

Financial Condition

The Board of Commissioners, in the 2010-2011 fiscal year, authorized funding for a 1.5 FTE Code Enforcement Officer increase and a 0.5 FTE support staff increase. The support staff position was necessary to enable the officers to be out in the field for the majority of their day. General Fund monies were used to pay for this increase.

The Program also receives a transfer from the White City Enhanced Law Enforcement District (WCELED) tax levy, which pays for a 0.50 FTE Code Enforcement Officer dedicated to providing service to White City.

Code Enforcement

Historically, the Program has had difficulty collecting fines that were issued to violators who refuse to voluntarily comply with County ordinances. In order to increase the likelihood of fine collection, during the 2010-2011 fiscal year, the Development Services Department contracted with a private collections firm. As this is a new approach, the level of fine collection is unknown. While fines will by no means ever cover the cost of the Code Enforcement Program, the collection of fines will reduce the amount of General Fund or Community Development Fee revenue required to fund the operating expenditures of the Program.

The Program will receive 15 percent funding from Community Development Fees and is 14 percent funded from WCELED funds. The remaining 71 percent is funded by General Fund contributions and the collection of fines.

In order to better meet the County Budget Committee's directive of making the Department self-supporting, staff will recommend fee increases during the 2011-2012 fiscal year.

Program: 370105	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$193,695	$41,417	$76,420	$108,465	$191,706
Other	$0	$0	$0	$0	$0
Total	**$193,695**	**$41,417**	**$76,420**	**$108,465**	**$191,706**
EXPENDITURES					
Personal Services	$221,514	$132,214	$177,808	$294,280	$317,571
Materials & Services	$87,359	$106,814	$154,244	$215,640	$232,106
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$19,996	$0	$0
Total	**$308,873**	**$239,028**	**$352,048**	**$509,920**	**$549,677**
Full-Time Equivalent	**3.75**	**3.55**	**3.60**	**4.40**	**4.30**

Comprehensive Planning

Program Purpose

The Comprehensive Planning Program maintains a Comprehensive Plan and Land Development Ordinance designed for Jackson County's unique environment that complies with State and Federal law. The Comprehensive Plan addresses 14 statewide goals that plan for preservation of agriculture and timber resources while providing for residential, commercial, and industrial development. It also includes inventories of natural, historic, and scenic resources, along with economic and land use projections. The Comprehensive Planning Program has primary responsibility for the Land Development Ordinance update and provides staff support to the Jackson County Planning Commission. This Program is helping to meet County goal: (12) Plan for the future.

Program Information

The Comprehensive Planning Program supports the following:

- **Comprehensive Plan**

  Strategic Objective: Continue to implement the Comprehensive Plan and update the plan on a timely basis.

- **Land Development Ordinance**

  Strategic Objective: Continue to implement the Land Development Ordinance and prepare an annual ordinance update.

Significant Issues in the Year Ahead

The Comprehensive Planning Program's work program has historically, and continues to focus on legislative changes that generate no concurrent revenue. While it is necessary to have a current and relevant Comprehensive Plan, it is also important to process comprehensive planning applications that not only generate application fees but result in development. Therefore, the goal of the Comprehensive Planning Program continues to be to balance comprehensive planning amendment tasks with land use applications that result in development.

Complete the County's Regional Problem Solving (RPS) process, which includes Comprehensive Plan map and text amendments, as well as Land Development Ordinance zoning map and text amendments required to adopt the RPS Regional Plan and create and adopt Urban Reserve Management Agreements (URMA) with each RPS participating city. It is anticipated that cities, after the RPS Regional Plan is adopted, will come forward to the County for Urban Growth Boundary expansions. This will constitute a significant portion of the Comprehensive Planning Program's work program for the next three to five years.

Continue working on an update to the Comprehensive Plan Economy Element. Continue working with the Citizen Involvement Committee which has a goal of enhancing the general public's knowledge of land use planning.

The continuation of a Transportation Planner in the Comprehensive Planning Program, paid for by transportation system development charges, will allow for a continued transportation focus within the Program.

The greatest asset utilized in the commerce of customer service is the Comprehensive Planning staff. Development Services' goal is to retain qualified and capable staff and to enhance their skills with necessary training and professional development.

Financial Condition

It continues to be extremely difficult to predict Development Services' revenues during this "great recession." It appears that the economy is leveling out, however any significant increase in development activity looks as though it will be two or more years away. This is particularly important because the Comprehensive Planning Program relies heavily on the Community Development Fee as the Program's operational costs far exceeds the fees it collects. Fees for service make up only 4 percent of the Comprehensive Planning Program's revenue. The reason for this is the overall majority of the work conducted by the Program is generated by the Board of Commissioners and does not yield a fee.

Eight years ago the Budget Committee's direction to the Department was to reduce its reliance on the General Fund and become supported by fees, and as a result the Community Development Fee was adopted. The fee is a percentage of certain types of commercial and residential building permit fees. Based on the building trends of the last three years, the Department has budgeted an overall 24 percent reduction in the Community Development Fee. In order to fill the gap of the declining Community Development Fee, the Comprehensive Planning Program has needed to utilize General Fund revenue.

In an effort to minimize the Program's reliance on the General Fund, the Program's budget has been reduced one percent or $9,164 from what was budgeted during the 2010-2011 fiscal year. Over the past two fiscal years expenditure reductions in this Program total 13 percent or $97,171. The budgeted expenditures provide funding, albeit frugally, for the efficient operation of the Comprehensive Planning Program.

The Comprehensive Planning Program revenue is made up of application fees, anticipated to account for just 4 percent of the revenue collected by the Comprehensive Planning Program while allocation of the Community Development Fee makes up 82 percent of the budgeted amount. An additional 8 percent is provided by transfers for the cost of the Transportation Planner and the remaining 6 percent is General Fund support.

In order to better meet the County Budget Committee's directive of making the Department self-supporting, staff will recommend fee increases during the 2011-2012 fiscal year.

Comprehensive Planning

Program: 370101	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$52,640	$42,922	$49,337	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$260,835	$46,982	$22,380	$71,020	$614,635
Other	$0	$0	$0	$0	$0
Total	**$313,475**	**$89,904**	**$71,717**	**$71,020**	**$614,635**
EXPENDITURES					
Personal Services	$450,983	$438,776	$423,112	$400,681	$433,727
Materials & Services	$157,052	$186,317	$209,867	$264,805	$222,595
Capital Outlay	$3,749	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$611,784**	**$625,093**	**$632,979**	**$665,486**	**$656,322**
Full-Time Equivalent	**8.40**	**5.85**	**5.15**	**4.60**	**4.55**

Current Planning

Program Purpose

The Current Planning Program facilitates development on residential, commercial, and industrial lands, as well as protecting resource lands via the County's land development regulations in concert with State and Federally mandated programs. The Current Planning Program is helping to meet County goal: (12) Plan for the future.

Program Information

The Current Planning Program provides the following services:

- **Land Use Permits**

Strategic Objective: Render a staff decision on Type 1 administrative land use permits within 20 days.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Percent of Type 1 administrative land use permits completed in 20 days or less	70%	75%	75%	75%
Average number of processing days	16	15	15	15

The average number of days to process a Type 1 application has been reduced approximately 44 percent since performance measures were instituted.

Strategic Objective: Render a staff decision on Type 2 discretionary land use permits within 50 days.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Percent of Type 2 discretionary land use permits completed in 50 days or less	71%	80%	80%	75%
Average number of processing days	50	45	45	48

The average number of days to process a Type 2 application has been reduced approximately 28 percent since performance measures were instituted.

Strategic Objective: Render a staff decision on complex Type 2 discretionary land use permits within 65 days.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Percent of complex Type 2 discretionary land use permits completed in 65 days or less	65%	75%	75%	70%
Average number of processing days	62	60	60	62

The average number of days to process a complex Type 2 application has been reduced approximately 32 percent since performance measures were instituted.

Strategic Objective: Render a staff decision on Type 3 administrative land use permits within 90 days.

Outcome: Staff only processed one Type 3 application during the 2009-2010 fiscal year.

It should be noted that it is highly unlikely that the performance measures will be met 100 percent of the time. There are various reasons for this, including but not limited to: staffing levels to work load ratio, customer request, and staff not receiving timely information.

- **Public Information**

Strategic Objective: Provide many informational services to the citizens of Jackson County. These include, but are not limited to: answering phone questions concerning applications and zoning; providing limited mapping services with available mapping data; pre-application conferences and individualized appointments for specific and general questions; counter service for providing process guidance; receipt of land use requests; and general zoning and permitting assistance.

Significant Issues in the Year Ahead

Given the severe reduction in Community Development Fee revenue and the need to arrive at a budget within the Department's target, a vacant position will not be filled in this Program.

The Current Planning Program will continue to refine and monitor performance measures. Customer materials and procedures will be reworked so they are more understandable and user-friendly. As time allows, a thorough examination of the intake and review process will be

assessed in order to improve the consistency of information provided to our customers and to maximize efficiencies with available staff.

Should legislation pass during the 2011 Legislative Session allowing the County to develop a "premium service" fee, the Program will complete the work necessary to implement such fee.

During the 2010-11 fiscal year, a report was commissioned to determine where the Land Development Ordinance (LDO) was more restrictive than State law. While the report found only a few instances where the County was more restrictive, the consultant did suggest improvements to the LDO. One of the suggestions was improving the Site Plan Review procedures. During the 2011-12 fiscal year, staff will be bringing forward key procedure improvements for adoption. In addition, standards for farm stands will be created and proposed for adoption.

Training of the Current Planning Program's most valuable resource, staff, will continue. Much of the staff training will be focused toward Oregon Revised Statutes, Oregon Administrative Rules, the Jackson County Comprehensive Plan, and Land Use Board of Appeals (LUBA) case law as they pertain to implementation of Jackson County's Land Development Ordinance (LDO).

Financial Condition

It continues to be extremely difficult to predict Development Services' revenues during this "great recession." It appears that the economy is leveling out, however any significant increase in development activity looks as though it will be two or more years away. This is particularly important for the Current Planning Program as its operational costs surpass the fees it collects. This is due in part to the fact that the Program provides services for which the Program receives little or no compensation. These services include answering inquires whether it be over-the-counter, on the telephone, or by email. As such, the Program has historically been subsidized by the Community Development Fee.

Eight years ago the Budget Committee's direction to the Department was to reduce its reliance on the General Fund and become supported by fees, and as a result the Community Development Fee was adopted. The fee is a percentage of certain types of commercial and residential building permit fees. Based on the building trends of the last three years, the Department has budgeted an overall 24 percent reduction in the Community Development Fee. This has created a need to utilize General Fund revenue in the Current Planning Program to fill the gap left by the declining Community Development Fee.

In an effort to minimize the Program's reliance on the General Fund the Program's budget has been reduced 1 percent or $16,417 from what was budgeted during the 2010-2011 fiscal year. Over the past two fiscal years expenditure reductions in this Program total 9 percent or $122,159.

Current Planning

Fees generate only 36 percent of this Program's revenue. In addition, a Title III grant provides 7 percent additional funding; the Community Development Fee provides 17 percent; and the remaining 40 percent is General Fund support.

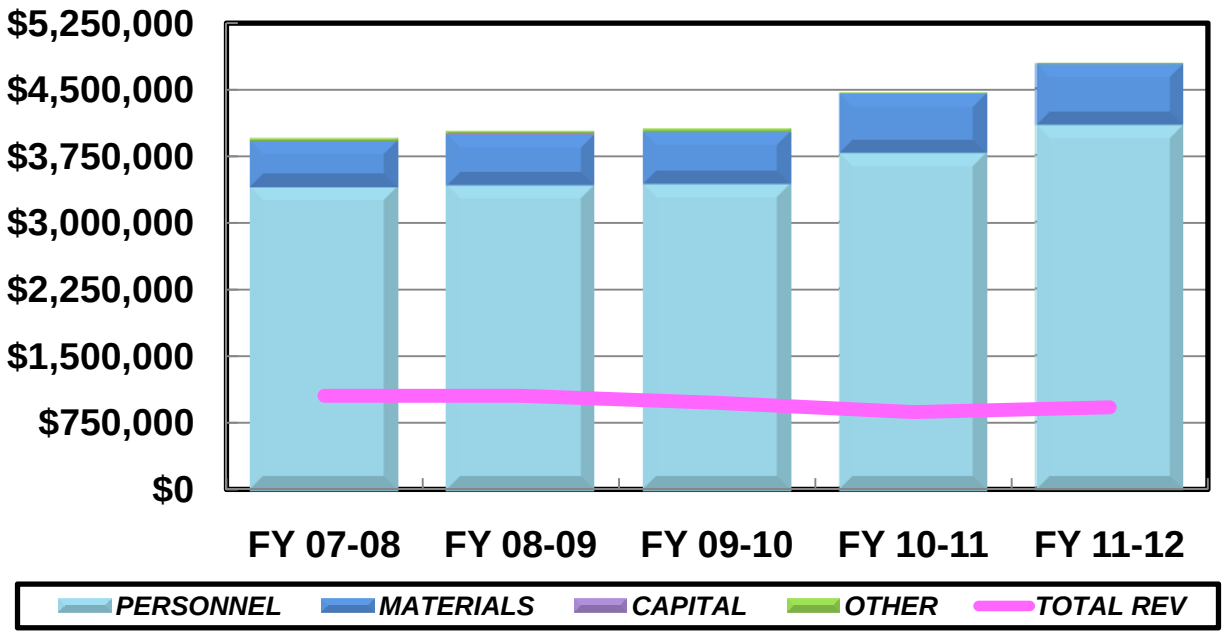
In order to better meet the County Budget Committee's directive of making the Department self-supporting, staff will recommend fee increases during the 2011-2012 fiscal year.

Program: 370104	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$1,198,513	$1,626,845	$1,295,890	$1,645,490	$751,162
Other	$0	$0	$0	$0	$0
Total	**$1,198,513**	**$1,626,845**	**$1,295,890**	**$1,645,490**	**$751,162**
EXPENDITURES					
Personal Services	$1,041,183	$758,322	$683,377	$743,183	$732,490
Materials & Services	$428,144	$590,867	$439,647	$525,964	$520,240
Capital Outlay	$2,499	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$1,471,826**	**$1,349,189**	**$1,123,024**	**$1,269,147**	**$1,252,730**
Full-Time Equivalent	**19.05**	**14.20**	**10.45**	**9.60**	**8.15**

This Page Reserved for Notes

DISTRICT ATTORNEY

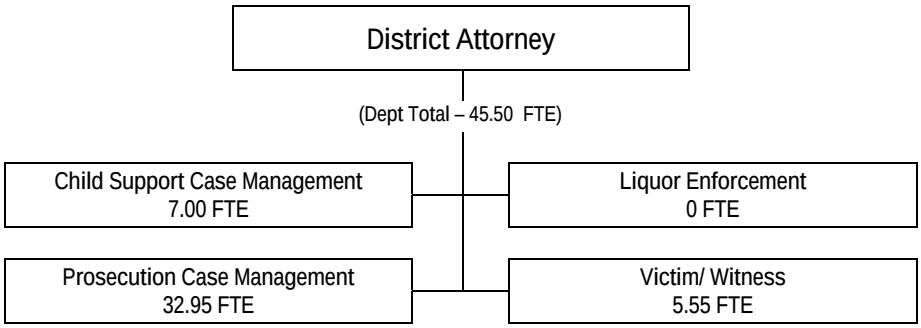
2007-2008 to 2011-2012



	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
PERSONNEL	$3,391,758	$3,409,233	$3,423,237	$3,770,429	$4,084,755
MATERIALS	$518,924	$569,931	$587,168	$666,020	$685,971
CAPITAL	$0	$11,500	$0	$0	$0
OTHER	$32,657	$31,482	$39,704	$20,000	$17,000
TOTAL EXP	$3,943,339	$4,022,146	$4,050,109	$4,456,449	$4,787,726
TOTAL REV	$1,053,865	$1,053,360	$975,274	$871,180	$923,952
FULL-TIME EQUIVALENT	44.63	46.00	44.50	46.00	45.50

Numbers for FY 07-08 through FY 09-10 are actual revenues and expenditures. FY 10-11 and FY 11-12 are adopted budgets. For an explanation of the differences between the actual expenditures and budgets, see the Differences Between "Actual" and "Budgeted" Numbers located in the Budget Summary section of this document on page 24. There are no major changes to this budget. The addition of 1.00 FTE in FY 10-11 is due to the hiring of a new attorney to work with the Southern Oregon Hi-Tech Crimes Task Force. The increases in FY 10-11 and FY 11-12 are attributable to general cost increases.

Organization Chart



All employees are reported as full-time equivalents (FTE).

DISTRICT ATTORNEY

Department Summary

Purpose Statement: To protect the safety and well-being of the citizens of Jackson County by prosecuting criminal offenses, providing services to crime victims and witnesses, and acting as an advisor to local police agencies in matters involving criminal law. Additionally, the Department, through the Child Support Division, assists in the establishment and maintenance of child support orders consistent with State guidelines, monitors payments of child support obligations, and assists in the enforcement of child support orders.

Highlights and Challenges

Major Issues and Service Level Goals for Fiscal Year 2011-2012

- The State budget problems will impact some County agencies more directly than they will the District Attorney's Office. Service partners such as the Oregon State Police (OSP), courts, and indigent defense are also likely to be affected. In the past, budget shortfalls have resulted in court closures and directives from the Oregon Judicial Department that certain misdemeanor cases not be processed at all through the courts. How budget shortfalls at the State level play out in the 2011-2013 State biennium remains to be seen.
- In 2010, the Identification Services Division of the Oregon State Police held a series of statewide meetings to follow up on a 2009 legislative directive to examine the fees charged by the State for running criminal background checks. Currently, police and District Attorneys are not charged for this essential service. If OSP and/or the Oregon legislature do decide that community partners should be billed for these services, this could result in additional fees, just to the District Attorney, of $20,000 or more annually.
- State funding for prosecution costs for the District Attorneys' offices has swung back and forth, from little to none, in each of the recent legislative sessions. That is a trend in which State funding for District Attorneys has been diminishing, while funding for the courts and indigent defense has increased. The 2007 legislative session added back some limited funding, characterized as "prosecutorial assistance," rather than as Deputy District Attorney supplements, to make it clear that such funding does not actually pay for the Deputy District Attorney positions. That revenue stream was projected to continue during the 2009-2011 State budget cycle; however, the legislature ultimately did not appropriate any funds. Given the State budget problems, no revenue has been projected from this source for the County's 2011-2012 fiscal year.
- In 2009 the Victim/Witness Program received a grant from the Office of Violence Against Women which will be ending in March of 2011. Thus, funding for .50 full-time equivalent (FTE) domestic violence advocate will be eliminated in the 2011-2012 budget. There is no reason to believe the number of domestic violence cases will drop so the program will continue to provide services to over 600 victims of domestic violence each year with fewer staff.
- Oregon continues to be in a period of significant unemployment, as declared on

May 6, 2009, by Attorney General John Kroger. Accordingly, the Oregon Administrative Rules were amended to allow temporary, six-month modifications to existing child support orders when one party demonstrates a change of circumstances due to prevailing economic conditions. Requests for these temporary Employment Related Modifications (ERMs) will be process by the Family Support Division. These continue to be difficult economic times for many people, and the Attorney General's declaration remains in effect.

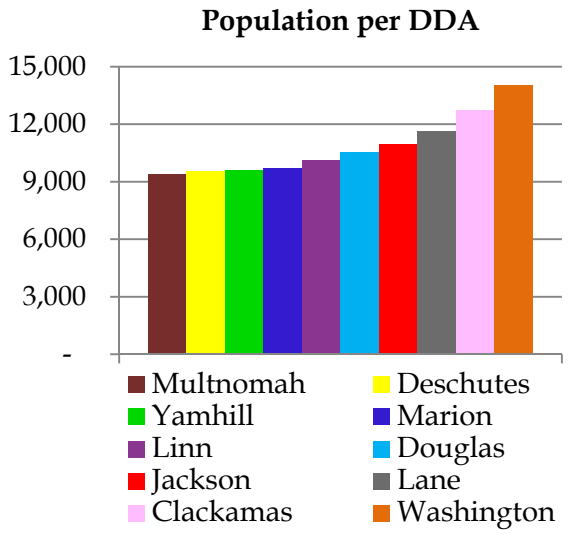
Major Issues and Service Level Accomplishments for Prior Year

- The addition of a new Deputy District Attorney for the Juvenile Court three years ago had a significant positive impact on the work that the District Attorney's Office is able to do on behalf of children who are victims of abuse and neglect. The cases that the attorneys have to deal with are increasingly complex. The addition of the attorney position was made possible through a combination of new State funding and additional support from the County's General Fund. It is anticipated that State funding will continue in the County's 2011-2012 fiscal year; however, that will not be known for certain until after the State adopts its budget for the 2011-2013 biennium.
- The District Attorney's current staffing levels allow staff to continue to convene three Grand Juries each week. This has kept the backlog of cases waiting for indictment to a minimum, while allowing Grand Jury sessions to be scheduled further in advance for cases in which the defendant is not lodged in jail.
- The addition of a prosecutor in the 2010-2011 fiscal year to be assigned to the High Tech Crimes Task Force (HTCTF) and to work gang cases through the Medford Area Drug and Gang Enforcement Team (MADGE) is already proving to be a worthwhile investment. The HTCTF investigated 64 child exploitation cases in 2010, up significantly from the 26 cases worked in 2009. The assigned prosecutor has worked on many of these cases and is also the District Attorney's representative to the area gang task force. Forfeiture funding through MADGE was an identified source of revenue for this position. In the 2010 calendar year, MADGE seized cash and assets valued at over $230,000. The MADGE Intergovernmental Agreement was authorized by the Board of Commissioners at their January 5, 2011, meeting. Pursuant to this Agreement, 5 percent of forfeiture proceeds are directed to the District Attorney.
- The State courts, through OnTrack, applied for State grant funding to expand the local treatment courts to specifically cover defendants who have committed property crimes, are repeat offenders, and who have substance abuse addictions. That grant was awarded and the Recovery Opportunity Court (ROC) began operation in May of 2010. The funds were originally authorized to deal with Measure 57 offenders, but since most of those sentencing options were eliminated with the passage of House Bill (HB) 3508, entry into ROC is primarily reserved for those property offenders who have prior property crimes convictions, yet who show some promise of rehabilitation if accepted into the rigorous treatment and accountability model offered by the treatment court. As of January, 2011, 54 defendants have been admitted to ROC. The grant funding allows the court to take up to 100 participants per year. Adding additional offenders to the treatment courts has increased the time that the District Attorney's Office spends

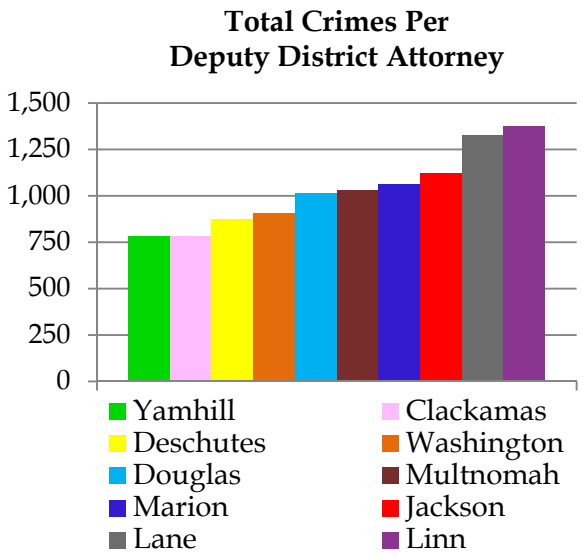
in court staffing these cases. However, recidivism studies from treatment courts in Jackson County and nationwide show generally positive outcomes.

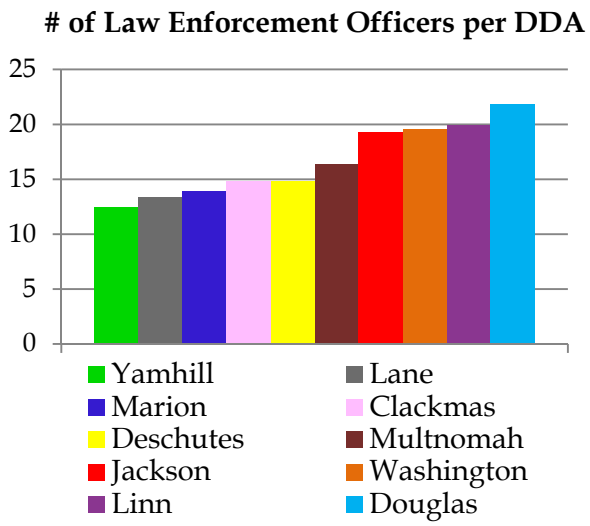
- During the 2009-2010 fiscal year, volunteers donated 1,942 hours of service to the Victim/Witness Program. The volunteer force is very important to this program and staff strives to recognize volunteer accomplishments as much as possible. In December of 2010 one of the volunteers was nominated to receive the Jackson County Community Service Award, to be presented in October of 2011. The District Attorney's Office is very proud of the work of its volunteers.
- In the 2009-2010 fiscal year the Victim/Witness Program submitted restitution information to the court which resulted in court orders requiring the payment by criminal defendants of almost $92,000 in restitution to reimburse the State Criminal Injuries Compensation Fund for medical and other expenses paid out to crime victims.
- Current economic difficulties have created challenges for child support agencies to ensure child support orders are appropriate and collectible. The Family Support Division has taken steps to address these issues. To create appropriate, manageable child support orders, Temporary Employment Related Modifications are processed for those individuals who claim reduced income due to loss of work. All modification legal actions were prioritized, and the backlog of pending requests for modification has been reduced from six months or longer, to two to three months for orders to be reviewed. On the enforcement side, the Family Support Division switched to punitive contempt court actions and implemented new laws that allow license suspension on cases with child support arrears only, which are anticipated to increase collections on cases in the future.

Benchmark

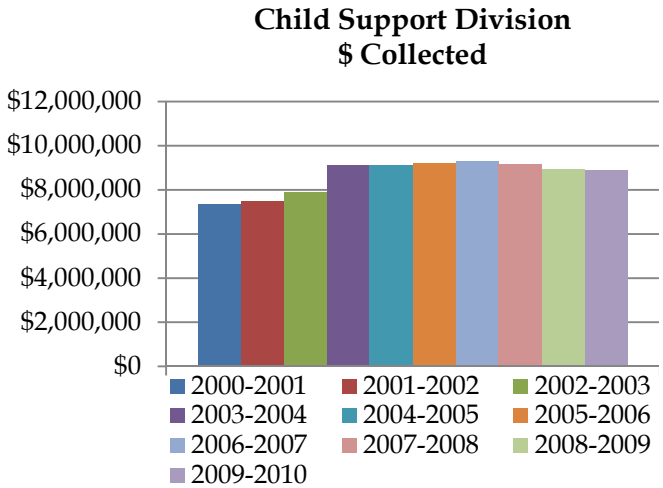


DISTRICT ATTORNEY





DISTRICT ATTORNEY



Child Support Case Management

Program Purpose

To help citizens of Jackson County who are not on public assistance with the establishment of paternity, child support, and/or medical insurance orders and modification of child support orders. Further, to assist in the collection of ongoing child support and arrears through various enforcement activities, and to help citizens of the United States receive child support from obligors located in Jackson County. The Program is working toward County goal: (1) Protect the health, safety, and well-being of all citizens.

Program Information

The Child Support Case Management Program provides the following services:

- **Attachment of Wages, Unemployment, and Worker Compensation**

  Strategic Objective: Establish and maintain a monthly collection of accruing child support and payment on any arrearage amount owed by obligors on their child support cases.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Increase child support collected	$8,872,067	$9,000,000	$8,850,000	$9,000,000

A strategy is in place to increase collections based on a more aggressive use of the contempt process, license suspension, and attachment of wages. The January, 2010, change allowing suspension on arrears-only cases may result in increased collections on these cases in the future; although, given the continued economic conditions, collections are anticipated to remain unchanged in fiscal year 2011-2012.

- **Contempt Actions Heard by the Court Resulting in Supervision of Support Payments and/or County Jail Time**

  Strategic Objective: Obtain court sanctions for failure to pay child support.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Utilize contempt/criminal non-support actions as an enforcement mechanism	220	310	250	250

In 2010, the Program switched to filing punitive contempt of court actions. This was done to avoid certain legal issues with remedial contempt of court actions arising from recent Court of Appeals decisions.

- **Seek Criminal Non-Support Felony Charges**

  Strategic Objective: Present cases to the Grand Jury for criminal action determination.

Criminal non-support felony charges are sought by the Family Support Division on cases where obligors owe substantial arrears, typically in excess of $20,000. Criminal non-support charges are also pursued against obligors who have fled or reside outside of the State of Oregon because extradition of such obligors is available when felony charges are filed. Obligors convicted of criminal non-support are eligible for sentencing of up to five years in prison, subject to the sentencing guidelines.

- **Percentage of Cases with Orders**

  Strategic Objective: To increase the number and/or percentage of cases with support and/or medical insurance orders relative to the total number of cases.

This is a new strategic objective which replaces the strategic objective for quarterly case reviews**.** To maximize use of the existing computerized case management system, and to minimize workload inefficiencies, the manual labor-intensive process formerly used to obtain the case review statistic is no longer feasible. Termination of this tracking will not adversely impact program goals or incentives and will increase staff resources in time availability. Quarterly reviews of appropriate cases to ensure enforcement will continue, but will no longer be reported.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Increase cases with support and/or medical insurance orders	95%	n/a*	95.3%	95.6%

*As this is a new strategic objective for the Program, there was no budgeted percentage for fiscal year 2010-2011.

The Federal government awards incentive monies to child support programs based on certain performance measurements which compare the percentage of cases with orders relative to the overall percentage of cases. The Jackson County Child Support Case Management Program initiates a legal action for child support orders upon receipt of an application for services. Prioritizing the establishment of legal actions will support this measure.

- **Modifications of Existing Orders and Paternity Establishment**

  Strategic Objective: Review and confirm that existing support orders are in compliance with the current child support guidelines promulgated by the State of Oregon.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Increase modifications completed	*	*	*	250

*Due to introduction of a new computerized program for creating legal actions mid-way through fiscal year 2010-2011, modification tracking data was inconsistent and is not available. New tracking practices have been put in place for fiscal year 2011-2012.

The Jackson County Child Support Case Management Program monitors cases and uses a State of Oregon alert system to aid in the child support review process. The review, as well as the numbers of applications for services received, brings to the attention of the caseworker those cases needing modification and paternity order establishment.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Increase paternity orders established	*	*	*	30

*Due to introduction of a new computerized program for creating legal actions mid-way through fiscal year 2010-2011, paternity tracking data was inconsistent and is not available. New tracking practices have been put in place for fiscal year 2011-2012.

The projected number of paternity cases is based on previous case trends and client requests. Factors contributing to the number of paternity orders taken include the rate of County population increases and the number of custodial parents requesting assistance from the District Attorney's Office in establishment of paternity. This number may be impacted by the Child Support Case Management Program's ongoing efforts to educate the public on the benefits of paternity establishment for children and offer of free paternity testing by the Oregon Division of Child Support (DCS) to help meet Federal criteria for receiving incentive dollars around this performance measure.

Significant Issues in the Year Ahead

Oregon continues to be in a period of significant unemployment, as declared on May 6, 2009, by Attorney General John Kroger. Accordingly, the Oregon Administrative Rules were amended to allow temporary, six-month

modifications to existing child support orders when one party demonstrates a change of circumstances due to prevailing economic conditions. Requests for these temporary Employment Related Modifications (ERMs) will be processed by the Family Support Division. These continue to be difficult economic times for many people and the Attorney General's declaration remains in effect.

New program strategies have been created to reflect priorities and strategic direction for the Child Support Case Management Program over the next two to three years. In an effort to increase support to children, the Program is developing new, more convenient methods for obligors to pay their support, such as establishing a system for online payments and use of credit and debit cards. In addition, the State child support program has developed a system to automatically generate telephone messages to obligors who fail to pay their child support. It is anticipated that this will increase the number of obligors who make their payments on time and should also have a beneficial effect on overall collections. To further encourage child support payments, the Family Support Division has moved to punitive contempt actions against non-paying obligors.

Recognizing the unique structure linking State and District Attorney resources together, we embrace a collaborative partnership with the State to deliver consistent child support services, and participate in available joint training opportunities. Approximately 200 customers per month visit our office and receive the Family Support Division's prompt, courteous, and excellent public services.

We have improved customer service by significantly reducing the backlog of pending requests for modification. Previously, parties would have to wait six months or longer to have their orders reviewed. We are currently processing modifications in two to three months. This results in parties having a more appropriate order based on their changing economic circumstances.

Financial Condition

As was the case last year, the economic downturn may lead to a reduction of performance-based incentive funds. The Child Support Case Management Program continues to be reimbursed for 66 percent of its expenditures by the Federal government via the State of Oregon. The State and Federal governments also provide "incentive funds." It is anticipated the incentive funds will be approximately $85,026 for fiscal year 2011-2012.

Approximately 19 percent of the Child Support Case Management Program is funded by the County General Fund.

Child Support Case Management

Program: 170102	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$393,143	$431,004	$441,746	$422,555	$474,652
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$393,143**	**$431,004**	**$441,746**	**$422,555**	**$474,652**
EXPENDITURES					
Personal Services	$400,418	$417,591	$441,582	$464,145	$489,210
Materials & Services	$80,976	$81,183	$92,778	$95,792	$98,107
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$481,394**	**$498,774**	**$534,360**	**$559,937**	**$587,317**
Full-Time Equivalent	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**

Liquor Enforcement

Program Purpose

The Liquor Enforcement Program is the repository for the County's share of funds collected as the result of enforcement of liquor control laws. The fund is maintained in accordance with Oregon Revised Statute (ORS) 471.670. The Program is working toward County goal: (1) Protect the health, safety, and well-being of all citizens.

Program Information

Revenue funds collected by the State courts are deposited here and are transferred to the Victim/Witness Program.

Financial Condition

Revenue is expected to continue at reduced rates due to new State court fees drawing from the same revenue source.

Program: 170201	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$30,875	$32,830	$37,774	$20,000	$17,000
Other	$678	$432	$410	$0	$0
Total	**$31,553**	**$33,262**	**$38,184**	**$20,000**	**$17,000**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Other	$32,657	$31,482	$39,704	$20,000	$17,000
Total	**$32,657**	**$31,482**	**$39,704**	**$20,000**	**$17,000**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Prosecution Case Management

Program Purpose

The Prosecution Case Management Program is responsible for preparing and filing formal charges against defendants and for conducting hearings and trials associated with those charges. The program also acts as advisor to local police agencies in the process of investigating and obtaining evidence for use in criminal matters. The Program is helping to meet County goal (1) Protect the health, safety, and well-being of all citizens.

Program Information

The Prosecution Case Management Program provides the following services:

- **Criminal Prosecution of Adults in the Circuit Court**

  Strategic Objective: Ensure that offenders are held accountable in the courts through the filing and prosecution of appropriate charges.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of adult criminal cases prosecuted	6,549	6,600	6,996	6,750

Adult offenders based on estimated case filings and countywide agency trends. The above figures are based on actual cases submitted to the District Attorney's Office on individual defendants.

- **Advise Local Law Enforcement Agencies About Criminal Law Issues**

  Strategic Objective: Train/help area law enforcement officers to understand criminal statutory and constitution law and procedure.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of hours of training provided	70	32	36	40

Deputy District Attorneys provide periodic training to local law enforcement agencies.

- **Adjudication of Cases Involving Minors in the Juvenile Court**

  Strategic Objective: Ensure that juvenile offenders are held accountable and that wardship or service agreements are established in dependency cases.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of delinquency cases opened	288	200	400	425
Number of dependency cases opened	211	225	200	200

Track juvenile delinquency and dependency cases opened within the Department.

Significant Issues in the Year Ahead

The State budget problems will impact some County agencies more directly than they will the District Attorney's Office. Service partners such as the Oregon State Police, courts, and indigent defense are also likely to be affected. In the past, budget shortfalls have resulted in court closures and directives from the Oregon Judicial Department that certain misdemeanor cases not be processed at all through the courts. How budget shortfalls at the State level play out in the 2011-2013 State biennium remains to be seen.

In 2010, the Identification Services Division of the Oregon State Police (OSP) held a series of statewide meetings to follow up on a 2009 legislative directive to examine the fees charged by the State for running criminal background checks. Currently, police and District Attorneys are not charged for this essential service. If OSP and/or the Oregon legislature does decide that community partners should be billed for these services, this could result in additional fees, just to the District Attorney, of $20,000 or more annually.

State funding for prosecution costs for the District Attorneys' offices has swung back and forth, from little to none, in each of the recent legislative sessions. This is a trend in which State funding for District Attorneys has been diminishing, while funding for the courts and indigent defense has increased. The 2007 legislative session added back some limited funding, characterized as "prosecutorial assistance" rather than as Deputy District Attorney supplements, to make it clear that such funding does not actually pay for the Deputy District Attorney positions. That revenue stream was projected to continue during the 2009-2011 State budget cycle, however the legislature ultimately did not appropriate any funds. Given the State budget problems, no revenue has been projected from this source for the County's 2011-2012 fiscal year.

Ballot Measure 57 was passed by Oregon voters in the November, 2008, General Election and went into effect for crimes committed on or after January 1, 2009. Measure 57 (M57) increased the potential sentences for certain repeat property offenders, major drug dealers and manufacturers, and some cases of theft from elderly victims. However, as a result of the State fiscal problems, the 2009 legislature passed House Bill (HB) 3508 which

eliminated most of the increased sentences authorized by M57 for cases sentenced after February 15, 2010. Although, the repeal of M57 is scheduled to sunset in 2011, given the State budget issues, it is uncertain whether M57 will be allowed to stand. Repeal of M57 would likely hinder, to some degree, the ability of the District Attorney's Office to settle cases prior to trial, and it will certainly result in shorter prison sentences for many repeat property offenders.

In the November, 2010, General Election, voters passed Measure 73, which increased penalties for certain serious repeat sex offenders and made driving under the influence of intoxicants a felony with two (rather than the previous three) prior convictions. Whether the legislature will allow this law to remain in effect will also be an issue that will be decided in the coming months.

The Medford Police Department would like to be able to send police reports electronically to the District Attorney's Office. While that may be technically possible at this point, the District Attorney has not decided that converting to a "paperless office" is a business practice that will work with the large volume of files that are processed each year. If paper files are still in use, a move to electronic reports would simply shift copying costs to the County. One way to "dip a toe" in that water would be to convert the outdated case management system to a more modern version. The District Attorney has looked at Karpel, a system that is currently in use in several Oregon counties. The use of that system would allow electronic capture of files, if that were deemed to be advantageous going forward. It would also provide many benefits and upgrades to the current District Attorney Case Management System (DACMS), which was originally written more than 10 years ago. This expense did not fit within the Department's budget target, so the purchase of this system has not been included in the District Attorney's proposed budget.

The District Attorney is also looking at the financial and practical issues involved with scanning older files, rather than paying for archives storage.

Financial Condition

The Prosecution Case Management Program is funded primarily by the County General Fund (96 percent of total Program revenue). Fees for discovery and other services offset General Fund support.

Prosecution Case Management

Program: 170101	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$55,885	$95,985	$69,644	$127,928	$148,940
Federal Gov't	$216,273	$109,338	$0	$0	$0
Fees & Charges	$92,632	$88,021	$107,337	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$364,790**	**$293,344**	**$176,981**	**$127,928**	**$148,940**
EXPENDITURES					
Personal Services	$2,686,329	$2,654,578	$2,624,360	$2,919,424	$3,216,574
Materials & Services	$366,866	$408,032	$416,841	$493,029	$510,506
Capital Outlay	$0	$11,500	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$3,053,195**	**$3,074,110**	**$3,041,201**	**$3,412,453**	**$3,727,080**
Full-Time Equivalent	**32.95**	**32.95**	**31.95**	**32.95**	**32.95**

Victim/Witness

Program Purpose

The Victim/Witness Program provides services to victims and witnesses of crimes committed in Jackson County. The Program provides advocacy, court escort, information and referral about other programs, education about the criminal justice system, and assistance in obtaining restitution. The Program is working toward County goal: (1) Protect the health, safety, and well-being of all citizens.

Program Information

The Victim/Witness Program provides the following services:

- **Information and Education to all Crime Victims**

  Strategic Objective: Ensure that victims and witnesses are notified of their rights in accordance with the Victims of Crime Act and provide them with information about programs that may help them in the aftermath of a crime.

During the 2010 calendar year, the Victim/Witness Program provided services to approximately 2,700 crime victims; this included 747 victims of domestic violence, 29 adult victims of sexual abuse, and over 110 children who were sexually abused and/or physically assaulted at the hands of adults. The Program also assisted in over 1,000 cases where the offender was under the age of 18. During the 2010 calendar year, 79 percent of clients reported that the service they received helped them to better navigate the criminal justice system and make more informed choices.

- **Prepare Restitution Orders**

  Strategic Objective: Hold convicted criminals accountable for the fiscal losses sustained by the victim.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Complete 60% of restitution orders by the time of sentencing	38%	45%	50%	55%

The Victim/Witness Program now has 2.0 full-time equivalent (FTE) employees dedicated to restitution. The Program underwent extensive staff turnover during fiscal year 2009-2010; however, productivity has been maintained. During fiscal year 2009-2010, the Program prepared 926 restitution orders in adult cases and 1,191 orders in cases with juvenile offenders.

- **Escorting Victims and Witnesses to Grand Jury**

  Strategic Objective: Ensure that all victims and witnesses who are subpoenaed to appear at Grand Jury receive support, information, and education during the process.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
100% of citizens subpoenaed to Grand Jury are escorted	99%	100%	99%	100%

The Victim/Witness Program continues to provide Grand Jury escort to all victims and witnesses. Grand Jury escort is very important and is a top Program priority. The Program escorted 597 victims and witnesses to Grand Jury during the 2009-2010 fiscal year. Approximately 60 percent of these services were provided by Program volunteers.

- **Community Outreach/Collaboration**

  Strategic Objective: Ensure that victims receive the highest quality of service possible as they move through the criminal justice system in Jackson County. This is accomplished by providing quality comprehensive services that are coordinated between agencies.

- **Volunteers**

  Strategic Objective: Maintain a strong volunteer force in order to maximize program availability for victims.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Maintain a minimum average of 5 volunteers throughout the year	6	6	6	6

The Program had a strong volunteer force during the 2009-2010 fiscal year. Volunteers are a vital part of the Program as well as a requirement of many of the Program's grants. Volunteers provided 1,942 hours of service to the Program and perform such tasks as notifying victims of upcoming hearings and escorting victims to Grand Jury. The Victim/Witness Program strives to continue to recruit and retain volunteers.

Significant Issues in the Year Ahead

In 2009, the Victim/Witness Program received a grant from the Office of Violence Against Women which will be ending in March of 2011. Thus, funding for a .50 FTE (Domestic Violence Advocate) will be eliminated in the 2010-1011 fiscal year budget. There is no reason to believe the number of domestic violence cases will drop, so the Program will continue to provide services to over 600 victims of domestic violence each year with fewer staff.

It is also anticipated that there will be an increase in juvenile crime. The Program does not have an advocate assigned specifically to this caseload, which puts a strain on the Program and reduces the level of service for all victims. The Victim/Witness Program has provided services to victims of juvenile crime without an advocate specific to this caseload since 2003; however, as the number of crimes rise it will be increasingly difficult to provide quality services to these victims.

Financial Condition

Aside from the loss of funding mentioned above, the remainder of the Victim/Witness Program's grant funds are stable at this time. The Program has diversified funding sources which include State, local, and Federal funds; this diversity helps to maintain Program stability. The Victim/Witness Program will continue to apply for grant funds as they become available. Moreover, the Program works with community partners and other County departments to apply for funding that will sustain systems of care rather than single programs. The Victim/Witness Program receives 62 percent of its revenue from grants and 38 percent from the General Fund.

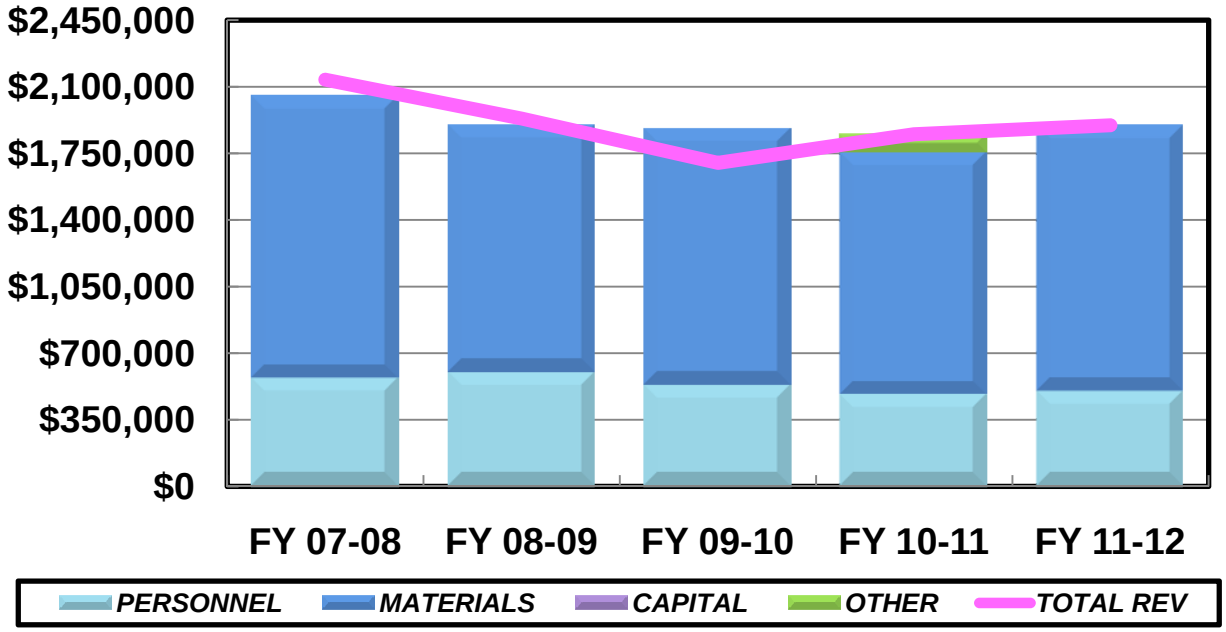
Victim/Witness

Program: 170103	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$125,941	$154,531	$168,926	$170,968	$154,697
Fees & Charges	$105,773	$109,729	$109,728	$109,729	$111,663
Other	$32,657	$31,482	$39,704	$20,000	$17,000
Total	**$264,371**	**$295,742**	**$318,358**	**$300,697**	**$283,360**
EXPENDITURES					
Personal Services	$304,959	$337,019	$357,254	$386,860	$378,971
Materials & Services	$71,047	$80,678	$77,507	$77,199	$77,358
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$376,006**	**$417,697**	**$434,761**	**$464,059**	**$456,329**
Full-Time Equivalent	**5.68**	**6.05**	**5.55**	**6.05**	**5.55**

This Page Reserved for Notes

EXPO

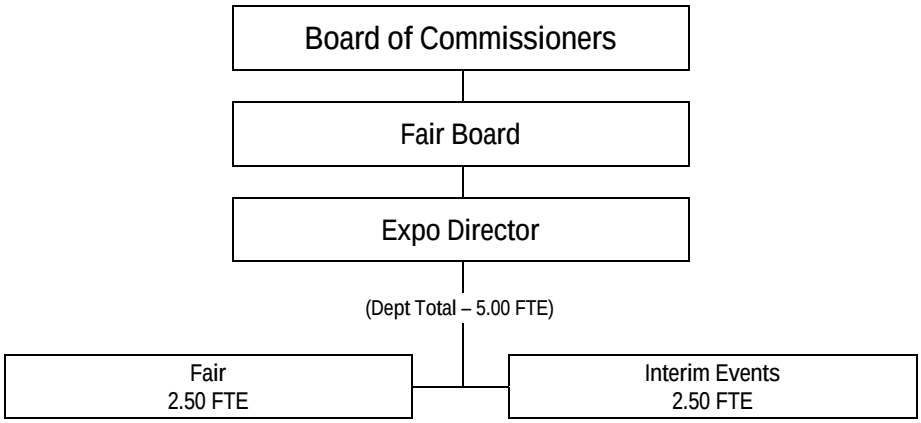
2007-2008 to 2011-2012



	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
PERSONNEL	$566,419	$597,855	$530,480	$479,864	$498,570
MATERIALS	$1,486,551	$1,301,939	$1,350,600	$1,276,143	$1,399,404
CAPITAL	$0	$0	$0	$0	$0
OTHER	$0	$0	$0	$94,139	$0
TOTAL EXP	$2,052,970	$1,899,794	$1,881,080	$1,850,146	$1,897,974
TOTAL REV	$2,137,568	$1,932,598	$1,699,959	$1,850,146	$1,897,974
FULL-TIME EQUIVALENT	6.75	6.75	6.75	5.00	5.00

Numbers for FY 07-08 through FY 09-10 are actual revenues and expenditures. FY 10-11 and FY 11-12 are adopted budget. For an explanation of the differences between the actual expenditures and budgets, see the Differences Between "Actual" and "Budgeted" Numbers located in the Budget Summary section of this document on page 24. The reduction in budget and number of FTEs is attributable to the reduction of an Accounting Clerk and Maintenance Worker due to market conditions.

Organization Chart



All employees are reported as full-time equivalents (FTE).

EXPO

Highlights and Challenges

Department Summary

The mission of the Jackson County Fairgrounds and Expo Park is to provide social, cultural, recreational, agricultural, commercial, and educational opportunities for the citizens of Jackson County.

Purpose Statement: The Fairgrounds achieves its mission by connecting with community interests and developing activities designed to celebrate and promote education for all age levels and to showcase crafts, projects, and talents that appeal to the community. In addition to creating memorable experiences that are relevant today, the Fairgrounds strives to renew ties to our heritage through structured activities that encourage leadership, self-discipline, skill development for youth and adults, common stewardship of land and agriculture, and activities that demonstrate pride in reflecting community values in Jackson County. The Fairgrounds produces events such as the County Fair, Harvest Fair, Wild Rogue Pro Rodeo, and Holiday Market. The Fairgrounds also provides facility rentals to individuals or groups that wish to promote events such as equestrian shows, concerts, receptions, auctions, consumer shows, motor vehicle extravaganzas, sports and outdoor shows, and other diverse activities that draw attendance from our region and from out of the County. In addition, the Fairgrounds is responsible for the maintenance of the 253 acre facility, including 100,000 square feet of exhibit space, 110,000 square feet of livestock and equestrian arenas, 200 horse stalls, the Lithia Motors Amphitheater, and three small lakes used as recreation areas. The Fairgrounds also administers the lease agreement with the Rogue Valley Family Fun Center and is responsible, in concert with the Friends of the Fair Foundation, for continued and additional private development of the facility.

Major Issues and Service Level Goals for Fiscal Year 2011-2012

- The Fairgrounds is in transition with staffing leadership changes and new members of the Fair Board. Identifying the financial issues and applying a series of corrective actions to reverse recent trends in both expense and revenue is a major issue. This process is ongoing. This will lead to stabilization where staff can then address the second major issue of attaining financial sustainability.
- The Jackson County Fairgrounds and Expo Park, like counterparts across the United States, faces a re-invention dilemma. Staff and Fair Board are readdressing vision, mission, and business plan options as we go forward. There are successful models in existence to emulate and the Fairgrounds' facilities are in an excellent position to win in what is likely to be a form of industry consolidation.

- Sponsorship and private donation has played a significant role in capital deployment historically on the Fairgrounds. This will continue – recognizing that we will need more sponsors, significant new partners, and potentially co-producers to attain our financial sustainability.
- To broaden our patron base and broaden our appeal, the 2011-2012 plan will start a process of creating dynamic new venues and marketing to a broader base, on the Fairgrounds-produced events. On the interim events side of our business, we will commence a recruitment effort for unique events while being mindful of our fiscal needs.
- Staffing will remain flat. An organized program for volunteer coordination will be needed as will contracted special skilled personnel in some marketing areas. Service levels will be returned to customer acceptable level primarily through gains in productivity, scheduling, and time management skills training.
- The staff and Fair Board will continue to work with the Friends of the Fair Foundation as we embark on the re-invention.

Major Issues and Service Level Accomplishments for Prior Year

- Execution of Fairgrounds-produced events (Fairs) with new management and reduced staff from previous years.
- Improved citizen committee work on Fairgrounds-produced events operating on more effective timelines.
- Continued financial improvement of Holiday Market event.
- Retention of mini events in light of economic downturn.

Benchmark

Meet budget plans and balance operating revenues with operating expenditures.

Fair

Program Purpose

New and fun experiences happen at the annual County, Spring, and Harvest Fairs. The Fairgrounds is where the community comes together and this gathering creates awareness of other year-around events held at the facilities. The educational, historical, and entertainment opportunities available at the fairs are exciting community celebrations which also have an economic impact for local businesses. The Fair Program is helping to meet County goals: (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; (4) Strengthen cooperation between public agencies; (5) Work to enhance the natural and man-made attractiveness of the area; (6) Encourage citizen understanding and participation in County government; and (7) Make recreational, learning, and cultural opportunities accessible and available.

Program Information

The Fair Program is charged with producing fiscally sound events that connect with the interests of community members and encourages participation by all segments of the population.

- **County Fair**

  Strategic Objective: The Jackson County Fair is a traditional gathering offering entertainment and competitive exhibits. It includes aspects of agricultural and educational exhibits, commercial sales, technology exhibits, recreational activities, and a carnival.

  Outcome: The attendance goal is an increase of 4 percent over last year's 98,000 attendees.

The beginning of a multi-year effort will be undertaken to enhance event attendance. The primary focus of the changes include an increase in gate price, a change in physical layout, recruitment of added venues to widen appeal and be more reflective of the population base, fewer professional concerts, a return to tiered pricing of concerts, and the addition of local and regional concerts. Secondary changes include a change in marketing philosophy from a County scale event and scope to regional focus. Marketing will be expanded by making increased usage of sales tool development, social marketing set up, and website corrective actions. Lower cost social media marketing will be deployed in addition to traditional marketing. A concerted effort for added sponsorships is underway along with a review of major contractor's terms and conditions. Food and beverage concession agreements are under review and an increase in the percentage take is being implemented. Promotions are being created to compliment commerce with Jackson County based companies.

Subsequent year's goals include increasing attendance, added relevant venues, additional programming improvements, contract management, and increased activism through volunteerism, sponsor recruitment, and marketing timeline execution adjustments.

- **Spring Fair and Rodeo**

  Strategic Objective: The Spring Fair offers area youth opportunities to learn new life skills, compete, showcase, and learn aspects of agriculture, natural resources, and food supply chain. The rodeo is an entertainment event.

  Outcomes: The goal for fiscal year 2011-2012 is to achieve paid attendance at this event at the level of 5,800.

Changes include an expanded targeted marketing reach of attracting regional rodeo enthusiasts to the event, refinement of the expanded programming offerings of the June 2011 rodeo, cost management and contract oversight, recruitment of volunteers as the event expands, and programming expansion through the recruitment of area businesses and/or recreation providers.

Effort will be placed to moderately expand sponsorship involvement. This assumes that the Expo can favorably recruit a significant partner, co-producer and/or sponsor for the rodeo event.

The event will change organizationally, using the model of successful rodeo events like the Pendleton and St. Paul Rodeos as the template. In subsequent years, pending financial outcomes, the goal would then be to add programming attributes such as concert or improved purse and broaden the geographic pull of guests for increased attendance.

- **Harvest Fair**

  Strategic Objective: At its core, the Harvest Fair is a celebration of the harvest. The event includes youth activities where agriculture and food preservation skills are showcased and learning competitions occur. The event includes an interactive participative entertainment event with patrons participating in pumpkin launching to grape stomping. Local showcasing of Blues and Country Western entertainment and food preparation competitions, including emerging industries in value-added food endeavors such as wine and micro brews.

  Outcome: Shifting the focus of the event to be regional in nature to generate a paid attendance level of 4,800.

Significant shifts in the Program will occur to move the event to a regional focus. Included are expanded event hours, changing the Program footprint including moving some offerings to different locations to significantly expand the venue, expansion of Program offerings in the arts area including music offerings and dance competitions, expansion of food competitions and

food offerings. Marketing will shift to a regional focus with emphasis on food tourism.

A co-producer, partner, or set of sponsors with multiyear commitments is being recruited. Organizationally, we are using as our success template the Gilroy Garlic Festival as a model.

Significant Issues in the Year Ahead

A significant issue will be a change in the timing of marketing efforts for events in order to have more effective execution of the marketing effort. Factors on achieving fair attendance outcomes include weather, marketing effectiveness, and the appeal of programming changes being implemented. A significant issue is the need to affect a turnaround in an organization that has experienced years of a degraded product offering combined with reduced revenue as a result.

Financial Condition

Overall, this Program generates most of its revenues through gate admission fees, concessions from attendees, and sponsorships. The primary challenge of the Fair is to remain relevant in a rapidly changing world of leisure, entertainment, technology, and agriculture. Entertainment, especially, must be a complete experience as opposed to a simple performance. The secondary challenge is to position the events as a value, as opposed to a bargain. The improved financial success of the Fair Program will be a function of the creation of value, charging for the improved product offering, combined with sound marketing implementation resulting in attendance growth.

Program: 210101	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$160,106	$193,295	$114,922	$145,700	$108,400
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$896,195	$867,762	$693,608	$812,500	$878,364
Other	($182)	($2,299)	$0	$77,500	$0
Total	**$1,056,119**	**$1,058,758**	**$808,530**	**$1,035,700**	**$986,764**
EXPENDITURES					
Personal Services	$226,113	$203,555	$193,569	$198,915	$249,336
Materials & Services	$899,056	$833,601	$793,358	$828,907	$646,647
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$5,700	$0
Total	**$1,125,169**	**$1,037,156**	**$986,927**	**$1,033,522**	**$895,983**
Full-Time Equivalent	**1.40**	**1.90**	**1.90**	**1.90**	**2.50**

Interim Events

Program Purpose

The Interim Events Program generates facility rental income by leasing the site to private and/or commercial venues that offer ticketed and non-ticketed special events. The Interim Events Program is helping meet County goals: (2) Serve all citizens fairly and ensure access to County government; (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; (4) Strengthen cooperation between public agencies; (5) Work to enhance the natural and man-made attractiveness of the area; (7) Make recreational, learning, and cultural opportunities accessible and available; (9) Promote employee pride, high standards of performance, and productivity; and (12) Plan for the future.

Program Information

The Interim Events Program provides the following services:

- **Facility Usage by the Public Through Rentals**

  Strategic Objective: Promotion of the rental potential of the Fairgrounds to maintain stable usage of the facility by customers.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Interim attendance	190,421	168,747	168,500	169,000

After several years hiatus, fiscal year 2011-2012 will include a return to an indoor concert series with focus on use of the Compton Arena. This will be accomplished by the addition of a limited contract person to act as a facilitator as the added concert series will have to be recruited inclusive of the funding for the entire risk of the operation, marketing, and equipment needed to produce the event and cost of the act.

Commercial Rentals reflect the business of basic building rental or flat space rentals. These events tend to be from repeat customers. The anticipated Commercial Rental activity is expected to remain at a flat level.

Significant Issues in the Year Ahead

In the upcoming year, contract negotiation with lessees of the facility will be of paramount importance. The negotiations will cover the gamut of terms and conditions as well as rates. A second significant issue will be the acceleration to an earlier timeframe for the recruitment and acceptance of future events; to reflect the long lead time frequently needed for successful bookings.

Financial Condition

The revenue generated from interim events is a function of numbers of events booked. An economic recovery will buoy the attractiveness of private industry to rent ther facilities to market and showcase their products. Concert ticket purchases having endured their worst year on record in 2010,

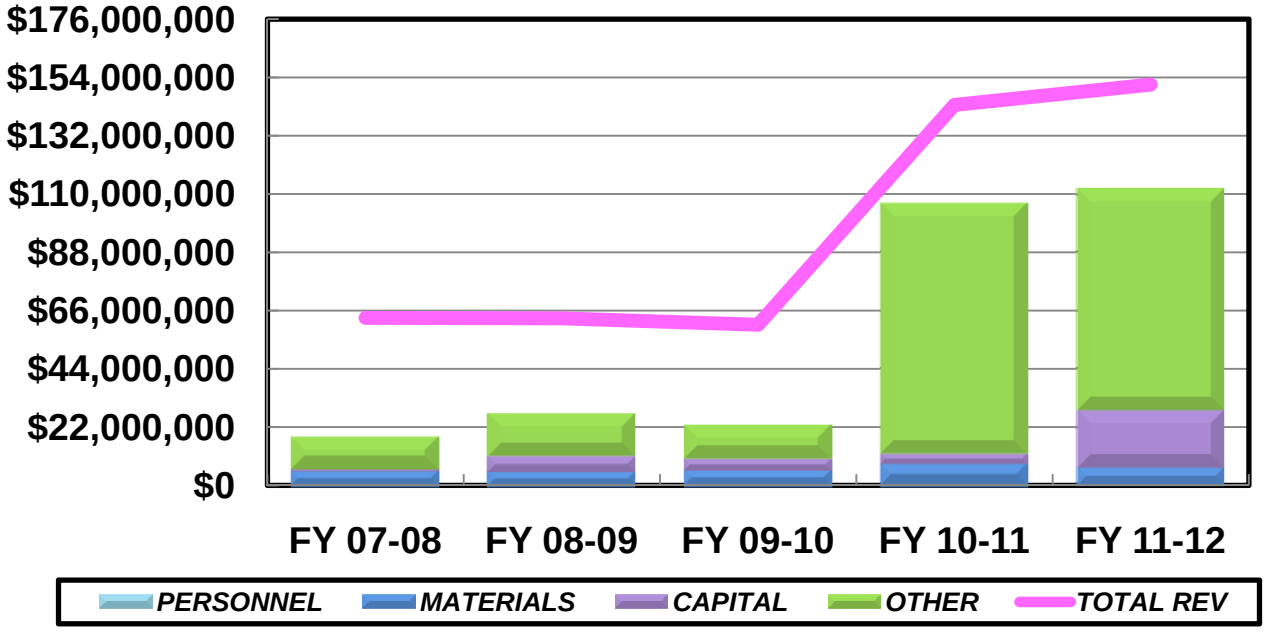
and appear poised to start a recovery in 2011. Concert spending is discretionary spending. Equine events for youth remain flat. Professional equine events are gradually improving in member's participation. Potential sites for professional show circuit use are in consolidation and contracts are typically long term. Meeting room business remains highly competitive with other government agencies, hotels, and restaurants.

Program: 210102	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$163,064	$123,004	$123,223	$104,086	$129,965
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$891,026	$727,360	$743,014	$696,560	$760,913
Other	$27,340	$23,467	$25,175	$13,800	$20,332
Total	**$1,081,430**	**$873,831**	**$891,412**	**$814,446**	**$911,210**
EXPENDITURES					
Personal Services	$340,252	$394,270	$336,825	$280,949	$249,234
Materials & Services	$587,448	$468,295	$557,200	$447,236	$752,757
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$88,439	$0
Total	**$927,700**	**$862,565**	**$894,025**	**$816,624**	**$1,001,991**
Full-Time Equivalent	**5.35**	**4.85**	**4.85**	**3.10**	**2.50**

This Page Reserved for Notes

FIDUCIARY & SPECIAL FUNDS

2007-2008 to 2011-2012



	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
PERSONNEL	$95,474	$74,653	$85,092	$86,100	$91,358
MATERIALS	$5,200,374	$5,098,600	$5,598,003	$8,067,037	$6,585,181
CAPITAL	$871,697	$5,947,884	$4,410,969	$3,835,378	$21,701,943
OTHER	$12,194,842	$16,107,740	$12,913,539	$94,370,552	$83,366,827
TOTAL EXP	$18,362,387	$27,228,877	$23,007,603	$106,359,067	$111,745,309
TOTAL REV	$63,236,596	$63,039,399	$60,659,151	$143,629,146	$151,279,402
FULL-TIME EQUIVALENT	0.55	0.30	0.30	0.30	0.30

Numbers for FY 07-08 through FY 09-10 are actual revenues and expenditures. FY 10-11 and FY 11-12 are adopted budgets. For an explanation of the differences between the actual expenditures and budgets, see the Differences Between "Actual" and "Budgeted" Numbers located in the Budget Summary section of this document on page 24. There are no major changes to this budget. For a detailed discussion of the status of revenues presented in this chart, please refer to the "Total County Revenue" projection on page 39 of the Budget Summary section.

Capital Projects

Program Purpose

The Capital Projects Program provides a budget location for special construction projects that affect multiple Departments or are of such a size that identifying them as a capital project is appropriate. The Capital Projects Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; and (7) Make recreational, learning, and cultural opportunities accessible and available.

Program Information

Facility Maintenance will coordinate the following projects:

• Church Property Demolition	$ 250,000
• Courthouse-3rd Floor Remodel	$ 1,450,000
• Courthouse-Window Repair	$ 30,000
• Expo Showers (prior year)	$ 244,775
• Federal Building-Parking Garage Construction	$ 5,500,000
• Federal Building-Purchase	$ 2,000,000
• Jail-Basement Remodel	$ 1,500,000
• Jail-Booking Area Remodel (prior year)	$ 369,168
• Jail-Kitchen Equipment Upgrade	$ 75,000
• Jail-Service Elevator Upgrade (prior year)	$ 68,000
• Jail-Sidewalk Replacement	$ 20,000
• Justice Building-Secure Elevator #2 Upgrade	$ 160,000
• Juvenile-HVAC Control Replacement	$ 50,000
• Sheriff Depot	$ 8,500,000
• Talent Transition-Front Window Frame Replacement	$ 100,000
• Trades Building-Roof Replacement	$ 85,000
	$ 20,401,943

Capital Projects

Program: 091201	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$0	$0	$13,808	$751,975	$0
Federal Gov't	$0	$0	$113,755	$1,045,477	$0
Fees & Charges	$0	$0	$0	$0	$0
Other	$2,708,420	$6,419,806	$2,061,885	$4,266,403	$20,401,943
Total	**$2,708,420**	**$6,419,806**	**$2,189,448**	**$6,063,855**	**$20,401,943**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$5,767	$39,878	$294,186	$2,228,477	$200,000
Capital Outlay	$856,310	$5,947,876	$4,257,375	$3,835,378	$20,201,943
Other	$0	$0	$0	$0	$0
Total	**$862,077**	**$5,987,754**	**$4,551,561**	**$6,063,855**	**$20,401,943**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Central Services Fiduciary

Program Purpose

The Central Services Fiduciary Fund Program serves as the fund's "bank account" for all programs operating within the Central Services Fund.

This Program is helping to meet all County goals.

Revenues in the Central Services Fiduciary account are as follows:

From General Fund Fiduciary	231,952
Interest Income	37,000
Beginning Fund Balance	2,577,629
TOTAL	**$2,846,581**

Expenditures in the Central Services Fiduciary account are as follows:

Reserves	2,730,601
TOTAL	**$2,730,601**

Program: 090901	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$28,859	$0	$0	$0	$0
Other	$270,919	$217,433	$164,569	$1,849,019	$2,846,581
Total	**$299,778**	**$217,433**	**$164,569**	**$1,849,019**	**$2,846,581**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$0	$6,994	$3,063	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$1,849,019	$2,730,601
Total	**$0**	**$6,994**	**$3,063**	**$1,849,019**	**$2,730,601**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

County Schools Fund

Program Purpose

The County Schools Fund is a pass-through fund for distribution of special revenues to local school districts. The fund is comprised of shared revenues from the Federal government and interest earnings. The Federal revenues are from Public Law 110-343, a reauthorization of the Secure Rural Schools and Community Self-Determination Act of 2000. This fund is not used for the distribution of current tax revenues; current tax revenues are distributed to the individual school districts. The County Schools Fund is helping to meet County goal: (4) Strengthen cooperation between public agencies.

Program: 091301	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$1,365,393	$1,230,134	$1,107,025	$1,000,000	$1,000,000
Fees & Charges	$672	$400	$0	$0	$0
Other	$3,455	$691	$386	$0	$0
Total	**$1,369,520**	**$1,231,225**	**$1,107,411**	**$1,000,000**	**$1,000,000**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$1,365,393	$1,245,312	$1,106,544	$1,000,000	$1,000,000
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$1,365,393**	**$1,245,312**	**$1,106,544**	**$1,000,000**	**$1,000,000**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Court Security

Program Purpose

This fund was established as required by Oregon Revised Statutes (ORS) 1.182. A portion of all the fines collected by courts in Jackson County are deposited into this fund to be used to provide Court Security for the State, District, and Circuit Courts. The Court Security Program is helping to meet County goal: (1) Protect the health, safety, and well-being of all citizens.

Program: 091001	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$208,879	$217,254	$193,894	$200,000	$163,902
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$0	$0	$0	$0	$0
Other	$18,406	$14,462	$9,938	$418,435	$360,532
Total	**$227,285**	**$231,716**	**$203,832**	**$618,435**	**$524,434**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$146,523	$259,108	$202,842	$259,632	$254,600
Capital Outlay	$15,379	$0	$0	$0	$0
Other	$0	$0	$0	$358,803	$269,834
Total	**$161,902**	**$259,108**	**$202,842**	**$618,435**	**$524,434**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

General Fund Fiduciary

Program Purpose

The General Fund Fiduciary Program serves as the County's bank, provides transfers to other funds, and provides funding for community-wide programs. The General Fund Fiduciary Program is helping to meet all County goals.

The General Fund's revenues that are not directly attributable to a single program are included in the fiduciary budget. For fiscal year 2011-2012 those revenues are:

O & C timber receipts replacement funds	$6,958,331
Beginning Fund Balance for 2011-2012	68,274,262
Current and Prior Year Property Taxes	32,502,986
Liquor Tax Proceeds (State-shared revenue)	895,000
Cigarette Tax Proceeds (State-shared revenue)	200,000
Video Poker	622,132
Solid Waste Fund	561,273
Bureau of Land Management Entitlement Payment in Lieu of Taxes	147,000
Taylor Grazing Fee	700
Amusement Device Tax (State-shared revenue)	51,000
Cable Franchise Fee	288,000
Prior Year Carryover	3,077,465
Interest	1,024,114
TOTAL	**$114,602,263**

Expenditures in the fiduciary budget include special projects and expenditures not attributable to a single program, transfers to other programs that require General Fund support, the contingency account, reserves, and the unappropriated ending fund balance. Those expenditures are as follows:

Operating Expenses	$35,000
Contracted Services	
Communications Agreements	60,000
Wildlife Service Agent	43,896
RV Television	90,000
Video on Demand	20,000
4H/FFA	20,000
Reserves	
General Fund Reserves	2,569,678
Countywide Phone System	1,500,000
Transfers to Other Funds	
Health & Human Services	3,053,369
Board of Commissioners (General Fund costs for central services)	49,440
Airport	51,668

General Fund Fiduciary

IT/GIS (General Fund costs for central services)	266,270
Accounting (General Fund costs for central services)	71,902
Counsel (General Fund costs for central services)	157,729
Administration (General Fund costs for central services)	43,189
Internal Audit (General Fund costs for central services)	190,160
Human Resources (General Fund costs for central services)	65,854
Facility Maintenance (General Fund costs for central services)	1,043,370
Central Services Fiduciary	231,952
Expo	15,744
Mail Services (General Fund costs for central services)	18,632
Roads	280,515
Motor Pool	5,544
Parks	25,723
Surveyor	13,084
Capital Projects	19,797,814
Contingency	200,000
Ending Fund Balance (General Fund)	9,769,252
Rainy Day Fund	35,484,265
Library-EJ Smith	8,500
Library-Ted Gerlock	1,600
TOTAL	**$75,184,150**

Program: 091102	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$3,709,517	$2,478,351	$1,689,491	$1,643,797	$1,768,132
Federal Gov't	$15,523,926	$14,955,780	$12,819,816	$11,435,959	$7,106,031
Fees & Charges	$259,064	$342,949	$406,706	$333,485	$288,000
Other	$30,781,664	$31,494,558	$32,442,033	$106,196,256	$105,440,100
Total	**$50,274,171**	**$49,271,638**	**$47,358,046**	**$119,609,497**	**$114,602,263**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$285,447	$303,809	$346,249	$871,447	$268,896
Capital Outlay	$0	$0	$10,000	$0	$1,500,000
Other	$6,584,188	$10,160,258	$6,558,584	$81,467,971	$73,415,254
Total	**$6,869,635**	**$10,464,067**	**$6,914,833**	**$82,339,418**	**$75,184,150**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Library Debt Service - 1st Bond Issue

Program Purpose

The purpose of the Library Debt Service Program is to repay bonds issued for the construction/remodel of the library facilities. The library bond measure was passed by voters May 2000. The Library Debt Service Program is helping to meet County goal: (7) Make recreational, learning, and cultural opportunities accessible and available.

Program Information

During fiscal year 2001, the County issued $20,365,000 in bonds to complete the first phase of the project. The remaining portion was issued during fiscal year 2003, see Library Debt Service-2nd Bond Issue. Bonds were sold in $5,000 denominations or integral multiples thereof. Interest is payable on December 1 and June 1 each year commencing on December 1, 2000. In March 2006, the 2011 through 2020 bonds were refinanced lowering the rate of interest. Below are the projected Maturity and Payment Schedules.

Maturity Schedule - Series 2006

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2012	$1,065,000	4.00%	3.63%
2013	$1,110,000	4.00%	3.72%
2014	$1,165,000	4.00%	3.80%
2015	$1,215,000	4.00%	3.87%
2016	$1,270,000	3.70%	3.92%
2017	$1,320,000	3.75%	3.97%
2018	$1,380,000	3.75%	4.00%
2019	$1,445,000	3.875%	4.05%
2020	$1,510,000	4.00%	4.08%

Payment Schedule for Fiscal Year 2011-2012

Total Payment	Principal	Interest	Remaining Principal
$1,552,765	$1,065,000	$487,765	$10,415,000

Library Debt Service - 1st Bond Issue

Program: 090801	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$0	$0	$0	$0	$0
Other	$1,426,122	$1,348,130	$1,848,201	$1,776,965	$1,922,348
Total	**$1,426,122**	**$1,348,130**	**$1,848,201**	**$1,776,965**	**$1,922,348**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$9	$0	$0	$1,000	$0
Capital Outlay	$0	$0	$0	$0	$0
Other	$1,471,765	$1,469,265	$1,474,765	$1,775,965	$1,922,348
Total	**$1,471,774**	**$1,469,265**	**$1,474,765**	**$1,776,965**	**$1,922,348**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Library Debt Service - 2nd Bond Issue

Program Purpose

The purpose of the Library Debt Service Program is to repay bonds issued for the construction/remodel of the library facilities. The library bond measure was passed by voters May 2000. The Library Debt Service Program is helping to meet County goal: (7) Make recreational, learning, and cultural opportunities accessible and available.

Program Information

During fiscal year 2003, the County issued $18,575,000 in bonds to complete the second phase of the project. Bonds were sold in $5,000 denominations or integral multiples thereof. Interest is payable on December 1 and June 1 each year commencing on December 1, 2003. In December 2010, the 2013 through 2020 bonds were refinanced lowering the rate of interest. Below are the projected Maturity and Payment Schedules.

Maturity Schedule - Series 2002

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2012	$1,075,000	4.00%	3.95%

Maturity Schedule - Series 2010 (Refunding)

2012	$ 25,000	2.00%	0.87%
2013	$1,140,000	3.00%	1.20%
2014	$1,175,000	3.00%	1.52%
2015	$1,205,000	3.00%	1.83%
2016	$1,240,000	4.00%	2.08%
2017	$1,285,000	4.00%	2.48%
2018	$1,335,000	4.00%	2.85%
2019	$1,385,000	4.50%	3.15%
2020	$1,445,000	4.00%-4.50%	3.39%

Payment Schedule for Fiscal Year 2011-2012

Total Payment	Principal	Interest	Remaining Principal
$1,530,100	$1,100,000	$430,100	$10,210,000

Library Debt Service - 2nd Bond Issue

Program: 090701	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$0	$0	$0	$0	$0
Other	$1,630,128	$1,427,986	$1,965,998	$1,855,985	$1,897,862
Total	**$1,630,128**	**$1,427,986**	**$1,965,998**	**$1,855,985**	**$1,897,862**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Other	$1,597,175	$1,591,935	$1,592,985	$1,855,985	$1,897,862
Total	**$1,597,175**	**$1,591,935**	**$1,592,985**	**$1,855,985**	**$1,897,862**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Solid Waste

Program Purpose

The purpose of the Solid Waste Program is to reduce the potential risk of communicable diseases, other debilitating conditions, and environmental degradation by making convenient, affordable, and sanitary solid waste collection and disposal available to all citizens of Jackson County. The Solid Waste program is helping to meet County goal: (1) Protect the health, safety, and well-being of all citizens.

Program Information

The Solid Waste Program provides the following services:

- **Solid Waste Recovery**

Strategic Objective: Maintain a recycling recovery rate that meets or exceeds the Department of Environmental Quality's (DEQ) requirements.

Outcome: The minimum DEQ requirement is 25 percent for counties with the same solid waste volumes. Jackson County's 2009Recycling Recovery Rate is 41.6 percent.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Recycling recovery rate	37%	41.6%	40%	40%

- **Education**

Strategic Objective: Provide education to the residents of Jackson County on composting, reuse, recycling, and waste prevention.

Outcome: Maintain the highest percentage of public outreach educational recovery credits in the State of Oregon. Since 2005, Jackson County has achieved the 6 percent maximum recovery credits (2 percent backyard composting education; 2 percent reuse education; and 2 percent waste prevention education).

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Recycling credits earned	6%	6%	6%	6%

- **Intra-County Programs**

Strategic Objective: Assist private sector businesses in reducing their operational costs by reducing their solid waste.

Outcome: The Saving Money and Resources Together (SMART) Works Program provides outreach to commercial businesses and schools located throughout Jackson County. The SMART Works Program encourages businesses to implement cost-effective measures to reduce solid waste. The SMART Works Program provides technical assistance and training to increase resource conservation behaviors, focusing on solid waste among commercial businesses and schools in Jackson County.

- **Inter-County Programs**

Strategic Objective: To utilize solid waste funds to off-set solid waste related costs for Jackson County Departments.

Outcome: To reduce the overall operating expenses of the General Fund, Roads and Parks, and the Health and Human Services Departments; and the Jackson County Expo.

Significant Issues in the Year Ahead

For the first time in the history of State-mandated recycling goals, Jackson County surpassed its recycling goal of 40 percent in 2010. Nonetheless, meeting the County's 40 percent recycling goal continues to be a challenge. The County's Master Recycler Program, headed by the Jackson County Recycling Partnership and the Oregon State University (OSU) Extension, provides training as well as engages citizens to help us consistently meet our recycling goals. This program is in addition to the reduction, reuse, and recycling programs already provided by Jackson County's waste haulers. During the winter of 2010, the County received grant funding from the Department of Environmental Quality to expand various capital needs of events recycling all throughout Jackson County. It is anticipated that with this grant, the County will continue to receive statewide recognition for its recycling programs.

Financial Condition

This Program is funded primarily by solid waste franchise fees and State grants.

Solid Waste

Program: 091401	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$0	$8,991	$13,128	$78,426	$18,344
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$733,937	$754,875	$718,415	$741,307	$670,272
Other	$94,455	$86,339	$67,292	$1,692,509	$2,076,309
Total	**$828,392**	**$850,205**	**$798,835**	**$2,512,242**	**$2,764,925**
EXPENDITURES					
Personal Services	$73,247	$74,281	$85,086	$86,100	$91,358
Materials & Services	$110,097	$73,594	$69,581	$218,190	$164,636
Capital Outlay	$0	$0	$0	$0	$0
Other	$445,372	$447,681	$446,785	$2,207,952	$2,508,931
Total	**$628,716**	**$595,556**	**$601,452**	**$2,512,242**	**$2,764,925**
Full-Time Equivalent	**0.30**	**0.30**	**0.30**	**0.30**	**0.30**

Title II

Program Purpose

The purpose of the Title II Program is to fund projects on Federal lands in accordance with Public Law (PL) 110-343. These projects are established at the discretion of the Secretary of Agriculture or the Secretary of the Interior. Projects are proposed to the Secretary by various Resource Advisory Committees (RAC) whose members include citizens from each affected county. The Title II Program helps to meet County goals: (5) Work to enhance the natural and man-made attractiveness of the area; and (12) Plan for the future.

Program: 090101	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$1,772,589	$1,595,404	$1,500,000	$1,500,000
Fees & Charges	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$0**	**$1,772,589**	**$1,595,404**	**$1,500,000**	**$1,500,000**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$0	$1,772,589	$1,595,404	$1,500,000	$1,500,000
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$0**	**$1,772,589**	**$1,595,404**	**$1,500,000**	**$1,500,000**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Title III/PL 106-393

Program Purpose

The purpose of the Title III/PL 106-393 Program is to fund projects that will meet criteria set by the former Secure Rural Schools and Community Self-Determination Act of 2000 or Public Law (PL) 106-393. The Title III/PL 106-393 Program helps to meet County goals: (5) Work to enhance the natural and man-made attractiveness of the area; and (12) Plan for the future.

Program Information

The Title III/PL 106-393 Program provides for separate accounting and grant management for projects that benefit Federal forests.

- **Grant Management**

  Strategic Objective: Manage Title III projects in accordance with the former Public Law 106-393 requirements. Authorized uses include the following: 1) search, rescue, and emergency services performed on Federal lands; 2) community service work camps on Federal lands; 3) easement purchases for conversation purposes or to provide access to Federal lands; 4) forest-related educational opportunities; and 5) fire prevention and County planning to reduce the risk of wildfires.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Search, rescue, and other emergency services	2	1	1	1
Community service work camps	2	2	2	2
Forest related educational opportunities	2	2	2	2
Fire prevention and County planning	1	0	0	0

Significant Issues in the Year Ahead

As of fiscal year 2008-2009, PL 106-393 has expired and been replaced with PL 110-343. Available funds from PL 106-393 will continue to be used for current Title III projects that do not qualify for the more limited criteria of PL 110-343. Unlike PL 110-343, PL 106-393 reserves can carry forward into future fiscal years until all funds are spent.

Financial Condition

The Title III projects that do not qualify for new PL 110-343 funding will continue to be funded with remaining PL 106-393 funds until those funds are depleted. It is estimated that these projects will be funded through fiscal year 2011-2012. This Program receives no General Fund dollars.

Title III/PL 106-393

Program: 091501	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$0	$5,000	$15,000	$0	$0
Federal Gov't	$3,686,964	$0	$2,500	$0	$0
Fees & Charges	$0	$0	$0	$0	$0
Other	$157,097	$174,035	$216,220	$2,281,027	$1,612,742
Total	**$3,844,061**	**$179,035**	**$233,720**	**$2,281,027**	**$1,612,742**
EXPENDITURES					
Personal Services	$22,217	$362	$0	$0	$0
Materials & Services	$1,074,348	$1,031,563	$1,082,970	$925,591	$990,745
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$1,355,436	$621,997
Total	**$1,096,565**	**$1,031,925**	**$1,082,970**	**$2,281,027**	**$1,612,742**
Full-Time Equivalent	**0.25**	**0.00**	**0.00**	**0.00**	**0.00**

Title III/PL 110-343

Program Purpose

The purpose of the Title III/PL 110-343 Program is to fund projects that will meet criteria set by the Economic Stabilization Act of 2008 or Public Law (PL) 110-343. The Title III/PL 110-343 Program helps to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (5) Work to enhance the natural and man-made attractiveness of the area; and (12) Plan for the future.

Program Information

The Title III/PL 110-343 Program provides for separate accounting and grant management for projects that benefit Federal forests.

- **Grant Management**

  Strategic Objective: Manage Title III projects in accordance with the Public Law 110-343 requirements. Authorized uses include the following: 1) Firewise Communities Program (including activities that are related such as education and assistance with siting and landscaping); 2) search, rescue, and other emergency services; and 3) community wildfire protection plans.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Search, rescue, and other emergency services	2	3	3	3
Community wildfire protection plans	9	12	12	13
Firewise communities program	2	2	2	3

Significant Issues in the Year Ahead

Fiscal year 2011-2012 will be the final year of funding for this Program. On September 30, 2012, all unobligated funds are required to be returned to Federal agencies.

Funds received under PL 106-393, which has expired, will continue to be used for current Title III projects that do not qualify under the far more limited criteria of PL 110-343.

Financial Condition

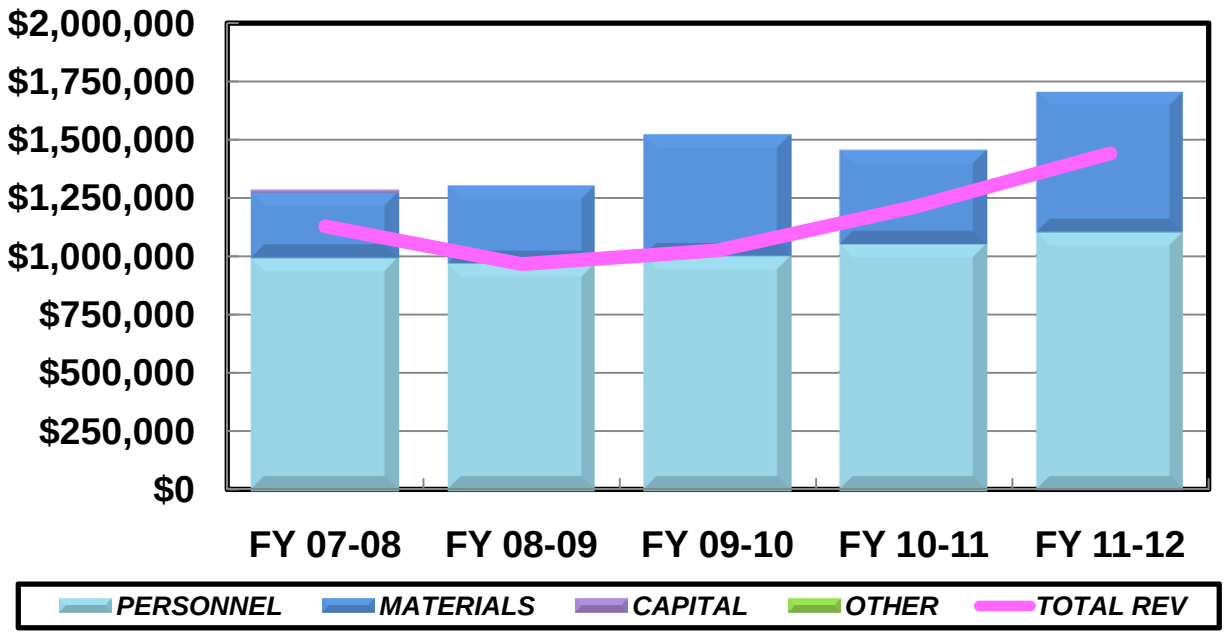
The amount of funds received for this Program exceeds the total costs for fiscal year 2011-2012 project applications. Two-year contracts will be implemented to obligate all of these funds. This Program receives no General Fund dollars.

Title III/PL 110-343

Program: 091502	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$0	$0	$30,000	$0	$0
Federal Gov't	$0	$53,894	$842,464	$1,062,396	$0
Fees & Charges	$0	$0	$0	$0	$0
Other	$0	$0	$0	$1,415,475	$2,206,304
Total	**$0**	**$53,894**	**$872,464**	**$2,477,871**	**$2,206,304**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$0	$53,893	$872,463	$1,062,700	$2,206,304
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$1,415,171	$0
Total	**$0**	**$53,893**	**$872,463**	**$2,477,871**	**$2,206,304**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

FINANCE

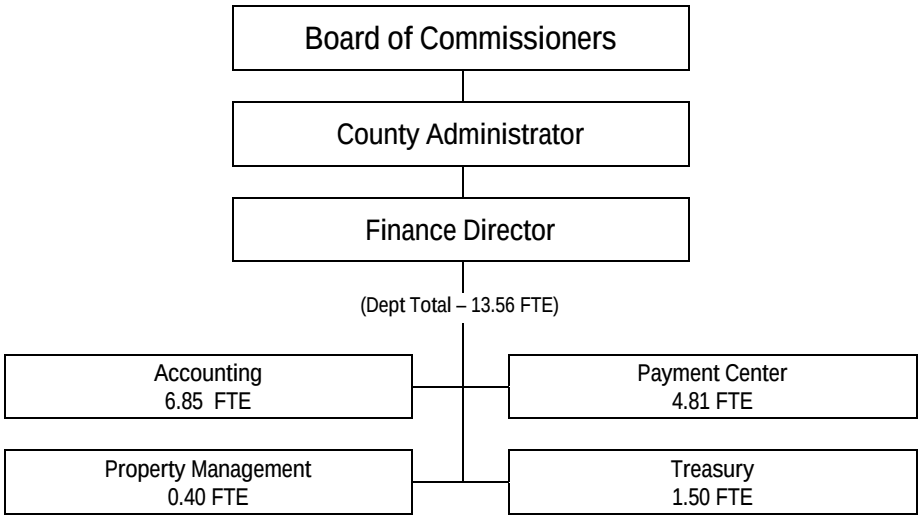
2007-2008 to 2011-2012



	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
PERSONNEL	$991,599	$965,786	$998,466	$1,049,958	$1,101,363
MATERIALS	$280,639	$334,718	$520,477	$402,600	$601,319
CAPITAL	$10,607	$0	$0	$0	$0
OTHER	$0	$0	$0	$0	$0
TOTAL EXP	$1,282,845	$1,300,504	$1,518,943	$1,452,558	$1,702,682
TOTAL REV	$1,128,558	$966,316	$1,025,722	$1,211,500	$1,441,520
FULL-TIME EQUIVALENT	14.84	14.09	15.09	14.09	13.56

Numbers for FY 07-08 through FY 09-10 are actual revenues and expenditures. FY 10-11 and FY 11-12 are adopted budgets. For an explanation of the differences between the actual expenditures and budgets, see the Differences Between "Actual" and "Budgeted" Numbers located in the Budget Summary section of this document on page 24. The addition and deletion of 1.00 FTE in FY 09-10 was a personnel mechanism related to the reclassification of an Office Assistant to a Supervisor. The increase in the FY 11-12 budget is due to the Property Management Program taking over the service of leases associated with the Rogue Family Center.

Organization Chart



All employees are reported as full-time equivalents (FTE).

FINANCE

Highlights and Challenges

Department Summary

Purpose Statement: To provide financial support, control, and income generation (investment income) services to the organization. The Department also provides revenue collection services to all County taxing districts, and property tax assistance and support services to the public.

Major Issues and Service Level Goals for Fiscal Year 2011-2012

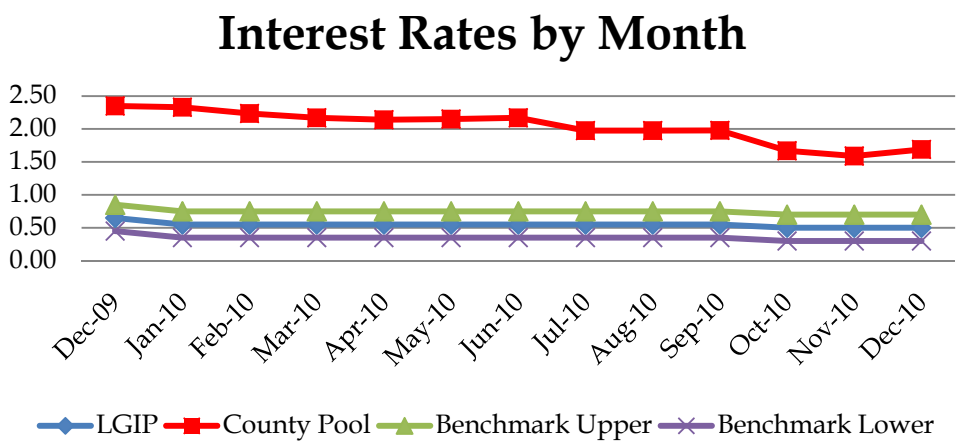
- Post implementation projects in the EnterpriseOne (E1) financial software including a chart of accounts enhancement and improvements in accounts payable efficiency (decreasing checks by exploring other payment methods such as electronic payments and expanded use of the purchasing card).
- Implement electronic scanning of tax vouchers to increase efficiency in tax and treasury and reduce lock box charges.
- Explore innovative and alternative ways for mailing/delivering tax statements to save costs.
- Continue to improve efficiency of processes and implement best practices in all procedures.
- Continued input into the enhancement of the Oregon Counties Assessment and Taxation System (ORCATS) tax and assessment software and the related cash receipting system developed by the same vendor.

Major Issues and Service Level Accomplishments for Prior Year

- Implementation of over the counter acceptance of credit cards for the payment of property taxes.
- Implementation of aging of accounts payable checks to better manage cash flow and reduce the number of checks written to the same vendor.
- The processing of tax payments continues to incrementally improve due to procedural changes and well trained extra help staff that are used during peak periods. The number of tax accounts to staff ratio continues to far exceed the Oregon Department of Revenue's benchmark for county tax offices.

Benchmark

The Treasury benchmark is based on a range rather than a specific point or target. Realizing that any investment portfolio benchmark tends to be valid only over a complete market cycle, which runs for a number of years, the benchmark is shown over time. Our benchmark, as shown in the line graph below, reflects investment portfolio performance as measured against the Local Government Investment Pool (LGIP) + or - 0.20 percent. This provides a targeted range and, as such, permits minor week to week variances in the LGIP without automatically creating an apparently unfavorable variance.


Interest Rates by Month
2.50
2.00
1.50
1.00
0.50
0.00
Dec-09
Jan-10
Feb-10
Mar-10
Apr-10
May-10
Jun-10
Jul-10
Aug-10
Sep-10
Oct-10
Nov-10
Dec-10
LGIP
County Pool
Benchmark Upper
Benchmark Lower

Accounting

Program Purpose

The Accounting Program is responsible for providing a flexible, timely management information system that allows easy access to financial data important to decision making, while maintaining necessary internal controls and encouraging competitive and effective procurement practices in a decentralized environment. The Accounting Program is helping to meet County goal: (11) Maintain public records to provide financial, historical, and statistical information.

Program Information

The Accounting Program provides the following services:

- **Service Delivery Efficiency**

Strategic Objective: Maintain general accounting, payroll, and purchasing expense as a modest percentage of the County's operating expense total (excluding capital projects).

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Percentage of County operating expenses	0.30%	0.33%	0.34%	0.34%

Strategic Objective: Provide accounts payable services in the most cost effective manner and reduce the number of checks written each year by exploring other payment methods such as electronic payments and purchasing cards.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Checks written	26,515	26,132	25,500	20,000
Electronic payments	0	0	24	1,000
Purchase card transactions	7,523	7,534	8,124	9,000
Purchase card rebate	$0	$12,962	$19,159	$25,000

Significant Issues in the Year Ahead

The overall emphasis this year will be the continued enhancement of the EnterpriseOne system to correct identified gaps in functionality; the enhancement of user manuals to better assist Departments; the enhancement and implementation of targeted system training; and the investigation of software updates available to this system from the developer of JDE EnterpriseOne software (Oracle).

Accounting

In addition to enhancement of the EnterpriseOne system, the Department will be focusing on implementing best practices to maximize the efficiency of the Department with the primary focus being on accounts payable.

Financial Condition

This Program is 96 percent funded by chargebacks to other County programs; 56 percent of those County programs are supported by the General Fund. The remaining 4 percent of funding for the Accounting Program is from miscellaneous revenues.

Program: 060101	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$560,145	$445,295	$443,717	$502,146	$568,000
Other	$65,471	$76,965	$79,482	$74,774	$94,534
Total	**$625,616**	**$522,260**	**$523,199**	**$576,920**	**$662,534**
EXPENDITURES					
Personal Services	$506,632	$493,202	$520,339	$516,403	$610,089
Materials & Services	$58,674	$43,695	$45,851	$60,517	$62,907
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$565,306**	**$536,897**	**$566,190**	**$576,920**	**$672,996**
Full-Time Equivalent	**7.13**	**6.38**	**7.33**	**6.38**	**6.85**

Payment Center

Program Purpose

To maximize the collection of property taxes in a timely manner on behalf of the taxing districts and the citizens of Jackson County while utilizing the latest available technology. In addition, the Payment Center provides cost-effective collection of miscellaneous revenues for other Departments in a manner that provides convenience to the public while protecting the County's financial assets. Since this program collects the taxes that help all taxing districts serve County citizens, this Program helps the County to achieve goal: (2) Serve all citizens fairly and ensure access to County government.

Program Information

The Payment Center Program provides the following services:

- **Efficient Collection and Posting of Property Tax Receipts and Miscellaneous Revenues for Other County Departments**

  Strategic Objective: Process all collections in a timely manner by more efficiently processing tax payments using updated equipment and also by meeting the targeted number of days required for revenues of other Departments to be deposited.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2011-2012 Projected
# of business days after November due date that all payments are posted*	6	8	7	7
# of business days after 2nd & 3rd trimesters all posted	4	4	4	4

* Our ability to meet these goals depends, in part, on the quality of extra-help that we are able to hire.

- **Cash Controls**

  Strategic Objective: Maintain a system of cash controls that minimizes the possibility of fraud while enabling payment processing as quickly and efficiently as possible.

- **Distribution of Taxes**

  Strategic Objective: Timely and accurate distribution of property taxes to the taxing districts.

Significant Issues in the Year Ahead

Working with the other seven counties using Oregon Counties Assessment and Taxation System (ORCATS) software, Payment Center Program staff, and Assessment staff will continue to be active in user group meetings to

identify needed enhancements to be developed by the software vendor. The goal is to enhance efficiency and market this product as a significant player in the State property tax system. The efficiency of a multi-county system is realized by all participating counties and the State Department of Revenue.

During the 2011-2012 fiscal year the Payment Center will also be undergoing reorganization of duties, reviewing internal processes and procedures to look for opportunities for efficiency and implementation of best practices to reduce errors and associated corrections. The Department will be utilizing more automation, including new tax payment processing equipment.

Financial Condition

Payment Center expenses are covered 30 percent by the County Assessment and Tax Fund (CATF) grant from the State and approximately 23 percent is covered by other miscellaneous revenues; the remainder is from the General Fund.

Program: 060201	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$131,065	$124,560	$131,967	$185,425	$166,536
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$98,602	$91,789	$113,207	$140,960	$150,385
Other	($50)	$0	$0	$0	$0
Total	**$229,617**	**$216,349**	**$245,174**	**$326,385**	**$316,921**
EXPENDITURES					
Personal Services	$294,548	$298,392	$294,772	$323,839	$306,695
Materials & Services	$190,699	$234,828	$213,603	$287,055	$289,579
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$485,247**	**$533,220**	**$508,375**	**$610,894**	**$596,274**
Full-Time Equivalent	**5.41**	**5.41**	**5.45**	**5.34**	**4.81**

Property Management

Program Purpose

To manage the County's real property assets including the granting of easements, negotiation of leases, and auctioning properties deemed to be surplus. The Property Management Program is involved in the foreclosure process from the generation of files and records at the beginning of the two-year "judgement" period to the point of possible sale after properties are deeded to the County. Field visits are performed on properties in the foreclosure process to facilitate identification of missing owners or other parties with a recorded interest. This Program manages County-owned property that is retained for operations, including maintaining records as to origin, restrictions in use, archeological designation, etc. The Property Management Program provides assistance to taxpayers and County Departments on property issues and procedures as well as locating and negotiating for property needed for County purposes, for both lease and purchase. This Program is helping to achieve County goal: (10) Make the best use of Jackson County's human and material resources.

Program Information

The Property Management Program provides the following services:

- **County Tax Foreclosure**

  Strategic Objective: Maximize payments on accounts in foreclosure with a goal of clearing as many accounts as possible. Obtain the highest return on properties the County does acquire, either through lease or disposal.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Percent of foreclosure properties cleared	75%	98%	98%	97%

- **Management of County Properties**

  Strategic Objective: Obtain the highest return on properties that the County does acquire, either through lease or disposal. Maintain County data base of properties. Collection of lease and contract payments.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Contract collection income	$42,516	$53,693	$42,973	$42,518

This Program provides contract payment collection services for Jackson County's real estate contracts. This includes originating the contract agreement, and payment processing and collection as necessary. A total of

$42,516 was collected in fiscal year 2009-2010; year-to-date for fiscal year 2010-2011 is $21,258.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Lease collection income	$100,902	$142,181	$288,063	$288,063

Lease payment collection services for Jackson County's real estate leases are provided by the Property Management Program. This includes locating property when the County is to be the lessee, lease agreement negotiations for both lessee and lessor situations, and payment processing and collection as necessary. A total of $100,902 was collected in fiscal year 2009-2010; year-to-date for fiscal year 2010-2011 is $117,717.59.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Percent of offered properties sold	75%	70%	50%	50%

The 2009 foreclosed property sales totaled $54,313.16 in gross revenues; there were no property sales in 2010. The type of properties that are acquired in the foreclosure process which are of a size and type that make them marketable to the general public continues to be very small.

Significant Issues in the Year Ahead:

The current downturn in the economy has caused a change in the current focus of the Property Management Program to more leases and contracts versus sales outright. The Program has taken over the service of leases associated with the Rogue Family Center this year. The Rogue Family Center will represent a cash flow through the Department of about $178,416 for the 2010-2011 fiscal year. Over the next couple of years, the number of parcels involved in all stages of the foreclosure process is expected to increase. The number of parcels deeded to the County at the conclusion of the foreclosure process has been low over the last few years, but will likely increase in the next few years unless the economy rebounds.

Financial Condition

This Program is funded through property sales, easements, and lease payments. Property sale revenues may only be retained to the extent that they cover actual costs. Additional receipts are distributed to all County taxing districts per Oregon Revised Statutes (ORS) 275.275.

Property Management

Program: 060202	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$0	$0	$0	$57,491	$57,798
Federal Gov't	$10,607	$0	$0	$0	$0
Fees & Charges	$84,465	$51,883	$56,676	$45,639	$223,497
Other	$0	($355)	$0	$0	$0
Total	**$95,072**	**$51,528**	**$56,676**	**$103,130**	**$281,295**
EXPENDITURES					
Personal Services	$31,876	$32,685	$31,922	$33,319	$31,591
Materials & Services	$14,647	$14,698	$235,880	$26,360	$221,051
Capital Outlay	$10,607	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$57,130**	**$47,383**	**$267,802**	**$59,679**	**$252,642**
Full-Time Equivalent	**0.43**	**0.43**	**0.43**	**0.43**	**0.40**

Treasury

Program Purpose

To manage the County's funds for maximum return while meeting liquidity requirements, protecting investment principal, and adhering to statutory and policy restrictions and requirements. The Treasury Program receives County funds, disburses tax revenue to all taxing entities, provides debt service administration for the County and the Urban Renewal Agency of Jackson County, and maintains an investment pool for all funds. This Program assists all Departments in the implementation of systems to enhance the processing and security of receipts, including wire and credit card payments. The program is helping to achieve County goal: (10) Make the best use of Jackson County's human and material resources.

Program Information

The Treasury Program is providing the following services:

- **Maximization of Investment Income**

  Strategic Objective: Realize a return on pooled investments within 20 basis points (0.20 percent) of the current Local Government Investment Pool (LGIP) rate. Pooled interest to be allocated based on daily balances by fund; bond investments are to comply with Internal Revenue code restrictions.

  Outcome: The benchmark on Finance's summary page reflects actual results. It is expected that the benchmark will be met in 2011-2012.

- **Enforcement of Cash Controls**

  Strategic Objective: Retain a system of cash controls that minimizes the possibility of fraud or misuse of cash entrusted to the Treasurer's Office. Note cash control weaknesses in other Departments and, together with Internal Audit, work toward their resolution.

- **Distribution of Taxes**

  Strategic Objective: Timely, accurate, and efficient distribution of property taxes utilizing Oregon Counties Assessment and Taxation System (ORCATS) software.

Significant Issues in the Year Ahead

The current economy has significantly depressed the investment market. A challenge in the year ahead will be to maximize the County's return on investments while maintaining liquidity requirements and protecting capital.

Financial Condition

This Program is funded primarily through chargebacks to other Departments based on actual workload statistics. Chargebacks account for 99.2 percent

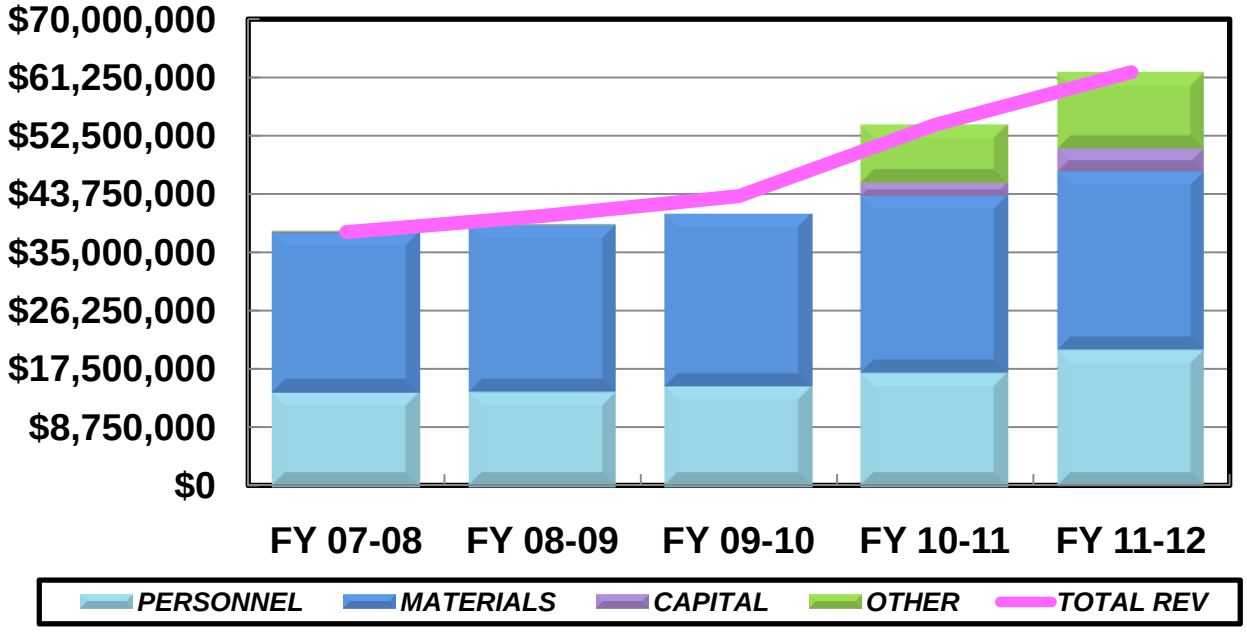
of the Treasurer's budget. An additional 0.8 percent in revenue is received through the State County Assessment and Tax Fund (CATF) grant. Approximately 40 percent of chargebacks are attributed to the General Fund.

Program: 060102	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$2,925	$3,014	$2,419	$3,276	$1,608
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$171,544	$169,652	$193,789	$198,717	$174,098
Other	$3,777	$3,507	$4,461	$3,072	$5,064
Total	**$178,246**	**$176,173**	**$200,669**	**$205,065**	**$180,770**
EXPENDITURES					
Personal Services	$158,502	$141,459	$151,390	$176,397	$152,988
Materials & Services	$16,598	$41,475	$25,120	$28,668	$27,782
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$175,100**	**$182,934**	**$176,510**	**$205,065**	**$180,770**
Full-Time Equivalent	**1.87**	**1.87**	**1.88**	**1.94**	**1.50**

This Page Reserved for Notes

HEALTH & HUMAN SERVICES

2007-2008 to 2011-2012

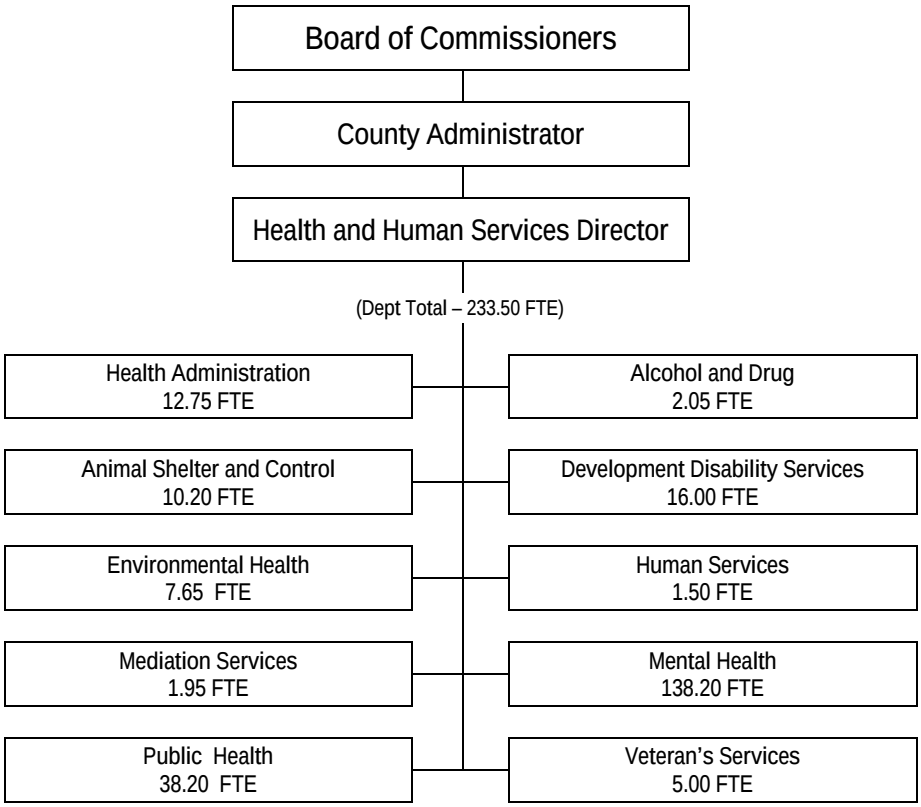


	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
PERSONNEL	$13,913,331	$14,004,563	$14,834,852	$16,852,332	$20,314,003
MATERIALS	$24,045,890	$25,086,771	$25,919,391	$26,575,427	$26,751,064
CAPITAL	$186,534	$57,147	$20,050	$2,006,300	$3,500,000
OTHER	$58,030	$58,268	$12,963	$8,708,000	$11,450,260
TOTAL EXP	$38,203,785	$39,206,749	$40,787,256	$54,142,059	$62,015,327
TOTAL REV	$38,028,529	$40,464,443	$43,422,212	$54,142,059	$62,015,327

FULL-TIME EQUIVALENT	204.73	197.95	205.90	207.75	233.50

Numbers for FY 07-08 through FY 09-10 are actual revenues and expenditures. FY 10-11 and FY 11-12 are adopted budgets. For an explanation of the differences between the actual expenditures and budgets, see the Differences Between "Actual" and "Budgeted" Numbers located in the Budget Summary section of this document on page 24. The FTE increase in FY 09-10 happened as a result of equity funding distribution in Developmental Disability. In FY 10-11, staff was added in the Veterans' and Public Health Programs to meet increased demand. In FY 11-12, approximately 27 FTEs were added to meet an increased demand in services provided by the Mental Health Program.

Organization Chart



All employees are reported as full-time equivalents (FTE).

Highlights and Challenges

Department Summary

Purpose Statement: Protect and promote the health of Jackson County citizens.

Major Issues and Service Level Goals for Fiscal Year 2011-2012

- Approximately 62.9 percent of the Health and Human Services budget is comprised of grants and reimbursements from the State and Federal governments; the uncertainty of funding at both of these levels will only be clarified at the end of the legislative process.
- With the release of the Governor's budget on February 1, 2011, a new structure to deliver services is proposed for those programs targeting newborn children to age five. Known as Early Learning Councils, there are numerous programs from various State entities which will be housed under these yet to be defined structures. Impact and specifics will be defined by a Transformation Initiative Team appointed by the Governor; however, the following Health and Human Services programs are likely to be impacted: Maternal Child Health Programs; Women, Infants, and Children (WIC); and the Children's Wraparound Project.
- Staff will need to be vigilant ensuring that Health and Human Services (HHS) is able to meet the mandates passed on to the County from the State of Oregon. Should significant reductions in funding occur, at some point it may not be realistic to do more with less, while meeting the minimum requirements/maintenance of effort requirements of our contracts.
- In response to State direction and reforms in health care provisions, it is anticipated there will be additional mandates/opportunities for increased integration between mental health care, physical health care, and addictions treatment.
- The number of proposed full-time equivalent (FTE) positions is approximately 23.75 more than in fiscal year 2010-2011 due, primarily, to additional positions in the Mental Health Program.
- The demand for services is greater than it has been in most program areas throughout the Department. The Women, Infants, and Children (WIC) caseload is at an all time high (6,877 families). While those fee based programs (predominantly in Environmental Health) appear to be faring well at this point, a continued economic downturn could have adverse effects in this area as well.

Major Issues and Service Level Accomplishments for Prior Year

- In 2010, Mental Health saw an increase in demand for services with 4,004 individuals being served over the course of the year. At the end of the year, 2,210 individuals (893 children and 1,317 adults) were in active treatment. The additional 23.75 FTE is mainly in the Mental Health Program due to the increase in individuals served going from 3,069 in 2009 to 4,004 in 2010 and a projected number of individuals served in 2011 to be 4,800. In 2010, Mental

Health served 103 individuals in foster care and successfully moved 17 into independent living in the community.

- In 2010, Animal Control had 235 volunteers who averaged over 800 hours per month assisting with 2,400 dogs and 3,500 cats leading to 2,100 adoptions.
- Women, Infants and Children (WIC) – the nutritional supplement program for low income pregnant women and those with children (under the age of 5) has seen a dramatic increase in caseload from 6,839 to 6,877 in the last year.
- In the Environmental Health Program, Environmental Health Specialists are averaging 624 inspections per FTE for: public food service facilities; pools and spas, tourist facilities; drinking water systems; and child care centers.
- Developmental Disabilities Services currently has 915 children and adults with developmental disabilities enrolled in services. That is a 10 percent increase over the past 18 months. Health and Human Services will continue to expand the provider base in residential and vocational services as necessary to meet the needs of those that the Department serves.
- In 2010-2011, Jackson County Addictions Prevention Services will endeavor to impact: awareness of the risk associated with substance use, especially the use of marijuana and the non-medical use of prescription drugs; past 30 day non-medical use of prescription pain medication among youth ages 12-21; and maintain the reductions in eighth grade use of alcohol observed in 2009-2010.
- In Public Health, strong regional partnerships with neighboring county health departments and with Federally-qualified health centers have enabled HHS to secure one Federal grant focused on infant mortality reduction. This grant will end during the 2012-2013 fiscal year.

Health Administration

Program Purpose

Provide direction and administrative support, including budgeting, contracts, personnel, and planning for all Health and Human Services' Programs. Maintain collaborative relationships with other agencies who serve the same population. The Health Administration Program is helping to meet County goals: (1) Protect the health, safety and well-being of all citizens; (4) Strengthen cooperation between public agencies; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Health Administration Program provides the following services:

- **Administration**

  Strategic Objective: Provide overall direction and administration of all Health and Human Services' Programs. Services include budgeting, contracts, personnel, and program planning.

- **Integrated Services**

  Strategic Objective: Work with other health and human services providers (State agencies and non-profits) to continue to work toward more integrated services.

Significant Issues in Year Ahead

The Program faces significant challenges as attempts are made to preserve the most basic Health and Human Services in light of State and Federal funding changes. Continue efforts and explore opportunities to co-house State and County human service buildings with the intent of providing more efficient and effective services.

Financial Condition

This Program is funded by chargebacks to other Health and Human Services' Programs and rents collected from partners at integrated facilities. There is no General Fund support to this Program.

Health Administration

Program: 240101	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$431,693	$10,427,274	$11,273,832	$11,329,772	$11,050,000
Federal Gov't	$0	$30,815	$144,294	$149,500	$0
Fees & Charges	$23,622	$24,835	$426,253	$1,066,241	$1,575,930
Other	$361,697	$380,831	$1,264,080	$11,546,505	$15,746,169
Total	**$817,012**	**$10,863,755**	**$13,108,459**	**$24,092,018**	**$28,372,099**
EXPENDITURES					
Personal Services	$123,917	$129,742	$99,253	$598,170	$1,018,801
Materials & Services	$331,715	$10,443,018	$12,601,445	$12,785,848	$12,397,379
Capital Outlay	$122,854	$57,146	$0	$2,000,000	$3,500,000
Other	$11,590	$37,204	$0	$8,708,000	$11,450,260
Total	**$590,076**	**$10,667,110**	**$12,700,698**	**$24,092,018**	**$28,366,440**
Full-Time Equivalent	**7.40**	**5.71**	**6.19**	**6.16**	**12.75**

Alcohol and Drug

Program Purpose

Addiction to alcohol, drugs, and gambling has a harmful and costly impact on the lives of children, families, and the community as a whole. Recognizing this, Jackson County, in coordination with the Local Alcohol and Drug Planning Committee, aim to ensure that a continuum of addictions prevention and treatment opportunities are available to County residents. Jackson County participates with local addictions treatment providers to plan for a comprehensive array of treatment services and to promote education and prevention programs in the community and local schools. The Alcohol and Drug Program is helping meet County goal: (1) Protect the health, safety, and well-being of all citizens.

Program Information

The Alcohol and Drug Program provides the following services:

- **Prevention**

  Strategic Objective: Prevent substance abuse and other high-risk behavior by County youth through collaborative planning, community and provider coordination, and outcome-based community services.

Alcohol and drug prevention programming is delivered at all three levels indicated by the Institute of Medicine: universal, selected (at-risk youth) and indicated (youth currently using but who have not yet developed a problem). Evidence-based programs were provided to 3,725 youths aged 5-25 last year in 14 schools. In fiscal year 2009-2010, reduction of 8th grade alcohol use was the primary goal. As shown below, rates fell from 33.4 percent in 2007-2008 to 21 percent in 2009-2010.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Percent of 8th grade students using alcohol*	n/a	21%	n/a	21%

*FY 2007-2008 Actual - 33.4%

Alcohol use continues to decline nationwide; however, use of marijuana and prescription drugs are increasing. In 2010-2011, Jackson County prevention services will endeavor to impact: awareness of the risk associated with substance use, especially the use of marijuana and the non-medical use of prescription drugs; past 30 day non-medical use of prescription pain medication among youth ages 12-21; and maintain the reductions in 8th grade use of alcohol observed in fiscal year 2009-2010.

- **Substance Abuse Treatment**

  Strategic Objective: Ensure the provision of a full continuum of evidence-based addiction treatment services for youth, adults, and families with treatment priority

given to pregnant women, intravenous drug users and persons referred from the Department of Human Services (DHS) and drug court.

Substance abuse treatment includes outpatient clinical care, case management, and recovery support services; opiate replacement therapies; residential treatment; and specialized services for adolescents. Intensive programs for parents with dependent children are also included. Over 2,500 individuals are served each year. In fiscal year 2009-2010, 66 percent of adults successfully completed residential substance abuse treatment. Treatment was provided to 224 parents referred by DHS with 86 percent successfully completing outpatient treatment.

- **Gambling**

Strategic Objective: Provide gambling prevention and treatment services to reduce the incidence and prevalence of problem gambling.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Percentage completing treatment successfully	30%	46.5%	60%	70%

Problem gambling treatment services were provided to 73 adults last year. In the most recent semi-annual performance review, Jackson County scored above average on access, wait times, retention, client completions and data reporting. In fiscal year 2011-2012, prevention programming will continue to be delivered community-wide and in the schools with the goal of increasing the perception of gambling as an activity that carries risk.

Significant Issues in the Year Ahead

Non-medical use of prescription pain medication has increased in the State and the County, with overdose deaths continuing to rise. A Task Force will be created in fiscal year 2011-2012 and charged with the responsibility of increasing the awareness of risk associated with non-medical use of prescription medication, as well as increasing community awareness and concern about the problem. A comprehensive strategic plan that addresses all levels of prevention and intervention will be deployed. The Task Force will also examine current increases in marijuana use among youth and adults in Jackson County and recommend strategies to address this problem.

Financial Condition

The Alcohol and Drug Program is funded primarily through State and Federal funds with other funding coming from the Beer and Wine Tax and Drug Forfeitures. Continuing economic uncertainties may affect State funding for treatment services. Research has shown that Oregonian

taxpayers save $5.60 for every dollar spent on treatment. Prevention funding is sourced through a Federal block grant and is anticipated to remain stable in the upcoming year. Funding for gambling prevention and treatment is likewise anticipated to remain stable for fiscal year 2011-2012. This Program will receive $162,204 in General Fund support.

Program: 240103	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$3,235,804	$3,926,523	$3,265,074	$3,401,184	$3,144,150
Federal Gov't	$530,969	$567,927	$340,164	$323,483	$84,000
Fees & Charges	$30,447	$39,950	$44,819	$272,274	$276,444
Other	$188,457	$243,795	$172,991	$234,245	$172,204
Total	**$3,985,677**	**$4,778,195**	**$3,823,048**	**$4,231,186**	**$3,676,798**
EXPENDITURES					
Personal Services	$312,654	$353,128	$342,309	$535,118	$444,823
Materials & Services	$3,817,502	$4,228,400	$3,612,822	$3,696,068	$3,231,975
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$4,130,156**	**$4,581,528**	**$3,955,131**	**$4,231,186**	**$3,676,798**
Full-Time Equivalent	**9.00**	**3.26**	**4.20**	**3.55**	**2.05**

Animal Shelter and Control

Program Purpose

Protect human and animal health and safety, increase responsible pet ownership, intake of stray domestic animals, and reduce the number of unwanted pets through education and enforcement of animal control and welfare laws and standards. The Animal Shelter and Control Program is helping to meet County goal: (1) Protect the health, safety, and well-being of all citizens.

Program Information

The Animal Shelter and Control Program provides the following services:

- **Animal Control**

  Strategic Objective: Pick up and take in stray and unwanted dogs and cats to reduce health concerns and the risk of bites or attacks to people and other animals/livestock.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Dogs handled	2,253	2,400	2,200	2,300
Cats handled	3,429	3,500	3,100	3,200
Dogs/cats returned/adopted (5 year average = 2,235)	1,888	2,100	1,900	2,000

The Animal Care and Control Facility continues to be the only open door shelter in Jackson County. No dog, cat, or other small pet is turned away. Even with this open door policy there is a percentage of the public that will not take responsibility for their animals. They are dumped in the streets or left behind needing our intervention. These animals not only become victims of neglect and abuse themselves, but also create health and safety issues for other animals and people. A five year average of 6,410 dogs and cats are either brought into the shelter or picked up by Animal Control Officers each year. Efforts by staff and volunteers from Friends of the Animal Shelter helped to return/adopt a five year average of 68 percent of the incoming program dogs and 21 percent of the program cats. The remaining 32 percent of dogs and 79 percent of cats were wild or evaluated and deemed not adoptable. Pets placed in our program for adoption are screened and determined adoptable by using a nationally recognized program. (Program animals do not include those that are road casualties or owner requested euthanasia.)

- **Case Investigations**

  Strategic Objective: Investigate dangerous dog complaints, potential livestock damage by dogs, nuisance dog complaints, and concerns of animal neglect/abuse.

Take necessary actions to prevent ongoing problems.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Dangerous dog/livestock offense	362	400	375	380
Nuisance	320	350	360	370
Cruelty/neglect	373	390	340	360
Animal bite to human	316	340	420	460

There is a continued growing need for our services and increased calls to respond to aggressive dogs and neglected animals. It is essential that we take a proactive approach and redesign the manner in which we respond to this growing case load. The end goal is to create efficiencies in operations allowing quality service with current levels in staffing. During the past five years, the enforcement cases and shelter related cases have averaged a total of 6,900 cases per year.

- **Licensing**

Strategic Objective: Assure current rabies vaccination and licensure of all dogs over six months of age.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Annual dog licenses	20,560	24,000	23,000	25,000

Our primary goal is to continue to protect human and animal health and safety. Our secondary goal is to strongly encourage voluntary license compliance through awareness and education programs. Follow-up will include citations issued to violators. This will be necessary to increase our primary funding source. More importantly it will assure dogs are properly vaccinated against rabies, which is deadly and transferable to other animals and humans. We will also be able to quickly return dogs wearing a license to the owner. This will reduce the cost of care while in the shelter. It will also be an assurance to the citizens of Jackson County when they see licensed dogs in the community. Seeing a license on a pet's collar automatically gives people the feeling it is a pet, not just a stray. There is also a reduced fee to redeem a licensed dog. Owners of non-licenced dogs are more likely not to pick up the dog due to the high cost. More licensed dogs will also increase our redemption numbers getting more dogs out of our system and back home.

- **Animal Body Disposal**

Strategic Objective: Timely removal and proper disposal of animal bodies from County roads and the streets in those cities that contract for our services. Proper disposal of animal bodies euthanized by area veterinarians.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Calls to remove a dead animal from the roadway	425	550	475	500
Deer and wildlife disposed of	360	450	400	450
Dogs and cats	235	260	270	280
Animals disposed of for veterinarians	1,840	2,100	1,900	2,000

The five-year average is 2,765 animal bodies per year that are properly disposed of according to solid waste standards. These are in addition to the average of 4,000 dogs and cats euthanized at the shelter each year.

Significant Issues in the Year Ahead

The main challenge will be assuring the same levels of service to a rapidly growing County. The Program will be faced with the expectations to continue to effectively respond to animal-related public health and safety problems and concerns with the same staff levels.

It will be essential to begin rebuilding the ways in which community support may be gained. In the past, there has been strong support in the form of donations of time and funding for special projects. The economy continues to effect the amount of both financial and volunteer help that is being received. Staff is looking at finding more creative ways to utilize the resources that are available to continue to enhance services and provide for the needs of animals in the care this Program.

Financial Condition

With the exception of Solid Waste monies, the Animal Shelter and Control Program is funded 100 percent through dog license sales, reimbursement contracts, adoption and other fees, fines, and in some areas, through donations. There is no General Fund support for Animal Shelter and Control.

Animal Shelter and Control

Program: 240107	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$195,969	$159,937	$381,086	$159,103	$259,339
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$669,047	$745,047	$657,163	$791,280	$807,010
Other	$218,362	$169,226	$180,118	$253,347	$366,049
Total	**$1,083,378**	**$1,074,210**	**$1,218,367**	**$1,203,730**	**$1,432,398**
EXPENDITURES					
Personal Services	$593,283	$622,751	$576,594	$648,796	$714,128
Materials & Services	$571,280	$579,479	$535,608	$554,934	$718,270
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$1,164,563**	**$1,202,230**	**$1,112,202**	**$1,203,730**	**$1,432,398**
Full-Time Equivalent	**9.17**	**10.35**	**10.23**	**10.25**	**10.20**

Developmental Disability Services

Program Purpose

The Developmental Disabilities Program provides specialized case management to eligible individuals who experience mental retardation, cerebral palsy, autism, epilepsy, and other developmental disabilities. Program responsibilities include the provision of protective service actions as well as thorough investigation of abuse and neglect for adults living in provider agencies and family homes; crisis intervention; licensing and monitoring of foster homes; administration of family support for minor children; and authorization of Medicaid support services for adults. The Developmental Disabilities Program is helping to meet County goal: (1) Protect the health, safety, and well being of all citizens.

Program Information

The Developmental Disabilities Program provides the following services:

- **Case Management**

  Strategic Objective: Complete an assessment of support needs and implement a plan for meeting those needs for each client enrolled in case-management only at least one time a year.

- **Abuse Investigation**

  Strategic Objective: Identify and respond to all complaints of abuse and neglect within 24 hours. Complete all investigation reports within the State-mandated, 45-day, time line.

- **Residential Group Homes, Foster Homes, and Supported Living**

  Strategic Objective: Complete a monitoring of services for each individual in residential services at least ten times per year.

- **Family Support**

  Strategic Objective: Decrease the likelihood of out-of-home placement by providing families of minor children individualized supports such as specialized equipment, consultation, training, and respite. *(This program is slated for removal from the State's budget in fiscal year 2011-2012.)*

- **Employment**

  Strategic Objective: Provide developmentally disabled adults in comprehensive services and support services with the opportunity to be competitively employed in community settings with supports as necessary.

- **Support Services Brokerage**

  Strategic Objective: Brokerage services provide eligible adults living in the community without comprehensive residential supports with various service possibilities based on a person-centered plan done by a personal agent. Services might include in-home supports, respite, community inclusion, supported living, skills training, and employment.

Significant Issues in the Year Ahead

Jackson County Developmental Disabilities Services currently has enrolled in services, 915 children and adults with developmental disabilities. That is a 10 percent increase over the past 18 months. A major focus of the Program will once again be the continued development and expanded capacity across our range of service elements to support those individuals. Staff will continue to expand our provider base in residential and vocational services as necessary to meet the needs of those who are served.

Along with the increase in caseload, Developmental Disabilities Services continues experiencing a significant increase in individuals requiring crisis placement who have been dually diagnosed with a co-existing mental health diagnosis and a developmental disability. The Program continues to strengthen its partnership with the County's Mental Health Program and is realizing improved services and supports as a result.

The Program also continues working within the regional crisis program at Jefferson Behavioral Health to strengthen capacity in the area of behavior consultation and provider training for the purpose of ensuring providers are better able to maintain client placements long term.

The purpose of the regional crisis program will continue to be evaluated. Historically, the regional program has been focused on responding to individuals in crisis, which meant the person had to be at risk of commitment or at risk of loss of services. It is the goal of the regional program and the regional County partners to utilize regional crisis resources to implement more proactive strategies before individuals go into full-blown crisis which are often more expensive to resolve.

Jackson County Developmental Disabilities Services will also continue to collaborate with several community partners to further develop a "family supporting family" model. In past years, it has been found that this an effective tool for supporting families and, in light of the questionable future of case management funding, this may be the only choice for families.

Financial Condition

Consistent with the current economic conditions, in the mid to latter months of fiscal year 2010-2011, this Program experienced some significant cuts to the case management and administrative budgets as well as significant cuts

to service dollars paid to providers of residential, vocational, and in home supports for children and adults. Unfortunately, many of the State mandates did not decrease consistent with the funding. If that were not a challenge in itself, the Program has also realized a nearly 10 percent growth in caseload in the recent biennium.

Jackson County Developmental Disabilities Services entered fiscal year 2010-2011 in solid financial condition due to the hard work of the dedicated employees to ensure that the State contractual obligation is met for case management contacts even with significantly less staff than the State had provided funded for. As with many human services organizations, fiscal year 2011-2012 will undoubtedly bring significant challenges in how this Program provides services to the community in light of increased costs and case management/administrative budget reductions from the State.

The Program is funded by the State; there is no General Fund support.

Program: 240109	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$10,931,399	$2,021,902	$2,280,751	$2,319,451	$1,974,941
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$0	$0	$0	$0	$0
Other	$27,247	$23,437	$29,146	$14,000	$87,148
Total	**$10,958,646**	**$2,045,339**	**$2,309,897**	**$2,333,451**	**$2,062,089**
EXPENDITURES					
Personal Services	$877,683	$947,828	$1,168,696	$1,301,949	$1,285,728
Materials & Services	$9,935,273	$869,331	$893,197	$1,031,502	$776,361
Capital Outlay	$0	$0	$6,760	$0	$0
Other	$0	$21,063	$12,963	$0	$0
Total	**$10,812,956**	**$1,838,222**	**$2,081,616**	**$2,333,451**	**$2,062,089**
Full-Time Equivalent	**13.00**	**17.00**	**18.00**	**18.00**	**16.00**

Environmental Health

Program Purpose

The Environmental Health Program ensures the health and safety of the community through education and enforcement of public health regulations pertaining to food, pool, and lodging facilities; public drinking water systems; and wood stoves and open burning. The Environmental Health Program is helping to meet County goal: (1) Protect the health, safety, and well-being of all citizens.

Program Information

The Environmental Health Program is providing the following services:

- **Program Administration, Licensing, and Inspections**

  Strategic Objective: Prevent illness and injury by providing inspections and consultations for public food service facilities; pools and spas; tourist facilities (hotels/motels, RV parks, organizational camps); drinking water systems; and childcare centers. Provide food handler education for food service workers. Promptly investigate suspect foodborne and waterborne illness.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Annual inspections completed	2,327	2,327	2,436	2,436
Drinking water systems surveyed	48	42	42	41
Food handlers tested	5,005	5,200	5,481	5,500

- **Wood Stove and Open Burning Education and Compliance**

  Strategic Objective: Reduce particulate air pollution through education, intervention, collaboration, and necessary enforcement of residential wood smoke and open burning regulations.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of citizen complaints that require response	104	100	90	100

Environmental Health

Significant Issues in the Year Ahead

In the licensing and inspection programs, emphasis will be put on achieving all required inspections while maintaining inspection effectiveness by focusing on education and risk factors that could lead to illness or injury.

Continuing education and enforcement of County wood stove and open burning regulations in order to maintain compliance with the Environmental Protection Agency's (EPA) National Ambient Air Quality Standards for particulate matter. The EPA is considering making such standards more stringent, which may be challenging for the County to meet.

Financial Condition

The licensing and inspection programs are funded through licensing, inspection, and food handler testing fees. The economic downturn has resulted in stagnation of the local food service industry, which results in stagnation of revenue to fund the food inspection program. The financial downturn may also affect the drinking water program, which is funded via a contract with the Oregon Health Authority. The wood stove and open burning program is funded through a contract with the Oregon Department of Environmental Quality, which could see a reduction with severe budget cuts occurring in Oregon. There is no General Fund support for this Program.

Program: 240106	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$92,318	$141,630	$137,388	$123,025	$123,000
Federal Gov't	$31,750	$31,202	$30,000	$30,000	$30,000
Fees & Charges	$705,406	$728,815	$766,699	$766,738	$761,600
Other	$6,989	$9,830	$8,508	$14,108	$33,157
Total	**$836,463**	**$911,477**	**$942,595**	**$933,871**	**$947,757**
EXPENDITURES					
Personal Services	$540,261	$584,036	$609,864	$639,986	$703,167
Materials & Services	$204,988	$186,037	$184,319	$293,885	$250,249
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$745,249**	**$770,073**	**$794,183**	**$933,871**	**$953,416**
Full-Time Equivalent	**9.83**	**8.27**	**7.58**	**7.59**	**7.65**

Human Services

Program Purpose

The Human Services Program ensures there is a basic safety net of human services for Jackson County citizens and seeks to maximize community engagement and supports for children and families in Jackson County. The Human Services Program is helping to meet County goal: (1) Protect the health, safety, and well-being of all citizens.

Program Information

The Human Services Program provides the following services:

- **Commission on Children and Families**

  Strategic Objective: Develop and implement a comprehensive plan through citizen planning, community contracts, and outcome-based services and initiatives. The two priority objectives are to reduce child abuse and to increase high school graduation.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Child abuse rates per 1,000	12.5	18.0	14.3	14.3

The economic impact of the recession has created additional stress for many families while many community support programs have seen a decrease in revenue and their capacity to meet the needs. Although there is a broad community commitment to keep children safe, it is anticipated that the abuse rates may increase in the coming year.

- **Human Services**

  Strategic Objective: Provide a safety net of contracted human services to Jackson County citizens. The safety net provides support services for families and abuse victims, health care, emergency services, alcohol and drug services, and legal/public safety services.

Significant Issues in the Year Ahead

As described above, the severe economic downturn has resulted in an increased demand for safety net services while programs across the community are being cut due to budget reductions. As family stress increases, children are at greater risk for abuse and neglect, poor school performance, and other negative outcomes.

The Human Services Program Grants awarded to service partners are 100 percent funded with County General Fund dollars. A new set of Human Service Partner Grants were awarded to 22 programs for the 2009-2010 fiscal

year with the potential for annual grant renewal for up to four years contingent upon performance and fund availability.

The Commission on Children and Families (CCF) funding is 100 percent funded with State and Federal dollars. The CCF did experience budget reductions for 2010-2011, as anticipated. The CCF is currently considering the possibility of restructuring in anticipation of significant additional reductions in funding and services.

Financial Condition

The Commission on Children and Families and its grant programs are 100 percent funded with State and Federal dollars. Of the total funding for this program, 75.5 percent comes from State and Federal funds and is used to support contracts for safety and services. The other 24.5 percent is supported by the General Fund.

Program: 240102	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$1,808,230	$1,705,244	$1,532,649	$1,470,240	$1,400,273
Federal Gov't	$412,090	$513,183	$365,251	$390,027	$380,949
Fees & Charges	$0	$0	($210)	$0	$0
Other	$584,007	$582,651	$578,278	$596,925	$577,340
Total	**$2,804,327**	**$2,801,078**	**$2,475,968**	**$2,457,192**	**$2,358,562**
EXPENDITURES					
Personal Services	$279,297	$267,961	$203,294	$233,829	$160,367
Materials & Services	$2,570,627	$2,486,079	$2,263,625	$2,223,363	$2,198,195
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$2,849,924**	**$2,754,040**	**$2,466,919**	**$2,457,192**	**$2,358,562**
Full-Time Equivalent	**3.33**	**3.20**	**3.20**	**2.50**	**1.50**

Mediation Services

Program Purpose

Provide mediation services for parents who are disputing custody or visitation of their children and for couples who are divorcing and desire financial mediation. The Mediation Services Program is helping to meet County goal: (1) Protect the health, safety, and well-being of all citizens.

Program Information

The Mediation Services Program provides the following:

- **Mediation Services**

  Strategic Objective: Provide mediation services for custody, visitation, or financial disputes. High rates of agreement continue in both the financial and child custody mediation programs; thus relieving the courts of additional cases to settle.

Significant Issues in the Year Ahead

Divorce filing fees are decreasing, although the number of filings do not appear to be down as the case load has not decreased. The decrease in revenue appears to be due to an increased number of fees being waived. Due to current economic conditions people do not have the ability to pay the filing fees.

Financial Condition

The Mediation Services Program is supported by divorce filing fees and receives no General Fund support.

Program: 240110	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$222,999	$206,671	$204,765	$199,000	$207,000
Other	$3,533	$2,811	$1,115	$44,355	$0
Total	**$226,532**	**$209,482**	**$205,880**	**$243,355**	**$207,000**
EXPENDITURES					
Personal Services	$188,722	$209,953	$210,156	$223,105	$186,996
Materials & Services	$21,640	$24,664	$20,633	$20,250	$20,004
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$210,362**	**$234,617**	**$230,789**	**$243,355**	**$207,000**
Full-Time Equivalent	**2.50**	**2.30**	**2.20**	**2.20**	**1.95**

Mental Health

Program Purpose

The Mental Health Program provides medically necessary mental health services to eligible people in Jackson County with severe or chronic psychological or emotional problems. The Program helps individuals resolve crisis situations, develop skills to improve their functioning in daily life, and reduce criminal justice involvement. It supports citizens with serious mental disorders to sustain stable lives in recovery in the community. The Mental Health Program is helping to meet County goal: (1) Protect the health, safety, and well-being of all citizens.

Program Information

The Mental Health Program provides the following services:

- **Access and Crisis Services**

  Strategic Objective: Provide smooth access for individuals requesting treatment services. Provide rapid, appropriate response to people who are experiencing a mental health crisis and are at risk of hospitalization. Provide services for people being discharged from the hospital. Services include assessments, referrals, pre-commitment services, discharge planning, respite care, intensive case management, and a range of crisis intervention services including drop-in support and community resource groups.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Individuals served	3,046	3,069	4,004	4,800
Crisis interventions provided	827	884	1,054	1,200
Pre-commitment investigations completed	470	462	798	600

There was an increase in demand for services 2010 with 4,004 individuals being served over the course of the year. At the end of the year, 2,210 individuals (893 children and 1317 adults) were in active treatment. The Access Team received over 350 calls for services each month. Despite the increased numbers of covered lives, staff was able to lower the percentage cost for acute care psychiatric inpatient care for individuals covered by the Oregon Health plan due to increased crisis intervention and diversion. The acute care costs for the indigent population decreased by over 6 percent.

- **Adult Outpatient Services**

  Strategic Objective: Provide a comprehensive continuum of evidence-based outpatient treatment services to reduce

mental health symptoms and foster improved daily living and stability in the community.

Services include: 1) cognitive behavioral psychotherapeutic interventions individually and in treatment groups; 2) evidence-based practices to address specific symptoms and disorders such as borderline personality disorder and post-traumatic stress disorder; 3) psychiatric evaluations, treatment planning, coordination of medical services, and medication management; 4) community support services to adults with severe and persistent mental illnesses including strength-based case management, skills training, benefit management, and counseling; 5) outreach and community support to individuals whose serious mental health disorders put them at risk for jail or State hospitalization; and 6) clinically supervised peer counseling services to senior citizens in the community.

In 2010 measurement of symptom improvement was implemented for the adult clients receiving psychotherapy and medication management. For individuals with severe mental illness receiving intensive community based services, access to housing, benefits, and vocational support for over 180 clients was provided.

- **Children's Services**

  Strategic Objective: Provide a comprehensive continuum of evidence-based outpatient treatment services to children with severe and acute mental health disorders to reduce mental health symptoms and keep children safely at home, in school, out of trouble, and with friends.

Services include: 1) crisis intervention, assessment, psychiatric services, and psychotherapy; 2) evidence-based practices in children's mental health including Parent-Child Interaction Therapy and Collaborative Problem Solving; and 3) Intensive Community-based Treatment Supports to families raising children with serious emotional disorders.

In the children's program measurements of symptom reduction are being put into place. Seventy-nine percent of children receiving Parent-Child Interaction Therapy showed a reduction in problem behavior. In 2010, an enhanced Wraparound program was introduced. The County is part of a three site State program to provide Wraparound services and develop the system of care for children in the care of Child Welfare who have had multiple placements and suffer from emotional and behavioral problems. Sixty children are now being served under the care of Child Welfare with this program, which will involve regular measurement of progress in school attendance and improved behavior at home and in the community. Two children who had been in residential care for many years have been successfully transitioned back to the community.

- **Residential Services**

  Strategic Objective: Provide mentally ill adults with a comprehensive continuum of residential options and housing supports.

Services include: 1) adult foster homes providing 24-hour supervision and care services; 2) transitional homes with support services enabling disabled persons to reside in independent housing; and 3) crisis/respite placements for persons in psychiatric crisis at imminent risk of hospitalization.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Successful transition from foster care to the community	7	9	17	20

In 2010, the Mental Health Program served 103 individuals in foster care and successfully moved 17 into independent living in the community. The transitional-supported housing program served 30 individuals and moved six into their own stable housing. Staff successfully accepted 10 individuals into the supported housing program and community programs on discharge from the State hospital.

- **Secure Residential Treatment and Psychiatric Security Review Board (PSRB) Services**

  Strategic Objective: Promote community integration with consideration for public safety for severely mentally ill persons after prolonged stays in State hospitals with the goal of moving to fully independent living situations when possible.

Services include: 1) the Hazel Secure Residential Treatment Facility (SRTF) which houses and treats 16 clients following discharge from the State hospital; 2) the Transitional Living Cottage for five clients under supervision by the PSRB who learn to manage their daily lives after long stays in group homes; and 3) PSRB Case Management and Supervision for up to 20 clients living independently or in group homes under conditional release from the State hospital.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Discharge from SRTF to lower level of care	4	2	8	8

In 2010, eight adults with serious mental illness were successfully transitioned to a lower level of care from the 16 bed secure residential facility. In 2010 there were no community incidents involving residents; only two individuals needed to be moved to a higher level of care. Over the course of the year, 17 individuals were engaged in a pre-employment program and three of these are ready for community employment. A family member satisfaction survey done in 2010 showed 80-90 percent satisfaction with services. In the community PSRB program in 2010, three individuals successfully completed their supervision and four moved into independent living with three gaining regular employment.

Significant Issues in the Year Ahead

The Mental Health Program has been challenged in the past year to meet increasing demand for services. In response there has been a significant expansion of staff positions and the initiation of several new programs. As these positions are filled, and the new programs implemented, the Program expects to see a significant increase in the number of individuals served. Preserving essential and core services in the face of budget uncertainty will continue to be a priority as staff strives to maintain an adequate level of response to mental health crises in the community, ongoing support to those with serious mental health disorders so they can stay in the community, and continued addictions treatment and prevention services.

Increased need to demonstrate accuracy and completeness in documentation and billing to satisfy external mandate and audits makes ensuring the integrity and completeness of the Program's data a priority. The ongoing implementation of the new software program for integrated electronic records, scheduling, and billing will continue to improve staff's ability to monitor results and increase compliance. In addition, attention to increased auditing and training for clinical staff will lead to better performance in this area.

In 2011, there will be further development of several new programs. The Wraparound program for children will be fully operational and, as a result of winning a training grant from the State, the Program's clinical staff and other providers in the community are being trained on understanding the impact of trauma on neurodevelopment to design new developmentally focused therapeutic interventions for children. In response to the Adult Mental Health Initiative, the Program will be implementing an Assertive Community Treatment team to reach out into the community and actively support individuals with severe mental illness who would otherwise need residential care. A new Supported Employment program will assist individuals with severe mental illness to gain regular employment and the Supported Housing program will be strengthened with additional staff.

In response to reforms in health care provisions, the Mental Health Program will continue to develop opportunities for integration between physical health care, addictions treatment and mental health treatment and respond

to new models for funding as they are developed. In 2011, implementation will take place of an expanded model for service delivery with the goals of providing mental health treatment where people are receiving other services. A Program goal is to have mental health services provided directly at community safety clinics, addictions treatment sites, and at the children's relief nursery. Ensuring ready access to treatment for children in the Child Welfare system will be another priority.

Financial Condition

The Mental Health Program is funded 100 percent with fees, charges, State, and Federal funds. Continuing economic uncertainties will continue to affect State funding from time to time as the legislature adjusts the State budget in response to revenue forecasts.

Program: 240112	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$11,035,957	$11,491,163	$13,595,130	$12,952,253	$16,883,660
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$276,903	$366,462	$320,074	$328,450	$199,960
Other	$72,746	$147,489	$106,892	$100,000	$404,261
Total	**$11,385,606**	**$12,005,114**	**$14,022,096**	**$13,380,703**	**$17,487,881**
EXPENDITURES					
Personal Services	$7,878,893	$7,865,686	$8,331,148	$9,091,153	$12,154,872
Materials & Services	$3,912,412	$3,606,783	$3,900,066	$4,283,250	$5,333,009
Capital Outlay	$63,678	$0	$6,300	$6,300	$0
Other	$46,439	$0	$0	$0	$0
Total	**$11,901,422**	**$11,472,469**	**$12,237,514**	**$13,380,703**	**$17,487,881**
Full-Time Equivalent	**103.58**	**105.18**	**110.15**	**111.45**	**138.20**

Public Health

Program Purpose

The Public Health Program seeks to protect and promote the health of all Jackson County citizens. Services include maternal and child health; family planning; tobacco prevention and education; breast cancer screening and education; teen pregnancy prevention; school-based health; Women, Infants, Children (WIC); and chronic disease prevention education and interventions. The Communicable Disease Control subprogram seeks to reduce the incidence of communicable diseases among Jackson County citizens by providing clinical, epidemiological, and educational services. Services include HIV/AIDS prevention; comprehensive immunization services for infants, children, and adults; communicable disease control for all citizens; sexually transmitted disease prevention and treatment; and emergency preparedness planning. The Public Health Program is helping to meet County goal: (1) Protect the health, safety, and well-being of all citizens.

Program Information

The Public Health Program provides the following services:

- **Maternal and Child Health**

  Strategic Objective: Improve the health of women and children by providing access to prenatal care; home based pregnancy and parenting support; case management for children with special health care needs; and nutrition education and support services.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
% women delivering babies who have received adequate prenatal care	93.7	93	94	94.5

- **Family Planning**

  Strategic Objective: Provide contraceptive services and education to low-income men and women to prevent unintended pregnancies.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of pregnancies in teens, 10 through 17 years old, per thousand	11.3	10.6	11	10.5

Ongoing activities (easy access to contraceptive services and school based health centers in high schools) appear to be significantly influencing a decrease in teen pregnancy rates.

- **Communicable Disease Control**

  Strategic Objective: Control the spread of communicable diseases among Jackson County citizens by providing case investigations, clinical services, testing, and case management.

- **Immunizations**

  Strategic Objective: Provide comprehensive immunization services for infants, children, and adults to decrease the incidence of vaccine-preventable diseases.

- **HIV/AIDS Prevention and Treatment**

  Strategic Objective: Provide counseling, testing, and community education about HIV/AIDs to assist with prevention and early identification of new HIV infections.

- **Emergency Preparedness**

  Strategic Objective: Increase Jackson County's public health readiness to respond to all-hazards risks to public health.

Significant Issues in the Year Ahead

Financial pressures at both the Federal, State, and County levels continue to pose serious threats to our ability to provide the most basic public health services. Changes to the Oregon Health Plan (restrictions on eligibility, premiums, and co-pays) will inevitably lead to many poor Oregonians losing their health insurance. This will definitely impact the Public Health Program as 15 percent of revenue for public health services is reimbursement from the Oregon Health Plan.

Federal grant funds for new public health initiatives have been absent for the past nine years. The absence of these funds has limited any new or expanded programming. Strong regional partnerships with neighboring county health departments and with Federally-qualified health centers have enabled us to secure one Federal grant focused on infant mortality reduction. This grant will end within the 2012-2013 fiscal year.

Financial Condition

The County General Fund pays 16.5 percent of the cost of providing public health services. The majority of the Public Health Program is fully paid with State and/or Federal grants, client fees, and reimbursement from third party payers. Flat or declining reimbursements for services and rising costs place severe limitations on our ability to adequately fund public health programs.

Public Health

The County's General Fund supports 50.6 percent of the Communicable Disease Control subprogram. The Public Health Program has a diversified funding base and always pursues funding opportunities to support public health work.

Program: 240105	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$3,623,314	$3,498,828	$3,951,462	$3,479,786	$3,449,205
Federal Gov't	$26,125	$14,587	$175,610	$10,000	$140,000
Fees & Charges	$953,763	$948,148	$578,131	$586,767	$621,220
Other	$1,050,409	$1,041,167	$328,457	$829,024	$860,062
Total	**$5,653,611**	**$5,502,730**	**$5,033,660**	**$4,905,577**	**$5,070,487**
EXPENDITURES					
Personal Services	$2,904,320	$2,811,979	$3,105,817	$3,304,533	$3,331,915
Materials & Services	$2,625,067	$2,567,170	$1,799,514	$1,601,044	$1,738,572
Capital Outlay	$0	$0	$6,990	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$5,529,387**	**$5,379,149**	**$4,912,321**	**$4,905,577**	**$5,070,487**
Full-Time Equivalent	**43.00**	**38.88**	**40.15**	**41.25**	**38.20**

Veterans' Services

Program Purpose

The Veterans' Services Program assists veterans, their children, and surviving widows to obtain benefits from the Federal government. This Program is helping to meet County goal: (1) Protect the health, safety, and well-being of all citizens.

Program Information

The Veterans' Services Program provides the following service:

- **Claims Assistance**

  Strategic Objective: Help veterans, widows, and their children to obtain benefits due them from the Federal government because they were wounded, became ill while in the military, because they are now disabled and low income, or because they are in need of the care and assistance of another person.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Interviews completed	5,010	5,500	5,691	6,000

Significant Issues in the Year Ahead

Fulfill the requirements of Senate Bill 1100 and Senate Bill 5629-A which stipulate that County Veterans' Service Offices shall: 1) enhance outreach efforts; 2) enhance staff training; and 3) facilitate the coordination of computer systems to ensure the seamless transfer of information.

Financial Condition

The County's General Fund supports 74.6 percent of the cost of the Veterans' Services Program.

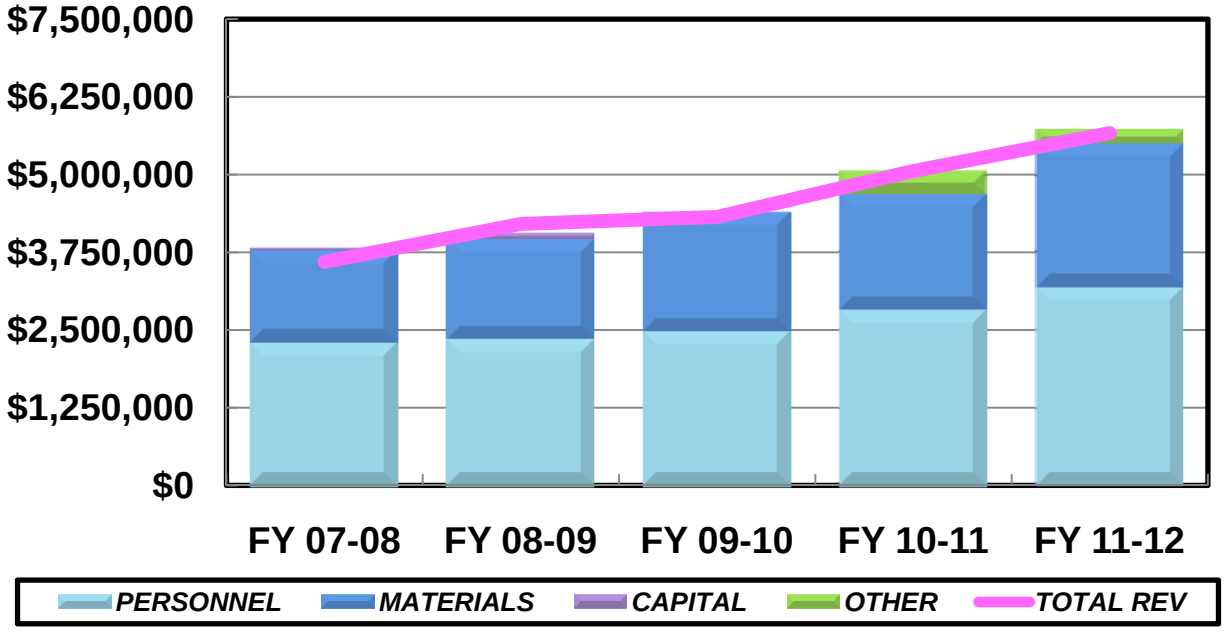
Veterans' Services

Program: 240111	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$112,018	$108,889	$98,440	$96,000	$91,509
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$9,610	$9,396	$9,942	$10,000	$10,000
Other	$155,551	$154,691	$173,789	$254,976	$298,747
Total	**$277,179**	**$272,976**	**$282,171**	**$360,976**	**$400,256**
EXPENDITURES					
Personal Services	$213,807	$211,133	$187,335	$275,693	$313,206
Materials & Services	$54,784	$95,293	$107,530	$85,283	$87,050
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$268,591**	**$306,426**	**$294,865**	**$360,976**	**$400,256**
Full-Time Equivalent	**3.92**	**3.80**	**4.00**	**4.80**	**5.00**

This Page Reserved for Notes

INFORMATION TECHNOLOGY

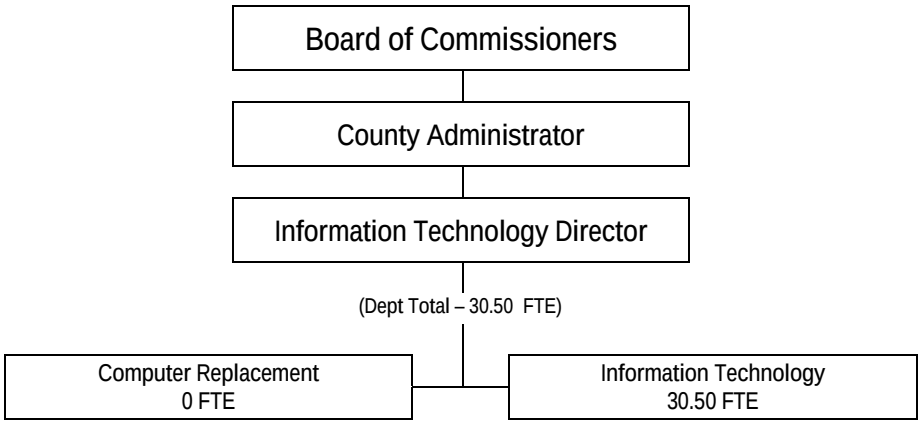
2007-2008 to 2011-2012



	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
PERSONNEL	$2,291,535	$2,344,605	$2,470,735	$2,815,397	$3,177,770
MATERIALS	$1,487,113	$1,609,321	$1,919,540	$1,857,880	$2,308,919
CAPITAL	$43,219	$87,185	$0	$0	$0
OTHER	$0	$0	$0	$383,313	$224,883
TOTAL EXP	$3,821,867	$4,041,111	$4,390,275	$5,056,590	$5,711,572
TOTAL REV	$3,596,288	$4,205,668	$4,318,487	$5,056,590	$5,668,684
FULL-TIME EQUIVALENT	28.00	28.00	26.00	30.00	30.50

Numbers for FY 07-08 through FY 09-10 are actual revenues and expenditures. FY 10-11 and FY 11-12 are adopted budgets. For an explanation of the differences between the actual expenditures and budgets, see the Differences Between "Actual" and "Budgeted" Numbers located in the Budget Summary section of this document on page 24. The increase in the number of FTEs is attributed to additional direct support positions as requested by the Health and Human Services, Sheriff, and Airport Departments. The increase in the FY 11-12 budget is due to increased labor costs, growth in the demand for data storage, and an increase in technology projects requested by internal customers.

Organization Chart



All employees are reported as full-time equivalents (FTE).

INFORMATION TECHNOLOGY

Highlights and Challenges

Department Summary

Purpose Statement: The Information Technology (IT) Department's mission is to develop and maintain the computer information systems and communication networks which County employees depend on to serve the community. IT is a partner to County departments, helping them to choose and use technology to meet their goals efficiently and effectively.

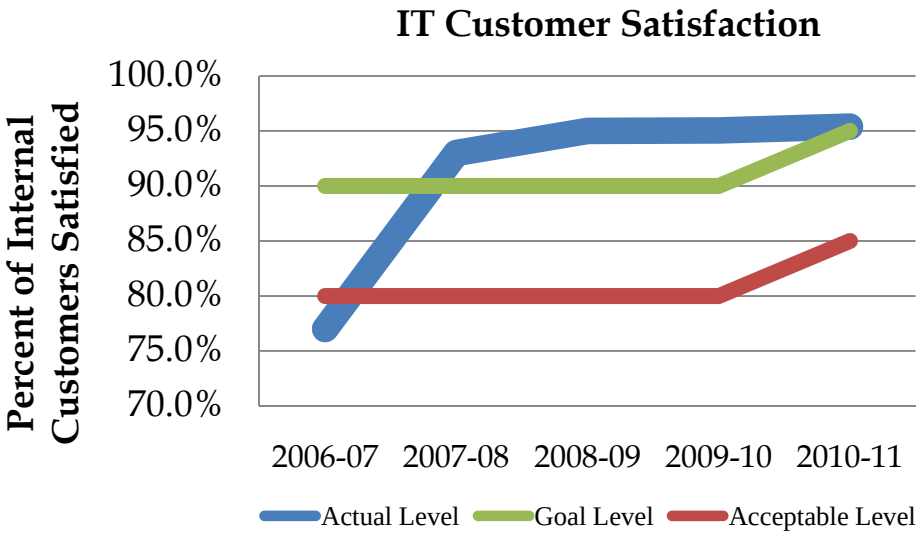
Major Issues and Service Level Goals for Fiscal Year 2011-2012

- Begin replacement of the obsolete telephone system and begin migration to new directory services and email systems in order to maintain reliable voice and electronic communication, and to position the County to reduce future operating costs and improve staff productivity by taking advantage of United Communications.
- Finish implementing Electronic Document Management for law enforcement records to save paper and improve productivity of Sheriff's Office staff.
- Continue converting old database systems to modern software, particularly systems that support the Roads, Community Justice, and Health and Human Services Departments.
- Continue Windows 7 deployment to County personal computers (PCs).
- Continue to use Federal grant funds to update the County's geospatial data for use by firefighters and the public.

Major Issues and Service Level Accomplishments for Prior Year

- Implemented a proactive Emergency Notification System to improve communication with the public and facilitate evacuations in case of emergencies such as wildfires.
- Provided additional technology support for specialized law enforcement tools and Airport security and information systems.
- Improve the County's intranet by adding tools to enhance internal web-based communication.
- Automated the creation and review of contract documents to speed processing and reduce error.
- Integrated a new recruiting system for Human Resources with the County's public web site to make it easier for the County to recruit high-quality staff.
- Replaced the obsolete Geographic Information System (GIS) software used by Development Services.
- Converted old database and reporting systems to modern software.
- Utilized Federal grant funds to update the County's geospatial data for use by firefighters and the public, primarily through the internet.

Benchmark


IT Customer Satisfaction
Percent of Internal Customers Satisfied
100.0%
95.0%
90.0%
85.0%
80.0%
75.0%
70.0%
2006-07
2007-08
2008-09
2009-10
2010-11
Actual Level
Goal Level
Acceptable Level

Computer Replacement

Program Purpose

The Computer Replacement Program was established in 1998 to provide a means for County Departments to make annual contributions toward the replacement of their personal computers (PCs) as they reach obsolescence. The Computer Replacement Program supports each Department's efforts to achieve County goals by providing stable funding for regular replacement of outdated PCs and associated desktop software. The Program supports the following County goals: (9) Promote employee pride, high standards of performance, and productivity; and (10) Make the best use of Jackson County's human and material resources.

Program Information

For the 2011-2012 fiscal year, the Computer Replacement Program will continue to provide the following services:

- **Hardware Replacement Cost Control**

  Strategic Objective: Maintain the annual contribution rate per PC consistent with the actual cost of hardware replacement.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Average hardware contribution per PC	$224	$216	$216	$213
Average hardware replacement cost per PC	$220	$216	$213	$213

- **Hardware Life-Cycle Management**

  Strategic Objective: Replace roughly 25 percent of the PCs in County service each year (variation from the target of up to 10 percent in a given year is expected because the number of PCs reaching obsolescence varies each year).

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
PCs in service	853	880	853	904
PCs replaced	194	233	233	240
Percent replaced	23%	26%	26%	27%

- **Software Replacement Cost Control**

  Strategic Objective: Maintain the annual contribution rate per PC consistent with the projected cost of replacement.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Average software contribution per PC	$73	$71	$71	$71
Average software replacement cost per PC	$73	$71	$71	$71

- **Software Life-Cycle Management**

  Strategic Objective: Keep the office productivity suite software used by County employees from becoming obsolete (more than six years behind the latest version) by upgrading to a newer version approximately every four years.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Years behind latest version	2	3	3	4

Significant Issues in the Year Ahead

Consider moving to a different licensing model for software if it will be advantageous for the County. Doing so would alter this Program's strategic objectives and outcome measures for software life-cycle management. Continue to monitor price trends to ensure sufficient revenue for the Program. Monitor advances in technology to ensure the replacement strategy meets the County's needs. Replace sufficient numbers of PCs each year to prevent hardware obsolescence. Evaluate alternative hardware and software suppliers to ensure that the County is receiving the best value.

Financial Condition

Departments contribute to the fund quarterly based on the number and type of PCs they operate and the software they use. Approximately ⅔ of County PCs are in the General Fund. The remainder are in programs supported by other revenue sources. The fund maintains a balance sufficient to accommodate projected expenses for the upcoming year and software upgrade expenses that occur roughly every four years.

Computer Replacement

Program: 030101	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$350	$158,969	$993	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$236,517	$274,570	$249,675	$248,883	$258,601
Other	$17,636	$13,950	$17,518	$385,470	$500,521
Total	**$254,503**	**$447,489**	**$268,186**	**$634,353**	**$759,122**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$261,270	$214,876	$178,660	$251,040	$534,239
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$383,313	$224,883
Total	**$261,270**	**$214,876**	**$178,660**	**$634,353**	**$759,122**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Information Technology

Program Purpose

The Information Technology (IT) Program provides computer information and communication systems that County employees depend on to serve the community. Indirectly, IT supports all of the County goals by helping other Departments choose and use technology to meet their goals efficiently and effectively. Directly, IT supports County goals: (9) Promote employee pride, high standards of performance, and productivity; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Information Technology Program provides the following services:

- **Operations (Core Services)**

  Strategic Objective: Provide and maintain shared technology infrastructure to enable employees, partners, and the community to share and access information when and how they need it. Also provide support for the network, messaging, data storage and protection, servers, and personal computers (PCs).

- **Applications (Including Geographic Information Systems)**

  Strategic Objective: Develop, or integrate, and support the wide variety of software applications used by County staff and public, including: EnterpriseOne (E1), the County's financial and human resources system; Geographic Information Systems (GIS), the automated map-based information systems so support land use, natural resources, emergency management, and other activities; and numerous department-specific databases and other software applications.

- **Telecom (Voice Systems)**

  Strategic Objective: Provide efficient and effective telephone voice communications systems and mobile devices to meet each Department's operational requirements.

- **Web Content Management (Public Web Site and Intranet)**

  Strategic Objective: Assist Departments in managing web content to communicate effectively and efficiently with the public and internally via web portals, social media, and related electronic communications tools.

Significant Issues in the Year Ahead

In the year ahead, IT will be focused on the following projects and/or priorities: begin replacement of the obsolete telephone system and begin migration to a new email system in order to maintain reliable voice and

electronic communication, and to position the County to reduce future operating costs and improve staff productivity by taking advantage of Unified Communications; finish implementation of Electronic Document Management for law enforcement records to save paper and improve productivity of Sheriff staff; improve the County's intranet; complete deployment of a new system for Animal Control to make pet licensing and shelter operation more efficient; continue converting old database systems to modern software; and continue to use Federal grant funds to update the County's geospatial data for use by firefighters and the public.

Financial Condition

Regular IT charges to internal customers will increase somewhat versus prior year. Increased labor costs and growth in demand for data storage are contributing factors. IT will also incur certain short-term software and hardware costs to migrate various core technologies toward a common standard, thereby reducing operating costs in the long term. The cost of replacing the telephone and email communications systems will be budgeted as a capital project outside the regular IT charges.

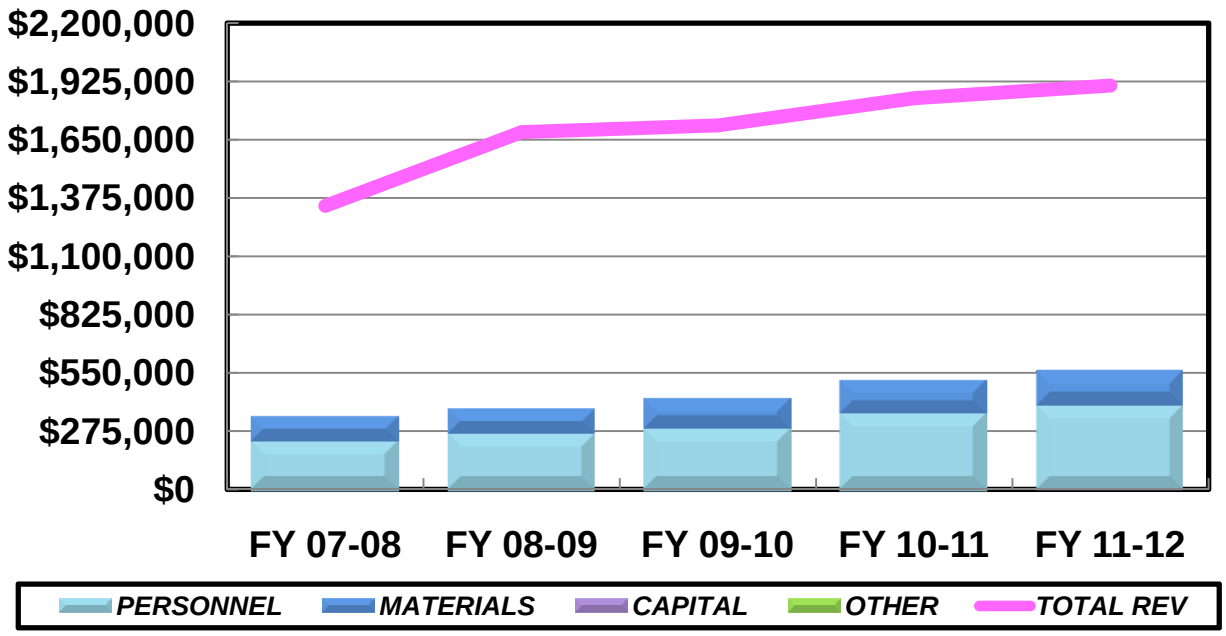
In fiscal year 2011-2012, the Information Technology Program will receive roughly 95 percent of its revenue through charges to other Departments and 5 percent from outside revenue. The primary sources of outside revenue are land transaction fees (which support GIS) and Federal grants. Land transaction fee revenue is expected to remain low as a result of continuing weakness in the real estate market. IT continues to pursue GIS projects funded by Federal grants to help compensate for the dip in land transaction fee revenue.

Program: 030201	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$0	$30,406	$8,738	$30	$30
Federal Gov't	$22,057	$4,271	$266,148	$127,000	$110,000
Fees & Charges	$3,120,453	$3,462,116	$3,454,684	$4,037,503	$4,533,262
Other	$199,271	$261,381	$320,728	$257,704	$266,270
Total	**$3,341,781**	**$3,758,174**	**$4,050,298**	**$4,422,237**	**$4,909,562**
EXPENDITURES					
Personal Services	$2,291,306	$2,344,366	$2,470,651	$2,815,397	$3,177,770
Materials & Services	$1,225,784	$1,394,383	$1,740,817	$1,606,840	$1,774,680
Capital Outlay	$43,219	$87,185	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$3,560,309**	**$3,825,934**	**$4,211,468**	**$4,422,237**	**$4,952,450**
Full-Time Equivalent	**28.00**	**28.00**	**26.00**	**30.00**	**30.50**

This Page Reserved for Notes

JUSTICE COURT DISTRICT

2007-2008 to 2011-2012



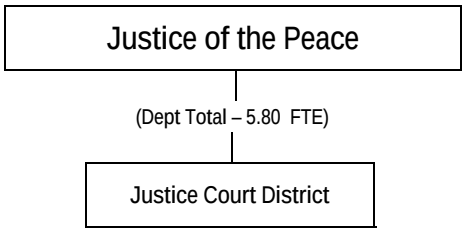
	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
PERSONNEL	$227,250	$261,575	$285,076	$355,821	$394,648
MATERIALS	$115,919	$119,019	$142,909	$158,831	$164,255
OTHER	$0	$0	$0	$0	$0
CAPITAL	$0	$0	$0	$0	$0
TOTAL EXP	$343,169	$380,594	$427,985	$514,652	$558,903
TOTAL REV	$1,338,085	$1,685,758	$1,717,823	$1,846,050	$1,905,585

FULL-TIME EQUIVALENT	3.80	4.80	5.80	5.80	5.80

Numbers for FY 07-08 through FY 09-10 are actual revenues and expenditures. FY 10-11 and FY 11-12 are adopted budgets. For an explanation of the differences between the actual expenditures and budgets, see the Differences Between "Actual" and "Budgeted" Numbers located in the Budget Summary section of this document on page 24. The increase in budget and number of FTEs is attributed to the classification of an Administrative Secretary to assist with the increased workload.

JUSTICE COURT DISTRICT

Organization Chart



All employees are reported as full-time equivalents (FTE).

JUSTICE COURT DISTRICT

Highlights and Challenges

Department Summary

Purpose Statement: To provide the citizens of Jackson County with judicial services in accordance with the Oregon Revised Statutes and to operate the court in a cost-effective manner.

Major Issues and Service Level Goals for Fiscal Year 2011-2012

- Process citations and payments for 15,000 violations per year.
- Provide a growing County with judicial services in a cost-effective manner.
- Continue community education and outreach efforts.
- Accommodate anticipated legislative changes in fine structure.

Major Issues and Service Level Accomplishments for Prior Year

- Managed and processed a high volume caseload from the Traffic Team and the State Weighmaster.
- Increased the use of in-court information technology.

Justice Court District

Program Purpose

The Justice Court District provides the citizens of Jackson County with judicial services for State and County violations in accordance with Oregon Revised Statues (ORS); operates the Court's facilities to serve the public needs within jurisdictional limitations as authorized by ORS in a cost-effective manner; efficiently and fairly processes increased filings from all law enforcement agencies within the County; and educates citizens regarding traffic, boating, and the Department of Transportation's trucking laws and regulations. This Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; and (2) Serve all citizens fairly and ensure access to County government.

Program Information

The Justice Court District is providing the following service:

- **Court**

  Strategic Objective: Strengthen cooperation between public agencies; encourage and ensure compliance with applicable laws; efficiently and fairly process increased case filings.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Total number of case filings per fiscal year	15,761	14,052	15,000	15,000

Significant Issues in the Year Ahead

Efficiently process the high volume caseload. Encourage continued staff training and development.

Financial Condition

The Justice Court District is self-supported through fines collected from traffic and other violations.

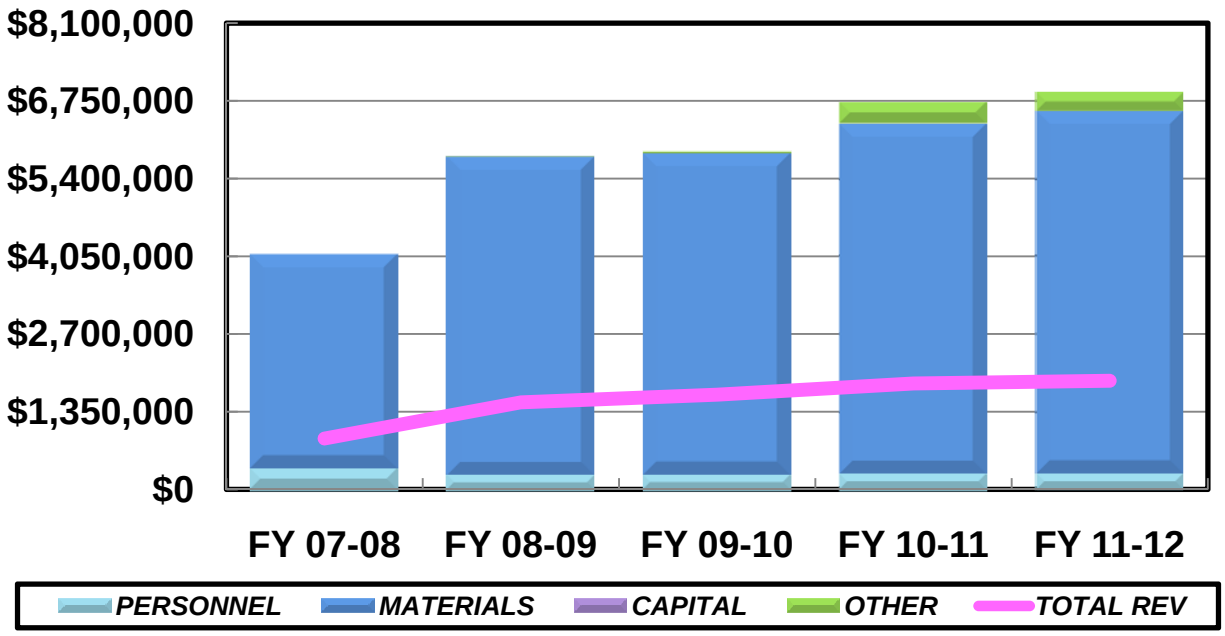
Justice Court District

Program: 280101	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$2	$105	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$1,341,971	$1,688,677	$1,717,820	$1,846,050	$1,905,585
Other	($3,892)	($3,027)	$0	$0	$0
Total	**$1,338,081**	**$1,685,755**	**$1,717,820**	**$1,846,050**	**$1,905,585**
EXPENDITURES					
Personal Services	$227,243	$261,567	$285,069	$355,821	$394,648
Materials & Services	$115,909	$119,008	$142,897	$158,831	$164,255
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$343,152**	**$380,575**	**$427,966**	**$514,652**	**$558,903**
Full-Time Equivalent	**3.80**	**4.80**	**5.80**	**5.80**	**5.80**

This Page Reserved for Notes

LIBRARY

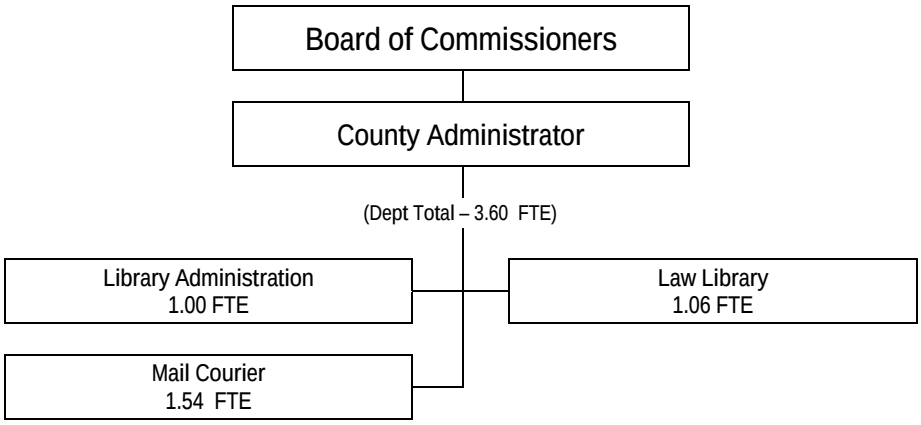
2007-2008 to 2011-2012



	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
PERSONNEL	$359,503	$244,822	$248,627	$267,122	$272,124
MATERIALS	$3,717,701	$5,520,733	$5,577,562	$6,065,774	$6,286,274
CAPITAL	$0	$0	$0	$10,200	$0
OTHER	$1,572	$10,419	$27,174	$368,369	$320,157
TOTAL EXP	$4,078,776	$5,775,974	$5,853,363	$6,711,465	$6,878,555
TOTAL REV	$884,065	$1,512,064	$1,645,537	$1,841,499	$1,888,643
FULL-TIME EQUIVALENT	87.92	9.50	3.60	3.60	3.60

Numbers for FY 07-08 through FY 09-10 are actual revenues and expenditures. FY 10-11 and FY 11-12 are adopted budgets. For an explanation of the differences between the actual expenditures and budgets, see the Differences Between "Actual" and "Budgeted" Numbers located in the Budget Summary section of this document on page 24. There have been no significant changes to the Library budget since LSSI has assumed operation of the libraries in FY 07-08.

Organization Chart



All employees are reported as full-time equivalents (FTE).

LIBRARY

Department Summary

Purpose Statement: To strengthen our communities through centers for lifelong learning, and to improve the lives of our citizens through knowledge and ideas.

Highlights and Challenges

Major Issues and Service Level Goals for Fiscal Year 2011-2012

- The Library will apply upgrades to Polaris, the Library's computerized catalog and checkout system, as well-tested versions become available. The next upgrade is tentatively scheduled for Fall 2011. Also planned for the first half of 2011-2012 is implementation of Polaris E-Commerce, which will allow patrons to make online payments with credit cards.
- Jackson County Library Service (JCLS) will continually update its web site and add information and interesting visual content. Expanded information will be added to branch pages, including photos of art in the branches, programs, meeting room space, etc. The home page will include monthly highlights of databases. Other possibilities include suggested reading lists and an events calendar. A bi-annual user survey will assist in keeping the web site responsive to user interest.
- The very popular book talks to middle schools across the County will continue in fiscal year 2011-2012. Support for book talks comes from the Hulburt bequest.
- Also supported by the Hulburt gift, adult basic computer classes will continue at the Medford Library and branches around the County. Advanced classes will familiarize participants with popular office products, the library catalog and databases, downloading e-materials, loading digital photos, and use of popular web sites and social networking sites.
- JCLS will continue with current outreach programs to the Latino population and continue working with the Listo Family Literacy Program for Hispanic families by bringing books and presenting storytimes in Spanish at their site. Outreach to Child Care will introduce services into additional residential childcare sites serving Hispanic children.
- Selected programs will be offered in Spanish as well as English, including Babies in the Library, Wobblers, and adult computer classes.
- The Library will recruit, train, and manage volunteers in order to provide a level of service to the community that goes beyond what can be provided with current funding, and also to provide rich opportunities for giving back to the community. JCLS will look at ways to energize the volunteer workforce by setting up forums such as luncheon series to learn more about the library and additional volunteering opportunities, and also as a way to get input on what volunteers are hearing from the public as well as their ideas about improvements to library services.
- The Library will continue to provide high speed state-of-the-art computer services to patrons. Public internet stations in the libraries continue to be heavily used. Wireless internet, available at all library branches, is becoming increasingly popular.

Major Issues and Service Level Accomplishments for Prior Year

- Adult basic computer courses were introduced in February 2010 and have become very popular, such that more are being offered on a monthly basis than were originally planned. Due to demand, JCLS launched a Basics 2 computer course series in addition to Basics 1. JCLS worked with the Veterans' Administration to offer a Basics 1 course to its clients.
- The JCLS web site is continually updated with new information. A featured Brach of the Month was introduced, as well as monthly featured databases. Besides being on Facebook, JCLS is now on Twitter. Surveys are conducted twice yearly to capture user feedback. Responses have been positive.
- The Babies and Wobblers programs have continued in Ashland, Medford, Central Point, and now White City. Growing numbers of attendees have led to the addition of an afternoon Wobblers session in Medford. The program is slated to begin in Rogue River in late February 2011.
- In 2009-2010, JCLS engaged in a number of outreach activities to the Latino population, including launching a Spanish-language Babies and Wobblers program in selected branches, bringing storytimes to the Listo Family Literacy Project, celebrating Dia de los Ninos/Dia de los Libros by bringing a popular author of Spanish-language and bilingual children's books to two of its branches, and becoming an active member of the Hispanic Interagency Committee. In addition, JCLS added staff persons who are fluent in Spanish. Adult computer courses will be taught in Spanish as well as English. Furthermore, library services were promoted at the Medford Multicultural Fair, where the Library sponsored the storytelling tepee for the second year in a row.
- JCLS Medford and Ashland Branches are continuing their partnership with the Southern Oregon Historical Society to offer the very popular "Windows in Time" local history lectures.
- Volunteers provided the Library system with more than 1,600 hours of service monthly and nearly 20,000 hours annually (equaling nearly 10.00 full-time equivalent/FTEs). JCLS optimizes volunteer use by careful placement, training, communication by a monthly newsletter of "openings" for particular tasks, and recognition events. Nearly 200 active volunteers augment the Library's services on a monthly basis. The JCLS volunteer coordinator attended several community events to recruit additional volunteers.
- Public internet stations in the libraries, and wireless internet, were heavily used throughout the year.
- A patron technical support position was added to assist patrons in better using the growing number of electronic resources available from JCLS, including Library2GO (both audio books and e-Books), the Library's databases, and more.
- JCLS continues with its Winter Reads program and Jackson County Reads. This year the Jackson County Reads program focuses on Oregon mysteries.

Library Administration

Program Purpose

Library Administration strives to ensure the effective and efficient provision of library services to citizens throughout all the communities of Jackson County; to enable adults and teens to make informed decisions and lead more fulfilling lives by providing unrestricted access to information, and by serving as community centers for lifelong learning; to start children on the road to lifelong reading and learning, which will benefit them professionally and personally as adults; and to provide the information and learning resources needed to help people lead productive and fulfilling lives. The Program helps to meet County goals: (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (6) Encourage citizen understanding and participation in County government; (7) Make recreational, learning, and cultural opportunities accessible and available; (10) Make the best use of Jackson County's human and material resources; (11) Maintain public records to provide financial, historical, and statistical information; and (12) Plan for the future.

Program Information

The Library Administration Program, in conjunction with Library Systems & Services, LLC (LSSI), includes:

- **Contracting With a Private Company to Provide Library Services**

  Strategic Objective: Assist in the implementation of the recently developed Strategic Plan for the Library. Continue developing and adopting a long-range plan, in cooperation with LSSI, elected and appointed local officials, other community stakeholders, and Library staff to identify challenges and opportunities for Library staff and corresponding strategic responses, including specific, measurable goals and objectives.

- **Planning and Policy**

  Strategic Objective: Develop budgets and policies to ensure efficient and effective library services in coming years.

Library Administration continues to work with the Board of Commissioners and County Administration, as well as local support groups, to develop sustainable funding options for Library operations.

- **Facility Development and Maintenance**

  Strategic Objective: Work with Library staff and local officials to ensure effective building maintenance by promptly identifying and reporting problems with each of the 15 library buildings.

- **Budgeting and Fund Development**

Strategic Objective: Provide library services as cost-effectively and efficiently as possible with available resources; seek grants and gifts; periodically review all aspects of library operation and service for efficiency and cost-effectiveness, making changes as needed.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Grants/gifts	$381,511	$219,009	$230,000	$230,000

Friends of the Library groups and the Jackson County Library Foundation raise private funds which are used for: longer open hours; purchase of library materials; furnishings; educational and cultural programming; and other enhancements to basic services.

In 2009, a Strategic Service Plan was developed for the Library. From the planning process, six major service goals emerged.

- **Create Young Readers**

Strategic Objective: Young children (ages 0-5) will have resources, programs, and services designed to help ensure that they have the basic literacy skills to succeed in school.

Preschool story times, in or out of the Library, support skills development and foster a love of reading and library use.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of children and caregivers attending story times both in the libraries and off-site	32,930	28,000	30,100	32,900
Number of parents trained in skills for reading with children	5,926	8,200	8,200	8,600
Annual circulation (includes in-library circulation and outreach) of materials for ages 0-5	256,041	253,752	253,752	264,900

- **Support Basic Literacy**

Strategic Objective: Adults, teens, and families will have support from the Library to improve their literacy skills in order to meet personal goals and live productive lives.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of English-language learners accessing software via the Library's web site to learn English	488	140	400	200
Number of basic computer literacy courses presented by the Library	25	15	60	60

- **Lifelong Learning**

Strategic Objective: Residents of all ages will have the resources they need to explore topics of personal interest and for continual learning throughout their lives.

Jackson County Library Services (JCLS) will offer programming on a wide variety of topics sponsored by Friends groups and other organizations.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of persons attending JCLS-sponsored events at the libraries	25,572	25,700	26,339	27,129

- **Reading, Viewing, and Listening for Pleasure**

Strategic Objective: Jackson County residents will have materials for their leisure time reading, viewing, and listening experiences and assistance in selecting those materials.

The Library will market the collection through its web site, attractive displays, and other methods and will add popular new materials to the collection. E-books, audio books, and videos are available through

Library2Go. Through outreach programs, JCLS will deliver books and other materials to readers who cannot come to the Library.

Summer Reading Program, associated outreach Summer Reading Programs, Jackson County Reads, and Winter Reads programs will generate interest in reading amongst adults, children, and young adults throughout the year.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of new library cards issued each year	8,710	9,548	9,000	9,300
Annual circulation (includes in-library and outreach) of children's and teen's materials	584,052	541,076	587,398	590,744
Annual circulation of adult fiction materials	639,721	524,465	524,465	540,750
Annual circulation of adult nonfiction materials	256,695	209,178	263,661	215,000
Annual circulation of homebound	6,487	8,235	6,500	6,500
Number of participants in summer reading program	5,488	5,150	5,500	5,600
Number who completed summer reading program	4,442	5,150	4,750	5,000
Number of participants in adult reading program	232	800	200	200

- **Community Commons**

Strategic Objective: Jackson County residents have library facilities that serve as community centers, providing comfortable and welcoming physical and virtual places, including quiet spaces and areas where they may participate in library-sponsored or co-sponsored activities that facilitate social interaction at the libraries.

All Library branches (except Butte Falls) have spacious community meeting rooms which are heavily used. Rooms are available at no cost to qualifying non-profit agencies and are available for rent by others. The number of meetings held by organizations and groups in the Library community meeting rooms is expected to continue to increase until maximum capacity is reached.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of meetings held annually in Library meeting rooms	4,326	4,000	4,000	4,180
Number of adults, teens, and children participating in Library-sponsored or co-sponsored events	25,572	25,750	26,339	27,129

- **Public Internet Access and Access to Technology**

  Strategic Objective: Jackson County residents will have access to the Library web site and catalog 24 hours a day and 7 days a week. The JCLS web site and Facebook pages will keep residents updated on events, news, features, new materials in the Library, and more.

Wireless connectivity allows patrons to use their own laptops to access the internet at all libraries. Regular upgrades to the Polaris Integrated Library System will be implemented as they are available and adequately tested. An upgrade late in fiscal year 2011-2012 is anticipated.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of public internet sessions	179,061	181,000	178,308	180,982

Jackson County residents may attend Library-sponsored or co-sponsored workshops designed to enhance computer skills related to popular internet services and technologies. In addition, they will have access to a virtual collection for borrowing that includes audio books, videos, and e-books for downloading to their portable devices.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of persons attending Library-sponsored workshops to enhance computer skills	571	150	1,575	1,625

- **Library Core Activities**

Strategic Objective: The Library will continue offering quality core activities not specified in the strategic plan, such as reference services, where librarians assist patrons with research and finding resources to answer a variety of questions.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of reference requests handled annually	150,670	161,416	135,356	138,063

Reference Questions Per Capita

Klamath County Library Service District	0.28
Deschutes Public Library District	0.38
Salem Public Library	0.53
Beaverton City Library	0.53
Hillsboro Public Library	0.63
Jackson County Library Services	**0.73**
Eugene Public Library	0.82
Douglas County Library System	1.02
Multnomah County Library	1.08
Corvallis-Benton County Public Library	2.77

Libraries serving populations of 66,350+
Information provided is from draft 2009-2010 Public Library Statistics, Oregon State Library, as of 01-14-2011.

Staff selects items to add to the Library collection including books, audio books, music CDs, periodicals, DVDs, databases, and electronic materials.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of items added to the collection	57,878	44,301	56,630	58,330

Miscellaneous cash gifts from individuals and Friends groups supplement the book budget. Donations of used books also add to the collection.

Total Physical Units Per Capita

Hillsboro Public Library	2.49
Deschutes Public Library District	2.53
Salem Public Library	2.55
Beaverton City Library	2.73
Multnomah County Library	2.75
Douglas County Library System	2.91
Jackson County Library Services	**3.13**
Eugene Public Library	3.34
Klamath County Library Service District	3.60
Corvallis-Benton County Public Library	4.02

Libraries serving populations of 66,350+
Information provided is from draft 2009-2010 Public Library Statistics, Oregon State Library, as of 01-14-2011.

Self-checkout machines in many of the branches allows patrons to check out their own library materials rather than wait in line. Circulation in fiscal year 2009-2010 was the highest it had been since fiscal year 2005-2006.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Total items circulated	1,528,568	1,497,744	1,546,511	1,592,906

Significant Issues in the Year Ahead

Open hours in most of the branches remain at approximately 64 percent of what they were prior to the libraries closing in April, 2007. It will be up to the cities, communities, and support groups to fund additional open hours in their communities, if desired.

It is essential that various Library support groups; i.e., Library Advisory Committee, Jackson County Library Foundation, and various Friends of the Library groups, work diligently toward obtaining a level of funding sufficient to sustain the operation of the Library system into the future. Funding needs to be sought in special program areas as well. For instance, "Babies in the Library," a lapsit program series which encourages parents to support their children's language skills and love of books is provided through a grant that will not be renewed once current funds are depleted sometime in fiscal year 2011-2012.

As use by the public continues to increase while staffing levels remain constant, the Library will have to meet growing demand through new technologies and aggressive recruitment of volunteers in order to meet the requirements of the strategic plan. Jackson County Library will need to use

its resources very effectively and change its focus to those services and programs outlined in its goals, objectives, and work plans.

As resources tighten in schools, school libraries are being eliminated. Home schooling is flourishing. Parents are looking to the public library for educational resources and research skills training, as well as for recreational reading.

Jackson County Library will continue to operate its own Wide Area Network (WAN) consisting of 12 central network servers and 15 routers and switches in the branches. Network equipment is on a replacement schedule to ensure the continuing reliability of the network. JCLS will need to keep current with upgraded versions of Polaris and avail itself of additional features of Polaris, such as E-Commerce, to remain a vibrant system.

Finally, JCLS must stay abreast of new and emerging technologies and ensure that patrons have access to information and reading, viewing, and listening materials in formats most useful to their lifestyles. JCLS will continue to add e-books and downloadable audio and video to its collection. Other formats for investigation are downloadable music and apps for using JCLS via portable devices.

Financial Condition

Rogue Community College leases space in the Medford Library. Rental fees are charged for use of Library meeting rooms. A materials recovery agency collects overdue materials and fines. The Library expects to receive a "Ready to Read" grant from the State for children's services in fiscal year 2011-2012. Telecommunications and telephone costs are subsidized through the Schools and Libraries Universal Service Program. Interest from a testamentary gift will provide approximately $113,000 to be used specifically for programs/items for teens and mature readers. Friends of the Library, Jackson County Library Foundation, individuals, businesses, and organizations help support open hours, collections, and other enhanced services.

The Oregon State Library subsidizes electronic databases. Donations from Library Friends groups, the Jackson County Library Foundation, individuals, and organizations support cultural programming. Local businesses help support summer reading programming and provide reading incentives for participants.

Library revenues make up approximately 18.5 percent of the Library's budget; the balance of the budget comes from the County's General Fund.

Library Administration

Program: 310401	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$309,093	$778,806	$909,260	$724,122	$757,933
Federal Gov't	$0	$32,500	$7,500	$40,000	$40,000
Fees & Charges	$195,953	$291,740	$290,137	$286,452	$282,996
Other	$1,569	$10,417	$27,186	$0	$0
Total	**$506,615**	**$1,113,463**	**$1,234,083**	**$1,050,574**	**$1,080,929**
EXPENDITURES					
Personal Services	$129,752	$81,174	$80,907	$86,257	$93,576
Materials & Services	$3,393,792	$5,316,374	$5,355,385	$5,834,283	$5,975,965
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$3,523,544**	**$5,397,548**	**$5,436,292**	**$5,920,540**	**$6,069,541**
Full-Time Equivalent	**3.39**	**0.90**	**0.90**	**0.90**	**1.00**

Law Library

Program Purpose

Help make the legal system work effectively in Jackson County by providing access to legal research materials. The Program helps to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; and (7) Make recreational, learning, and cultural opportunities accessible and available.

Program Information

The Law Library Program provides the following services:

- **Collection Development and Maintenance**

  Strategic Objective: Provide a collection of materials needed by lawyers and judges to answer their legal research questions. The Law Library collection, though technical, is also available to the general public.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Expenditures for collection	$125,059	$150,000	$135,000	$180,000

Westlaw's "Patron Access" service provides online access to a broad range of legal publications, saves money, and saves space.

- **Access to Computer Research Services**

  Strategic Objective: Provide access to statutes and case law in an electronic format.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Computers available for public use	3	3	3	3

Computer workstations provide access to legal materials on the internet.

- **Reference Service**

  Strategic Objective: Assist patrons by suggesting likely sources of information and explaining ways to do legal research. Staff does not do research for patrons or give legal advice.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Reference questions answered	1,323	1,250	1,250	1,250
Number of uses by attorneys and/or judges	1,649	2,120	1,500	1,450
Number of uses by the general public	1,316	1,419	1,250	1,250

A statewide "law librarians listserve" makes it easier to get help with reference questions and obtain copies of needed legal materials from other libraries. The number of reference questions answered in 2009-2010 were almost the same as in the prior year. The drop in reference questions is attributed to the fact that persons are able to find much of the information they need on the internet.

A major cataloging project will make the Law Library's collection searchable via the internet through the public library's automated catalog, providing a higher level of service to attorneys and lay persons.

A new photocopier with user code capabilities, installed in spring of 2011, enables the Law Librarian to more accurately track and bill attorneys for photocopies.

Significant Issues in the Year Ahead

It is unknown at this time if further reductions in revenue are planned for Oregon's law libraries. If the filing fees received by the Law Library are reduced, then the Jackson County Law Library could see a reduction in services and a cut in open hours.

Financial Condition

A portion of court filing fees, as specified by Oregon Statute and Jackson County Ordinance, provides over 96 percent of the Law Library revenue. The balance is from fees for photocopying and printing, and interest from a non-dedicated fund balance. The Law Library receives no General Fund support.

Law Library

Program: 310601	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$0	$18,072	$5,554	$5,902	$6,692
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$248,823	$247,341	$285,323	$221,450	$221,650
Other	$17,213	$14,722	$12,468	$448,759	$471,213
Total	**$266,036**	**$280,135**	**$303,345**	**$676,111**	**$699,555**
EXPENDITURES					
Personal Services	$60,702	$73,184	$74,034	$83,811	$82,667
Materials & Services	$153,353	$169,257	$207,181	$213,731	$296,731
Capital Outlay	$0	$0	$0	$10,200	$0
Other	$0	$0	$0	$368,369	$320,157
Total	**$214,055**	**$242,441**	**$281,215**	**$676,111**	**$699,555**
Full-Time Equivalent	**0.81**	**1.12**	**1.12**	**1.12**	**1.06**

Mail Courier

Program Purpose

Support communication between all County departments and the general public in an efficient and cost effective manner. The Program helps to meet County goals: (4) Strengthen cooperation between public agencies; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Mail Courier Program includes the following:

- **Deliver to/from County Departments**

  Strategic Objective: Pick up, sort, and deliver mail, interoffice correspondence, and supplies to and from all County departments. Volume of mail delivered is not expected to increase significantly as more correspondence is sent via e-mail, scanned documents, etc.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Items delivered	123,136	127,550	122,000	122,000

- **Prepare Outgoing Mail and Parcels**

  Strategic Objective: Prepare outgoing items for the U.S. Postal Service and United Parcel Service. It has become cost effective to only preset outgoing U.S. Mail on days when mail volumes are guaranteed to be at or above the presort minimum of 500. Outgoing mail can fluctuate widely from year to year as volume is largely dependent on election activity in the County Clerk's Office.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Items prepared	219,024	258,240	220,000	220,000

Significant Issues in the Year Ahead

Courier staff and management continually examine routes and practices to ensure the efficient operation of the County's mail room.

Financial Condition

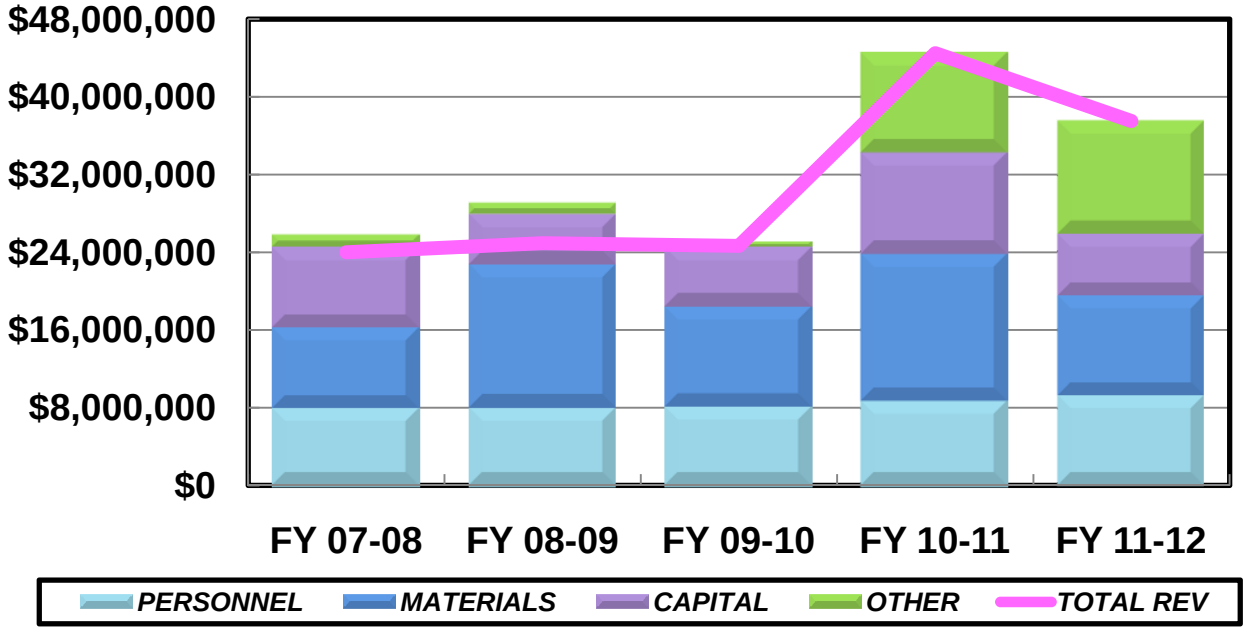
This Program is funded by chargebacks to the departments that use the services. The amount of each department's chargeback is based on the volume of outgoing mail from the department and interoffice deliveries made to and from the department; counts are taken quarterly each year.

Mail Courier

Program: 310501	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$977	$1,587	$1,158	$945	$1,036
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$89,206	$95,708	$86,776	$94,392	$88,491
Other	$19,526	$19,903	$19,566	$19,477	$18,632
Total	**$109,709**	**$117,198**	**$107,500**	**$114,814**	**$108,159**
EXPENDITURES					
Personal Services	$88,267	$90,440	$93,663	$97,054	$95,881
Materials & Services	$20,629	$19,024	$14,891	$17,760	$13,578
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$108,896**	**$109,464**	**$108,554**	**$114,814**	**$109,459**
Full-Time Equivalent	**1.60**	**1.58**	**1.58**	**1.58**	**1.54**

ROADS & PARKS

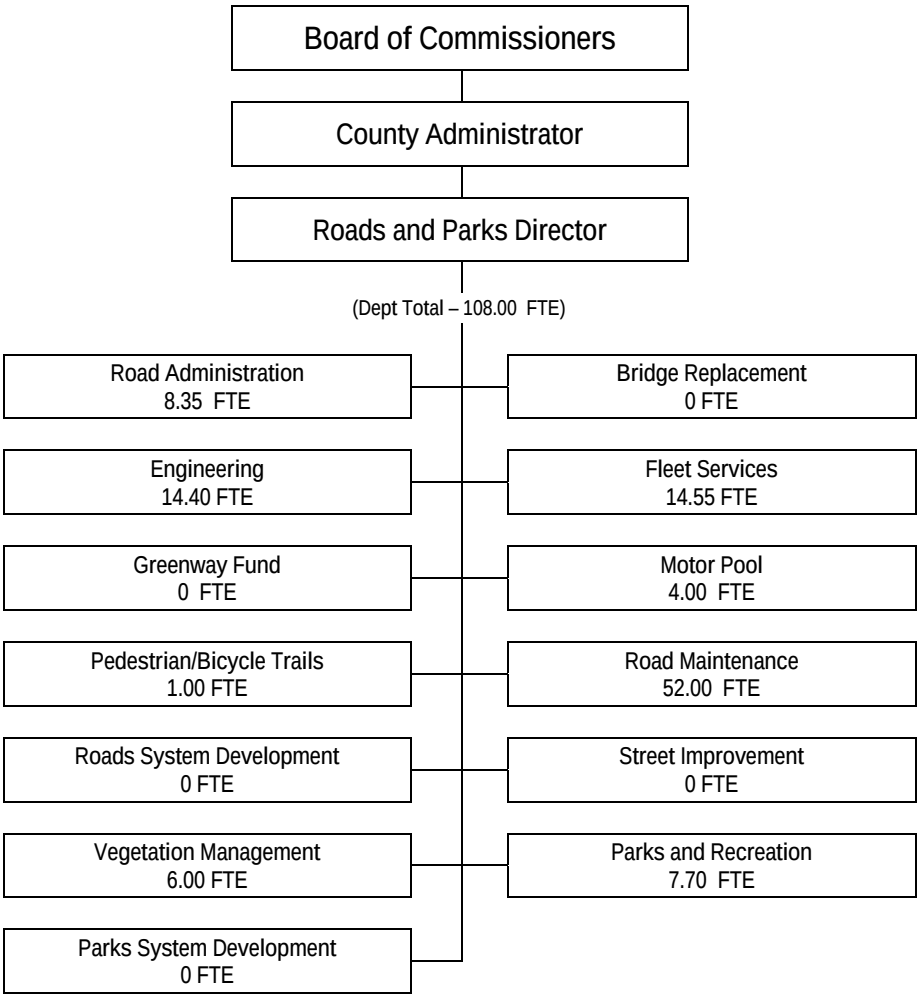
2007-2008 to 2011-2012



	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
PERSONNEL	$7,929,652	$7,996,778	$8,100,537	$8,695,926	$9,250,660
MATERIALS	$8,301,749	$14,720,923	$10,295,455	$15,096,217	$10,254,396
CAPITAL	$8,277,737	$5,174,549	$6,107,823	$10,417,308	$6,342,169
OTHER	$1,284,808	$1,169,347	$598,723	$10,283,175	$11,655,605
TOTAL EXP	$25,793,946	$29,061,597	$25,102,538	$44,492,626	$37,502,830
TOTAL REV	$24,000,542	$24,944,877	$24,659,614	$44,492,626	$37,502,830
FULL-TIME EQUIVALENT	117.70	116.00	111.00	113.00	108.00

Numbers for FY 07-08 through FY 09-10 are actual revenues and expenditures. FY 10-11 and FY 11-12 are adopted budgets. For an explanation of the differences between the actual expenditures and budgets, see the Differences Between "Actual" and "Budgeted" Numbers located in the Budget Summary section of this document on page 24. The decrease in the FY 11-12 budget is primarily due to the FY 10-11 completion of the $6.5 million grant to remove the Gold Ray Dam. The reduction of 5.00 FTEs in the FY 11-12 budget is due to the deletion of five vacant positions in FY 10-11.

Organization Chart



All employees are reported as full-time equivalents (FTE).

ROADS AND PARKS

Highlights and Challenges

Department Summary

Purpose Statement: To provide and maintain the Jackson County road system; to provide and maintain a variety of quality recreational opportunities for the citizens and visitors of Jackson County.

Major Issues and Service Level Goals for Fiscal Year 2011-2012

- Continue to develop and implement a strategic plan to deal with the eventual loss of all Federal timber revenue and reduced gas tax receipts. This includes a planned downsizing of the Department, reduction of some maintenance levels of service, reduction of capital construction projects, and a review of activities that can be outsourced.
- In an effort to improve pavement condition, increase the number of miles treated with an asphaltic chip seal from 45 miles/year to 60 miles/year and design, bid, and construct a pavement overlay project for two to three miles of County roads.
- Increase the level of service for painted road stripes and sign maintenance. With an aging population, the delineation features of the roads are of increasing importance and improving the brightness of the road stripes and signage makes the roads safer for all users.
- Within budget constraints, continue to refine and improve a winter maintenance plan to improve levels of service for snow plowing and sanding during winter storms.
- Complete the construction of the capital improvement contract to improve North Ross Lane, including a continuous left turn lane, curb and gutter, bike lanes, and sidewalks.
- Complete a project on East Pine Street near the Central Point Interchange to improve traffic flow and reduce congestion by adding right turn lanes at two locations.
- Complete the design and award a capital improvement contract to improve Kirtland Road at Avenue G which will straighten the 90 degree curve at the corner of Pacific Avenue and Avenue G and will construct a continuous route from Avenue G to Kirtland Road.
- Complete a $1.2 million project to repair and reconstruct approximately seven and three-quarters (7¾) miles of the oldest sections of the Bear Creek Greenway. Funding has been secured through the Oregon Department of Transportation to reconstruct these sections of path during fiscal year 2011-2012.
- Work with stakeholders toward the design of the Bear Creek Greenway Trail from Pine Street to Upton Road in Central Point.
- Cooperate with the Rogue River Greenway Foundation and Oregon State Parks toward the establishment of the Rogue River Recreation Corridor and Greenway.
- Complete and obtain necessary approvals of the Sports Park Master Plan.
- Implement an overnight camping reservation system at Willow Point Campground.
- Start the park master planning process for the former Gold Ray Dam site to deal with the increased use expected during fiscal year 2011-2012.

Major Issues and Service Level Accomplishments for Prior Year

- Continued to prepare the Department to deal with the eventual loss of all Federal timber revenue and reduced gas tax receipts. This included a hiring freeze of most positions, a planned downsizing of the Department, reduction of some maintenance levels of service, and a review of activities that can be outsourced.
- Implemented the winter maintenance plan to improve levels of service for snow plowing and sanding during winter storms.
- Completed an environmental assessment, obtained all permits, survived numerous legal challenges, and ultimately removed the Gold Ray Dam and eliminated a large liability for the County.
- Completed chip seals on over 45 miles of County roads in ten days. This is approximately a 40 percent reduction in the time traditionally used to complete this activity and results in a significant savings to the County.
- Completed replacement of the Wagner Creek Bridge on Wagner Creek Road using a mixture of County and contract forces.
- Designed and constructed a one-quarter (¼) mile road realignment around a slide area on Lake Creek Road.
- Completed approximately 85percent of the North Ross Lane capital construction contract. This project is ahead of schedule and will be completed in fiscal year 2011-2012. The North Ross Lane project includes the construction of two traffic lanes, a continuous left turn lane, curb and gutter, bike lanes, and sidewalks.
- Completed engineering designs for the Kirtland Road improvement project, the East Pine congestion mitigation project, and the Blackwell Road safety project.
- Designed and constructed a one-quarter (¼) mile access road at Agate Lake to improve access to the popular east side of the lake.
- Lead the negotiation and the reauthorization of the Joint Powers Management Agreement involving the five cities along the Bear Creek Greenway. The collaborative nature of this Agreement will ensure participation by all affected cities in the maintenance and preservation of the Greenway Trail.
- Completed the construction of a new .85 mile section of the Bear Creek Greenway Trail from Upton Road to the Seven Oaks Interchange area.
- Implemented a reservation system at Willow Point Campground at Howard Prairie Lake, Emigrant Lake Campground at Emigrant Lake, and Rogue Elk Campground on the Rogue River. This program was very well received by the public as it provided users a guarantee of a reserved camp site.
- Completed a Sports Park Master Plan. This major planning project will provide long term guidance to the current and future development and use of the Jackson County Sports Park.
- Lengthened the boat ramp at Willow Point Park at Howard Prairie Lake to allow greater use of the facility during low water conditions.
- Constructed new bathrooms at the day-use area of Emigrant Lake using grants from Oregon State Parks and the Bureau of Reclamation.
- Completed new boat docks at Emigrant Lake utilizing a partnership with Rogue Community College and students participating in the Southern Oregon Construction Academy.

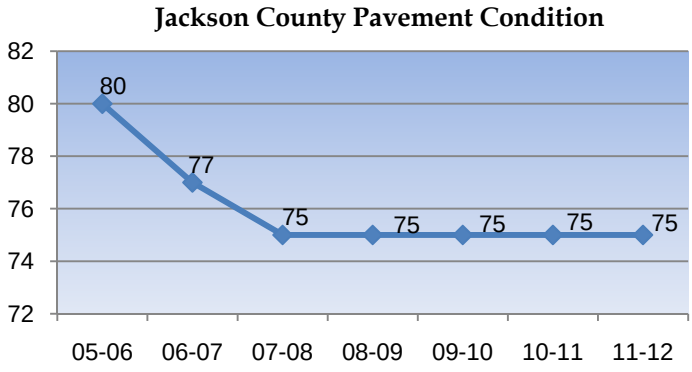
Benchmark

Most Oregon counties utilize the Metropolitan Transportation Commission (MTC) Pavement Management System to guide management decisions regarding their paved road systems. The MTC system uses a universal Pavement Condition Index (PCI) rating of between 0 PCI, indicating a non-existent surface, and 100, indicating a new road with paved surface. Asphalt pavements are evaluated and then scheduled to be maintained utilizing proven strategies and techniques to ensure that maintenance dollars are spent appropriately. A long-term view is best when viewing the system ratings. As systems age and as work is performed, some fluctuation in the PCI numbers is expected.

Roads in the Jackson County system have been maintained utilizing input from a pavement management system since the late 1980's. The County's current pavement condition rating is 75. This indicates that the decline of the pavement condition index over the past several years has steadied at a PCI of 75. Strategies used to maintain asphalt surfaces are being evaluated and modified to address the problem of inadequate funding for asphalt materials. The budget request for fiscal year 2011-2012 increases funding for asphalt products to further attempt to hold and possibly raise the pavement condition back toward historic levels. Even with an increased budget, asphalt quantities are affected by price increases due to raw material costs such as oil.

Current policy is to try and maintain pavements in the Jackson County road system near an overall 80 PCI rating. An overall rating too much above 80 PCI may indicate higher than necessary maintenance has been performed. An overall system rating too far below 80 PCI could indicate less than necessary maintenance is being performed and deterioration may be getting ahead of maintenance

Several years ago, County pavement conditions showed a significant decline due to funding constraints. However, conditions have stabilized and are predicted to remain steady, but at a level below the desired goal of a PCI of 80.



Roads Administration

Program Purpose

The Administration Program is responsible for issuing permits, processing payroll, tracking costs, budgeting, accounts payable, accounts receivable, personnel records, training, safety, the weighmaster program, and some information services. The Administration Program is helping to meet County goal: (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Administration Program oversees the general operations of the Roads and Parks Department.

- **Fiscal Services**

  Strategic Objective: Use management information systems and provide analyses that allow program managers to have relevant cost accounting and budget data necessary to make informed decisions.

- **Safety**

  Strategic Objective: Provide a safe and healthful work environment for all employees. Promote safety by providing necessary resources to implement prevention programs. Train employees to be responsible and accountable for a safe work environment.

- **Weighmaster**

  Strategic Objective: Utilize weighmasters in the County to ensure that commercial vehicles comply with size, weight, and safety laws of Oregon. Compliance with Oregon vehicle codes by commercial vehicles ensures that the County's investment in road infrastructure is protected along with the safety of all road users.

- **Clerical**

  Strategic Objective: Prepare and maintain the business and statistical records of the Department. Ensure that legally mandated records are kept and reports of significant events documented.

Significant Issues in the Year Ahead

Stable funding sources for transportation financing statewide and within Jackson County continue to be uncertain. As a result, downsizing of the Roads and Parks Department will continue through attrition until a sustainable-sized department is reached. This will result in reduced service levels in some areas and managing that reduction will be a primary focus of the Department.

Roads Administration

Financial Condition

Road Fund revenues are primarily funded through the State gas tax, vehicle registration fees, and Federal timber payments. Current Federal timber payments have been extended at a reducing rate through fiscal year 2011-2012 where, thereafter, current plans suggest their total elimination. This loss will be approximately $4 million annually or approximately 30 percent of the Road Fund.

The 2008-2009 fiscal year showed a significant reduction in State gas tax and vehicle registration fees. Oregon House Bill 2001 (HB 2001), passed by the 2009 Legislature, increased vehicle registration and titling fees and added 6 cents per gallon to the State gas tax. This bill is now fully implemented and revenue from this program could be approximately $4 million, which will nearly replace all lost Federal timber revenue. However, recent challenges to HB 2001 have the potential to invalidate the tax increase. Reduced gas tax and vehicle registration receipts, the planned loss of Federal timber receipts, and the very uncertain future of HB 2001 combine to make for an uncertain future of the County's transportation system.

The current focus of the Department is to maintain existing facilities at the highest maintenance level of service that can be afforded. However, reduced maintenance service levels in several maintenance activities will occur. Capital investment projects, which add capacity or make safety improvements to the existing system, will be reduced significantly. The result is that the transportation infrastructure in Jackson County will continue to become more congested and will deteriorate until adequate funding for necessary maintenance and capital improvements is restored.

The Administration Program is part of the Road Fund which receives no revenue from the General Fund.

Roads Administration

Program: 390201	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$10,138,113	$10,973,760	$11,678,643	$13,517,710	$12,028,574
Federal Gov't	$4,141,180	$3,692,221	$3,319,577	$3,016,239	$1,317,428
Fees & Charges	$433,955	$497,189	$526,438	$430,000	$459,000
Other	$1,447,405	$1,122,580	$589,442	$10,750,000	$13,223,941
Total	**$16,160,653**	**$16,285,750**	**$16,114,100**	**$27,713,949**	**$27,028,943**
EXPENDITURES					
Personal Services	$638,738	$645,453	$683,867	$691,132	$755,488
Materials & Services	$1,034,792	$1,173,316	$1,200,447	$1,341,599	$1,388,568
Capital Outlay	$7,853	$5,980	$0	$0	$0
Other	$0	$0	$0	$7,762,524	$8,245,198
Total	**$1,681,383**	**$1,824,749**	**$1,884,314**	**$9,795,255**	**$10,389,254**
Full-Time Equivalent	**8.13**	**8.40**	**8.40**	**8.40**	**8.35**

Bridge Replacement

Program Purpose

The Bridge Replacement Program administers the County's share of the Oregon Transportation Investment Act III (OTIA III) funding related to bridge replacements. The Bridge Replacement Program consists of capital funding using bond proceeds as a result of the OTIA III legislation. The legislation provided funding for replacement of deteriorating bridges on Oregon highways. Funds are used to pay for design engineering, construction engineering, and construction costs for bridges that were selected for replacement. The emphasis is on ensuring freight mobility across Oregon's roads and ensuring the bridges are adequate to handle legal and permitted loads. This program is helping to meet County goal: (8) Provide and maintain multiple transportation systems.

Program Information

The Bridge Replacement Program provides the following service:

- **Replace Bridges**

  Strategic Objective: Utilize the grant funds to design and replace 16 bridges that were selected as meeting the criteria for replacement under the OTIA III legislation. Manage the program to ensure that all 16 bridges are replaced using only grant proceeds.

Significant Issues in the Year Ahead

Of the 16 bridges that Jackson County received funding for, all 16 are totally complete. The Program is finishing up final accounting during the 2011-2012 fiscal year.

Financial Condition

The Bridge Replacement Program is 100 percent funded by OTIA III bond proceeds. Unused funds will be returned to the Oregon Department of Transportation who is the sponsor of the bond sale. The Bridge Replacement Program receives no General Fund support.

Bridge Replacement

Program: 391101	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$0	$0	$0	$0	$0
Other	$507,343	$204,871	$37,136	$1,500,000	$1,578,000
Total	**$507,343**	**$204,871**	**$37,136**	**$1,500,000**	**$1,578,000**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$311,646	$7,118,626	$53,673	$150,000	$228,000
Capital Outlay	$3,359,986	$627,664	$211,584	$1,350,000	$1,350,000
Other	$0	$0	$0	$0	$0
Total	**$3,671,632**	**$7,746,290**	**$265,257**	**$1,500,000**	**$1,578,000**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Engineering

Program Purpose

The Engineering Program provides engineering services for Roads, Parks, and other County departments. The Program provides in-house engineering for the design of road improvement projects to ensure that projects are properly engineered to provide the most efficient balance of service, life, and cost. The Program also provides construction surveying, project inspection, and contract administration for road improvement projects to ensure that improvements are properly constructed, and contractors are paid only when their work meets County specifications. The Engineering Program is helping to meet County goal: (8) Provide and maintain multiple transportation systems.

Program Information

The Engineering Program provides the following services:

- **Pavement Condition**

  Strategic Objective: Maintain the pavement condition on County roads at a Pavement Condition Index (PCI) rating indicating a "good condition." Using management and systems techniques to maintain the surface condition at a PCI rating in the good category ensures the system is well maintained at a low cost.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Average pavement condition index (PCI) rating for the County road system	75 PCI	75 PCI	75 PCI	75 PCI

The PCI rating is a universally accepted standard for measuring pavement condition. Acceptable averages for an entire road system are between 75 PCI and 85 PCI. The goal is to manage the system to achieve close to 80 PCI.

- **Bridge Management**

  Strategic Objective: Manage the County's bridges to ensure safety and accessibility. Use County, State, and Federal funding to provide inspection, maintenance, and replacement of County bridges.

- **Engineering Design and Inspection**

  Strategic Objective: Provide quality engineering designs, plans, and construction inspections for road improvement projects to ensure that projects are properly

engineered and constructed to provide the most efficient balance of service, life, and cost.

Significant Issues in the Year Ahead

The pavement condition rating has stopped the steady decline of the past four years and steadied at a PCI of 75. This pavement condition is lower than the desirable condition of 80, but is within the range of "good" pavement condition which is defined as a PCI between 75 and 85. During fiscal year 2011-2012, additional funding is being directed towards pavement maintenance in an attempt to hold conditions in the "good" category. This includes increasing chip seal miles from 45 miles to 60 miles and designing and contracting a pavement overlay project for 2011-2012.

During fiscal year 2011-2012, the County will oversee the completion of the North Ross Lane capital construction project. This project will add a continuous two-way left turn lane, curb and gutter, bike lanes, and sidewalks on North Ross Lane from Rossanley Drive to West Main Street. A traffic signal at the corner of McAndrews Road and North Ross Lane will also be included in the project. Also during fiscal year 2011-2012, the County will complete a project on East Pine Street near the Central Point Interchange to improve traffic flow and reduce congestion at that very busy intersection. This project is funded through a Federal grant to improve air quality in the Rogue Valley. Fiscal year 2011-2012 will also see the start of the Kirtland Road at Avenue G project which will straighten the 90 degree curve at the corner of Pacific Avenue and Avenue G and will construct a continuous route from Avenue G to Kirtland Road.

Without additional revenue, the construction of major projects will decline in coming years and a greater focus towards system preservation will be the goal of the Department.

Financial Condition

The Engineering Program is part of the Road Fund which receives no revenue from the General Fund. Refer to the Roads Administration Program's "Financial Condition" discussion for additional information.

Engineering

Program: 390202	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$0	$0	$0	$0	$0
Other	$0	$1,124	$0	$0	$0
Total	**$0**	**$1,124**	**$0**	**$0**	**$0**
EXPENDITURES					
Personal Services	$1,146,772	$1,188,814	$1,197,260	$1,457,820	$1,445,744
Materials & Services	$307,236	$143,669	$180,011	$172,430	$197,428
Capital Outlay	$3,366,380	$1,206,389	$3,518,761	$6,494,219	$3,648,669
Other	$0	$0	$0	$0	$0
Total	**$4,820,388**	**$2,538,872**	**$4,896,032**	**$8,124,469**	**$5,291,841**
Full-Time Equivalent	**17.20**	**15.20**	**15.20**	**16.40**	**14.40**

Fleet Services

Program Purpose

The Fleet Services Program ensures the County's equipment and fleet maintenance needs are met. It also provides services for outside entities such as the State Motor Pool, Oregon State Highway Division, Oregon Department of Forestry, Rogue Valley Sewer Services, Fire District No. 3, Central Point School District, and Vector Control. Strategies employed utilize preventative maintenance programs consisting of vehicle inspections for safety, lubrication, and oil changes. Efforts are made to replace County equipment when most cost effective to do so. Fewer breakdowns and lower costs result from a well-managed, preventative maintenance program and scheduled equipment replacements. The Fleet Services Program is helping to meet County goal: (10) Make the best use of Jackson County's human and material resources.

Program Information

The Fleet Services Program provides the following services:

- **Vehicle Acquisition and Replacement**

  Strategic Objective: Acquire equipment and vehicles for the departments that budget for additional units. Operate an equipment replacement program for existing equipment that may have met or exceeded its useful life.

- **Service Equipment**

  Strategic Objective: Utilize sound principles of preventative vehicle maintenance to ensure vehicles are available when needed. Utilize flexible shop scheduling techniques to perform service when vehicles are not needed.

Significant Issues in the Year Ahead

Fuel costs have traditionally been the largest single material cost impacting the Fleet budget. Projecting future fuel prices has been very difficult, but budgets were built with the expectation of increased fuel costs in the future. The proposed budget reflects reduced service levels in the Road Maintenance Program, the largest customer.

The shop continues to rely on outsourcing for specialized maintenance and repairs in the fleet. Reliance on specialty providers is a proven method for dealing with specialized repair needs while keeping Department technicians focused on preventative maintenance. Shop rate comparisons show the fleet continues to be competitive with local area shops. Both efficiency and effectiveness continue to be monitored to ensure the most effective service is being provided.

Replacing and acquiring the very expensive heavy equipment used in road maintenance is becoming increasingly difficult due to budget limitations and

the fleet continues to age. Measures to address the aging fleet will continue to be explored. During fiscal year 2011-2012, the Roads and Parks Department will acquire a new culvert/inlet cleaner for an estimated cost of $325,000 to replace the aging 1997 model currently in use.

Financial Condition

The Fleet Services Program is part of the Road Fund which receives no revenue from the General Fund. Revenues to operate this Program come from State gas tax revenues. Refer to the Roads Administration Program's "Financial Condition" discussion for additional information. Fleet Services does provide some service to General Fund departments on a reimbursable basis amounting to about 3 percent of the total Program.

Program: 390206	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$554,185	$545,841	$502,186	$450,000	$450,000
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$500,896	$455,594	$421,425	$435,000	$410,000
Other	$0	$1	$0	$0	$0
Total	**$1,055,081**	**$1,001,436**	**$923,611**	**$885,000**	**$860,000**
EXPENDITURES					
Personal Services	$980,404	$1,046,387	$1,044,433	$1,118,602	$1,183,073
Materials & Services	$2,326,051	$2,015,732	$2,209,425	$2,196,591	$2,389,147
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$3,306,455**	**$3,062,119**	**$3,253,858**	**$3,315,193**	**$3,572,220**
Full-Time Equivalent	**15.70**	**15.70**	**15.60**	**15.60**	**14.55**

Greenway Fund

Program Purpose

The Greenway Program is completing construction of a continuous trail between the City of Ashland and the Seven Oaks interchange, north of the City of Central Point. This Program is helping to meet County goals: (7) Make recreational, learning and cultural opportunities accessible and available; and (8) Provide and maintain multiple transportation systems.

Program Information

The Greenway Program provides funding for construction of new greenway trails for County-owned land within the greenway system.

- **Add Trail Segments**

  Strategic Objective: Continue planning and development and procuring grant funding to complete the Pine Street to Upton Road section of the greenway.

Significant Issues in the Year Ahead

The private Greenway Foundation continues to advocate for completion and assists with fund raising for future improvements and new construction. Construction of the trail from Upton Road to the Seven Oaks Interchange was completed during fiscal year 2010-2011 using a Federal Transportation Enhancement Grant matched by funds from the Greenway Foundation. During fiscal year 2011-2012, work will continue to procure funding sources to complete the last section of the Greenway Trail from Upton Road to Pine Street. This section will go around the Jackson County Expo grounds in some fashion and will complete a continuous paved trail from the Ashland Dog Park to the Seven Oaks Interchange north of Central Point.

Financial Condition

The Greenway Fund Program currently receives no General Fund support. Funding for this Program comes from donations and grants.

Greenway Fund

Program: 390701	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$0	$105,470	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$0	$0	$0	$0	$0
Other	$392	$1,940	$778	$79,100	$1,100
Total	**$392**	**$107,410**	**$778**	**$79,100**	**$1,100**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$0	$0	$45	$0	$0
Capital Outlay	$0	$261	$21,310	$79,000	$0
Other	$0	$6,600	$0	$100	$1,100
Total	**$0**	**$6,861**	**$21,355**	**$79,100**	**$1,100**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Motor Pool

Program Purpose

The Motor Pool Program has responsibility for providing clean, safe, and economical transportation to County departments. The Motor Pool Program is helping to meet County goal: (10) Make the best use of Jackson County's human and material resources.

Program Information

The Motor Pool Program provides the following services:

- **Vehicle Acquisition and Replacement**

  Strategic Objective: Acquire vehicles for departments that budget for or need additional units. Operate a vehicle replacement program for existing vehicles that have met or exceeded their useful life.

Vehicles are scheduled for replacement when mileage and years of service indicate that their average useful life has been reached. Most vehicles in Jackson County's fleet will travel at least 100,000 miles before being replaced. Replacement is planned when maintenance and servicing costs begin to increase significantly. A cost benefit replacement table has been developed and indicates on average when vehicles should be replaced to receive good service at low cost.

- **Cost Effective Transportation**

  Strategic Objective: Provide vehicles to user departments at a cost comparable to the reimbursement rate allowed by the IRS (currently $0.51 per mile) .

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Cost per mile average	$1.01	$0.92	$0.81	$0.56

The largest factor influencing the cost per mile rate is the number of vehicles being purchased in the year. During fiscal year 2011-2012, Motor Pool will procure 17 replacement vehicles for the County; this is the fewest number of vehicles purchased over the last several fiscal years. Two primary factors which have influenced this smaller purchase include: (1) the 2011-2012 year is a "good year" meaning few County vehicles are due for replacement; and (2) several departments are choosing to not replace vehicles due to potential budget reductions. Other factors which tend to push cost per mile rates up include special use equipment such as law enforcement patrol vehicles or animal control trucks, and the fixed maintenance and operational costs of a centralized on-demand rental fleet.

The total Motor Pool fleet size for fiscal year 2010-2011 has increased by four vehicles from the prior year. This increase occurred due to the addition of vehicles in the Sheriff's Office to provide greater service levels and increased

patrols . The centralized on-demand rental fleet increased by two vehicles from the prior year to provide on-demand vehicles to those departments which reduced their fleet. Current staff is able to maintain a consistent level of service to users. The current ratio is one Technician for every 133 vehicles (1:133).

Significant Issues in the Year Ahead

The Sheriff's Office is building a new facility on Highway 62, near White City, which will house all Office staff not working at the jail. The Sheriff's Office is the single largest user of the Motor Pool and providing proper levels of service to them is critical. During the coming year, Motor Pool staff will be working closely with Sheriff's Office staff to determine staffing requirements, shop size and layout, and equipment needs. Staffing at two Motor Pool sites will be a major adjustment for Motor Pool staff in the coming year.

Current space limitations at Motor Pool required parking vehicles two to three deep. This causes inefficiencies and inconvenience to Motor Pool users as several vehicles often need to be moved in order to retrieve a single vehicle. To address this issue, the County purchased a parcel adjacent to the current Motor Pool facility and completed a parking lot extension to increase the lot size. This expansion was funded through current Motor Pool Fund reserves and should provide greatly increased service levels to County staff.

The purchasing of alternative fueled vehicles will continue to be monitored to ensure that the most cost effective vehicles are being provided. Trials on hybrid and alternative fuel vehicles thus far have proven to be considerably more expensive than gasoline or diesel powered vehicles and the Motor Pool has few alternative fueled vehicles in the fleet. Currently, propane powered vehicles show the greatest potential for alternative fuel use and Motor Pool staff will continue to gather information that will assist future decision making for alternative fuel vehicle usage.

Financial Condition

The Motor Pool Program is an Internal Service Fund which continues to generate revenue from the fees charged to its users. A three-tier rate structure is utilized to recover capital, fixed, and variable program costs. It is estimated that 78 percent of this Program's revenue comes from General Fund departments.

Motor Pool

Program: 390401	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$68,802	$83,738	$66,808	$60,000	$50,000
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$1,884,186	$1,957,543	$2,082,870	$1,894,835	$1,857,742
Other	$175,293	$331,938	$449,488	$1,184,548	$907,979
Total	**$2,128,281**	**$2,373,219**	**$2,599,166**	**$3,139,383**	**$2,815,721**
EXPENDITURES					
Personal Services	$234,924	$236,455	$263,505	$259,344	$305,295
Materials & Services	$926,701	$796,256	$836,264	$763,856	$907,753
Capital Outlay	$719,346	$1,008,159	$1,395,035	$1,233,869	$646,000
Other	$0	$126,751	$108,800	$882,314	$956,673
Total	**$1,880,971**	**$2,167,621**	**$2,603,604**	**$3,139,383**	**$2,815,721**
Full-Time Equivalent	**3.80**	**3.80**	**3.90**	**3.90**	**4.00**

Pedestrian/Bicycle Trails

Program Purpose

The Pedestrian/Bicycle Trails Program develops and maintains trails and paths, and encourages the use of alternative and non-motorized modes of transportation. This program provides planning, development, administration, and maintenance functions for the County trails system. The program is financed by Jackson County's one percent share of the State gasoline tax. These funds are dedicated to trail management and maintenance within County road right-of-ways and to maintain trails in park and recreation areas. Additional funding to this program is also provided from five cities under an Intergovernmental Agreement (Joint Powers Agreement) to manage and maintain the Bear Creek Greenway. The Program is helping to meet County goals: (7) Make recreational, learning and cultural opportunities accessible and available; and (8) Provide and maintain multiple transportation systems.

Program Information

The Pedestrian/Bicycle Trails Program provides the following services:

- **Develop and Maintain Cycling and Pedestrian Facilities**

  Strategic Objective: Leverage the one percent bike fund money by coordinating trail maintenance with road maintenance for best efficiency. The Jackson County Bicycle Advisory Committee reviews and makes recommendations on bicycle-friendly maintenance practices on the current road right-of-ways. The Joint Powers Committee will prioritize the use of major maintenance funds collected by the Intergovernmental Agreement.

  Strategic Objective: Aggressively pursue and procure grants and endowments for the expansion of the County's cycling and pedestrian system.

- **Encourage Use of Trails**

  Strategic Objective: Collaborate with the Oregon Department of Transportation (ODOT), cities in Jackson County, and Rogue Valley Transportation District (RVTD) to expand support for, and use of, non-motorized transportation options.

Significant Issues in the Year Ahead

The Joint Powers Agreement, a collaborative Maintenance and Operations Plan for the Bear Creek Greenway trail with Jackson County and five cities as partners, was renewed during fiscal year 2010-2011. During negotiations for this renewal, several jurisdictions expressed concern regarding funding splits. Efforts to modify this agreement will be undertaken during the coming year and it is expected that the nature and scope of the agreement may change.

Pedestrian/Bicycle Trails

Three of the oldest sections of the Bear Creek Greenway path totaling approximately seven and one-half miles need significant repair. These areas show severe asphalt deterioration and pavement heaving due to tree root intrusion. Funding has been secured through the Oregon Department of Transportation to reconstruct these sections of path during fiscal year 2011-2012. This project is a "fast-track" project and will target construction during late Summer 2011.

Financial Condition

The Pedestrian/Bicycle Trails Program is funded 58 percent from State gasoline taxes. The remaining revenue comes from five local cities per the agreement, donations, a transfer from the Solid Waste Fund, water sales, and interest income. The Pedestrian/Bicycle Trails Program fund receives no General Fund support.

Program: 390301	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$91,455	$147,385	$152,669	$154,249	$167,249
Federal Gov't	$249,669	$0	$42,274	$0	$0
Fees & Charges	$12,928	$14,446	$18,958	$14,000	$14,500
Other	$5,567	$15,532	$7,963	$174,000	$179,730
Total	**$359,619**	**$177,363**	**$221,864**	**$342,249**	**$361,479**
EXPENDITURES					
Personal Services	$72,418	$77,906	$81,889	$88,156	$99,942
Materials & Services	$351,208	$136,733	$71,895	$141,455	$109,860
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$0	$112,638	$151,677
Total	**$423,626**	**$214,639**	**$153,784**	**$342,249**	**$361,479**
Full-Time Equivalent	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**

Road Maintenance

Program Purpose

The Road Maintenance Program provides maintenance services on the County road system. Maintenance on the road system in Jackson County preserves an investment in infrastructure and ensures safe roads. The Road Maintenance Program maintains 930 miles of road, 343 bridges, over 13,790 traffic signs, and other road related appurtenances. The Program is comprised of road surface maintenance, roadside drainage, traffic control, bridge and guardrail maintenance, snow removal, and miscellaneous activities. The Road Maintenance Program is helping to meet County goal: (8) Provide and maintain multiple transportation systems.

Program Information

The Road Maintenance Program provides the following services:

- **Surface Maintenance**

  Strategic Objective: Maintain the safety and longevity of the paved road system by continuing to apply chip seals annually to County roads. Appropriate use of chip sealing is a cost effective way to maintain asphalt pavements to achieve a Pavement Condition Index (PCI) rating for County roads in the "good" category.

Chip seals are a very cost effective treatment which can be applied to paved surfaces as a maintenance technique to repair minor defects and extend the pavement life. An average mile of road, which is approximately 12,900 square yards, can be chip sealed for less than $19,000. This is in contrast to costs of approximately $250,000 per mile for a 2-inch overlay of asphalt. A comprehensive Pavement Management System is used to predict the annual amount of chip seal necessary to ensure the entire road system is maintained.

County crews additionally provide chip sealing on a reimbursable basis for several local entities as well as for the Oregon Department of Transportation (ODOT).

- **Drainage Maintenance**

  Strategic Objective: Maintain the drainage systems along County roads to ensure the road base is drained. Use "Best Management Practices" employing appropriate techniques and frequency to ensure good drainage while not adversely impacting water quality. Good roadbed drainage contributes to maximum infrastructure life.

- **Pavement Maintenance**

  Strategic Objective: Maintain the overall pavement condition index at 80 or better. This will be accomplished through increased funding in pavement maintenance

activities, improved work procedures, and upgraded equipment.

- **Winter Maintenance**

  Strategic Objective: Provide a safe driving surface for motorists during winter storms. This includes snow plowing and applying abrasive materials to the road surface to increase traction.

Significant Issues in the Year Ahead

In an effort to increase the pavement condition, the County has increased the mileage target for chipseals from 45 miles per year to 60 miles per year. This increase, and the associated pavement repairs completed before a chipseal, should assist in bringing the pavement condition index back to an acceptable level.

The County is also increasing the level of service for painted road stripes and sign maintenance. With an aging population, the delineation features of the roads are of increasing importance and improving the brightness of the road stripes and signs makes the roads safer for all users.

The need for increased maintenance funding for existing roads and small bridges is growing. Continued efforts to increase the winter level of service to deal with snow and ice will again be a major focus of the coming year.

Financial Condition

The Road Maintenance Program is part of the Road Fund which receives no revenue from the General Fund. Refer to the Roads Administration Program's "Financial Condition" discussion for additional information.

Road Maintenance

Program: 390204	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$0	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$0**	**$0**	**$0**	**$0**	**$0**
EXPENDITURES					
Personal Services	$3,649,911	$3,593,335	$3,578,761	$3,760,815	$4,065,855
Materials & Services	$2,078,273	$2,356,716	$2,593,743	$2,704,795	$3,642,849
Capital Outlay	$310,446	$200,896	$842,449	$540,000	$432,500
Other	$0	$0	$15,450	$0	$0
Total	**$6,038,630**	**$6,150,947**	**$7,030,403**	**$7,005,610**	**$8,141,204**
Full-Time Equivalent	**58.20**	**58.37**	**53.20**	**53.00**	**52.00**

Roads System Development

Program Purpose

The Roads System Development Program funds the portion of projects related to increased capacity under the Capital Improvements Program. The Roads System Development Program provides capital improvement funds under County Ordinance No. 91-5 and Board Order No. 207-94. System Development Charges (SDC) are fees on new development to be used for capacity-increasing arterial and collector road improvement projects. The Roads System Development Program is helping to meet County goals: (8) Provide and maintain multiple transportation systems; and (12) Plan for the future.

Program Information

The Roads System Development Program provides the following service:

- **Increased Capacity of Roads**

  Strategic Objective: Fund capacity-increasing projects on County roads by charging new development for the added impact.

Significant Issues in the Year Ahead

System development fees have previously funded approximately 80 percent of the capacity-increasing projects on County roads. However, with the dramatic reduction in building and construction, system development fees have dropped to approximately 25 percent of previous receipt levels. This has a negative impact on this fund and will reduce the number and scope of capital improvement projects in the future. For the 2011-2012 fiscal year, the project to realign the "S" curves on Kirtland Road and Avenue G will receive all of the system development funds which have accumulated for the last two years.

Financial Condition

There is no General Fund money utilized for this Program. System development revenues are generated through traffic impact fees charged on new development.

Roads System Development

Program: 391001	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$996,421	$456,495	$325,511	$340,000	$340,000
Other	$41,281	$20,180	$5,593	$2,000	$309,000
Total	**$1,037,702**	**$476,675**	**$331,104**	**$342,000**	**$649,000**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$42,500	$42,922	$46,807	$42,000	$49,000
Capital Outlay	$0	$0	$0	$0	$0
Other	$1,100,000	$750,000	$300,000	$300,000	$600,000
Total	**$1,142,500**	**$792,922**	**$346,807**	**$342,000**	**$649,000**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Street Improvement Fund

Program Purpose

The Street Improvement Fund Program provides financing to property owners along local access roads who wish to improve the condition of a road to County road standards. The County then accepts jurisdictional ownership of the road and provides future road maintenance. The Street Improvement Program is helping to meet County goal: (8) Provide and maintain multiple transportation systems.

Program Information

The Street Improvement Fund Program is providing the following service:

- **Form Local Improvement District (LID)**

  Strategic Objective: Provide guidance and assistance to citizens who wish to improve their non-County road to a County road standard and have the County accept jurisdiction.

Significant Issues in the Year Ahead

A consequence of growth in the County and increased interest in this program means LID projects compete with Transportation System Plan (TSP) projects for funding. TSP projects benefit the entire transportation system in Jackson County and, therefore, must receive priority funding over LIDs.

Continuing interest in this program has resulted in several additional projects coming under development. Due to the decreased ability to fund these projects through the Road Fund, future LID projects will need to be funded utilizing debt financing which will result in increased costs to participants.

In the 2011-2012 fiscal year, no LID projects are under design. However, preliminary cost feasibility studies may be completed by the Department for potential future LIDs.

Financial Condition

The Street Improvement Fund Program historically received 100 percent of its revenues via transfers from the Road Fund. Debt financing is now the primary mechanism used to fund projects. Refer to the Roads Administration Program's "Financial Condition" discussion for additional information. There is no General Fund money utilized for this Program.

Street Improvement Fund

Program: 390901	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$160,503	$223,727	$342,674	$150,000	$150,000
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$0	$0	$0	$0	$0
Other	$19,832	$1,051,560	$20,561	$1,175,000	$1,015,000
Total	**$180,335**	**$1,275,287**	**$363,235**	**$1,325,000**	**$1,165,000**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$24,262	$18,632	$0	$20,000	$0
Capital Outlay	$50,879	$1,068,326	$0	$400,000	$0
Other	$0	$0	$150,419	$905,000	$1,165,000
Total	**$75,141**	**$1,086,958**	**$150,419**	**$1,325,000**	**$1,165,000**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Vegetation Management

Program Purpose

The Vegetation Management Program provides a comprehensive, countywide approach to vegetation maintenance and control. The Vegetation Management Program consists of two sub-programs: landscape maintenance for County and non-County properties and roadside maintenance for right-of-way vegetation control. Landscaping on County properties ensures a clean, neat appearance at the lowest possible cost. Management of vegetation along County roads is intended to ensure that unwanted vegetation does not cause safety problems or hazards for the driving public and that road features, such as drainage ditches, can perform as designed. The Vegetation Management Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (5) Work to enhance the natural and man-made attractiveness of the area; (8) Provide and maintain multiple transportation systems; and (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Vegetation Management Program is providing the following services:

- **Landscape Maintenance**

  Strategic Objective: Provide landscape maintenance for County and non-County properties using the most effective professional methods. Neat, well-maintained properties contribute to the natural beauty of the area while promoting employee pride and stewardship within the County.

- **Roadside Maintenance**

  Strategic Objective: Properly manage the 930 miles of road right-of-way to reduce negative impacts from vegetation. Ensure roadway clear zones are treated to allow water to escape without causing damage to the roadways or create adverse water quality impacts. Remove vegetation encroaching on the right-of-way which may cause safety problems.

Significant Issues in the Year Ahead

The 2011-2012 fiscal year will see the level of service of roadside vegetation management remain at current service levels. This service level remains a reduction from previous years and will result in further encroachment of bush and weeds into the road right-of-way. While it is not desirable to reduce roadside vegetation levels of service, when compared to pavement and bridge conditions, drainage features, signs, striping, and other critical maintenance activities, roadside vegetation is the most cost effective maintenance activity to reduce.

Vegetation Management

Vegetation management crews will continue their efforts to use the most appropriate blend of mechanical, manual, and chemical vegetation treatments for managing roadside brush, however, at a reduced level.

Financial Condition

The Landscape Maintenance Subprogram receives 27 percent of its revenue by providing service to General Fund departments. The remaining 73 percent of revenue comes from services provided to other local governments, school districts, and non-General Fund County departments.

The Roadside Maintenance Subprogram is part of the Road Fund which receives no revenue from the General Fund. Refer to the Roads Administration Program's "Financial Condition" discussion for additional information.

Program: 390205	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$156,968	$139,991	$165,620	$188,084	$211,119
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$242,528	$239,255	$202,864	$207,554	$196,091
Other	$0	$0	$0	$0	$0
Total	**$399,496**	**$379,246**	**$368,484**	**$395,638**	**$407,210**
EXPENDITURES					
Personal Services	$491,114	$521,329	$515,931	$536,359	$570,181
Materials & Services	$196,145	$209,135	$193,801	$217,701	$241,453
Capital Outlay	$27,113	$0	$0	$0	$90,000
Other	$0	$0	$0	$0	$0
Total	**$714,372**	**$730,464**	**$709,732**	**$754,060**	**$901,634**
Full-Time Equivalent	**6.00**	**5.83**	**6.00**	**6.00**	**6.00**

Parks and Recreation

Program Purpose

The Parks and Recreation Program provides a variety of quality recreational opportunities for the citizens and visitors of Jackson County. The Parks and Recreation Program operates 22 developed parks within Jackson County, encompassing over 5,000 acres. Recreational opportunities available include: picnicking; camping; fishing; boating; waterskiing; windsurfing; swimming; water sliding; river boating; rafting; hiking; rock climbing; hang gliding; cycling; reserved group camping; reserved group picnicking; motor sports including drag racing, karting, and autocross; softball; little league baseball; target shooting; music concerts and festivals; bird watching; nature hikes; equestrian camping and activities; and indoor/outdoor facilities on a reservation basis for meetings, weddings, and concerts.

The Parks and Recreation Program strives to make each park facility as self-supporting as possible. To accomplish this, a revenue strategy of user fees, grants, entitlements, revenue generating events, concession contracts, along with volunteers, social agency cooperation, and public/private partnerships are utilized. Continual reorganization and cost containment strategies are employed to provide a variety of recreational experiences at the lowest available cost.

A Parks Strategic Plan was developed in 1993 and is revised annually. The plan is used to guide the Parks Program to effectively manage and utilize resources and facilities. The Parks and Recreation Program is helping to meet County goal: (7) Make recreational, learning, and cultural opportunities accessible and available.

Program Information

The Parks and Recreation Program provides the following services for recreational enjoyment.

- **Day Use Recreation**

  Strategic Objective: Provide a variety of recreational opportunities in a day-use park setting.

- **Overnight Camping**

  Strategic Objective: Provide high quality camping opportunities for visitors and citizens in Jackson County.

Weather conditions and water levels during the recreational season are a major contributing factor to a successful recreational year. Weather and water levels during the 2010 season had a favorable affect on park use levels. The general outlook for the 2011 recreational season appears to be questionable with low snow pack and below average precipitation levels.

The Parks and Recreation Program also receives considerable support from the State of Oregon as recreational vehicle registration fees are shared with counties that provide overnight camping facilities. Jackson County receives the largest county portion of these funds.

Significant Issues in the Year Ahead

To increase park usage for overnight campers, the Parks Program implemented a reservation system during fiscal year 2010-2011 at Willow Point Campground, Howard Prairie, Emigrant Lake, and Rogue Elk Park on the Rogue River. This program was very well received by the public as it provided users a guarantee of a reserved campsite. During fiscal year 2011-2012, this program is being expanded to Willow Lake campground

Fiscal year 2011-2012 will see the completion of the Sports Park Master Plan. This major planning project will provide long term guidance to the current and future development and use of the Jackson County Sports Park.

Other major projects which will be undertaken during fiscal year 2011-2012 will include starting the master planning process for the properties behind the former Gold Ray Dam site, completing a property trade to obtain the Elks property at Givan Park, and completing electrical safety and plumbing upgrades at Willow Lake campground.

Major maintenance on the park facilities will continue at reduced levels of service during the 2011-2012 fiscal year due to the continued reduction of revenue from the State's recreational vehicle registration fees.

Staff will continue to work with the Rogue River Greenway group and State Parks on development of the Rogue River Recreation Corridor.

Financial Condition

The Parks and Recreation Program receives no General Fund support. The 2011-2012 fiscal year is the third year that this Program has not been supported by the General Fund.

Parks and Recreation

Program: 390501	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$973,513	$1,389,007	$821,211	$2,371,558	$811,679
Federal Gov't	$68,421	$47,289	$1,898,593	$5,088,910	$315,000
Fees & Charges	$592,143	$618,787	$616,082	$585,180	$664,600
Other	$334,894	$476,804	$281,401	$546,452	$690,598
Total	**$1,968,971**	**$2,531,887**	**$3,617,287**	**$8,592,100**	**$2,481,877**
EXPENDITURES					
Personal Services	$715,149	$686,867	$734,656	$783,698	$825,082
Materials & Services	$702,764	$709,001	$2,783,456	$7,345,790	$1,100,338
Capital Outlay	$435,722	$1,056,862	$110,822	$320,220	$175,000
Other	$39,336	$0	$0	$142,392	$381,457
Total	**$1,892,971**	**$2,452,730**	**$3,628,934**	**$8,592,100**	**$2,481,877**
Full-Time Equivalent	**7.67**	**7.70**	**7.70**	**8.70**	**7.81**

Parks System Development

Program Purpose

The goal of the Parks System Development Program is to provide funding for a five-year capital improvement plan. The plan focuses on acquiring additional park lands and funding capital improvement projects to accommodate increased capacity at existing and future parks.

The Parks System Development Program provides capital improvement funds under County Ordinance No. 2000-4. The System Development Charges (SDC) are fees assessed on new residential developments within the County, outside cities' urban growth boundaries, to be used for land acquisition and capacity-increasing park improvement projects. The Parks System Development Program is helping to meet County goals: (7) Make recreational, learning, and cultural opportunities accessible and available; and (12) Plan for the future.

Program Information

The Parks System Development Program provides the following service:

- **Fund Increased Capacity of Parks**

  Strategic Objective: Provide funding for capacity increasing projects in County parks. Use SDC funds to pay for new improvements or provide matching funds for grants that build new parks or increase park capacity.

Significant Issues in the Year Ahead

Parks SDC revenues continue to be significantly reduced due to the depressed housing market and are expected to be less than 20 percent of historical revenues. Revenue for the 2011-2012 fiscal year are estimated to be $50,000. This modest level of funding will be partially used as matching funds for campground upgrades at Willow Lake and to assist in property acquisition for Givan Park.

Financial Condition

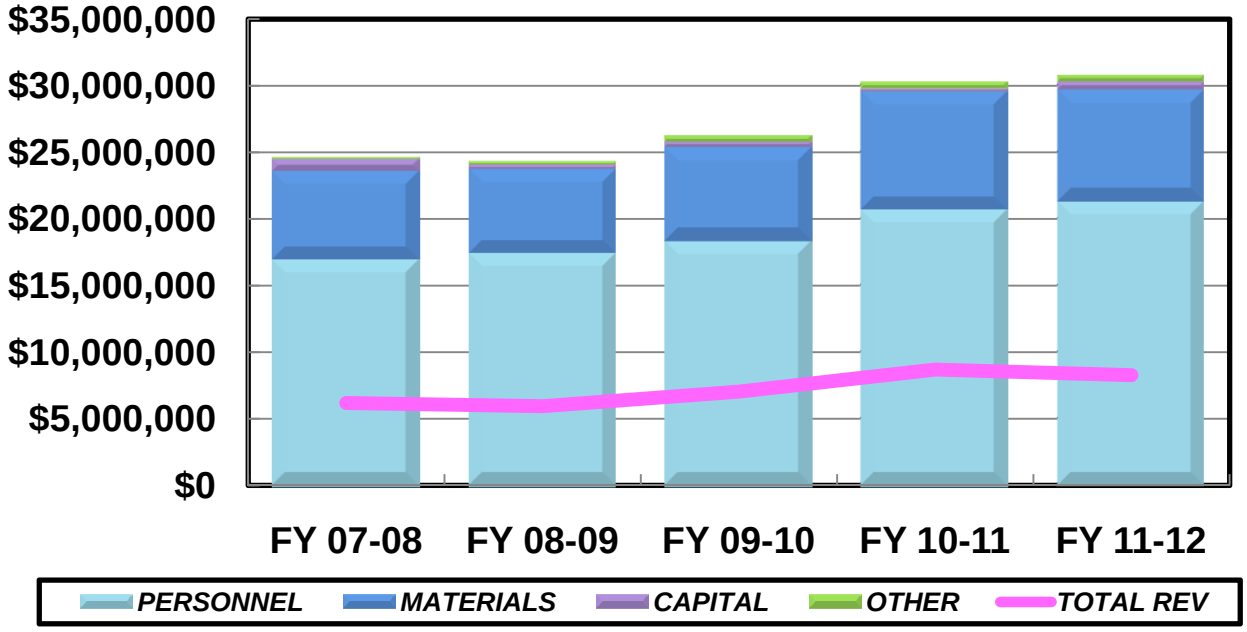
There is no General Fund money utilized for this Program. System development revenues are generated through development-related impact fees.

Parks System Development

Program: 390601	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$98,349	$82,269	$79,581	$84,000	$50,000
Other	$14,885	$4,788	$2,314	$92,116	$104,500
Total	**$113,234**	**$87,057**	**$81,895**	**$176,116**	**$154,500**
EXPENDITURES					
Personal Services	$0	$0	$0	$0	$0
Materials & Services	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Other	$145,472	$285,995	$24,052	$176,116	$154,500
Total	**$145,472**	**$285,995**	**$24,052**	**$176,116**	**$154,500**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

SHERIFF

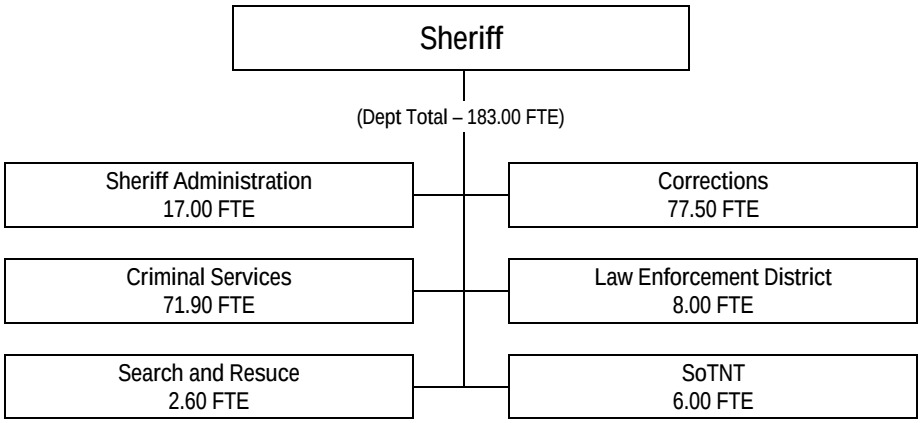
2007-2008 to 2011-2012



	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
PERSONNEL	$16,912,102	$17,383,330	$18,297,564	$20,647,411	$21,270,187
MATERIALS	$6,641,092	$6,345,450	$7,047,947	$8,887,681	$8,383,828
CAPITAL	$934,143	$316,320	$397,119	$196,650	$581,500
OTHER	$117,000	$276,588	$507,124	$509,869	$530,000
TOTAL EXP	$24,604,337	$24,321,688	$26,249,754	$30,241,611	$30,765,515
TOTAL REV	$6,188,116	$5,947,569	$7,038,863	$8,699,232	$8,276,437
FULL-TIME EQUIVALENT	172.00	175.00	183.25	183.00	183.00

Numbers for FY 07-08 through FY 09-10 are actual revenues and expenditures. FY 10-11 and FY 11-12 are adopted budgets. For an explanation of the differences between the actual expenditures and budgets, see the Differences Between "Actual" and "Budgeted" Numbers located in the Budget Summary section of this document on page 24. There are no major changes to this Department's budget. The increase in FTEs for FY 09-10 is primarily attributed to the addition of Deputies in the White City Enhanced Law Enforcement District.

Organization Chart



All employees are reported as full-time equivalents (FTE).

SHERIFF

Highlights and Challenges

Department Summary

Purpose Statement: The Sheriff's Office is dedicated to providing the people of Jackson County with a professional public safety team committed to serve ethically, respectfully, and equally.

Major Issues and Service Level Goals for Fiscal Year 2011-2012

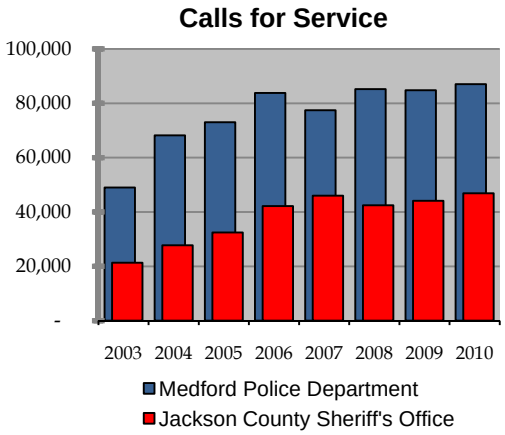
- The Jackson County Sheriff's Office (JCSO) is in the drafting phase of a new Sheriff's main office to be remodelled from an existing building outside downtown Medford. The co-location of the Patrol, Investigative, and Administrative Divisions will also allow these divisions to act cooperatively on cases. Moving the office from downtown will allow quicker access to outlying portions of the County.
- When JCSO moves its administrative and criminal functions to a new, main building, the Jackson County Jail will be able to remodel portions of the basement area to house more inmates.
- An emphasis on the recruitment of lateral, currently Department of Public Safety Standards Training (DPSST) certified sworn personnel will decrease training costs, while bringing on employees from other agencies with experience and a diverse knowledge base.
- Utilize available technologies to address the anticipated increased case workload, arising from the economic crisis within our region and the nation.

Major Issues and Service Level Accomplishments for Prior Year

- JCSO amplified its efforts to recruit and train the best possible employees to serve in its sworn positions.
- Through the hiring of a Public Information Officer, and administration conducting two Citizens' Academies, JCSO met its goal of enhancing public awareness of the Department.
- Through strategic alternative shift scheduling, the Patrol Division was able to increase public contacts.
- Through the collaborative efforts of Southern Oregon Multi-Agency Marijuana Eradication and Reclamation (SOMMER), JCSO with six other counties efficiently removed illegal Drug Trafficking Operation (DTO) gardens from public lands, amounting to two-thirds of the illegal cannabis collected throughout the State.
- Cooperated with Community Justice to maximize the effectiveness of the County's criminal justice system. The Sally Port is in the process of being remodelled and, with the Community Justice Work Center, available bed space is being utilized as efficiently as possible.

Benchmark

The graph shows the calls for service that the Medford Police Department (MPD) and JCSO handled during the timeframes listed. MPD covers approximately 26 square miles. JCSO covers 2,800 square miles. For FY 2010, MPD had 56 patrol officers and JCSO had 36 patrol deputies. Since 2003, JCSO has seen a large increase in its calls for service, rising from 21,303 in 2003 to 46,865 in 2010.



Sheriff Administration

Program Purpose

The Sheriff Administration Program provides a high level of citizen safety by developing and implementing programs that protect the County from liability, ensure officer safety, and taking care that the Department's legal mandates are met, and present a positive image to the public, all while effectively managing County funds. This Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Sheriff Administration Program provides the following services:

- **Administration**

  Strategic Objective: Give private citizens the opportunity to understand the duties and responsibilities of the Jackson County Sheriff's Office (JCSO) during the Citizens' Academy through instruction, hands-on activities, and scenarios.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of participants	15	35	20	30
Number of academies offered	1	2	1	2

It is the hope of the Sheriff's Office that, through the Citizens' Academy, citizens will come to have a deeper respect for the challenges faced every day by the men and women of law enforcement, creating an increased voice of advocacy in our communities. Once a participant has completed the JCSO Citizens' Academy, they will have the opportunity to volunteer with the Jackson County Sheriff's Office.

- **Training**

  Strategic Objective: To minimize civil liability, promote officer safety, and assure competence in all tasks done by employees.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of Deputies receiving training	130	130	130	130
Total hours of training received	12,430	12,098	12,500	12,750

Training is a vital component for officer safety, crossing over into all divisions of this agency. However, budget decreases and growth in demands for law enforcement intervention cut into funds previously allocated towards instruction. Utilizing on-line courses and all technologies available, JCSO intends to maintain a high standard of training.

- **Civil**

Strategic Objective: To meet statutory requirements in receiving and serving all court documents presented to the Sheriff.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of civil documents received	18,550	18,271	18,350	18,500

The projected increase in civil documents received is, in part, attributed to other agencies no longer serving their own subpoenas. The projected number is based on year-to-date figures.

Strategic Objective: To meet mandated requirements for concealed weapon application and issuance which include a criminal history check, fingerprints, and a gun safety course and certification.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of concealed handgun licenses issued	2,539	2,580	2,676	2,775

The fluctuation in the concealed handgun licenses issued is a function of the four year renewal cycle.

Strategic Objective: To provide the citizens of Jackson County with fingerprinting service for a variety of application and licensing requirements.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of fingerprints taken	4,864	4,386	4,455	4,525

The variation in fingerprints taken year-to-date is reflective of companies and licensing agencies requesting fingerprints as part of the employment and certification processes. When the economy begins to recover, it is expected that the demand for fingerprint services will increase. Additionally, other agencies are discontinuing this service to the public.

Significant Issues in the Year Ahead

The Sheriff's Office is experiencing escalating personnel costs and decreases in funding. The challenge will be to maintain overall Department service levels in light of budget constraints and increasing calls for services. JCSO has taken a proactive stance by streamlining processes to reduce costs. In the Spring of 2011, JCSO will implement a paperless document management system in the Records Division that will eventually be utilized by all personnel in the Sheriff's Office.

Financial Condition

The Sheriff Administration Program is primarily funded by the General Fund with the remainder of the Program financed by County fees and civil process fees outlined in the Oregon Revised Statutes.

Program: 410101	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$4,947	$13,850	$34,849	$31,612	$11,000
Federal Gov't	$0	$103,760	$0	$25,000	$0
Fees & Charges	$284,489	$305,752	$295,092	$354,200	$339,100
Other	$0	$0	$0	$0	$0
Total	**$289,436**	**$423,362**	**$329,941**	**$410,812**	**$350,100**
EXPENDITURES					
Personal Services	$2,371,330	$2,435,022	$2,624,321	$2,825,451	$3,178,629
Materials & Services	$2,246,736	$2,140,186	$2,459,266	$1,286,883	$918,734
Capital Outlay	$566,727	$107,435	$68,714	$22,000	$300,000
Other	$1,197	$0	$118,944	$0	$30,000
Total	**$5,185,990**	**$4,682,643**	**$5,271,245**	**$4,134,334**	**$4,427,363**
Full-Time Equivalent	**14.50**	**13.91**	**16.08**	**16.00**	**17.00**

Corrections

Program Purpose

The Corrections Program provides for community safety and meets the Department's legal mandates, while minimizing the County's civil liability. This Program is helping to meet County goal: (1) Protect the health, safety, and well-being of all citizens.

Program Information

The Corrections Program provides for the incarceration of pretrial and convicted prisoners of the criminal justice system in Jackson County by providing the following services:

- **Main Jail**

  Strategic Objective: Maintain the number of people waiting for trial and those not fit for release while held in the County jail.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Forced releases	570	854	1,602	1,922

Forced releases are those inmates released due to the cap of 230 inmates imposed by the Board of County Commissioners at the request of the Sheriff in February, 2004. The cap was raised to 240 in January, 2010, in an effort to reduce the number of forced releases. The projected increase in forced releases is related to the economic downturn and subsequent escalation in property-related crimes. Efforts are being made to increase the effective jail bed capacity. The Sally Port is currently being remodeled and projects are in the planning stages to increase the number of beds provided within the facility.

- **Senate Bill (SB) 1145 Enhancement Funding**

  Strategic Objective: Continue to partner with Community Justice to effectively make use of all jail and program beds in Jackson County.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Transfers to the Community Justice Work Center	1,476	1,564	1,698	1,868

The matrix identifies the risk of offenders for pre-trial release, while at the same time identifying appropriate placement for the inmate, be it release, jail, or Community Justice programs. The partnership with Community Justice is strengthened by implementing this evidenced based matrix system.

The alliance with Community Justice ensures that inmates are serving their appropriate sanctions while reducing the number of forced releases.

Significant Issues in the Year Ahead

Continue the remodel of the Sally Port to allow for better security and safety while moving inmates to and from the facility. Replace the now inoperable intercom system within the jail to allow for semi-private communications from offices to deputy stations and various other locations in the jail. Enhance closed circuit video recording to more areas of the facility. Enhance the radio system to assist with correction and patrol functions. Improve the release matrix to reduce forced releases from the jail.

Financial Condition

The Corrections Program is approximately 64 percent funded by the General Fund with the remainder of the Program financed by contracts with State and Federal agencies and recoverable programs; there is a pending reduction in Federal and State funding.

Program: 410103	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$3,738,495	$3,466,845	$3,417,832	$3,895,188	$3,531,600
Federal Gov't	$11,200	$25,324	$13,400	$25,200	$14,000
Fees & Charges	$130,471	$128,071	$125,332	$156,000	$132,000
Other	$79,600	$72,051	$71,243	$48,000	$68,000
Total	**$3,959,766**	**$3,692,291**	**$3,627,807**	**$4,124,388**	**$3,745,600**
EXPENDITURES					
Personal Services	$6,786,118	$6,898,008	$6,952,750	$7,915,616	$7,998,140
Materials & Services	$1,500,372	$1,518,932	$1,625,100	$2,482,046	$2,509,393
Capital Outlay	$45,709	$0	$0	$0	$0
Other	$0	$0	$57,185	$0	$75,000
Total	**$8,332,199**	**$8,416,940**	**$8,635,035**	**$10,397,662**	**$10,582,533**
Full-Time Equivalent	**79.50**	**79.00**	**78.50**	**77.50**	**77.50**

Criminal Services

Program Purpose

The Criminal Services Program is responsible for protecting the public through education, impartial investigations, and enforcement of laws. The Criminal Services Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; and (2) Serve all citizens fairly and ensure access to County government.

Program Information

The Criminal Services Program provides the following services:

- **Patrol**

Strategic Objective: Effectively patrol the areas of jurisdiction under the Jackson County Sheriff's Office.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Average number of calls for services by one Patrol Deputy per year	1,049	1,010	962	975

Increase the minimum number of patrol units on duty at any one time and increase the frequency of patrols in the rural areas of Jackson County. Enhance patrol visibility and improve response times to emergencies and critical incidents by continued use of the patrol vehicle fleet. These numbers reflect only cases handled by Deputies assigned to regular patrol duties.

Strategic Objective: Maintain the highest possible staffing levels by using alternative shift schedules.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Patrol Deputies on duty at one time (average)	5-6	5-6	7-8	7-8

Alternative shift scheduling maximizes the number of Deputies on duty at any one time. Each team is led by a supervisor who is able to staff outlying areas more frequently. This schedule also allows the Sheriff's Office to fully staff special events such as concerts, the Jackson County Fair, and political visits while maintaining regular patrols. Administration and Deputies assigned to the Traffic Team help supplement patrols when necessary.

The outcome numbers, above, reflect only Deputies assigned to Criminal Patrol. It has been increasingly difficult to find qualified candidates to fill open positions. The Sheriff's Office is attempting to recruit lateral police officers to fill any vacant positions in the Criminal Patrol Division. By recruiting lateral officers (those with current police certifications), the Sheriff's Office is able to decrease hiring and training costs.

Strategic Objective: Address the issue of livestock-related cases with increased efficiency.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of animal/live-stock cases investigated by Deputies	1,046	1,105	1,284	1,463

With budget cuts in other County departments, the Sheriff's Office is now responsible for investigating all cases involving animal/livestock abuse and neglect. These investigations are often time consuming and require efficient working relationships with other organizations. Through training of officers and public education, effectiveness when dealing with these cases will be boosted. Two Deputies have received specialized training in this area.

Strategic Objective: Address the increase of burglaries within the County.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of reported burglaries	201	214	274	334

With economic stressors escalating, an increase in burglaries has been noted and is expected to show a rise. There are now two Community Service Officers serving to assist Deputies and Detectives in investigations throughout the County, and another is dedicated specifically to the City of Shady Cove.

Strategic Objective: Address the issue of rising drug law violations throughout the County.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Drug law violations	289	269	340	410

These numbers reflect drug law violations in which the subject was either cited into court or arrested. With JCSO's continued cooperation with the Medford Police Department through the Medford Area Drug and Gang Enforcement (MADGE), it is expected that the rise in drug and gang activity will be kept to a minimum, despite the pressures of the declining economy and a decrease in employment.

- **Special Operations**

Strategic Objective: Maintain the presence of a highly training, highly skilled, and well equipped police tactical team.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
High risk calls for service by the Jackson County SWAT Team	18	21	36	44

Such a unit has been shown to reduce the risk of injury or loss of life to citizens, police officers, and suspects. High risk calls for service include high risk warrant service, barricaded subjects, hostage situations, dignitary protection assignments, suicidal subjects, and high risk apprehensions and the seizure of high risk marijuana gardens.

The above numbers reflect Special Weapons and Tactical (SWAT) Team call-outs generated from Jackson County as well as requests for assistance from other jurisdictions. The Jackson County SWAT Team is staffed by members from the Jackson County Sheriff's Office and Ashland Fire and Rescue.

- **Traffic Safety**

Strategic Objective: Maintain traffic safety education programs and utilize Traffic Team (TT) selected enforcement to continue reduction of fatal traffic crashes in Jackson County.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Traffic Team impact on fatal crashes	22	14	15	16

Maintain traffic safety education programs as well as specialized traffic enforcement efforts (a traffic team), DUII enforcement, and grant-funded programs for pedestrian safety, seat belt use, and speed enforcement. The TT was formed in late 2004 to address the high number of fatal crashes occurring in Jackson County, many due to impaired drivers. Since the formation of the TT, the numbers have steadily declined.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Victims impact panel (VIP) attendees	1,535	1,282	1,283	1,250

The State courts order attendance to this program for drunk and/or drugged driving, and related charges. A graphic, local slide presentation and victim testimony are designed to convince impaired drivers not to drink and drive. Guests are welcome.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Traffic school attendees	1,197	1,683	1,463	1,500

Local courts utilize Jackson County Traffic School (JCTS) as a sentencing alternative program. Traffic violators may be given the option to attend JCTS as an educational tool in exchange for reduced bail or removal of the charge from the offender's record.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
"Why Seat Belt?" attendees	1,399	1,163	1,512	1,100

This sentencing alternative program allows safety belt-related violators to attend this class in exchange for reduced bail or removal of the charge from the violator's record. Guests are welcome.

- **Investigations**

  Strategic Objective: Conduct impartial, high quality, in-depth investigations of serious crimes, internal investigations, and public confidence cases in Jackson County.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Assigned case clearance rate	78%	80%	82%	83%
Digital phone/audio CD requests	144	147	200	260
Investigative Support Unit projects	1,100	2,200	2,400	2,500

The Investigative Support Unit maintains statistics on special projects requested of the unit, including support by Detectives, assist to patrol, and administrative information. The unit also provides support to several agencies including the District Attorney's Office.

Criminal Investigations is made up of Criminal Investigators, one Sergeant, and one Lieutenant. Specially trained Investigators handle all juvenile-related sex crimes with an emphasis on intervention to prevent any further criminal activity. The unit handles many adult-type crimes from identity theft to homicides. The Division uses both a proactive and reactive approach to these investigations. Old fashion police techniques and a high-tech approach to criminal investigations are used by Investigators.

The Investigation Division works closely with the other Jackson County law enforcement agencies, the Oregon State Police, and all Federal law enforcement agencies. The Investigators understand the need for a very diverse approach to criminal investigations. With a proven track record of professionalism and success, the Investigation Division continues to strive to protect the citizens of Jackson County.

- **Marine Program**

  Strategic Objective: Continue to exceed Oregon State Marine Board policies.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Boat patrol hours	59%	53%	55%	58%
Contract patrol hours	115%	135%	120%	120%
One BER to one BPH	1.15:1	1.02:1	1.09:1	1.05:1

Oregon State Marine Board policies state that 51 percent of total patrol hours from May through September should be boat patrol hours versus vehicle patrol. The Oregon State Marine Board's contract for marine patrol hours

requires one Boating Examination Report (BER) per one Boat Patrol Hour (BPH). This means that there shall be at least one safety inspection of a vessel per hour of patrol.

The Marine Program promotes boater safety through education, enforcement, and active patrol of all waterways in and around Jackson County. The plan is to improve readiness by retaining highly qualified marine deputies; provide rapid response to emergencies to minimize consequences; link lessons learned back to future prevention efforts; actively enforce Oregon State boating laws and regulations; and maintain all navigation buoys and signs on all waterways within Jackson County. Prevention will focus on areas of greatest risk, such as reckless operation, alcohol, lack of knowledge of waterway rules of the road, and encouraging boaters to wear life jackets to increase their chance of surviving a boating accident.

In the year ahead, the Marine Program will increase training in the field of marine identification within the Sheriff's Office to help with the recovery of stolen marine property. There will also be increased efforts in mandatory education by offering educational programs through the public schools.

- **Medical Examiner Program**

  Strategic Objective: Investigate deaths that fall under the jurisdiction of the Medical Examiner's Program.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of Medical Examiner responses	760	556	571	590
Number of cases accepted as Medical Examiner jurisdiction	n/a	207	197	210
Number of autopsies	54	60	54	65

The cases falling under the jurisdiction of the Medical Examiner Program include suspicious deaths, homicides, suicides, and accidental deaths. Accurate and timely determinations must be made regarding the manner and cause of death.

The Deputy Medical Examiners also work cases involving missing persons. This contributes to their caseload, but is an efficient manner to investigate these cases. In addition to two full-time Detectives assigned to the Medical Examiner Program, a full-time Major Crimes Detective has also been training to respond to death investigations in the capacity of a Deputy Medical Examiner. The position regularly takes the duties of the Medical Examiners,

allowing regular days off, vacations, training, and further reducing overtime costs.

Significant Issues in the Year Ahead

It is anticipated that with the ongoing economic and political issues across the nation, there will be an increase in family and societal violence. The stressors of unemployment, foreclosures, and world wide political unrest are casual links of increased violence.

The Sheriff's Office continues to aggressively pursue homeland defense and other grants as they relate to disaster preparedness, inter-agency communications, and equipment procurement. The Patrol Division continues its alternative shift configuration to better staff special events and regular patrols.

It is expected that the Sheriff's Office will face many challenges in fiscal year 2011-2012, in part due to the continued decline in the local economy. Patrols needed for special events and drug trafficking operation (DTO) marijuana gardens both occur during summer months. It is anticipated that overtime will have to be utilized during this period.

Financial Condition

The Criminal Services Program is primarily funded by the General Fund with the remainder of the Program financed by County fees, contracts, and grants. Funding for the Marine Program will come from the Oregon State Marine Board, the Federal Title III program, and the Bureau of Reclamation.

Program: 410104	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$298,797	$361,421	$431,949	$788,373	$713,137
Federal Gov't	$417,954	$301,895	$223,370	$565,500	$233,000
Fees & Charges	$251,384	$288,570	$349,506	$278,148	$324,400
Other	$0	$0	$29,211	$0	$0
Total	**$968,135**	**$951,886**	**$1,034,036**	**$1,632,021**	**$1,270,537**
EXPENDITURES					
Personal Services	$6,857,633	$7,139,224	$7,370,577	$8,386,692	$7,847,898
Materials & Services	$2,357,641	$2,258,527	$2,195,013	$4,022,414	$3,369,836
Capital Outlay	$101,945	$161,403	$5,800	$13,000	$0
Other	$70,802	$196,274	$269,893	$84,869	$0
Total	**$9,388,021**	**$9,755,428**	**$9,841,283**	**$12,506,975**	**$11,217,734**
Full-Time Equivalent	**68.70**	**72.85**	**74.76**	**74.90**	**71.90**

Law Enforcement District

Program Purpose

To continue to maintain a safe community and improve the livability of the area for the residents of White City. The White City Enhanced Law Enforcement District Program is helping to meet County goal: (1) Protect the health, safety, and well-being of all citizens.

Program Information

The White City Enhanced Law Enforcement District (WCELED) provides enhanced police services to the residents within the unincorporated area of White City.

- **Community Policing**

Strategic Objective: Increase tracking and assured compliance of sex offenders currently residing within the WCELED.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Requested
Number of officers/staff assigned	2.00	7.43	8.00	8.00

WCELED is staffed with 1 Sergeant, 6 Deputies (1 assigned as a School Resource Officer) and 1 Records Clerk. In addition, Development Services has assigned a part-time Code Enforcement Officer that is billed to WCELED through materials and services.

Currently, there are approximately 80 registered sex offenders residing in or near the WCELED. The goal is to better track these offenders and assure that they are in compliance with all conditions of their parole. The addition of Deputies and management staff have provided increased personnel hours to accomplish this goal.

Strategic Objective: Reduce the number of theft-related and/or vandalism crimes.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Requested
Offenses related to theft or vandalism	382	352	335	<300

With the additional staff added in fiscal year 2010-2011, theft and vandalism cases were reduced. The Jackson County Sheriff's Office (JCSO) will be taking a proactive approach to continue the reduction using innovative but proven law enforcement techniques.

Strategic Objective: Reduce the number of juvenile traffic violations and offenses.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Requested
Juvenile traffic violations/ offenses	n/a	285	280	210

Another goal is to reduce the number of driving offenses committed by juveniles within the WCELED. This will be accomplished by assigning Deputies on a day-to-day basis to strictly enforce all driving offenses committed by minors.

Significant Issues in the Year Ahead

As communities are challenged by a decreased number of available jobs and decreasing property values, areas may presumably see a rise in crimes. JCSO is committed to addressing crime proactively, with an emphasis on keeping the County's children and communities safe.

Financial Condition

The White City Enhanced Law Enforcement District is 100 percent funded by the citizens of White City. Financially, the District is very sound and can provide a stable and effective law enforcement program.

Program: 410201	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$398,888	$388,946	$1,333,017	$1,393,460	$1,325,700
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$0	$0	$0	$0	$0
Other	$17,092	$14,860	$21,140	$416,268	$600,000
Total	**$415,980**	**$403,806**	**$1,354,157**	**$1,809,728**	**$1,925,700**
EXPENDITURES					
Personal Services	$271,803	$257,616	$585,132	$793,903	$933,680
Materials & Services	$111,858	$81,649	$339,288	$590,825	$567,020
Capital Outlay	$0	$0	$0	$0	$0
Other	$0	$0	$54,551	$425,000	$425,000
Total	**$383,661**	**$339,265**	**$978,971**	**$1,809,728**	**$1,925,700**
Full-Time Equivalent	**3.00**	**2.97**	**7.43**	**8.00**	**8.00**

Search and Rescue

Program Purpose

The Search and Rescue (SAR) Program provides services to the community during times of individual or collective need, such as floods, fire, or other catastrophes in addition to responding to citizens lost or missing on public lands. To better prepare the community for emergency situations, SAR offers educational programs to the public through various means. The Search and Rescue Program is helping to meet County goal: (1) Protect the health, safety, and well-being of all citizens; and (4) Strengthen cooperation between public agencies.

Program Information

The Search and Rescue (SAR) Program provides the following services:

- **Finding or Recovering Lost or Missing Persons**

Strategic Objective: Respond to lost or missing persons on public land within Jackson County.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Projected	FY 2011-2012 Expected
Percent of persons located	100%	100%	100%	100%

The Jackson County Sheriff's Office (JCSO) SAR expects to maintain the highest bar set by continuing to retain a 100 percent find rate for lost or missing persons. This will be continued through thorough training of personnel and volunteers, and utilizing the technologies available.

Strategic Objective: To train and retain the best volunteers.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Projected	FY 2011-2012 Expected
Volunteer hours contributed	26,355	23,614	24,000	25,000

JCSO SAR will continue to train volunteers in search and rescue techniques, survival rescue training, tracking, and communication technology. They are managed through effective procedures in search teams. Volunteer hours should be increased through the recruitment of motivated citizens who provide essential talents and skills specifically needed for search and rescue missions.

The Jackson County Sheriff's Office SAR continues to be the model for the statewide implementation of regional concept for search and rescue missions. California-Oregon Search and Rescue (CORSAR) was instituted locally and has become the State mandated model for search and rescue.

- **Provide Educational Programs to the Public**

  Strategic Objective: Educational programs are offered to the public through various means to better prepare the community for emergency situations.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Projected	FY 2011-2012 Expected
Attendees of "Lost but Found" program	8,000	7,500	7,500	7,600

JCSO SAR offers the "Lost but Found" program at various times and locations throughout the year, including but not limited to schools, civic club meetings, and youth organizations. This creates a safer community through preparedness.

Significant Issues in the Year Ahead

Conduct targeted recruitment to increase and improve the SAR volunteer pool. Monitor SAR volunteer hours, looking for increased exposure opportunities. Lieutenant Rowland, who heads this Program, has been elected President of the Oregon State Sheriff's Association (OSSA) Search and Rescue Advisory Council; he has also been Chair of CORSAR for the past four years. In the year ahead, Lieutenant Rowland will be working to make Jackson County's SAR an effective State model, hopefully attracting additional training funding.

Financial Condition

As a mandated function of the Sheriff's Office, Search and Rescue is 100 percent funded by the General Fund due to the shortage of Federal funds. As in prior years, it is hopeful that approximately 25 percent of this Program will be funded with Title III dollars, but it is unknown if these dollars will be available until after the budget is adopted.

Search and Rescue

Program: 410105	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$5,425	$5,532	$7,674	$0	$6,000
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$174,188	$187,011	$394,712	$261,650	$393,500
Other	$0	$0	$0	$0	$0
Total	**$179,613**	**$192,543**	**$402,386**	**$261,650**	**$399,500**
EXPENDITURES					
Personal Services	$154,533	$148,391	$196,306	$201,856	$339,147
Materials & Services	$266,611	$201,543	$273,742	$285,167	$299,531
Capital Outlay	$219,760	$34,590	$285,868	$161,650	$281,500
Other	$45,000	$0	$0	$0	$0
Total	**$685,904**	**$384,524**	**$755,916**	**$648,673**	**$920,178**
Full-Time Equivalent	**1.30**	**1.30**	**1.40**	**1.60**	**2.60**

Southern Oregon Tactical Narcotics Team (SoTNT)

Program Purpose

The Southern Oregon Tactical Narcotics Team (SoTNT) is helping reduce the availability of illegal narcotics in the community. SoTNT strengthens the cooperation between local, State, and Federal law enforcement agencies by administering the Office of National Drug Control Policy funding received by Jackson County through the Oregon High Intensity Drug Trafficking Area (HIDTA) program. SoTNT is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; and (4) Strengthen cooperation between public agencies.

Program Information

The SoTNT Program provides the following services:

- **Coordinate Drug Investigations**

  Strategic Objective: Reduce the availability of illegal narcotics in Jackson County.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of investigations	n/a	720	732	740

By enforcing narcotics laws and prosecuting offenders in either State or Federal court, SoTNT intends to continue to reduce the availability of illegal narcotics in Jackson County based upon the offender's level of involvement with drug trafficking organizations and evidence obtained during the investigation. SoTNT has combined with the Medford Area Drug and Gang Enforcement (MADGE) to combat street drug trafficking. SoTNT has become the State leader in disrupting, dismantling, and prosecuting illegal drug trafficking organizations (DTO) marijuana growing operations. SoTNT has combined forces with six other counties in an effort to keep illegal marijuana off the streets of Southern Oregon.

- **Gather Intelligence**

  Strategic Objective: Investigate all information received concerning illegal DTO marijuana operations.

Outcome(s)	FY 2008-2009 Actual	FY 2009-2010 Actual	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of outdoor marijuana grows/plants seized	21/ 16,035	16/ 30,971	26/ 125,787	26/ 126,000

These results arise from the total number of plants seized by the Sheriff's Office on County and Federal lands in Jackson County. These efforts are needed for the arrest and prosecution of those involved in illegal marijuana distribution, and for the seizure/destruction of those on-site chemicals that

pose a health risk to the citizens of Jackson County. There was a sharp increase in marijuana plants seized in fiscal year 2009-2010; the DTOs reappeared in 2009 with a new strategy that made garden detection more difficult. The Sheriff's Office adapted to new DTO strategy and will continue its aggressive approach in dealing with DTO gardens to keep the County's rural lands safe for its citizens and visitors.

Significant Issues in the Year Ahead

SoTNT staffing levels have been a factor in its ability to meet the expected HIDTA and other grant outcomes for the year. SoTNT has increased Federal participation by directly teaming with the Drug Enforcement Administration (DEA).

In December 2009, SoTNT merged with MADGE to better serve the citizens of Jackson County in the battle against street drugs. SoTNT is still the leader in the State in finding and prosecuting illegal marijuana grows on public lands. The grows not only affect the citizens of Jackson County, but also damage the ecosystem, public lands, and waterways; this is due to the human waste and illegal substances that are used to grow marijuana.

The summer of 2010 saw a collaborative effort on the part of seven Southern Oregon counties, to deter DTO efforts to grow illegal marijuana on public lands. The seven participating counties are Jackson, Josephine, Lake, Klamath, Douglas, Coos, and Curry; otherwise known as Southern Oregon Multi-Agency Marijuana Eradication and Reclamation (SOMMER). Through these concentrated endeavors, over two-thirds of the illegal cannabis collected by Oregon in the summer of 2010 was through SOMMER.

Financial Condition

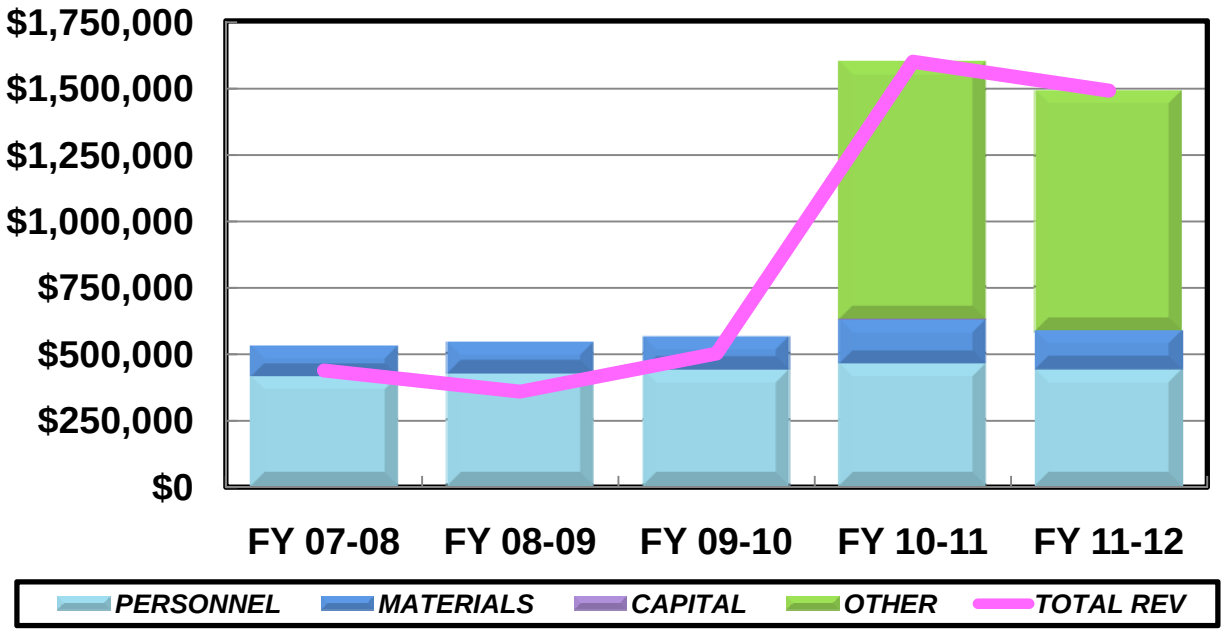
More agencies continue to compete for limited grant funds while personnel costs have increased without any significant increase in drug indiction grant opportunities. Funding for operations will need to be increased by local agencies to ensure the operations do not decrease. SoTNT is 67 percent funded by the General Fund.

Southern Oregon Tactical Narcotics Team (SoTNT)

Program: 410106	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$352,231	$234,813	$289,967	$260,633	$550,000
Fees & Charges	$22,933	$48,844	$549	$200,000	$35,000
Other	$0	$0	$0	$0	$0
Total	**$375,164**	**$283,657**	**$290,516**	**$460,633**	**$585,000**
EXPENDITURES					
Personal Services	$470,552	$504,916	$568,312	$523,893	$972,693
Materials & Services	$157,730	$144,479	$155,387	$220,346	$719,314
Capital Outlay	$0	$12,890	$36,735	$0	$0
Other	$0	$80,314	$6,547	$0	$0
Total	**$628,282**	**$742,599**	**$766,981**	**$744,239**	**$1,692,007**
Full-Time Equivalent	**5.00**	**4.97**	**5.08**	**5.00**	**6.00**

SURVEYOR

2007-2008 to 2011-2012

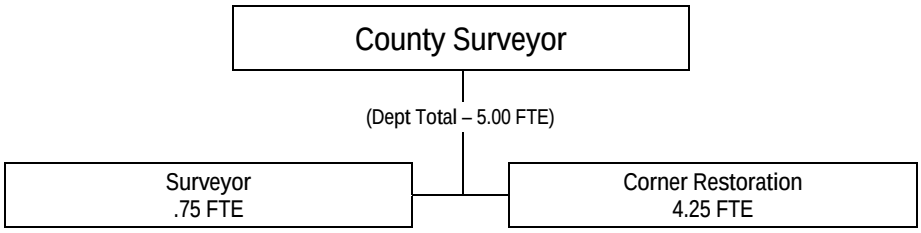


	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
PERSONNEL	$411,715	$423,116	$437,198	$459,895	$438,219
MATERIALS	$117,151	$119,451	$125,573	$166,733	$147,777
CAPITAL	$0	$0	$0	$3,224	$0
OTHER	$0	$0	$0	$971,302	$906,601
TOTAL EXP	$528,866	$542,567	$562,772	$1,601,154	$1,492,597
TOTAL REV	$439,350	$359,698	$502,880	$1,601,154	$1,492,597
FULL-TIME EQUIVALENT	6.00	6.00	6.00	6.00	5.00

Numbers for FY 07-08 through FY 09-10 are actual revenues and expenditures. FY 10-11 and FY 11-12 are adopted budgets. For an explanation of the differences between the actual expenditures and budgets, see the Differences Between "Actual" and "Budgeted" Numbers located in the Budget Summary section of this document on page 24. The large "Other" category in the FY 10-11 and FY 11-12 budgets includes the budgeting of reserves of the Corner Restoration Program which, according to State statute, is dedicated to the preservation and rehabilitation of government land corners. In FY 10-11, the Department's office program received support from the General Fund to reconcile for accurate allocations between the Department's two programs. The FY 11-12 decrease in FTE is attributable to changes in economic conditions and demand.

SURVEYOR

Organization Chart



All employees are reported as full-time equivalents (FTE).

SURVEYOR

Highlights and Challenges

Department Summary

Purpose Statement: Strive to provide the most efficient, comprehensive, and accurate information to both the citizens of Jackson County and also to other County departments as it relates to land surveying issues; preservation of and increased accessibility to public records; and to preserve the 10,000 Public Land Corners of Jackson County as set out in Oregon Revised Statutes (ORS) 209.070. These corners are vital for defining and identifying property boundaries which in turn allows for accurate mapping and taxation.

Major Issues and Service Level Goals for Fiscal Year 2011-2012

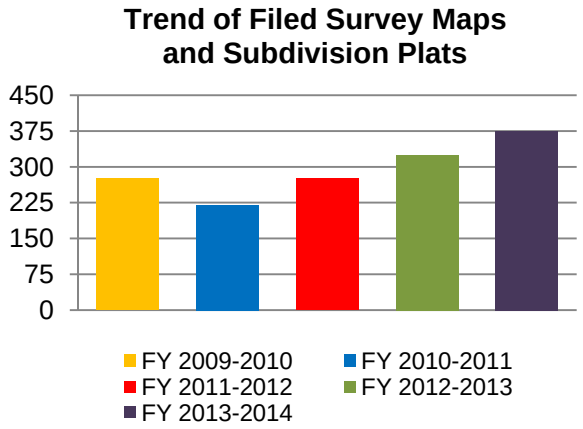
- Ensure that all maps of survey, subdivision, and partitions meet State and local law requirements.
- Digitally preserve and archive historic and irreplaceable road and property information.
- Identify areas which are in danger of having corners destroyed through road construction and/or other improvements.
- Continue with progress on the Surveyor's proposed online mapping services project. Staff is struggling with the effort to have survey maps accessible electronically; something that would meet the increasing demand for availability of these records to the public.
- The Surveyor's office equipment is outdated and unable to integrate into the larger County data systems, yet resources are limited in a way that prevents the necessary changes.

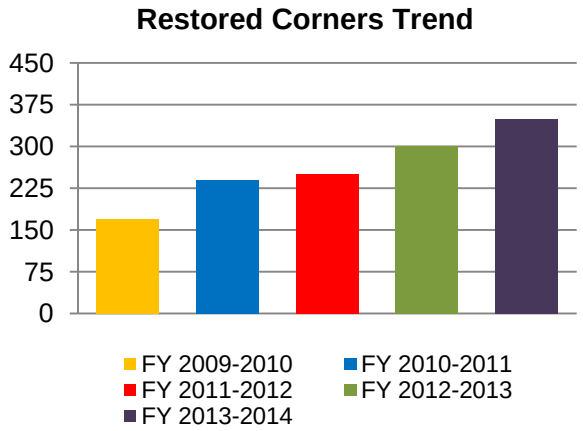
Major Issues and Service Level Accomplishments for Prior Year

- Fewer maps of surveys being filed has meant a redirection of resources to the Corner Restoration Program.
- Although the Surveyor's Office has experienced a reduction in personnel, staff anticipates maintaining and/or re-establishing more government corners. This will be accomplished through enhanced efficiency and use of new technology.
- The Surveyor's Office is continuing work on development of an in-house database of all County Global Positioning System (GPS) positions. This valuable survey and mapping control is collected during staff's daily corner restoration work and other field projects. It is frequently requested by surveyors and is a great way to stamp a permanent location for important government corner positions.
- The Surveyor's Office has participated in cooperative efforts with other public agencies on several projects and has made informational presentations to various groups in the community.

SURVEYOR

Benchmarks





Surveyor

Program Purpose

The Surveyor Program is responsible for the secure and safe storage of all recorded maps and documents submitted to the Jackson County Surveyor's Office and holds those records readily available for public use. This Program also oversees the review of all subdivision, partition, and survey maps and makes physical inspections of subdivision pins within the Surveyor's jurisdiction. To be a part of the countywide community and strive to educate, assist, and interact with citizens and other government agencies. The Surveyor Program is helping meet County goal: (11) Maintain public records to provide financial, historical, and statistical information.

Program Information

The Surveyor Program provides the following service:

- **Filing - Survey Maps and Subdivision Plats**

  Strategic Objective: To review submitted maps and plats for conformance with requirements of the Oregon Revised Statutes and also for accuracy and completeness prior to filing. Copies of the filed maps and plats are made available to the public for review and purchase.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Filed survey maps and subdivision plats	275	375	220	275
Document sales	$23,389	$22,980	$14,284	$15,000

Significant Issues in the Year Ahead

The Surveyor's Office Program is in need of replacing three key pieces of office equipment. The plotter is not compatible with the County's computer network and obtaining necessary replacement parts is difficult. The Surveyor's Office is seeing an ever-increasing demand to offer survey maps on line, which is something that other Oregon counties have offered for years. The copiers are old and finding replacement parts is also difficult. However, Program income is insufficient to replace this office equipment at this time. Therefore, a funding strategy will need to be devised to progressively pay for these replacements in the future.

Financial Condition

Up until 2010, the Surveyor's Office utilized a single business unit financial structure where costs associated with Corner Restoration funds were included with costs associated with the Surveyor's Office functions. In 2010, the County Administrator requested a review of this structure. The result of this review was that separating these two functions of the Surveyor's Office into different business units would facilitate better oversight and

planning. During this process, County Administration discovered that the Surveyor's Office Program had been operating at a deficit. Although the Corner Restoration Program has developed a substantial reserve, it is a dedicated fund and cannot be used to offset those losses. A one-time General Fund transfer was used to make the Surveyor's Office Program whole.

To address the situation and to help the Surveyor's Office Program cover its costs, one full-time office position was reduced, the majority of efforts were re-directed to the Corner Restoration Program, and only vital supplies were purchased. Additionally, the Surveyor's Office Program fee structure was re-examined to more realistically reflect the cost of doing business and office procedures have benen reviewed in an attempt to ensure efficiency.

Program: 430101	**2007-2008 Actual**	**2008-2009 Actual**	**2009-2010 Actual**	**2010-2011 Adopted**	**2011-2012 Adopted**
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$170,859	$91,136	$78,560	$67,923	$70,034
Other	$3,202	($4,275)	$3,106	$0	$1,962
Total	**$174,061**	**$86,861**	**$81,666**	**$67,923**	**$71,996**
EXPENDITURES					
Personal Services	$219,065	$224,043	$28,417	$50,944	$50,019
Materials & Services	$48,666	$50,751	$32,123	$27,210	$21,977
Capital Outlay	($826)	$0	$0	$0	$0
Other	$0	$0	$0	$0	$0
Total	**$266,905**	**$274,794**	**$60,540**	**$78,154**	**$71,996**
Full-Time Equivalent	**2.01**	**2.01**	**0.75**	**0.60**	**0.60**

Corner Restoration

Program Purpose

The Corner Restoration Program is responsible for the preservation and rehabilitation of all of the government land corners in the County, as mandated by State statute. This Program is helping meet County goal: (11) Maintain public records to provide financial, historical, and statistical information.

Program Information

The Corner Restoration Program pursues the following objective:

- **Public Land Corner Restoration**

  Strategic Objective: Pursuant to Oregon Revised Statute (ORS) 203.148, the County Surveyor is obligated to maintain and/or refurbish all public land corners in Jackson County, which is a main focus of this program. There are approximately 9,000 of said corners, most of which date from the 1800's. The protection of these corners holds great importance to the citizens of Jackson County because all properties in the County are referenced to public land corners. The preservation of these corners is essential to maintaining and restoring the individual property boundaries of all local property owners.

Outcome(s)	FY 2009-2010 Actual	FY 2010-2011 Budgeted	FY 2010-2011 Expected	FY 2011-2012 Projected
Number of restored corners	170	200	240	250

Significant Issues in the Year Ahead

The resources of the Surveyor's Office have been redirected to focus more on the Corner Restoration Program. This direction was prompted by the current downturn in the economy.

It is important to note that the realignment of the Surveyor's resources to the Corner Restoration Program is a very positive move. The Surveyor's Office has never been able to allocate enough attention to corner preservation. The vast number of public land corners coupled with the constant damage and destruction to these corners throughout the County has created a "reactive" program rather than a general maintenance operation.

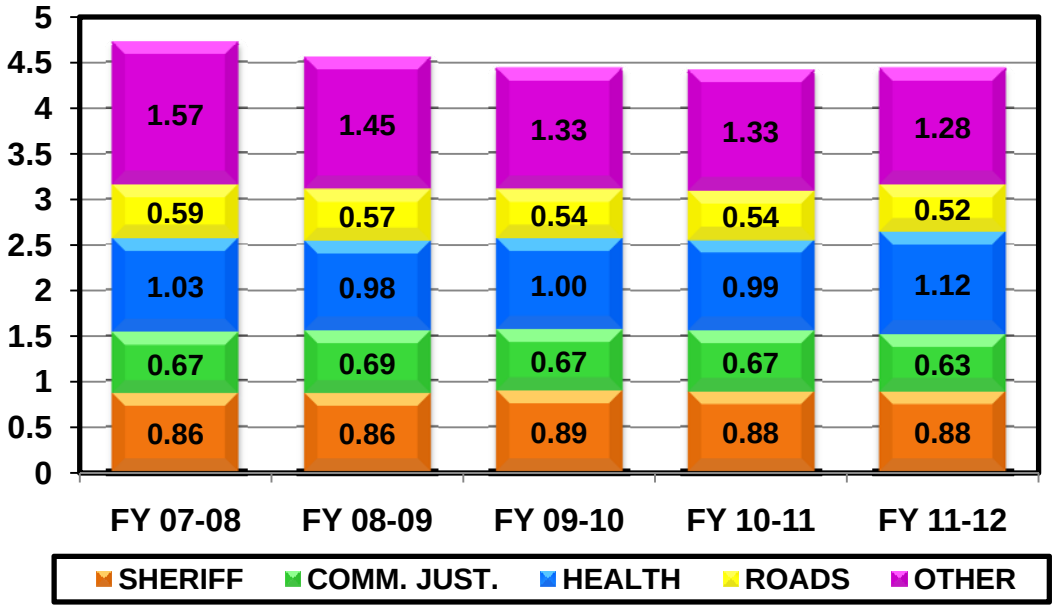
Financial Condition

Revenue for the Corner Restoration Program is generated by a fee assessed to documents recorded in the Clerk's Office. Although this revenue stream is negatively affected by the economy, the fund is stable and creates sufficient revenue to support the majority of the Corner Restoration Program costs. The corner fund currently has a substantial reserve to cover any shortfall in the associated monthly revenue source.

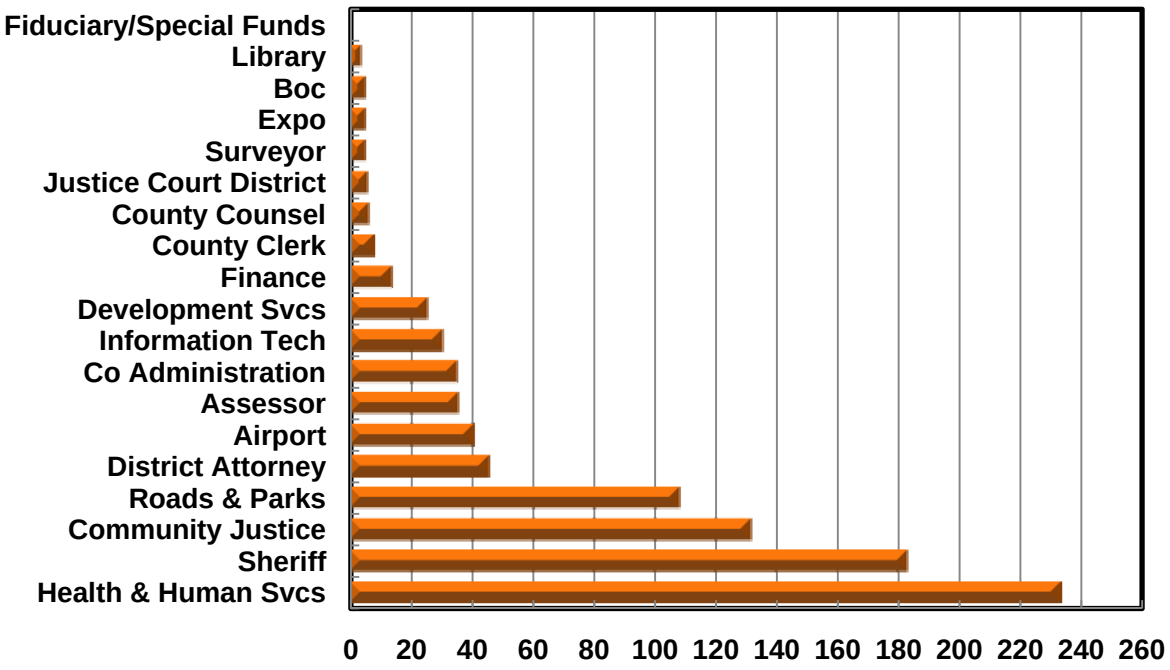
Corner Restoration

Program: 430102	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Adopted	2011-2012 Adopted
REVENUES					
State/Local Gov't	$0	$0	$0	$0	$0
Federal Gov't	$0	$0	$0	$0	$0
Fees & Charges	$208,639	$226,339	$397,772	$394,930	$377,192
Other	$56,647	$46,495	$23,439	$1,138,301	$1,043,409
Total	**$265,286**	**$272,834**	**$421,211**	**$1,533,231**	**$1,420,601**
EXPENDITURES					
Personal Services	$192,638	$199,059	$408,773	$408,951	$388,200
Materials & Services	$68,465	$68,687	$93,441	$139,523	$125,800
Capital Outlay	$826	$0	$0	$3,224	$0
Other	$0	$0	$0	$971,302	$906,601
Total	**$261,929**	**$267,746**	**$502,214**	**$1,523,000**	**$1,420,601**
Full-Time Equivalent	**3.99**	**3.99**	**5.25**	**5.40**	**4.40**

FTE PER THOUSAND POPULATION



FTE BY DEPARTMENT FY 2011-2012



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2007 - 2008 ACTUAL	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ADOPTED	2011 - 2012 ADOPTED
AIRPORT							
AIRPORT							
	Admin Secretary	R2-1/4	1.00	1.00	1.00	1.00	
	Airport Security Supervisor	R3-1/4	1.00	1.00	1.00	1.00	
	Program Manager I	R3-4/7	1.00	1.00	1.00	1.00	
	Maintenance Manager	R3-5/8	1.00	1.00	1.00	1.00	
	Airport Director	R5-1/4	1.00	1.00	1.00	1.00	
	Accountant I	M0002					1.00
	Administrative Assistant II	M0002					1.00
	Program Manager II	M0009					2.00
	Senior Maintenance Manager	M0009					1.00
	Airport Director	M0018					1.00
	Utility Worker	E0008	1.00	1.00	1.00	1.00	1.00
	Office Assistant II	E0010	2.00	2.00	2.00	2.00	2.00
	Airport Enf Officer	E0011	12.20	12.20	12.20	12.20	11.95
	Accounting Clerk II	E0012	1.60	1.60	1.60	1.60	1.60
	Lead Airport Enf Officer	E0012	4.20	4.20	4.20	4.20	4.20
	Office Assistant III	E0012	1.00	1.00	1.00	1.00	1.00
	Project Specialist	E0013	1.75	1.75	1.75	1.75	2.00
	Accounting Clerk III	E0015	1.00	1.00	1.00	1.00	0.00
	Maintenance Worker	E0015	1.00	1.00	1.00	1.00	1.00
	Office Assistant V	E0017	1.00	1.00	1.00	1.00	1.00
	Airport Compliance Coordinator	E0018	1.00	1.00	1.00	1.00	1.00
	Sr Maintenance Worker	E0018	5.00	5.00	7.00	7.00	7.00
	Electrician	E0022	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		38.75	38.75	40.75	40.75	40.75

ASSESSMENT							
ASSESSMENT							
	Secretary	R1-3/6	1.00	1.00	1.00	1.00	
	Program Manager I	R3-4/7	3.00	2.00	3.00	3.00	
	Program Manager II	R3-5/8	1.00	1.00	1.00	1.00	
	Program Manager IV	R4-2/5	1.00	0.00	0.00	0.00	
	Chief Appraiser	R4-3/6	1.00	1.00	1.00	1.00	
	Administrative Assistant I	M0001					1.00
	Supervisor V	M0007					2.00
	Program Manager V	M0012					1.00
	Chief Appraiser	M0013					1.00
	County Assessor	C0091	1.00	1.00	1.00	1.00	1.00
	Office Assistant II	E0010	6.00	6.00	6.00	6.00	5.00
	Office Assistant III	E0012	5.00	5.00	5.00	5.00	4.00
	Office Assistant IV	E0015	2.00	2.00	2.00	2.00	2.00
	Cartographer	E0017	4.00	4.00	3.00	2.00	1.60
	Property Appraiser I	E0019	2.00	3.00	3.00	0.00	1.00
	Sr Cartographer	E0019	1.00	1.00	1.00	1.00	1.00
	Property Appraiser II	E0021	11.00	8.00	8.00	11.00	10.00
	Commercial Appraiser	E0023	1.00	2.00	2.00	2.00	2.00

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2007 - 2008 ACTUAL	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ADOPTED	2011 - 2012 ADOPTED
ASSESSMENT	Data/Property Analyst II	E0023	2.00	2.00	2.00	2.00	2.00
	Lead Appraiser/Appraiser Spec	E0024	0.00	2.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		42.00	41.00	40.00	39.00	35.60

BOARD OF COMMISSIONERS

BOARD OF COMMISSIONERS	Secretary	R1-3/6	1.00	1.00	0.00	0.00	
	Executive Secretary	R2-2/5	2.00	2.00	2.00	2.00	
	Administrative Assistant II	M0002					1.80
	Project/Program Coordintr III	M0006					0.20
	County Commissioner	C0098	3.00	3.00	3.00	3.00	3.00
	TOTAL DEPARTMENT		6.00	6.00	5.00	5.00	5.00

COMMUNITY JUSTICE

COMMUNITY JUSTICE	Admin Secretary	R2-1/4	1.00	1.00	1.00	1.00	
	Supervisor I	R2-5/8	0.00	5.00	5.00	5.00	
	Fiscal/Adm Mgr	R3-2/5	1.00	1.00	1.00	1.00	
	Research/Projects Analyst - CJ	R3-3/6	1.00	1.00	1.00	1.00	
	Supervisor II	R3-3/6	1.00	1.00	1.00	1.00	
	Program Manager II	R3-5/8	3.00	3.00	3.00	3.00	
	Program Manager III	R4-1/4	3.00	3.00	3.00	3.00	
	Program Manager IV	R4-2/5	1.00	1.00	1.00	1.00	
	Program Manager V	R4-3/6	1.00	1.00	1.00	1.00	
	Community Justice Dir	R5-5/8	1.00	1.00	1.00	1.00	
	Supervisor I	M0003					4.00
	Supervisor II	M0004					1.00
	Project/Program Coordinator II	M0005					1.00
	Supervisor III	M0005					2.00
	Project/Program Coordinator IV	M0007					1.00
	Program Manager II	M0009					3.00
	Program Manager III	M0010					2.00
	Program Manager V	M0012					1.00
	Program Manager VIII	M0015					2.00
	Community Justice Director	M0019					1.00
	Office Assistant II	E0010	2.00	2.00	2.00	2.00	2.00
	Office Assistant III	E0012	13.00	14.00	14.00	14.00	12.00
	Com Svc Crew Coord	E0013	11.00	11.00	11.00	11.00	11.00
	Transition Center Technician	E0013	9.00	11.00	11.00	11.00	11.00
	Lead Com Svc Crew Coor	E0015	3.00	3.00	2.00	2.00	0.00
	Office Assistant IV	E0015	1.00	1.00	1.00	1.00	1.00
	Group Counselor I	E0017	22.00	22.00	22.00	22.00	22.00
	Program Specialist - Comm Just	E0017	7.00	5.00	7.00	6.00	6.00
	Group Counselor II	E0019	9.00	9.00	9.00	7.00	7.00

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2007 - 2008 ACTUAL	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ADOPTED	2011 - 2012 ADOPTED
COMMUNITY JUSTICE	Community Justice Officer	E0020	7.00	6.00	6.00	6.00	6.00
	Sr Program Spec - CommJust	E0020	2.00	3.00	3.00	3.00	3.00
	Probation Officer II	E0022	12.00	11.00	11.00	11.00	10.50
	Probation Officer III	E0023	2.00	2.00	2.00	2.00	1.00
	Sr Deputy Probation	P0201	21.00	21.00	22.00	22.00	21.00
	TOTAL DEPARTMENT		134.00	139.00	141.00	138.00	131.50

COUNTY ADMINISTRATION

COUNTY ADMINISTRATION	Secretary	R1-3/6	0.00	0.50	0.50	0.50	
	Admin Secretary	R2-1/4	1.00	1.00	1.00	1.00	
	Executive Secretary	R2-2/5	1.00	1.00	1.00	1.00	
	Admin Assistant	R2-3/6	3.00	2.00	2.00	2.00	
	Sr Admin Assistant	R2-5/8	1.50	2.50	2.50	2.50	
	Sr Auditor	R3-2/5	1.80	2.00	2.00	2.00	
	Program Manager I	R3-4/7	1.00	1.00	1.00	1.00	
	Envir Natural Res Coord	R3-5/8	0.50	0.75	0.00	0.00	
	Maintenance Manager	R3-5/8	2.00	2.00	2.00	2.00	
	Management Analyst	R3-5/8	4.00	3.00	3.00	3.00	
	Facility Maint Supt	R4-2/5	1.00	1.00	1.00	1.00	
	Sr Management Analyst	R4-2/5	1.00	2.00	2.00	2.00	
	County Auditor	R4-5/8	1.00	1.00	1.00	1.00	
	HR and Risk Director	R5-1/4	1.00	1.00	1.00	1.00	
	Sr. Deputy County Administrato	R5-5/8	1.00	1.00	1.00	1.00	
	Administrative Assistant II	M0002					3.20
	Administrative Assistant III	M0003					1.00
	Project/Program Coordinator II	M0005					2.00
	Project/Program Coordintr III	M0006					0.80
	Maintenance Manager	M0007					2.00
	Budget Analyst	M0008					1.00
	Human Resources Risk Analyst	M0008					1.75
	Senior Auditor	M0008					2.00
	Emergency Manager	M0009					1.00
	Sr Human Resources/Risk Analys	M0010					2.00
	Program Manager VI	M0013					1.00
	County Auditor	M0017					1.00
	Human Resources and Risk Dir	M0017					1.00
	Senior Deputy County Administr	M0019					1.00
	County Administrator	A0100	0.65	0.70	0.70	0.70	0.70
	Office Assistant II	E0010	0.00	0.00	0.00	0.00	0.50
	Maintenance Assistant	E0012	5.00	5.00	5.00	5.00	4.00
	Office Assistant III	E0012	1.00	1.00	1.00	1.00	1.00
	Project Specialist	E0013	1.00	1.00	0.00	0.00	0.00
	Assistant Watermaster I	E0017	1.00	0.00	1.00	1.00	1.00
	Sr Maintenance Worker	E0018	5.00	5.00	6.00	6.00	6.00
	Assistant Watermaster II	E0021	0.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		34.45	35.45	35.70	35.70	34.95

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2007 - 2008 ACTUAL	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ADOPTED	2011 - 2012 ADOPTED
COUNTY CLERK							
COUNTY CLERK							
	Supervisor I	R2-5/8	1.00	1.00	1.00	1.00	
	Program Manager I	R3-4/7	1.00	1.00	1.00	1.00	
	Supervisor I	M0003					1.00
	Program Manager II	M0009					1.00
	County Clerk	C0092	1.00	1.00	1.00	1.00	1.00
	Office Assistant II	E0010	3.00	3.00	0.00	0.00	0.00
	Office Assistant III	E0012	4.00	4.00	4.00	4.00	4.00
	Office Assistant IV	E0015	2.00	2.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		12.00	12.00	8.00	8.00	8.00
COUNTY COUNSEL							
COUNTY COUNSEL							
	Admin Assistant	R2-3/6	1.00	1.00	1.00	1.00	
	Sr Admin Assistant	R2-5/8	1.00	1.00	1.00	1.00	
	Asst County Counsel	R4-1/4	0.00	1.00	0.00	0.00	
	Sr Assistant Co Counsel	R4-1/6	4.00	3.00	3.00	3.00	
	County Counsel	R5-5/8	1.00	1.00	1.00	1.00	
	Administrative Assistant II	M0002					1.00
	Project/Program Coordinator II	M0005					1.00
	Senior Asst County Counsel I	M0013					2.00
	Senior Assistant County Counse	M0015					1.00
	County Counsel	M0018					1.00
	TOTAL DEPARTMENT		7.00	7.00	6.00	6.00	6.00
DEVELOPMENT SERVICES							
DEVELOPMENT SERVICES							
	Sr Admin Assistant	R2-5/8	0.30	0.00	0.00	0.00	
	Fiscal/Adm Mgr	R3-2/5	1.00	1.00	1.00	1.00	
	Supervisor II	R3-3/6	1.00	1.00	0.00	0.00	
	Program Manager I	R3-4/7	1.00	1.00	1.00	1.00	
	Program Manager II	R3-5/8	1.00	1.00	0.00	0.00	
	Program Manager V	R4-3/6	1.00	1.00	1.00	1.00	
	Program Manager VI	R4-4/7	1.00	1.00	0.00	0.00	
	Development Svcs Director	R5-5/8	1.00	1.00	1.00	1.00	
	Project/Program Coordinator II	M0005					1.00
	Project/Program Coordinator IV	M0007					1.00
	Program Manager VI	M0013					1.00
	Development Services Director	M0018					1.00
	Office Assistant II	E0010	3.00	1.00	1.00	1.00	0.00
	Office Assistant III	E0012	1.00	1.00	1.50	1.50	1.50
	Building Technician	E0014	5.00	3.00	2.00	2.00	1.00
	Office Assistant IV	E0015	2.00	2.00	2.00	2.00	2.00
	Planning Technician I	E0016	1.00	0.00	0.00	0.00	0.00

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2007 - 2008 ACTUAL	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ADOPTED	2011 - 2012 ADOPTED
DEVELOPMENT SERVICES	Office Assistant V	E0017	1.00	1.00	1.00	1.00	1.00
	Planning Technician II	E0018	1.00	1.00	1.00	1.00	0.00
	Planning/Building Specialist	E0019	2.00	2.00	1.00	1.00	1.00
	Code Enforcement Officer	E0020	2.00	2.00	3.00	3.00	3.00
	Envir Health Spec I	E0020	1.00	0.50	0.00	0.00	0.00
	Zon/Fire Safety Field Insp	E0020	1.00	0.00	0.00	0.00	0.00
	Planner I	E0021	6.00	4.00	2.00	1.00	1.00
	Construction Inspector	E0024	11.00	8.00	5.00	5.00	4.00
	Planner II	E0024	5.00	4.00	3.00	3.00	3.00
	Envir Health Spec II	E0025	3.50	3.50	0.00	0.00	0.00
	Planner III	E0026	4.00	4.00	4.00	4.00	4.00
	TOTAL DEPARTMENT		56.80	44.00	30.50	29.50	25.50

DISTRICT ATTORNEY

DISTRICT ATTORNEY							
	Supervisor II	R3-3/6	1.00	1.00	1.00	1.00	
	Deputy Dist Atty I	R3-4/7	7.00	7.00	7.00	7.00	
	Program Manager I	R3-4/7	2.00	2.00	2.00	2.00	
	Deputy Dist Atty II	R4-1/4	7.00	7.00	7.00	8.00	
	Sr Deputy District Attorney	R4-5/8	4.00	4.00	3.00	3.00	
	Chief Deputy Dist Attorney	R5-1/4	1.00	1.00	1.00	1.00	
	Deputy District Attorney I	M0005					7.00
	Supervisor III	M0005					1.00
	Supervisor IV	M0006					2.00
	Deputy District Attorney II	M0010					8.00
	Senior Deputy District Attorne	M0013					3.00
	Chief Deputy District Attorney	M0015					1.00
	District Attorney	C0078	1.00	1.00	1.00	1.00	1.00
	Office Assistant II	E0010	1.00	1.00	1.00	1.00	1.00
	Legal Assistant I	E0012	2.00	2.00	2.00	2.00	2.00
	Office Assistant III	E0012	6.00	6.00	6.00	6.00	6.00
	Project Specialist	E0013	1.63	2.00	1.50	2.00	1.50
	Legal Assistant II	E0015	11.00	11.00	11.00	11.00	11.00
	Victim/Witness Spec	E0022	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		45.63	46.00	44.50	46.00	45.50

EXPO

EXPO							
	Fiscal/Adm Mgr	R3-2/5	1.00	1.00	1.00	1.00	
	Exposition Park Director	R5-1/4	1.00	1.00	1.00	1.00	
	Project/Program Coordintr III	M0006					1.00
	Exposition Park Director	M0017					1.00
	Accounting Clerk II	E0012	0.75	0.75	0.75	0.00	0.00
	Project Specialist	E0013	1.00	1.00	1.00	1.00	1.00

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2007 - 2008 ACTUAL	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ADOPTED	2011 - 2012 ADOPTED
EXPO	Maintenance Worker	E0015	2.00	2.00	2.00	1.00	1.00
	Sr Maintenance Worker	E0018	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		6.75	6.75	6.75	5.00	5.00

FIDUCIARY

FIDUCIARY							
	Envir Natural Res Coord	R3-5/8	0.25	0.00	0.00	0.00	0.00
	County Administrator	A0100	0.30	0.30	0.30	0.30	0.30
	TOTAL DEPARTMENT		0.55	0.30	0.30	0.30	0.30

FINANCE

FINANCE							
	Accountant I	R2-3/6	1.00	1.00	1.00	1.00	
	Admin Assistant	R2-3/6	0.00	0.00	1.00	1.00	
	Payroll Supervisor	R2-4/7	1.00	1.00	1.00	1.00	
	Accountant II	R2-5/8	2.00	2.00	2.00	2.00	
	Accounting/E1 Manager	R4-5/8	0.75	0.00	0.00	0.00	
	Finance Dir/Treasurer	R5-1/4	1.00	1.00	1.00	1.00	
	Accountant II	M0003					1.00
	Supervisor I	M0003					1.00
	Accountant III	M0004					1.00
	Project/Program Coordinator IV	M0007					2.00
	Finance Director/Treasurer	M0017					1.00
	Accounting Clerk II	E0012	0.56	0.56	0.56	0.56	0.00
	Customer Service Specialist	E0012	3.53	3.53	3.53	3.53	3.56
	Accounting Clerk III	E0015	3.00	3.00	3.00	3.00	3.00
	Office Assistant V	E0017	1.00	1.00	1.00	0.00	0.00
	Personal Prop Field Dep	E0020	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		14.84	14.09	15.09	14.09	13.56

HEALTH AND HUMAN SERVICES

HEALTH AND HUMAN SERVICES							
	Admin Secretary	R2-1/4	1.00	1.00	1.00	1.00	
	Accountant I	R2-3/6	0.80	0.80	1.00	1.00	
	Admin Assistant	R2-3/6	1.00	1.00	1.00	1.00	
	Special Projects Manager	R3-2/5	1.00	1.00	2.00	2.00	
	Supervisor II	R3-3/6	1.00	1.00	2.00	2.00	
	Program Manager I	R3-4/7	3.00	3.00	3.00	3.00	
	Mediation Specialist	R3-5/8	2.00	1.80	1.70	1.70	
	Program Manager II	R3-5/8	1.70	0.90	1.00	1.00	
	Program Manager III	R4-1/4	2.75	2.25	3.00	3.00	
	Program Manager IV	R4-2/5	3.00	3.00	3.00	3.00	

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2007 - 2008 ACTUAL	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ADOPTED	2011 - 2012 ADOPTED
HEALTH AND HUMAN SERVICES	Program Manager V	R4-3/6	3.00	3.00	3.00	3.00	
	Program Manager VI	R4-4/7	3.00	4.00	3.00	3.00	
	Hlth/Human Svcs Dir	R5-5/8	1.00	1.00	1.00	1.00	
	Psychiatrist	R7-1/4	2.80	2.60	3.10	3.10	
	Med Director	R7-3/6	1.00	1.00	1.00	1.00	
	Administrative Assistant I	M0001					1.00
	Accountant I	M0002					1.00
	Administrative Assistant II	M0002					2.00
	Supervisor I	M0003					1.00
	Project/Program Coordinator I	M0004					1.00
	Supervisor II	M0004					1.00
	Project/Program Coordinator II	M0005					1.00
	Supervisor III	M0005					3.00
	Mediation Specialist	M0006					1.45
	Program Manager I	M0008					2.00
	Program Manager II	M0009					4.00
	Program Manager III	M0010					2.00
	Program Manager IV	M0011					1.00
	Program Manager V	M0012					4.00
	Program Manager VI	M0013					1.00
	Program Manager VII	M0014					2.00
	Program Manager VIII	M0015					2.00
	Program Manager IX	M0016					1.00
	Psychiatrist	M0016					3.10
	Medical Director	M0017					1.00
	Health and Human Services Dir	M0019					1.00
	Office Assistant II	E0010	7.92	7.80	7.50	7.30	7.50
	Health Assistant I	E0011	0.70	1.10	0.50	0.50	0.50
	Shelter Technician	E0011	3.00	3.00	3.00	3.00	3.00
	Accounting Clerk II	E0012	4.40	3.60	3.60	2.60	2.60
	Office Assistant III	E0012	18.60	16.32	15.45	15.80	16.60
	Family Advocate	E0013	0.60	0.00	0.00	0.00	0.00
	Health Assistant II	E0013	8.90	10.50	12.30	12.80	11.70
	Project Specialist	E0013	0.00	0.00	0.00	0.00	3.00
	Skills Trainer	E0014	28.00	27.50	27.50	28.50	32.50
	Accounting Clerk III	E0015	1.00	1.00	1.00	2.00	2.00
	Health Assistant III	E0015	0.00	0.00	0.00	0.00	0.50
	Office Assistant IV	E0015	3.52	4.50	5.50	5.50	4.50
	Senior Family Advocate	E0015	2.00	2.00	1.90	1.90	0.00
	Animal Control Deputy	E0016	3.00	3.00	3.00	3.00	3.00
	Office Assistant V	E0017	1.00	1.00	0.00	0.00	0.00
	Community Progr Coordinator	E0018	0.00	0.00	0.00	1.00	0.00
	Database Operator	E0018	0.00	0.00	1.00	1.00	1.00
	Sr Animal Control Deputy	E0018	1.00	1.00	1.00	1.00	0.00
	Alcohol and Drug Specialist	E0020	2.80	0.00	0.00	0.00	0.00
	Dev Disability Case Manager	E0020	8.00	9.00	9.00	9.00	9.00
	Disease Intervention Spec	E0020	0.80	0.80	0.80	0.80	0.70
	Envir Health Spec I	E0020	1.00	1.00	1.00	0.00	0.00

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2007 - 2008 ACTUAL	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ADOPTED	2011 - 2012 ADOPTED
HEALTH AND HUMAN SERVICES	Mental Health Spec I	E0020	16.98	15.98	14.00	13.50	16.00
	Com Health Nurse I	E0021	1.75	0.00	0.00	0.00	0.00
	Com Outreach Ed	E0021	1.70	1.40	1.00	1.00	1.00
	Dev Disability Investigator	E0022	1.00	1.00	1.00	1.00	1.00
	Dev Disability Specialist	E0022	0.00	2.00	2.00	2.00	2.00
	Mental Health Spec II	E0022	1.00	1.00	1.00	1.00	3.00
	Project/Services Coordinator	E0022	1.00	1.00	1.00	1.00	0.00
	Mental Health Spec III	E0024	23.09	26.10	31.30	32.90	46.90
	Registered Dietitian	E0024	0.50	0.70	0.80	0.80	0.80
	Sr Project/Svcs Coordinator	E0024	3.01	3.00	2.00	1.00	0.00
	Com Health Nurse II	E0025	8.35	3.80	4.40	3.80	4.30
	Envir Health Spec II	E0025	4.00	4.00	3.00	4.00	4.00
	Envir Health Spec III	E0026	0.00	0.00	1.00	1.00	1.00
	Mental Health Spec IV	E0026	4.86	3.85	5.85	4.85	5.00
	Com Health Nurse III	E0027	5.05	5.20	4.85	5.55	4.50
	Mental Health Nurse	E0027	4.85	5.35	5.35	5.35	5.85
	Nurse Practitioner	E0032	3.30	3.10	3.50	3.50	3.50
	TOTAL DEPARTMENT		204.73	197.95	205.90	207.75	233.50

INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY	Computer Support Technician	R1-5/8	1.00	0.00	0.00	0.00	
	Computer Support Technician II	R2-2/5	2.00	3.00	2.00	3.00	
	Com Support Technician III	R2-5/8	0.00	1.00	1.00	1.00	
	Telecommunications Coordinator	R2-5/8	1.00	1.00	1.00	1.00	
	Comp Operations Coordinator	R3-1/4	1.00	1.00	1.00	1.00	
	Programmer Analyst I	R3-2/5	3.00	3.00	3.00	3.00	
	Computer Specialist	R3-4/7	9.00	9.00	9.00	12.00	
	Program Manager I	R3-4/7	1.00	0.00	0.00	0.00	
	Programmer Analyst II	R3-4/7	4.00	5.00	4.00	4.00	
	Sr. Program Analyst	R3-4/7	1.00	1.00	1.00	1.00	
	Network Oper Mgr	R3-5/8	1.00	0.00	0.00	0.00	
	Tech Services Coord	R3-5/8	3.00	2.00	2.00	2.00	
	Program Manager III	R4-1/4	0.00	1.00	1.00	1.00	
	Technology Director	R5-1/4	1.00	1.00	1.00	1.00	
	IT Support Specialist I	M0002					1.00
	IT Support Specialist II	M0003					2.00
	System Administrator I	M0003					1.00
	IT Support specialist III	M0004					6.00
	Programmer Analyst II	M0004					2.00
	System Administrator II	M0004					1.00
	Programmer Analyst III	M0005					2.00
	Project/Program Coordinator II	M0005					1.00
	System Administrator III	M0005					2.50
	Programmer Analyst V	M0008					3.00
	System Administrator IV	M0008					3.00

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2007 - 2008 ACTUAL	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ADOPTED	2011 - 2012 ADOPTED
INFORMATION TECHNOLOGY	Programmer Analyst VI	M0009					2.00
	System Administrator V	M0010					1.00
	Program Manager IV	M0011					1.00
	Program Manager VI	M0013					1.00
	Technology Director	M0018					1.00
	TOTAL DEPARTMENT		28.00	28.00	26.00	30.00	30.50

JUSTICE COURT DISTRICT

JUSTICE COURT DISTRICT							
	Admin Secretary	R2-1/4	0.00	0.00	0.00	1.00	
	Supervisor I	M0003					1.00
	Justice of the Peace	C0087	1.00	1.00	1.00	1.00	1.00
	Office Assistant II	E0010	1.80	2.80	3.80	3.80	3.80
	Office Assistant III	E0012	1.00	1.00	1.00	0.00	0.00
	TOTAL DEPARTMENT		3.80	4.80	5.80	5.80	5.80

LIBRARY

LIBRARY							
	Secretary	R1-3/6	0.60	0.10	0.10	0.10	
	Admin Secretary	R2-1/4	0.40	0.00	0.00	0.00	
	Program Manager I	R3-4/7	1.00	1.00	1.00	1.00	
	Sr Librarian	R4-2/5	1.00	0.00	0.00	0.00	
	Administrative Assistant II	M0002					0.10
	Program Manager I	M0008					1.00
	Library/Mail Courier	E0012	1.50	1.50	1.50	1.50	1.50
	Sr Library Asst	E0016	2.00	1.00	1.00	1.00	1.00
	Sr Branch/Circulation Supv	E0018	1.00	0.00	0.00	0.00	0.00
	Library Systems Specialist	E0021	1.00	0.00	0.00	0.00	0.00
	Librarian III	E0026	1.00	0.00	0.00	0.00	0.00
	TOTAL DEPARTMENT		9.50	3.60	3.60	3.60	3.60

ROADS AND PARKS

ROADS AND PARKS							
	Admin Assistant	R2-3/6	2.00	2.00	2.00	2.00	
	Sewer & Water Specialist	R2-5/8	1.00	1.00	1.00	1.00	
	Sr Admin Assistant	R2-5/8	1.00	1.00	1.00	1.00	
	Special Projects Manager	R3-2/5	1.00	1.00	1.00	1.00	
	Park Operations Supv	R3-3/6	2.00	2.00	2.00	2.00	
	Maint Supervisor	R3-4/7	1.00	1.00	1.00	1.00	
	Construction Mgr/Eng	R3-5/8	1.00	1.00	1.00	1.00	
	Maintenance Manager	R3-5/8	6.00	5.00	5.00	5.00	

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2007 - 2008 ACTUAL	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ADOPTED	2011 - 2012 ADOPTED
ROADS AND PARKS	Program Manager II	R3-5/8	1.00	1.00	1.00	1.00	
	Survey Chief	R3-5/8	1.00	1.00	1.00	1.00	
	Traffic/Development Engineer	R3-5/8	1.00	1.00	1.00	1.00	
	Program Manager III	R4-1/4	0.00	1.00	1.00	1.00	
	Road Maintenance Engineer	R4-1/4	1.00	1.00	0.00	0.00	
	Fleet Management Supt	R4-2/5	1.00	1.00	1.00	1.00	
	Program Manager IV	R4-2/5	1.00	1.00	1.00	1.00	
	Project Engineer	R4-2/5	1.00	1.00	1.00	1.00	
	Program Manager VI	R4-4/7	1.00	1.00	1.00	1.00	
	Roads and Parks Director	R5-5/8	1.00	1.00	1.00	1.00	
	Administrative Assistant III	M0003					2.00
	Project/Program Coordinator II	M0005					2.00
	Maintenance Supervisor	M0006					1.00
	Parks Operations Supervisor	M0006					1.00
	Project/Program Coordintr III	M0006					1.00
	Maintenance Manager	M0007					5.00
	Survey Chief	M0007					1.00
	Construction Manager/Engineer	M0010					1.00
	Program Manager V	M0012					3.00
	Project Engineer	M0013					1.00
	Program Manager VIII	M0015					1.00
	Program Manager IX	M0016					1.00
	Roads and Parks Director	M0019					1.00
	Office Assistant II	E0010	0.70	0.00	0.00	0.00	0.00
	Office Assistant III	E0012	4.00	4.00	4.00	4.00	4.00
	Equipment Services Worker I	E0014	2.00	2.00	2.00	2.00	1.00
	Road Maintenance Worker	E0014	12.00	12.00	11.00	13.00	13.00
	Accounting Clerk III	E0015	1.00	1.00	1.00	1.00	1.00
	Park Ranger	E0015	2.00	2.00	2.00	3.00	3.00
	Traffic Control Worker	E0015	4.00	4.00	4.00	4.00	4.00
	Equipment Operator II	E0016	21.00	21.00	19.00	17.00	16.00
	Storeskeeper	E0016	1.00	1.00	1.00	1.00	1.00
	Weighmaster	E0016	1.00	1.00	1.00	1.00	1.00
	Bridge Carpenter	E0017	1.00	1.00	1.00	1.00	1.00
	Equipment Svcs Worker II	E0017	4.00	4.00	4.00	4.00	4.00
	Herbicide Applicator	E0017	2.00	2.00	2.00	2.00	2.00
	Landscape Technician	E0017	3.00	3.00	3.00	3.00	3.00
	Traffic Control Leadworker	E0017	1.00	1.00	1.00	0.00	0.00
	Eng/Survey Tech I	E0018	1.00	1.00	1.00	1.00	1.00
	Equipment Operator III	E0018	8.00	8.00	7.00	8.00	8.00
	Planning Technician II	E0018	1.00	1.00	1.00	1.00	1.00
	Sr Weighmaster	E0018	1.00	1.00	1.00	1.00	1.00
	Equipment Mechanic	E0019	5.00	5.00	5.00	5.00	5.00
	Equipment Operator IV	E0019	4.00	4.00	4.00	4.00	4.00
	Sr Bridge Carpenter	E0020	1.00	1.00	1.00	1.00	1.00
	Eng/Survey Tech II	E0020	1.00	1.00	1.00	2.00	1.00
	Sr Equipment Mechanic	E0020	4.00	4.00	4.00	4.00	4.00

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2007 - 2008 ACTUAL	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ADOPTED	2011 - 2012 ADOPTED
ROADS AND PARKS	Welder	E0020	1.00	1.00	1.00	1.00	1.00
	Eng/Survey Tech III	E0022	4.00	3.00	3.00	3.00	3.00
	Real Property Specialist	E0024	1.00	1.00	1.00	1.00	1.00
	Design Engineer	E0025	2.00	2.00	2.00	2.00	2.00
	TOTAL DEPARTMENT		117.70	116.00	111.00	113.00	108.00

SHERIFF

SHERIFF							
	Program Specialist	R2-1/4	0.50	0.50	0.75	0.50	
	Admin Assistant	R2-3/6	4.00	4.00	5.00	5.00	
	Sr Admin Assistant	R2-5/8	1.00	1.00	1.00	0.00	
	Supervisor I	R2-5/8	1.00	1.00	1.00	1.00	
	Fiscal/Adm Mgr	R3-2/5	0.00	0.00	1.00	1.00	
	Special Projects Manager	R3-2/5	0.00	0.00	0.00	1.00	
	Supervisor II	R3-3/6	2.00	2.00	2.00	2.00	
	Management Analyst	R3-5/8	1.00	1.00	0.00	0.00	
	Program Manager III	R4-1/4	15.00	16.00	15.00	16.00	
	Program Manager V	R4-3/6	5.00	5.00	4.00	4.00	
	Program Manager VII	R4-4/7	1.00	1.00	0.00	0.00	
	Captain	R4-5/8	0.00	0.00	2.00	2.00	
	Undersheriff	R5-2/5	0.00	0.00	1.00	1.00	
	Administrative Assistant I	M0001					1.00
	Administrative Assistant II	M0002					3.50
	Project/Program Coordinator II	M0005					3.00
	Supervisor IV	M0006					2.00
	Sergeant I	M0009					6.00
	Sergeant II	M0010					9.00
	Lieutenant	M0013					5.00
	Captain	M0016					2.00
	Undersheriff	M0017					1.00
	County Sheriff	C0096	1.00	1.00	1.00	1.00	1.00
	Security Officer	F0510	2.50	2.50	2.50	2.50	2.50
	Records Clerk	F0520	34.00	33.00	33.00	31.00	31.00
	Criminal Data Tech	F0540	1.00	3.00	3.00	4.00	4.00
	Emer Svcs Assistant	F0542	1.00	1.00	1.00	1.00	1.00
	Community Services Officer	F0545	2.00	2.00	3.00	3.00	3.00
	Property Evidence Clerk	F0550	1.00	1.00	1.00	1.00	1.00
	Civil Deputy	F0561	1.00	0.00	0.00	0.00	0.00
	Corrections Deputy	F0571	48.00	48.00	47.00	47.00	48.00
	Criminal Deputy	F0581	41.00	49.00	56.00	56.00	56.00
	Transportation Deputy	F0581	2.00	2.00	2.00	2.00	2.00
	Investigator	F0582	6.00	0.00	0.00	0.00	0.00
	Corrections Specialist	F566A	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		172.00	175.00	183.25	183.00	183.00

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2007 - 2008 ACTUAL	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ADOPTED	2011 - 2012 ADOPTED
SURVEYOR							
SURVEYOR							
	Admin Secretary	R2-1/4	1.00	1.00	1.00	1.00	
	Administrative Assistant II	M0002					1.00
	County Surveyor	C0095	1.00	1.00	1.00	1.00	1.00
	Land Surveyor I	E0018	1.00	1.00	1.00	1.00	0.00
	Land Surveyor III	E0020	2.00	2.00	2.00	2.00	1.00
	Land Surveyor III	E0022	1.00	1.00	1.00	1.00	2.00
	TOTAL DEPARTMENT		6.00	6.00	6.00	6.00	5.00
		GRAND TOTAL	940.50	921.69	915.14	916.49	921.06

Salary range codes are as follows: R (previous)/M (current) = Management*, C = Elected Officials,
E = Service Employees International Union, F = Jackson County Sheriff's Association Employees,
P = Federation of Parole and Probation Officers

**Code change is the result of the Class/Comp Study completed and implemented in fiscal year 2010-2011.*

Jackson County Non-Represented Employees
Salary Schedule
July 4, 2011

Band	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
M0001	17.24	18.10	19.01	19.96	20.96	22.00
M0002	18.41	19.33	20.30	21.31	22.38	23.50
M0003	20.35	21.37	22.44	23.56	24.74	25.97
M0004	21.33	22.40	23.52	24.69	25.93	27.22
M0005	24.98	26.23	27.54	28.92	30.36	31.88
M0006	26.49	27.81	29.21	30.67	32.20	33.81
M0007	27.79	29.18	30.64	32.17	33.78	35.47
M0008	29.08	30.53	32.06	33.66	35.35	37.11
M0009	30.15	31.66	33.24	34.90	36.65	38.48
M0010	30.82	32.36	33.98	35.68	37.46	39.33
M0011	32.09	33.69	35.38	37.15	39.01	40.96
M0012	33.35	35.02	36.77	38.61	40.54	42.56
M0013	35.03	36.78	38.62	40.55	42.58	44.71
M0014	36.73	38.57	40.49	42.52	44.65	46.88
M0015	37.42	39.29	41.26	43.32	45.48	47.76
M0016	39.06	41.01	43.06	45.22	47.48	49.85
M0017	41.55	43.63	45.81	48.10	50.50	53.03
M0018	44.68	46.91	49.26	51.72	54.31	57.02
M0019	48.61	51.04	53.59	56.27	59.09	62.04

Elected Officials
Salary Schedule
July 5, 2012

Title	Class Code	Salary
County Assessor	C0091	48.55
County Clerk	C0092	38.04
County Commissioner	C0098/2	44.04
County Commissioner	C0098/1	48.55
County Sheriff	C0096	59.02
County Surveyor	C0095	38.04
District Attorney (County Portion)	C0078	12.40
Justice of the Peace	C0087	31.29

Service Employees International Union
Salary Schedule
July 4, 2011

Range	Step 1 (1 Year)	Step 2 (1 Year)	Step 3 (1 Year)	Step 4 (1 Year)	Step 5 (1 Year)	Step 6 (1 Year)	Step 7
E0006	9.89	10.28	10.73	11.48	11.68	12.19	12.80
E0007	10.28	10.73	11.18	11.68	12.19	12.72	13.36
E0008	10.73	11.18	11.68	12.19	12.72	13.28	13.94
E0009	11.18	11.68	12.19	12.72	13.28	13.86	14.55
E0010	11.68	12.19	12.72	13.28	13.86	14.44	15.17
E0011	12.19	12.72	13.28	13.86	14.44	15.08	15.83
E0012	12.72	13.28	13.86	14.44	15.08	15.76	16.55
E0013	13.28	13.86	14.44	15.08	15.76	16.48	17.30
E0014	13.86	14.44	15.08	15.76	16.48	17.22	18.08
E0015	14.44	15.08	15.76	16.48	17.22	17.99	18.89
E0016	15.08	15.76	16.48	17.22	17.99	18.81	19.75
E0017	15.76	16.48	17.22	17.99	18.81	19.68	20.66
E0018	16.48	17.22	17.99	18.81	19.68	20.56	21.59
E0019	17.22	17.99	18.81	19.68	20.56	21.53	22.60
E0020	17.99	18.81	19.68	20.56	21.53	22.52	23.65
E0021	18.81	19.68	20.56	21.53	22.52	23.57	24.75
E0022	19.68	20.56	21.53	22.52	23.57	24.67	25.90
E0023	20.56	21.53	22.52	23.57	24.67	25.82	27.11
E0024	21.53	22.52	23.57	24.67	25.82	27.01	28.36
E0025	22.52	23.57	24.67	25.82	27.01	28.30	29.72
E0026	23.57	24.67	25.82	27.01	28.30	29.62	31.10
E0027	24.67	25.82	27.01	28.30	29.62	31.03	32.59
E0028	25.82	27.01	28.30	29.62	31.03	32.55	34.18
E0029	27.01	28.30	29.62	31.03	32.55	34.11	35.81
E0030	28.30	29.62	31.03	32.55	34.11	35.73	37.52
E0031	29.62	31.03	32.55	34.11	35.73	37.36	39.23
E0032	31.03	32.55	34.11	35.73	37.36	39.06	41.02

Jackson County Sheriff's Employees' Association
Salary Schedule
July 5, 2010

Position	Class Code	Range	Step 1 (1 Year)	Step 2 (6 Mos.)	Step 3 (6 Mos.)	Step 4 (1 Year)	Step 5 (1 Year)	Step 6
Security Officer	102	F0510	14.02	14.72	15.46	16.23	17.04	17.89
Airport Security Officer	104	F0515	15.24	16.00	16.80	17.64	18.52	19.45
Records Clerk	100	F0520		16.55	17.38	18.25	19.16	20.12
Criminal Data Technician	101	F0540	16.55	17.38	18.25	19.16	20.12	21.12
Search & Rescue Assistant	112	F0542	17.18	18.04	18.94	19.89	20.88	21.93
Community Services Officer	130	F0545	18.53	19.46	20.43	21.45	22.52	23.65
Property/Evidence Clerk	190	F0550	20.09	21.09	22.15	23.26	24.42	25.64
Civil Deputy	115	F0561	21.98	23.08	24.23	25.44	26.72	28.05
Corrections Specialist	103A	F566A	20.09	21.09	22.15	23.26	24.42	25.64
	103B	F566B	20.60	21.63	22.71	23.85	25.04	26.29
	103C	F566C	21.07	22.12	23.23	24.39	25.61	26.89
	103D	F566D	21.58	22.66	23.79	24.98	26.23	27.54
	103E	F566E	22.08	23.18	24.34	25.56	26.84	28.18
Corrections Deputy	113A	F0571	22.70	23.84	25.03	26.28	27.59	28.97
	113B	F0572	23.28	24.44	25.67	26.95	28.30	29.71
	113C	F0573	23.84	25.03	26.28	27.60	28.98	30.43
	113D	F0574	24.42	25.64	26.92	28.27	29.68	31.17
	113E	F0575	24.96	26.21	27.52	28.89	30.34	31.86
Criminal Deputy	120A-E	F0581	23.17	24.33	25.54	26.82	28.16	29.57
Transportation Deputy	118A-E	F0582	23.72	24.91	26.15	27.46	28.83	30.27
		F0583	24.34	25.56	26.83	28.18	29.59	31.06
		F0584	24.91	26.16	27.46	28.84	30.28	31.79
		F0585	25.49	26.76	28.10	29.51	30.98	32.53

Federation of Oregon Parole and Probation Officers
Salary Schedule
July 4, 2011

Title	Class Code	Step 1 (1 Year)	Step 2 (1 Year)	Step 3 (1 Year)	Step 4 (1 Year)	Step 5 (1 Year)	Step 6 (1 Year)	Step 7 (1 Year)	Step 8 (1 Year)	Step 9 (1 Year)
Senior Deputy Parole and Probation Officer	P0201	21.81	22.83	23.90	25.01	26.17	27.38	28.76	29.92	31.11

FIVE-YEAR PROJECTIONS:
COMPREHENSIVE LONG-TERM FINANCIAL FORECAST

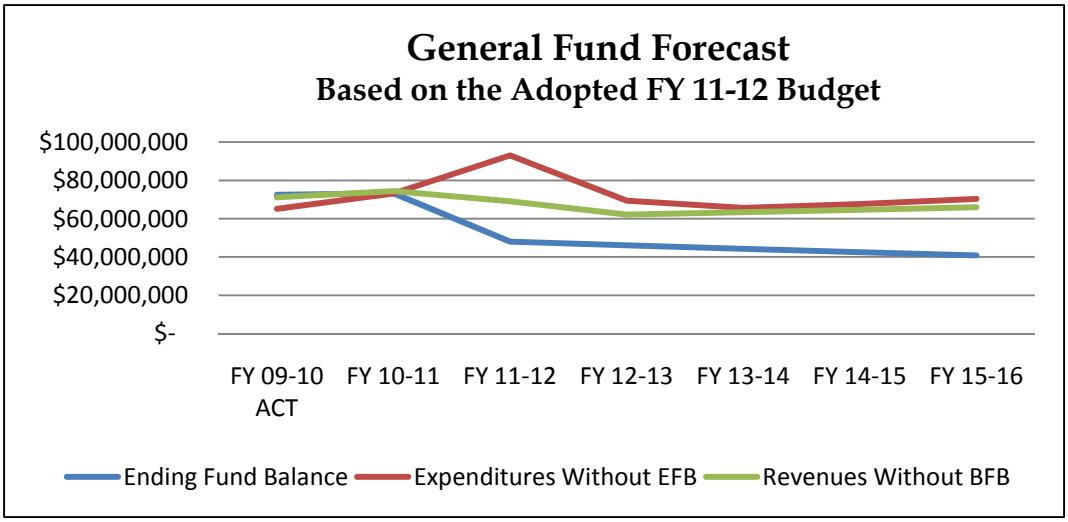
In this forecast, Jackson County projects expected revenues and expenditures for its major funds to help anticipate financial requirements. This tool is central to Jackson County's financial management strategy and budget planning process. This financial planning process can help shape decisions, and permits necessary and corrective action to be taken before problems become more severe.

The County forecasts operating and capital fund revenues and expenditures for its major funds over a five-year period. The forecast is adjusted as each year's final results are known and as new years are budgeted. As a result of these forecasting efforts, and a projected decline in General Fund balances due to the decline of Oregon and California railroad lands revenues and the recession, the County has taken dramatic steps to reduce expenditures for every year since fiscal year 2007-2008. Staff also continues to revise current fees and charges based on cost recovery.

The County forecasted its top five largest operating funds based on the fiscal year 2011-2012 budget: the General Fund ($140,441,216), the Health and Human Services Fund ($62,015,327), the Airport Fund ($29,379,838), the Road Fund ($28,296,153), and the Central Services Fund ($15,584,542). There are some significant financial issues facing the County over the next five years. These issues, along with our strategic responses to these issues, are outlined in greater detail below.

The General Fund (010)

The General Fund is the largest fund within the Jackson County budget and is appropriately titled because most of the "general" operations of Jackson County are included in it. The General Fund supports law enforcement activities, libraries, land use planning, and tax collection, among other services. Receipts from the County's tax base are included in the General Fund in addition to revenues from over 170 other sources (Federal, State, local, fines, fees, sales, charges, etc.). Below is a forecast of General Fund revenues and expenditures.



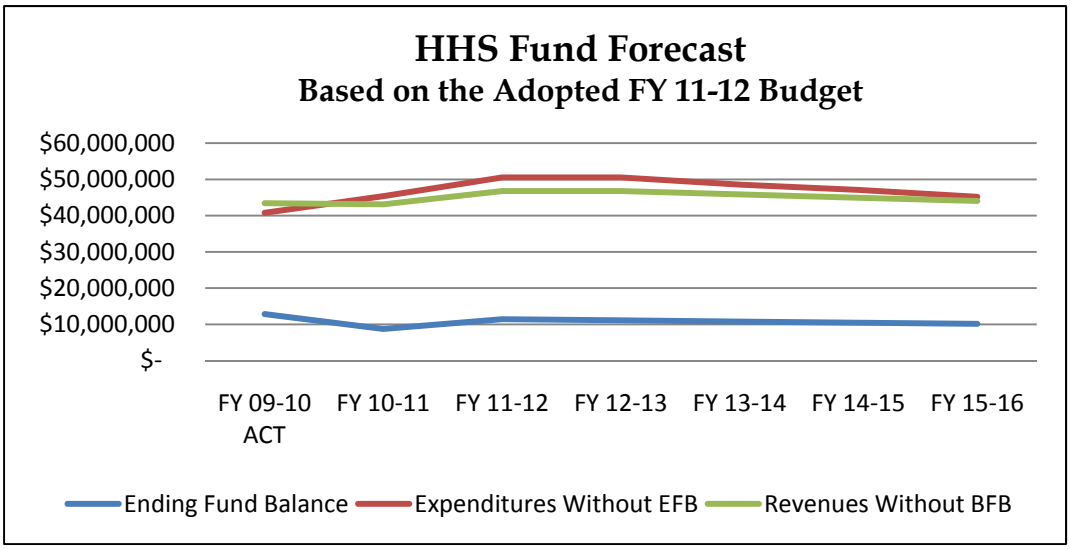
Looking to the future, the County can anticipate major changes in three significant sources of General Fund revenue. Property values continue to drop to levels that are approaching the maximum assessed value trend line imposed by Measure 50, which could have an effect on the amount of property taxes available. What is more, payments from Public Law 110-343, (the last extension the County's Oregon and California railroad lands revenue) will tumble from approximately $11.3 million during fiscal year 2010-2011 to just under $7 million in fiscal year 2011-2012, and there is no guarantee of ongoing support from these revenues. The County programs funded by these revenues forms the County General Fund, which is currently operating at a deficit of $5.6 million. Steps have been and will be taken over the next few years to make these departments self-sufficient and/or otherwise address the operating deficit. One possibility the County is considering in the reduction of this deficit is the implementation of a Library Service District. Currently the Library system makes up $5.9 million of the County General Fund. Should a separate tax district be created for the Library system, the General Fund will be relieved of this commitment. These plans are preliminary and multiple factors need to be worked through prior to placing it on a ballot. The County has tried this idea twice before: once in 2006 and again in 2007; but both times it was not approved by the voters. What resulted was closure of all public libraries in the County and their subsequent re-opening under a private contract. Though the County may be fighting an uphill battle with this idea, it is a strategic step towards fiscal sustainability. In the above forecast, the creation of a Library Service District is planned for in fiscal year 2013-2014.

Lastly, many public safety programs have been affected significantly by reductions in State funding to State-supported public safety functions. For the fiscal year 2011-2012 budget, the Community Justice budget in particular faced significant challenges and, instead of potentially closing nearly half of the capacity of the Transition Center and one pod of Juvenile Detention, the Sheriff agreed to a reduction in the transfer of State Community Corrections Act funding from Community Justice in the amount of $350,000, which will allow the current service level to be sustained through fiscal year 2011-2012. Uncertainty of State funding will continue to be the single biggest issue facing Community Justice in the years to come.

The General Fund has sufficient reserves to weather out the storm in the short term. Though some have felt that these reserves should be used to expand services, this is not the time to increase operating expenditures. It is, however, a good time to take advantage of the market by investing in capital projects that will reduce ongoing operating expenditures or future capital costs. In this sense, the significant dip in the fiscal year 2011-2012 Ending Fund Balance is associated with $20 million of General Fund reserves being set aside to purchase and/or remodel facilities to meet the needs of various departments. In fiscal year 2012-2013 and beyond, the County has planned capital needs to be significantly less and, therefore, anticipates General Fund reserves to remain constant.

The Health and Human Services Fund (033)

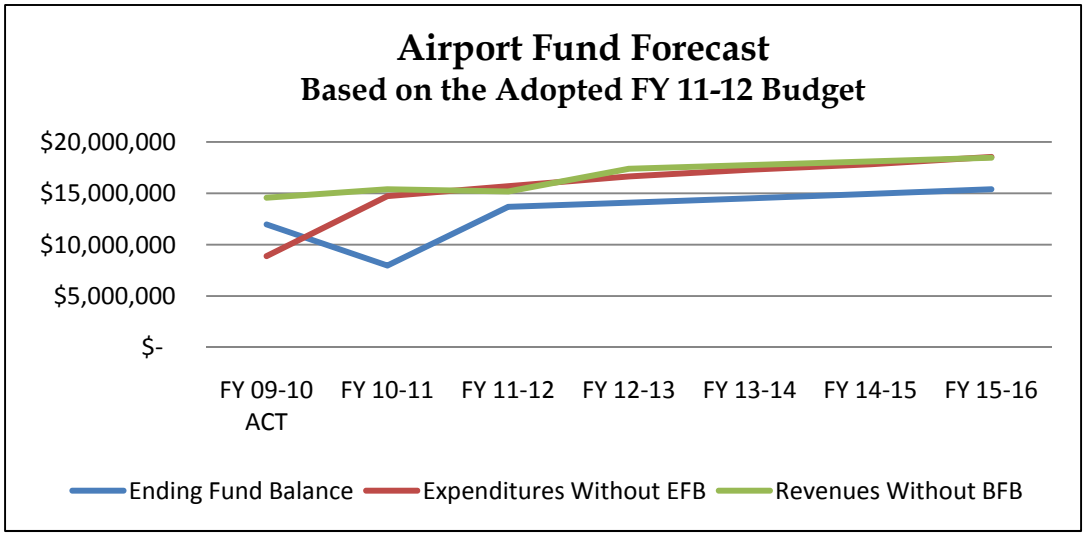
The Health and Human Services Fund is a special revenue fund which accounts for the receipts from State revenue sources that have been earmarked for specific activities. Fiscal year 2011-2012 is the first half of the State's biennium budget so this forecast of future years represents the County's best guess. Modifications to these projections will most likely be made every two years as the State completes their biennial budget work.



The fiscal year 2011-2012 budget maintains minimum State-mandated services and keeps the Budget Committee direction to not backfill State-funded services if State funding is reduced. In spite of dismal forecasts of the State budget, the demand for services is greater than it has been in most program areas throughout the Department. In response to State direction and reforms in health care provisions, it is anticipated there will be additional mandates/opportunities for increased integration between mental health care, physical health care, and addictions treatment. Staff will need to be vigilant ensuring that Health and Human Services is able to meet the mandates passed on to the County from the State. Should significant reductions in funding occur, at some point it may not be realistic to do more with less, while meeting the minimum requirements/maintenance of the Department's contracts. In summary, it is very difficult to project the imminent changes in Federal and State funding that will occur in the next five years. Therefore, the Department will have no choice but to adjust service levels accordingly.

The Airport Fund (500)

The Airport is funded through Airport rates and charges, Oregon Department of Aviation and Transportation grants, and Federal Aviation Administration grants. The fluctuation in the forecast below is due to the construction and completion of several capital projects. These projects are completed as State and Federal grants are received and, therefore, vary from year to year.



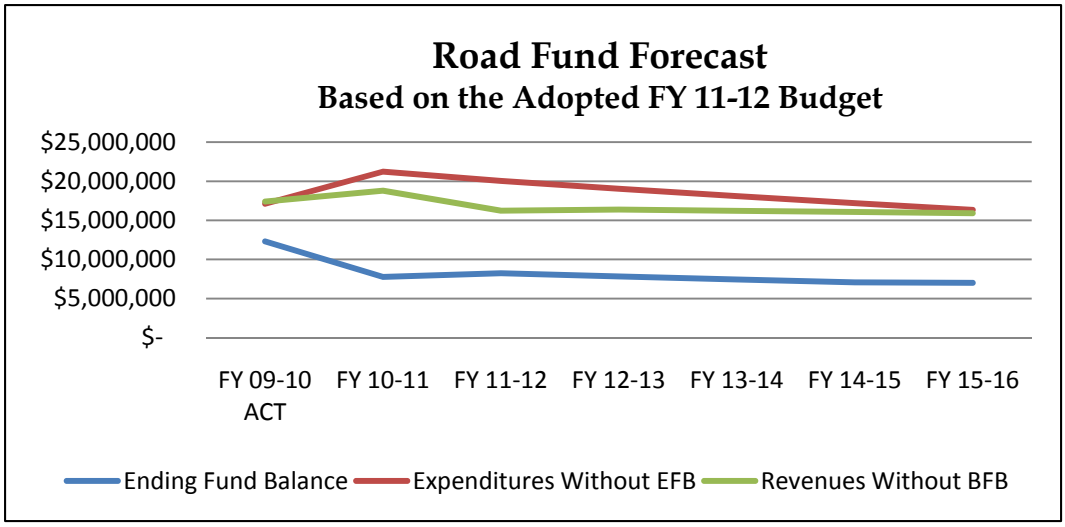
Although the economic downturn continues to have a significant effect on the number of scheduled daily flights, the Airport Fund is in a stable condition. Revenues and expenditures have been projected to increase at a modest rate mostly because of an anticipated increase in the amount of capital projects completed. Looking to the future, the most significant projects on the horizon are construction of the car rental facility, expansion of the air cargo facility, and various airfield improvements.

Operationally, the Airport continues to generate new revenues through its fees and charges. In fiscal year 2011-2012, operating revenues were increased due to the anticipated rental of the old Administration Building to the Transportation Security Administration (TSA) and increased use of short and long-term parking lots. Additional opportunities to generate new sources of operating revenue will be considered as the sluggish economy continues in its current state.

The Road Fund (020)

Road Fund revenues are primarily the State gas tax, vehicle registration fees, and Federal timber payments. As outlined in the "General Fund" section, current Federal timber payments have been extended at a reducing rate through fiscal year 2011-2012, where current plans suggest their total elimination. This loss will be approximately $4 million annually or approximately 30 percent of the Road Fund.

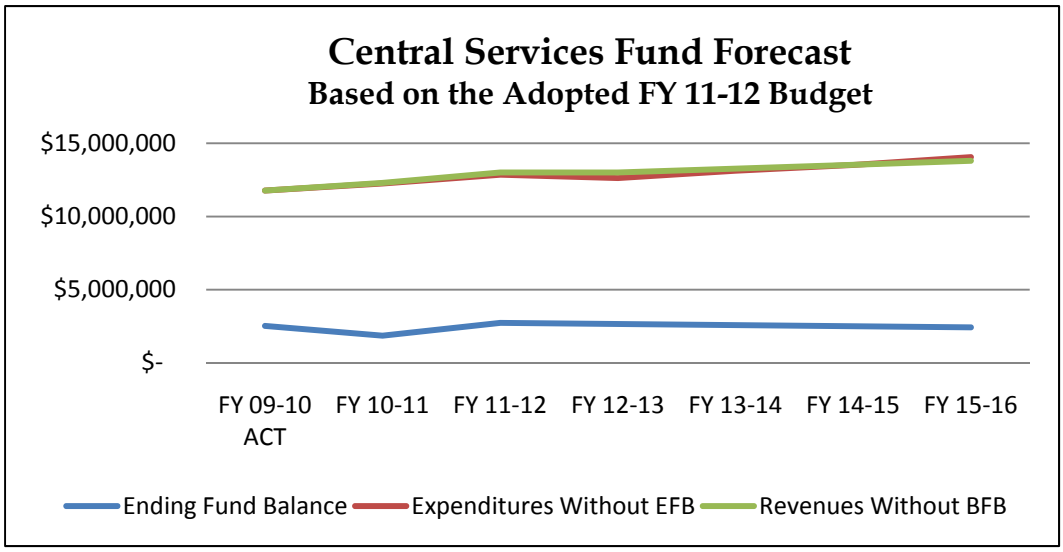
Fiscal year 2008-2009 showed a significant reduction in State gas tax and vehicle registration fees. Oregon House Bill (HB) 2001 increased vehicle registration and titling fees and added 6 cents per gallon to the State gas tax. This bill is now fully implemented and revenue from this program could be approximately $4 million, which will nearly replace all lost Federal timber revenue. However, recent challenges to HB 2001 have the potential to invalidate the tax increase. Reduced gas tax and vehicle registration receipts, the planned loss of Federal timber receipts, and the very uncertain future of HB 2001 combine to make for an uncertain future of the Road Fund. As a result, the Department is preparing for the worst; namely, the eventual loss of all Federal revenue and reduced gas tax receipts. In previous years a hiring freeze has been implemented in an effort to downsize the Department and make it more sustainable. This has resulted in reduced service levels in some areas and managing that reduction has been and will be the primary focus of the Department.



Given the uncertain future of the Road Fund, revenues and expenditures have been projected at a steady decrease. This is consistent with the strategic efforts of recent years to reduce expenditures of the Department. In fiscal year 2011-2012 and beyond, the Department will continue to plan for the eventual loss of Federal revenue and gas tax receipts. These efforts will include a hiring freeze in most positions, planned downsizing of the Department, reduction of capital construction projects, and a review of activities that can be outsourced.

The Central Services Fund (565)

The Central Services Fund is comprised of services that enable all County departments to function efficiently. Central services are comprised of Accounting, Board of Commissioners, Human Resources, Facility Maintenance, Information Technology, Internal Audit, County Counsel, and Mail Courier. This fund is used to account for costs of services provided to the departments and to account for those uses; thereby showing the "true cost" of providing the services.



Central services are funded by charging individual departments for services rendered. They also have degrees of support from the General Fund which are established by "targets" early in the budget process. Since changes in the General Fund targets generally parallel changes in the CPI, and increases in Central Services Fund charges generally happen when departments request an increased service, staff has projected a modest increase in Central Services Fund revenues and expenditures over the next five years.

FIVE-YEAR BUDGET PROJECTIONS

This section of the budget is presented in accordance with Jackson County's Home Rule Charter Chapter 4, Section 16, which requires that "The Board of Commissioners shall be responsible for the preparation and presentation of a five-year projection of the operating budget and capital program to accompany the proposed annual budget and its presentation to the County Budget Committee. This projection and the proposed budget shall be presented in a form, which compares them to such projections made in the five years immediately proceeding the year of submission. The projection shall be considered as information and not be binding upon the future actions of the Board." Projections for this report were made independently by the various Departments and were consolidated with minimal editing by the budget staff. It highlights certain projects and events that have a significant impact on the County operating budget. With a few exceptions, fiscal year 2011 through 2015 were projected at a 4 percent increase from the 2011-2012 adopted budget. Not all capital outlay has been detailed in this projection. For a full report of capital outlay, see page 238 of this budget document.

COUNTY ADMINISTRATION/FIDUCIARY & CAPITAL PROJECTS

FISCAL YEAR		2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
YEAR PROJECTED	2007-2008	$111,424,975				
	2008-2009	$115,532,576	$120,153,879			
	2009-2010	$128,923,003	$134,079,923	$139,443,120		
	2010-2011	$139,234,786	$144,804,178	$150,596,345	$156,620,198	
	2011-2012	$134,614,433	$129,229,856	$131,814,453	$134,450,742	$137,139,757

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

CHURCH PROPERTY DEMOLITION	$250,000				
COURTHOUSE REMODEL	$1,480,000	$1,543,000	$725,000	$50,000	
EXPO SHOWERS	$244,775				
FEDERAL BUILDING PURCHASE AND PARKING GARAGE	$7,500,000				
JAIL BASEMNT/BKNG/KITCHEN/SIDEWALK/ ROOF UPGRADE	$1,500,000			$500,000	
JAIL SERVICE ELEVATOR UPGRADE	$68,000				
JUSTICE ELEVATOR UPGRADE & ROOF REPLACEMENT	$160,000	$335,000			$400,000
JUVENILE HVAC REPLACEMENT	$50,000			$40,000	
SHERIFF DEPOT	$8,500,000				
TRANSITION WINDOW REPLACEMENT	$100,000				
TRADES BUILDING ROOF REPLACEMENT	$85,000				
ROGUE FAMILY CENTER HVAC UPGRADES/REPLACEMENT			$30,000		$100,000
BUILDING 8 EXTERIOR FINISH			$40,000		
COURTHOUSE PARKING LOT AND MASONRY UPGRADES				$125,000	
CORRECTIONS EXTERIOR FINISH					$75,000
METHADONE EXTERIOR REPAIRS					$40,000
LIBRARIES MASONRY REPAIRS					$40,000

AIRPORT

FISCAL YEAR		2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
	2007-2008	$50,692,085				
	2008-2009	$23,920,000	$28,476,800			
YEAR PROJECTED	2009-2010	$45,418,346	$47,235,080	$49,124,483		
	2010-2011	$28,528,102	$29,669,226	$30,855,995	$32,090,235	
	2011-2012	$33,869,800	$35,224,592	$36,633,576	$38,098,919	$39,622,875

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

UPGRADE SANITARY SEWER	$15,000				
UNIFIED COMMUNICATION SYSTEM - VOICE/MESSAGE	$47,442				
SECURITY PROJECTS	$50,000				
PARKING LOT IMPROVEMENTS	$180,000				
REROOF 1030 TERMINAL LOOP PARKWAY (OLD ADMIN)	$25,000				
BATTERY POWER INDUSTRIAL SCRUBBER	$24,000				
MAINTENANCE VAN	$30,000				
SECURITY TRUCK	$30,000				
CITY BUILDING REQUIREMENTS	$25,000				
CO II - FREIGHT BLDG - PHASE 3	$2,600,000				
MASTER PLAN UPDATE	$300,000				
PROPERTY PURCHASES	$500,000				
CO II - FREIGHT BLDG - PHASE 3 COUNTY MATCH	$650,000				
CAR RENTAL FACILITY IPROVEMENTS	$476,986				
TAXIWAY REHAB NORTH HANGAR AREA	$2,275,978				
REHAB TAXIWAY C	$612,989				
CONVERT RUNWAY 9-27 TO TAXIWAY	$1,300,000				
REHABILITATE TAXIWAY		$5,100,000	$2,700,000		

ASSESSOR

FISCAL YEAR		2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
	2007-2008					
	2008-2009	$4,117,002	$4,281,682			
YEAR PROJECTED	2009-2010	$4,199,760	$4,367,750	$4,542,460		
	2010-2011	$3,893,321	$4,049,054	$4,211,016	$4,379,457	
	2011-2012	$3,652,340	$3,798,434	$3,950,371	$4,108,386	$4,272,721

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

MAINTAIN PROPERTY APPRAISAL SYSTEM	$824,681	$857,668	$891,974	$927,653	$964,760
ASSESS ALL MOBILE HOMES	$144,617	$150,402	$156,418	$162,675	$169,181
PROCESS ALL SEGREGATIONS, LOT LINE ADJUSTMENTS, ETC	$109,102	$113,466	$118,005	$122,725	$127,634
PROCESS CORRECTIONS TO THE ROLL	$227,495	$236,595	$246,059	$255,901	$266,137
PROCESS ALL PERSONAL PROPERTY ACCTS CLERICAL/FIELD	$159,324	$165,696	$172,324	$179,217	$186,386
MISCELLANEOUS MAPS/RECORDS DRAFTING; RE-MAP	$326,337	$339,390	$352,966	$367,085	$381,768
MONITOR SALES, RATIO REPORTS, INDICATE REEVAL AREAS	$157,820	$164,133	$170,689	$177,526	$184,627
PROCESS ALL EXEMPT ACCOUNTS	$70,951	$73,789	$76,741	$79,810	$73,003
DEVELOP AND MAINTAIN PROPERTY TAX SYSTEM	$435,747	$453,177	$471,304	$490,156	$509,762
COUNTER/PUBLIC RELATIONS AND ASSISTANCE	$500,100	$520,104	$540,908	$562,545	$585,046
PROCESS ALL NEW CONSTRUCTION	$649,336	$675,309	$702,321	$730,414	$759,631
					$4,207,935

BOARD OF COMMISSIONERS

FISCAL YEAR		2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
	2007-2008	$808,242				
	2008-2009	$806,305	$838,557			
YEAR PROJECTED	2009-2010	$850,738	$884,767	$920,158		
	2010-2011	$632,193	$657,481	$683,780	$711,131	
	2011-2012	$722,230	$751,119	$781,164	$812,411	$844,907

COMMUNITY JUSTICE

FISCAL YEAR		2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
	2007-2008	$15,167,888				
	2008-2009	$14,845,095	$15,438,898			
YEAR PROJECTED	2009-2010	$14,973,201	$15,572,129	$16,195,014		
	2010-2011	$14,383,705	$15,102,890	$15,858,035	$16,650,937	
	2011-2012	$14,770,130	$15,360,935	$15,975,373	$16,614,388	$17,278,963

COUNTY CLERK

FISCAL YEAR		2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
	2007-2008	$1,785,742				
	2008-2009	$1,717,841	$1,786,554			
YEAR PROJECTED	2009-2010	$1,356,074	$1,410,317	$1,466,730		
	2010-2011	$1,405,583	$1,461,806	$1,520,278	$1,581,090	
	2011-2012	$1,435,636	$1,493,061	$1,552,784	$1,614,895	$1,679,491

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

MAINT & UPGRADES TO STATEWIDE VOTER REGISTRATION	$30,070	$30,972	$31,901	$32,858	$33,844
MAINT & UPGRADE TO HELION RECORDING SYSTEM	$18,769	$19,332	$19,912	$20,509	$21,125
UPDATE BALLOT TABULATION EQUIPMENT		$345,000			
RELIA-VOTE BALLOT SORTER UPGRADE	$20,000	$20,600	$21,218	$21,855	$22,510

COUNTY COUNSEL

FISCAL YEAR		2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
	2007-2008	$800,679				
	2008-2009	$956,654	$994,920			
YEAR PROJECTED	2009-2010	$839,270	$881,234	$925,296		
	2010-2011	$797,435	$829,332	$862,505	$897,005	
	2011-2012	$866,169	$900,816	$936,848	$974,322	$1,013,295

DEVELOPMENT SERVICES

FISCAL YEAR		2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
	2007-2008	$7,860,640				
	2008-2009	$6,290,340	$6,667,761			
YEAR PROJECTED	2009-2010	$4,168,789	$4,335,541	$4,508,962		
	2010-2011	$3,966,507	$4,125,167	$4,290,174	$4,461,781	
	2011-2012	$3,721,332	$3,870,185	$4,024,993	$4,185,992	$4,353,432

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE					
COMP PLAN IMPLEMENTATION (E.G. ANNUAL LDO UPDATE)	$40,000	$40,000	$40,000	$40,000	$40,000
KEEP COMPREHENSIVE PLAN CURRENT	$45,000	$50,000	$50,000	$50,000	$50,000

DISTRICT ATTORNEY

FISCAL YEAR		2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
YEAR PROJECTED	2007-2008	$4,794,512				
	2008-2009	$4,978,926	$5,178,083			
	2009-2010	$4,681,226	$4,868,476	$5,063,215		
	2010-2011	$4,634,707	$4,820,095	$5,012,899	$5,213,415	
	2011-2012	$4,787,726	$4,945,726	$5,094,097	$5,246,920	$5,417,327

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE					
KARPEL DA CASE MANAGEMENT SYSTEM		$158,000			
COPIER FOR 721 BUILDING			$13,000		
COPIER FOR 715 BUILDING					$13,000

EXPO

FISCAL YEAR		2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
YEAR PROJECTED	2007-2008	$2,237,790				
	2008-2009	$2,190,521	$2,278,142			
	2009-2010	$2,118,847	$2,203,601	$2,291,745		
	2010-2011	$1,924,152	$2,001,118	$2,081,163	$2,164,409	
	2011-2012	$1,897,974	$2,049,093	$2,110,566	$2,173,883	$2,239,100

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE					
PAVING AND ELECTRICAL DISTRIBUTION		$125,000	$125,000	$125,000	$125,000
TENT WITH A/C AND HEAT					$50,000
EQUIPMENT UPGRADE		$15,000	$15,000	$15,000	$15,000
COMPTON REMODEL DESIGN		$125,000	$5,000,000		
EQUINE COMPLEX DESIGN			$125,000	$2,000,000	
BEAR CREEK BRIDGE DESIGN				$250,000	
PERIMETER SECURITY FENCING					$300,000
WATER AND SEWER DISTRIBUTION					$300,000

FINANCE

FISCAL YEAR		2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
YEAR PROJECTED	2007-2008	$1,487,064				
	2008-2009	$1,518,084	$1,578,807			
	2009-2010	$1,505,497	$1,565,717	$1,628,346		
	2010-2011	$1,511,429	$1,571,886	$1,634,762	$1,700,152	
	2011-2012	$1,702,682	$1,770,789	$1,841,621	$1,915,286	$1,991,897

HEALTH AND HUMAN SERVICES

FISCAL YEAR		2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
	2007-2008	$53,425,321				
	2008-2009	$45,561,096	$47,383,539			
YEAR PROJECTED	2009-2010	$55,630,878	$58,412,422	$61,333,043		
	2010-2011	$54,742,124	$55,836,966	$56,953,706	$58,092,780	
	2011-2012	$62,015,327	$60,775,020	$59,559,520	$58,368,330	$57,200,963

INFORMATION TECHNOLOGY

FISCAL YEAR		2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
	2007-2008	$5,066,239				
	2008-2009	$5,036,413	$5,237,870			
YEAR PROJECTED	2009-2010	$5,110,287	$5,314,699	$5,527,287		
	2010-2011	$5,258,854	$5,469,208	$5,687,976	$5,915,495	
	2011-2012	$5,711,572	$5,940,035	$6,177,636	$6,424,742	$6,681,731

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

REPLACE COUNTY TELEPHONE SYSTEM	$1,200,000		
REPLACE COUNTY MESSAGING SYSTEM	$300,000		
CONTRACT/DOCUMENT AUTOMATION PHASE 2	$22,280		
LEGACY PLANNING MAIL NOTIFICATION	$14,992		
LEGACY COMM JUSTICE OPTION 24	$21,392		
LEGACY PARADOX DATABASE	$33,780		
LEGACY WP AUTOMATION	$19,140		
ONLINE PURCHASING	$24,740		
LEGACY ANIMAL CONTROL DATABASE	$79,680		
ENTERPRISE DOCUMENT MANAGEMENT	$28,820		
LEGACY CORRECTIONS DATABASE	$58,880		
E-GOVERNMENT INITIATIVES		$150,000	
ERP SYSTEM UPGRADE			$250,000

JUSTICE COURT DISTRICT

FISCAL YEAR		2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
	2007-2008	$381,052				
	2008-2009	$458,398	$476,734			
YEAR PROJECTED	2009-2010	$534,213	$555,582	$577,805		
	2010-2011	$535,238	$556,648	$578,914	$602,070	
	2011-2012	$558,903	$581,259	$607,509	$628,690	$653,837

LIBRARY

FISCAL YEAR		2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
	2007-2008	$2,619,255				
	2008-2009	$6,600,191	$6,864,199			
YEAR PROJECTED	2009-2010	$6,828,857	$7,102,011	$7,386,092		
	2010-2011	$6,979,924	$7,259,121	$7,549,485	$7,851,465	
	2011-2012	$6,878,555	$7,153,697	$7,439,845	$7,737,439	$8,046,936

ROADS AND PARKS

FISCAL YEAR		2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
YEAR PROJECTED	2007-2008	$39,888,402				
	2008-2009	$44,500,572	$46,280,594			
	2009-2010	$42,810,820	$44,523,253	$46,304,183		
	2010-2011	$47,108,236	$48,992,566	$50,952,268	$52,990,359	
	2011-2012	$37,502,830	$36,752,773	$36,017,718	$35,297,364	$34,591,416
FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE – PARKS & RECREATION						
ACQUISITION - FUTURE RESERVE		$131,935	$150,000	$25,000	$25,000	$25,000
CANTRALL BUCKLEY - CAMPGROUND UPGRADE						$37,500
EMIGRANT LAKE - CABINS/YURTS					$50,000	
GIVAN PARK - PROPERTY ACQUISITION		$10,000				
HOWARD PRAIRIE - GRIZZLY						
NEW RAMP/PARKING				$50,000		
GROUP CAMP			$25,000			
HOWARD PRAIRIE - WILLOW POINT						
CAMPGROUND ELECTRICITY				$50,000		
HOWARD PRAIRIE RESORT						
NEW RESTROOM/SHOWER						$75,000
ROGUE ELK - REPLACE RESTROOM				$75,000		
WILLOW LAKE						
RESTROOM SHOWER			$150,000			
CAMPGROUND IMPROVEMENTS		$25,000				
FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE – PUBLIC WORKS						
EQUIPMENT REPLACEMENT		$552,500	$500,000	$500,000	$500,000	$500,000
FACILITY IMPROVEMENTS PROJECTS (WTR LINE RPLCMNT)		$150,000				
YEARLY RIGHT-OF-WAY ACQUISITION COSTS		$290,000	$150,000	$150,000	$150,000	$150,000
STREET IMPROVEMENT PROJECTS						
BLACKWELL ROAD - CURVE REALIGNMENT @ VILLA LN		$154,050				
DRY CREEK ROAD - BRIDGE #531 SCOUR PROTECTION		$50,000				
EAST PINT STREET - ADD TURN LANES @ PENINGER RD		$79,079				
FOOTHILL ROAD - ADD TURN LANES @ COKER BUTTE RD					$500,000	
FOOTHILL ROAD - VARIOUS IMPROVEMENTS						$1,000,000
KIRTLAND ROAD - REALIGHNMENT (TABLE RK TO AVE G)		$1,320,000				
MILL CREEK DRIVE - BRIDGE #736 REHABILITATION		$172,536				
NORTH RIVER ROAD - ADD BIKE LANES (HWY 99 TO RR)		$375,000				
OVERLAY PROJECT - VARIOUS LOCATIONS		$560,574	$462,000		$112,000	
PEACHY ROAD-PAVE GRAVEL RD (WALKER TO HILLVIEW)		$92,430				
RAMSEY ROAD - BRIDGE #651 TIMBER BRDG RPLCMNT			$1,080,000			
ROSS LANE NORTH-WIDENING (HWY 238 - McANDREWS)		$500,000				
SAFETY PROJECTS - VARIOUS LOCATIONS		$25,000	$25,000	$25,000	$25,000	$25,000
TABLE ROCK ROAD - ADD SIGNAL @ WILSON ROAD					$250,000	
TABLE ROCK ROAD-ADD TURN LANE & REALIGHN				$1,460,000		
TABLE ROCK ROAD - VARIOUS IMPROVEMENTS						$1,000,000
THOMPSON CREEK ROAD - BRIDGE #462 SCOUR PRTCTN				$50,000		
TILLER TRAIL HWY - STRAIGHTEN CURVES (MP 43-44)				$2,750,000		
WHEELER ROAD - BRIDGE #360 REPLACEMENT					$180,000	

SHERIFF

FISCAL YEAR		2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
YEAR PROJECTED	2007-2008	$27,353,652				
	2008-2009	$28,313,243	$29,445,773			
	2009-2010	$30,977,063	$32,525,916	$34,152,212		
	2010-2011	$31,939,388	$48,536,358	$35,213,176	$38,973,834	
	2011-2012	$30,765,515	$34,131,066	$33,737,619	$35,424,500	$37,195,725

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

REMODEL STATION 1 BASEMENT TO EXPAND JAIL	$2,000,000

SURVEYOR

FISCAL YEAR		2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
YEAR PROJECTED	2007-2008	$2,122,000				
	2008-2009	$1,938,863	$2,016,417			
	2009-2010	$1,221,000	$1,225,000	$1,230,000		
	2010-2011	$1,251,000	$1,300,000	$1,400,000	$1,500,000	
	2011-2012	$1,492,597	$1,552,301	$1,614,393	$1,678,969	$1,746,127

APPROPRIATIONS

Below is a copy of the order whereby the Board of Commissioners, after approval by the Jackson County Budget Committee, adopted this budget. Following the order is a table with information by fund and department. All expenses and revenues are listed out as object totals. This will be useful if you want to find the total revenues for a department for a specific revenue source, such as fees and contracts with local governments.

Several changes have taken place with regard to functions and services provided by funds and departments. In order to provide a basis of comparison for prior years when a move has taken place, the history of revenues and expenditures have been moved with the function or service. The action will result in discrepancies between the budget tables and the County's Comprehensive Annual Financial Report (CAFR).

BEFORE THE BOARD OF COUNTY COMMISSIONERS

STATE OF OREGON, COUNTY OF JACKSON

IN THE MATTER OF ADOPTING THE 2011-2012 FISCAL YEAR BUDGET FOR JACKSON COUNTY, OREGON	)))	ORDER NO. **98-11**

WHEREAS, on April 19 and 21, 2011, the Jackson County Budget Committee held public hearings on the 2011-2012 budget; and

WHEREAS, the Budget Committee approved the budget for fiscal year 2011-2012; and

WHEREAS, in accordance with Oregon Revised Statute (ORS) 294.416, a summary of the approved budget and hearing notice were published in the *Mail Tribune* on May 25, 2011; and

WHEREAS, the Board of Commissioners held a public hearing on June 1, 2011, to receive public comment on the budget approved by the Budget Committee and may make modifications within the 10 percent limit set by Oregon Revised Statute 294.435.

Now, therefore,

The Board of County Commissioners of Jackson County ORDERS:

1. The Jackson County budget in the amount of $347,005,157 and full-time equivalent (FTE) positions in the amount of 921.06 for the fiscal year beginning July 1, 2011, through June 30, 2012, are hereby adopted.

2. The amounts for the fiscal year beginning July 1, 2011, for the purposes shown below, are hereby appropriated as follows:

//

//

GENERAL FUNDS

General Fund

Assessment	$3,691,746
Finance	848,916
County Administration	1,230,321
Fiduciary	29,920,532
County Clerk	1,435,636
District Attorney	4,770,726
Justice Court District	558,903
Library	6,069,541
Development Services	3,721,332
Sheriff	28,839,815
Community Justice	14,770,130
TOTAL GENERAL FUND	$95,857,598

CAPITAL PROJECTS FUNDS

Capital Projects

Capital Projects	$20,401,943
Street Improvement	1,165,000
Greenway	1,100
Roads System Development	649,000
Parks System Development	154,500
Bridge Replacement	1,578,000
TOTAL CAPITAL PROJECTS	$23,949,543

DEBT SERVICE FUNDS

Debt Service - Library

Debt Service - Library S1	$1,552,765
Debt Service - Library S2	1,530,100
TOTAL DEBT SERVICE - LIBRARY	$3,082,865

SPECIAL REVENUE FUNDS

Special Revenue Fund

Surveyor	$1,492,597
County Schools	1,000,000
County Trails	361,479
Liquor Enforcement	17,000
Title II	1,500,000
Title III	3,819,046
Solid Waste	2,764,925
Court Security	524,434

//

Law Library	699,555
TOTAL SPECIAL REVENUE FUNDS	$12,179,036
General Roads	
Personal Services	$8,020,341
Materials and Services	8,418,445
Capital Outlay	4,171,169
Contingency	200,000
TOTAL GENERAL ROADS	$20,809,955
Health and Human Services	
Personal Services	$20,314,003
Materials and Services	27,204,988
Capital Outlay	3,500,000
Transfer to Other Funds	
TOTAL HEALTH & HUMAN SERVICES	$51,018,991
Law Enforcement District	
Personal Services	$933,680
Materials and Services	567,020
Contingency	100,000
TOTAL LAW ENFORCEMENT DISTRICT	$1,600,700
INTERNAL SERVICES FUND	
Central Services	
Commissioners	$722,230
Information Technology	4,952,450
Finance	853,766
County Counsel	866,169
County Administration	5,349,867
Fiduciary	2,730,601
Library	109,459
Motor Pool	2,815,721
Computer Replacement	759,122
Risk Management-General & Auto Liability	6,238,467
Self-Insurance Health Plan	7,430,534
Workers' Compensation	2,619,935
TOTAL INTERNAL SERVICES FUND	$35,448,321
ENTERPRISE FUNDS	
Airport	
Personal Services	$2,755,372

//

Materials and Services	17,755,453
Capital Outlay	9,378,656
Debt Service	1,341,544
Transfer to Other Funds	1,341,544
Contingency	1,000,000
TOTAL AIRPORT	$33,572,569
Exposition Park	
Personal Services	$498,570
Materials and Services	1,399,404
TOTAL EXPOSITION PARK	$1,897,974
Recreation Enterprise	
Personal Services	$825,082
Materials and Services	1,481,795
Capital Outlay	175,000
TOTAL RECREATION ENTERPRISE	$2,481,877
TOTAL APPROPRIATIONS ALL FUNDS	**$281,899,429**
TOTAL UNAPPROPRIATED AMOUNTS ALL FUNDS	**$65,105,728**
TOTAL BUDGET	**$347,005,157**

3. Taxes are hereby imposed as provided for in the adopted budget at the rate of 2.0099 per thousand assessed valuation upon all of the taxable properties within Jackson County for operations, $1,597,090 for Debt Service - Library - S1; and $1,570,752 for Debt Service – Library - S2.

4. These taxes are hereby imposed upon the assessed value of all taxable property within the County and are categorized for tax year 2011-2012 as follows:

	General Government Limitation	Excluded from Limitation
General Fund	2.0099/$1,000	
Debt Service - Library - S1		$1,597,090
Debt Service - Library - S2		$1,570,252

5. The pay scale for non-represented Management and Confidential employees, as reflected herein, is hereby adopted.

6. The pay scale for Elected Officials, as approved by the Budget Committee, is hereby adopted.

7. The County Administrator shall certify to the County Assessor the tax levy made by this Order and file the appropriate documents in accordance with ORS 294.555.

//

//

Dated this 1st day of June, 2011, at Medford, Oregon.

JACKSON COUNTY BOARD OF COMMISSIONERS

/s/ Dennis C. W. Smith
Dennis C. W. Smith, Chair

/s/ Don Skundrick
Don Skundrick, Commissioner

/s/ John Rachor
John Rachor, Commissioner

SUMMARY OF REVENUES AND EXPENDITURES
Comparison to Prior Years

By Order No. 124-11 dated June 23, 2011, the Board of Commissioners adopted a new Chart of Accounts that renumbered all line items and reordered some. The biggest impact on this budget may be moving the reserve line from materials and services to its own category under the "Other" category.

FUND 010 - GENERAL FUND **Dept 05 - Assessment**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
State/Local/NOC					
42100 Contracts/Grants-State	979,459	894,249	890,456	876,561	849,272
43200 Reimbursements-Local	0	5,400	31,488	10,000	10,000
48100 Miscellaneous Revenue	1,745	0	417	2,000	2,000
Subtotal:	981,204	899,649	922,361	888,561	861,272
Fees & Charges					
45100 Fees	80,344	69,404	55,718	90,500	45,500
45500 Sales	5,944	4,794	4,243	7,000	3,200
Subtotal:	86,288	74,197	59,961	97,500	48,700
Other Revenues					
54100 Transfers from Other Funds	0	0	23,168	0	0
Subtotal:	0	0	23,168	0	0
Subtotal of Revenues:	1,067,492	973,846	1,005,490	986,061	909,972
Expenditures:					
Personal Services					
62100 Salaries & Wages	1,703,601	1,719,129	1,749,205	1,840,195	1,803,501
62200 Payroll Taxes & Benefits	974,112	937,039	911,072	912,635	968,649
Subtotal:	2,677,713	2,656,168	2,660,277	2,752,830	2,772,150
Materials & Services					
64100 Contracted Services	452,521	608,213	611,978	524,822	541,378
64200 Operation Expenses	98,497	96,859	124,433	120,259	126,389
64300 Minor Equipment	1,615	1,777	2,579	1,550	1,000
64400 Equip Repair/Maint/Lease	5,484	7,313	15,785	8,708	5,838
64500 Property Maintenance/Utilities	0	0	0	85,299	85,484
64600 Travel & Training	14,379	12,325	10,537	13,226	12,461
64700 Software Expense	245,077	255,072	176,341	145,646	147,046
Subtotal:	817,573	981,558	941,653	899,510	919,596

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Capital Outlay					
68400 CO-Equipment/Machinery	8,250	0	0	0	0
Subtotal:	8,250	0	0	0	0
Subtotal of Expenditures:	3,503,536	3,637,726	3,601,929	3,652,340	3,691,746

FUND 010 - GENERAL FUND **Dept 06 - Finance**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Government					
41100 Contracts/Grants-Federal	10,607	0	0	0	0
Subtotal:	10,607	0	0	0	0
State/Local/NOC					
42100 Contracts/Grants-State	129,422	119,922	130,766	183,444	161,100
44200 Reimbursements-Priv/Nonprof	0	0	0	57,441	57,698
48100 Miscellaneous Revenue	1,595	4,284	1,201	2,031	5,536
Subtotal:	131,016	124,206	131,967	242,916	224,334
Fees & Charges					
45100 Fees	169,338	130,400	154,420	166,689	360,662
45200 Fines	6,152	5,270	5,360	7,000	8,000
45500 Sales	1,023	746	687	900	1,020
45600 Interdepartmental Charges	6,557	7,260	9,419	12,010	4,200
Subtotal:	183,070	143,675	169,886	186,599	373,882
Subtotal of Revenues:	324,694	267,881	301,853	429,515	598,216
Expenditures:					
Personal Services					
62100 Salaries & Wages	202,600	209,363	204,945	229,510	209,658
62200 Payroll Taxes & Benefits	123,850	121,747	121,775	127,648	128,628
Subtotal:	326,449	331,109	326,720	357,158	338,286
Materials & Services					
64100 Contracted Services	81,155	91,055	297,133	105,839	100,698
64200 Operation Expenses	110,774	147,528	127,932	190,100	218,088
64300 Minor Equipment	3,289	220	487	230	200
64400 Equip Repair/Maint/Lease	1,174	973	1,363	1,032	1,691
64500 Property Maintenance/Utilities	6,041	5,534	19,289	8,155	181,292
64600 Travel & Training	2,766	4,223	3,290	7,859	6,466
64700 Software Expense	157	0	0	200	2,195
Subtotal:	205,355	249,534	449,494	313,415	510,630
Capital Outlay					
68300 CO-Land Improvements	10,607	0	0	0	0
Subtotal:	10,607	0	0	0	0
Subtotal of Expenditures:	542,412	580,643	776,214	670,573	848,916

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Government					
41100 Contracts/Grants-Federal	147,869	152,001	143,971	129,292	145,478
41200 Reimbursements-Federal	58,018	98,941	0	0	0
Subtotal:	205,887	250,942	143,971	129,292	145,478
State/Local/NOC					
42100 Contracts/Grants-State	0	373,171	167,766	105,230	8,200
42200 Reimbursements-State	67,821	267,601	12,500	348,000	348,000
43200 Reimbursements-Local	17,450	42,510	8,500	8,500	14,000
44200 Reimbursements-Priv/Nonprof	65,210	2,790	2,635	0	0
48100 Miscellaneous Revenue	324	24,969	-2,392	0	0
Subtotal:	150,804	711,041	189,009	461,730	370,200
Fees & Charges					
45100 Fees	96,066	128,187	122,543	299,417	139,712
45500 Sales	18	45	30	25	25
Subtotal:	96,084	128,232	122,573	299,442	139,737
Subtotal of Revenues:	452,775	1,090,215	455,553	890,464	655,415
Expenditures:					
Personal Services					
62100 Salaries & Wages	175,988	200,898	189,830	187,945	215,971
62200 Payroll Taxes & Benefits	92,306	98,716	97,501	94,145	109,567
Subtotal:	268,294	299,615	287,330	282,090	325,538
Materials & Services					
64100 Contracted Services	494,723	736,500	553,685	983,978	752,910
64200 Operation Expenses	28,185	24,560	26,012	32,795	36,941
64300 Minor Equipment	8,958	88,492	49,635	34,130	54,323
64400 Equip Repair/Maint/Lease	1,366	718	772	1,200	1,200
64500 Property Maintenance/Utilities	0	0	0	10,200	23,585
64600 Travel & Training	3,766	4,728	3,116	13,950	10,400
64700 Software Expense	630	630	0	0	400
Subtotal:	537,628	855,628	633,219	1,076,253	879,759
Capital Outlay					
68000 Capital Outlay	0	0	0	41,497	0
68400 CO-Equipment/Machinery	41,945	0	0	23,900	25,024
Subtotal:	41,945	0	0	65,397	25,024
Subtotal of Expenditures:	847,867	1,155,243	920,549	1,423,740	1,230,321

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Government					
41300 Shared Revenue-Federal	15,523,928	14,955,781	12,819,816	11,435,959	7,106,031
Subtotal:	15,523,928	14,955,781	12,819,816	11,435,959	7,106,031
State/Local/NOC					
42300 Shared Revenue-State	1,962,727	1,906,153	1,689,493	1,643,797	1,768,132
48100 Miscellaneous Revenue	1,746,793	572,201	0	0	0
Subtotal:	3,709,520	2,478,354	1,689,493	1,643,797	1,768,132
Fees & Charges					
45100 Fees	259,064	342,949	406,706	333,485	288,000
Subtotal:	259,064	342,949	406,706	333,485	288,000
Other Revenues					
46100 Property Tax Revenues	27,418,941	28,535,701	30,365,444	31,977,977	32,502,986
52100 Interest Revenue	3,172,422	2,426,651	1,896,595	1,740,771	1,024,114
54000 Transfers from Other Funds	0	0	0	5,700	0
54100 Transfers from Other Funds	190,305	532,213	180,000	429,273	561,273
58100 Fund Balance	0	0	0	72,042,535	71,351,727
Subtotal:	30,781,668	31,494,564	32,442,039	106,196,256	105,440,100
Subtotal of Revenues:	50,274,180	49,271,648	47,358,055	119,609,497	114,602,263
Expenditures:					
Materials & Services					
64100 Contracted Services	259,188	285,681	307,875	240,628	233,896
64200 Operation Expenses	21,605	14,298	14,290	30,000	35,000
64300 Minor Equipment	0	63	4,281	0	0
64500 Property Maintenance/Utilities	27,916	23,678	19,807	600,819	0
Subtotal:	308,709	323,719	346,252	871,447	268,896
Capital Outlay					
68300 CO-Land Improvements	0	0	10,000	0	0
68400 CO-Equipment/Machinery	0	0	0	0	1,500,000
Subtotal:	0	0	10,000	0	1,500,000
Other Requirements					
74100 Transfers To Other Funds	6,584,188	10,160,258	6,558,584	8,240,947	25,381,958
76000 Reserves	0	0	0	6,742,133	2,569,678
78000 Contingency	0	0	0	200,000	200,000
79000 Unapprop Ending Fund Bal	0	0	0	66,284,891	45,263,618
Subtotal:	6,584,188	10,160,258	6,558,584	81,467,971	73,415,254
Subtotal of Expenditures:	6,892,897	10,483,977	6,914,836	82,339,418	75,184,150

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
State/Local/NOC					
42100 Contracts/Grants-State	7,208	6,678	7,132	11,106	7,000
43200 Reimbursements-Local	147,844	125,488	107,130	107,317	104,352
48100 Miscellaneous Revenue	-14	2,788	150	0	0
Subtotal:	155,037	134,954	114,412	118,423	111,352
Fees & Charges					
45100 Fees	1,306,499	1,116,661	1,088,984	1,174,617	1,278,286
45400 Licenses	43,020	42,750	40,470	42,946	42,070
45500 Sales	14,209	14,578	10,807	15,536	17,265
Subtotal:	1,363,727	1,173,989	1,140,260	1,233,099	1,337,621
Subtotal of Revenues:	1,518,764	1,308,943	1,254,672	1,351,522	1,448,973
Expenditures:					
Personal Services					
62100 Salaries & Wages	473,843	458,944	383,092	431,098	451,842
62200 Payroll Taxes & Benefits	261,886	230,282	187,131	190,313	220,290
Subtotal:	735,729	689,226	570,223	621,411	672,132
Materials & Services					
64100 Contracted Services	332,757	420,463	430,768	390,003	451,948
64200 Operation Expenses	277,568	278,163	242,680	273,435	282,871
64300 Minor Equipment	8,279	2,215	0	14,224	9,900
64400 Equip Repair/Maint/Lease	6,109	3,892	2,449	2,335	1,735
64500 Property Maintenance/Utilities	0	0	0	34,975	0
64600 Travel & Training	7,557	9,010	11,188	15,139	17,050
64700 Software Expense	0	0	476	0	0
Subtotal:	632,269	713,742	687,562	730,111	763,504
Capital Outlay					
68400 CO-Equipment/Machinery	12,950	0	0	0	0
Subtotal:	12,950	0	0	0	0
Subtotal of Expenditures:	1,380,948	1,402,968	1,257,784	1,351,522	1,435,636

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Government					
41100 Contracts/Grants-Federal	342,218	263,871	168,927	170,968	154,697
Subtotal:	342,218	263,871	168,927	170,968	154,697
State/Local/NOC					
42100 Contracts/Grants-State	433,060	515,539	498,084	473,775	529,872
44200 Reimbursements-Priv/Nonprof	1,624	1,787	2,015	65,000	75,000
48100 Miscellaneous Revenue	14,345	9,667	11,292	11,708	18,720
Subtotal:	449,030	526,993	511,392	550,483	623,592
Fees & Charges					
45100 Fees	198,406	197,751	217,066	109,729	111,663
Subtotal:	198,406	197,751	217,066	109,729	111,663
Other Revenues					
54100 Transfers from Other Funds	32,657	31,482	39,704	20,000	17,000
Subtotal:	32,657	31,482	39,704	20,000	17,000
Subtotal of Revenues:	1,022,311	1,020,097	937,090	851,180	906,952
Expenditures:					
Personal Services					
62100 Salaries & Wages	2,223,637	2,281,921	2,334,472	2,624,879	2,723,618
62200 Payroll Taxes & Benefits	1,168,121	1,127,312	1,088,765	1,145,550	1,361,137
Subtotal:	3,391,758	3,409,233	3,423,237	3,770,429	4,084,755
Materials & Services					
64100 Contracted Services	276,670	338,173	335,374	327,032	354,596
64200 Operation Expenses	151,756	137,761	163,871	201,234	197,721
64300 Minor Equipment	3,388	6,231	15,134	14,271	8,691
64400 Equip Repair/Maint/Lease	9,402	10,151	8,669	10,668	10,668
64500 Property Maintenance/Utilities	31,504	29,585	28,770	63,201	63,373
64600 Travel & Training	21,271	24,395	12,070	26,450	26,900
64700 Software Expense	24,932	23,634	23,281	23,164	24,022
Subtotal:	518,924	569,930	587,168	666,020	685,971
Capital Outlay					
68400 CO-Equipment/Machinery	0	11,500	0	0	0
Subtotal:	0	11,500	0	0	0
Subtotal of Expenditures:	3,910,682	3,990,664	4,010,405	4,436,449	4,770,726

FUND 010 - GENERAL FUND **Dept 28 - Justice Court District**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
State/Local/NOC					
48100 Miscellaneous Revenue	-3,890	-2,922	0	0	0
Subtotal:	-3,890	-2,922	0	0	0
Fees & Charges					
45200 Fines	1,341,975	1,688,680	1,717,823	1,846,050	1,905,585
Subtotal:	1,341,975	1,688,680	1,717,823	1,846,050	1,905,585
Subtotal of Revenues:	1,338,085	1,685,758	1,717,823	1,846,050	1,905,585
Expenditures:					
Personal Services					
62100 Salaries & Wages	142,816	160,430	181,105	229,167	248,999
62200 Payroll Taxes & Benefits	84,434	101,145	103,971	126,654	145,649
Subtotal:	227,250	261,575	285,076	355,821	394,648
Materials & Services					
64100 Contracted Services	31,521	38,839	54,877	59,178	78,700
64200 Operation Expenses	32,729	25,167	34,097	42,517	28,210
64300 Minor Equipment	2,141	1,482	775	2,000	2,000
64400 Equip Repair/Maint/Lease	1,186	1,138	1,197	1,725	1,000
64500 Property Maintenance/Utilities	43,068	47,163	44,885	45,811	46,745
64600 Travel & Training	1,334	1,146	1,411	1,850	1,850
64700 Software Expense	3,940	4,084	5,668	5,750	5,750
Subtotal:	115,919	119,019	142,909	158,831	164,255
Subtotal of Expenditures:	343,169	380,594	427,985	514,652	558,903

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Government					
41200 Reimbursements-Federal	0	32,500	7,500	40,000	40,000
Subtotal:	0	32,500	7,500	40,000	40,000
State/Local/NOC					
42100 Contracts/Grants-State	1,235	35,742	34,146	34,146	24,500
43100 Contracts/Grants-Local	250,206	384,100	344,788	417,963	430,502
43200 Reimbursements-Local	0	25,621	82,014	74,116	88,879
44100 Contracts/Grants-Priv/Nonprf	9,717	98,266	58,113	17,423	13,150
44200 Reimbursements-Priv/Nonprof	0	80,040	66,020	0	0
44400 Donations/Sponsorships	51,092	153,197	326,912	72,863	73,669
48100 Miscellaneous Revenue	724	4,561	786	112,267	127,233
Subtotal:	312,974	781,527	912,779	728,778	757,933
Fees & Charges					
45100 Fees	116,481	137,011	141,205	124,046	124,246
45200 Fines	69,382	137,668	134,329	140,000	140,000
45500 Sales	6,226	13,738	11,106	17,750	18,750
45600 Interdepartmental Charges	0	629	0	0	0
Subtotal:	192,088	289,046	286,640	281,796	282,996
Other Revenues					
52100 Interest Revenue	0	0	14	0	0
54100 Transfers from Other Funds	1,572	10,419	27,174	0	0
Subtotal:	1,572	10,419	27,189	0	0
Subtotal of Revenues:	506,634	1,113,491	1,234,107	1,050,574	1,080,929
Expenditures:					
Personal Services					
62100 Salaries & Wages	132,236	55,174	55,753	61,151	62,636
62200 Payroll Taxes & Benefits	79,938	26,012	25,165	25,106	30,940
62300 Payroll Taxes & Benefits	-1,656	0	0	0	0
Subtotal:	210,518	81,186	80,918	86,257	93,576

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Materials & Services					
64100 Contracted Services	3,077,334	4,696,851	4,790,107	4,759,331	4,933,910
64200 Operation Expenses	46,827	61,990	54,457	51,370	49,079
64300 Minor Equipment	9,116	115,970	67,987	81,758	48,578
64400 Equip Repair/Maint/Lease	7,265	77	332	2,100	2,100
64500 Property Maintenance/Utilities	389,925	456,822	441,212	937,974	941,098
64600 Travel & Training	614	737	1,391	1,750	1,200
64700 Software Expense	12,613	0	0	0	0
Subtotal:	3,543,693	5,332,447	5,355,485	5,834,283	5,975,965
Subtotal of Expenditures:	3,754,211	5,413,633	5,436,403	5,920,540	6,069,541

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
State/Local/NOC					
48100 Miscellaneous Revenue	52,640	42,923	49,337	0	0
Subtotal:	52,640	42,923	49,337	0	0
Fees & Charges					
45100 Fees	4,148,281	2,719,097	2,126,998	2,687,490	2,294,310
45200 Fines	8,893	14,806	3,022	4,000	30,000
45500 Sales	13,469	5,944	5,242	5,100	5,200
45600 Interdepartmental Charges	42,700	26,611	73,450	150,385	127,993
Subtotal:	4,213,342	2,766,458	2,208,713	2,846,975	2,457,503
Other Revenues					
54100 Transfers from Other Funds	0	126,752	0	0	0
Subtotal:	0	126,752	0	0	0
Subtotal of Revenues:	4,265,982	2,936,133	2,258,050	2,846,975	2,457,503
Expenditures:					
Personal Services					
62100 Salaries & Wages	2,284,396	1,749,695	1,498,529	1,656,583	1,610,604
62200 Payroll Taxes & Benefits	1,184,671	848,017	681,290	740,057	762,235
Subtotal:	3,469,067	2,597,712	2,179,819	2,396,640	2,372,839
Materials & Services					
64100 Contracted Services	943,910	1,215,012	995,137	1,134,309	1,054,309
64200 Operation Expenses	218,251	184,469	222,483	230,632	253,416
64300 Minor Equipment	4,140	1,573	2,484	2,900	3,600
64400 Equip Repair/Maint/Lease	16,443	11,407	8,345	15,568	12,268
64500 Property Maintenance/Utilities	35,667	0	0	0	0
64600 Travel & Training	53,894	17,356	12,279	33,900	24,900
Subtotal:	1,272,304	1,429,818	1,240,728	1,417,309	1,348,493
Capital Outlay					
68400 CO-Equipment/Machinery	6,249	0	0	0	0
Subtotal:	6,249	0	0	0	0
Other Requirements					
74100 Transfers To Other Funds	0	0	19,996	0	0
Subtotal:	0	0	19,996	0	0
Subtotal of Expenditures:	4,747,620	4,027,530	3,440,543	3,813,949	3,721,332

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Government					
41100 Contracts/Grants-Federal	799,402	687,780	576,387	794,133	813,000
41200 Reimbursements-Federal	591,381	474,693	658,768	644,200	664,000
41300 Shared Revenue-Federal	0	0	0	97,000	0
Subtotal:	1,390,783	1,162,474	1,235,155	1,535,333	1,477,000
State/Local/NOC					
42100 Contracts/Grants-State	3,133,340	2,993,297	2,686,146	3,166,877	2,789,615
42200 Reimbursements-State	24,712	35,714	54,816	286,244	259,600
43100 Contracts/Grants-Local	0	0	118,623	458,052	413,522
43200 Reimbursements-Local	268,427	308,690	307,329	140,000	110,000
44200 Reimbursements-Priv/Nonprof	4,948	4,377	4,402	5,000	3,000
44300 Shared Revenue-Priv/Nonprof	79,600	72,052	71,243	48,000	68,000
44400 Donations/Sponsorships	6,425	7,122	7,674	0	6,000
48100 Miscellaneous Revenue	426	1,780	4,908	0	0
Subtotal:	3,517,878	3,423,031	3,255,141	4,104,173	3,649,737
Fees & Charges					
45100 Fees	553,585	628,676	900,629	765,498	909,600
45200 Fines	63,376	55,634	63,585	55,000	56,400
45300 Forfeitures	22,934	48,822	148	200,000	30,000
45400 Licenses	105,737	116,709	105,906	121,500	120,000
45500 Sales	117,841	108,415	94,930	108,000	108,000
Subtotal:	863,474	958,257	1,165,198	1,249,998	1,224,000
Other Revenues					
54100 Transfers from Other Funds	0	0	29,211	0	0
Subtotal:	0	0	29,211	0	0
Subtotal of Revenues:	5,772,135	5,543,762	5,684,705	6,889,504	6,350,737
Expenditures:					
Personal Services					
62100 Salaries & Wages	10,465,108	11,008,990	11,336,192	12,800,024	12,785,976
62200 Payroll Taxes & Benefits	6,175,185	6,116,719	6,376,233	7,053,484	7,550,531
Subtotal:	16,640,293	17,125,708	17,712,424	19,853,508	20,336,507

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Materials & Services					
64100 Contracted Services	2,532,101	2,788,526	2,766,918	3,423,608	3,353,923
64200 Operation Expenses	2,956,852	2,348,133	2,983,560	3,545,869	3,558,424
64300 Minor Equipment	323,278	492,162	354,742	290,154	211,280
64400 Equip Repair/Maint/Lease	155,121	94,901	125,745	205,650	199,050
64500 Property Maintenance/Utilities	326,755	342,841	320,622	584,338	339,651
64600 Travel & Training	220,265	194,563	147,796	227,487	130,180
64700 Software Expense	14,860	2,673	9,271	19,750	24,300
Subtotal:	6,529,231	6,263,799	6,708,654	8,296,856	7,816,808
Capital Outlay					
68000 Capital Outlay	0	0	0	0	300,000
68200 Capital Outlay	0	67,776	0	5,000	0
68400 CO-Equipment/Machinery	934,143	248,544	397,119	191,650	281,500
Subtotal:	934,143	316,320	397,119	196,650	581,500
Other Requirements					
74100 Transfers To Other Funds	117,000	276,588	452,572	84,869	105,000
Subtotal:	117,000	276,588	452,572	84,869	105,000
Subtotal of Expenditures:	24,220,668	23,982,415	25,270,769	28,431,883	28,839,815

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Government					
41100 Contracts/Grants-Federal	439,795	606,946	873,584	1,284,923	829,000
Subtotal:	439,795	606,946	873,584	1,284,923	829,000
State/Local/NOC					
42100 Contracts/Grants-State	4,520,531	4,748,247	4,757,218	4,799,072	5,769,251
42200 Reimbursements-State	7,255	6,221	5,234	5,000	5,000
42300 Shared Revenue-State	193	0	0	0	0
43100 Contracts/Grants-Local	0	129,140	5,000	5,000	5,000
43200 Reimbursements-Local	156,660	159,724	145,461	120,000	120,000
44100 Contracts/Grants-Priv/Nonprf	2,000	2,000	1,500	2,000	0
44300 Shared Revenue-Priv/Nonprof	27,545	22,099	13,012	25,000	16,000
44400 Donations/Sponsorships	5,936	250	200	0	0
48100 Miscellaneous Revenue	51,315	23,255	4,238	10,500	2,500
Subtotal:	4,771,434	5,090,936	4,931,862	4,966,572	5,917,751
Fees & Charges					
45100 Fees	2,965,788	3,195,019	3,076,774	3,238,359	3,450,220
45200 Fines	527	580	175	0	0
45500 Sales	7,591	6,395	6,088	7,700	7,700
45600 Interdepartmental Charges	94,427	29,660	0	171,500	0
Subtotal:	3,068,333	3,231,654	3,083,037	3,417,559	3,457,920
Other Revenues					
54100 Transfers from Other Funds	0	0	59,886	0	0
Subtotal:	0	0	59,886	0	0
Subtotal of Revenues:	8,279,563	8,929,537	8,948,368	9,669,054	10,204,671
Expenditures:					
Personal Services					
62100 Salaries & Wages	5,670,717	5,801,391	6,143,153	6,644,027	6,910,314
62200 Payroll Taxes & Benefits	3,100,325	3,053,681	3,192,496	3,372,702	3,772,999
Subtotal:	8,771,042	8,855,072	9,335,649	10,016,729	10,683,313

FUND 010 - GENERAL FUND **Dept 48 - Community Justice**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Materials & Services					
64100 Contracted Services	2,144,210	2,388,394	2,414,580	2,628,955	2,702,119
64200 Operation Expenses	729,768	745,084	796,802	739,962	834,150
64300 Minor Equipment	15,232	35,252	39,761	17,500	17,500
64400 Equip Repair/Maint/Lease	87,362	89,898	93,273	71,100	108,000
64500 Property Maintenance/Utilities	344,984	339,863	309,924	298,134	317,098
64600 Travel & Training	70,283	65,330	83,468	91,450	106,450
64700 Software Expense	8,349	3,089	13,100	1,500	1,500
Subtotal:	3,400,189	3,666,909	3,750,908	3,848,601	4,086,817
Capital Outlay					
68400 CO-Equipment/Machinery	0	118,299	12,477	0	0
Subtotal:	0	118,299	12,477	0	0
Subtotal of Expenditures:	12,171,231	12,640,280	13,099,034	13,865,330	14,770,130

FUND 010 - GENERAL FUND **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	17,913,219	17,272,514	15,248,953	14,596,475	9,752,206
State/Local/NOC	14,227,646	14,210,692	12,707,754	13,705,433	14,284,303
Fees & Charges	11,865,852	10,994,888	10,577,863	11,902,232	11,627,607
Other Revenues	30,815,897	31,663,216	32,621,197	106,216,256	105,457,100
Total Fund Revenues:	74,822,615	74,141,310	71,155,767	146,420,396	141,121,216
Expenditures:					
Personal Services	36,718,113	36,306,604	36,861,672	40,492,873	42,073,744
Materials & Services	17,881,794	20,506,103	20,844,031	24,112,636	23,420,694
Capital Outlay	1,014,146	446,119	419,597	262,047	2,106,524
Other Requirements	6,701,188	10,436,846	7,031,152	81,552,840	73,520,254
Total Fund Expenditures:	62,315,241	67,695,672	65,156,453	146,420,396	141,121,216

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Government					
41200 Reimbursements-Federal	44,999	1,818	0	25,000	0
41300 Shared Revenue-Federal	4,096,181	3,690,405	3,319,577	2,991,239	1,317,428
Subtotal:	4,141,180	3,692,222	3,319,577	3,016,239	1,317,428
State/Local/NOC					
42200 Reimbursements-State	3,958	3,749	0	0	337,500
42300 Shared Revenue-State	9,866,777	10,120,853	10,566,512	12,087,710	11,561,074
43100 Contracts/Grants-Local	156,969	139,992	165,620	188,084	211,119
43200 Reimbursements-Local	0	0	656,097	1,250,000	0
44200 Reimbursements-Priv/Nonprof	821,476	1,394,833	958,224	630,000	580,000
48100 Miscellaneous Revenue	90	169	0	0	0
Subtotal:	10,849,270	11,659,596	12,346,453	14,155,794	12,689,693
Fees & Charges					
45100 Fees	530,665	535,935	533,594	503,000	512,000
45500 Sales	25,644	38,277	89,855	22,000	42,000
45600 Interdepartmental Charges	621,087	617,840	527,294	547,554	511,091
Subtotal:	1,177,396	1,192,052	1,150,742	1,072,554	1,065,091
Other Revenues					
47100 Investment Revenue	0	1	0	0	0
52100 Interest Revenue	347,405	373,705	283,313	250,000	275,000
54100 Transfers from Other Funds	1,100,000	750,000	306,130	300,000	880,515
58100 Fund Balance	0	0	0	10,200,000	12,068,426
Subtotal:	1,447,405	1,123,707	589,443	10,750,000	13,223,941
Subtotal of Revenues:	17,615,251	17,667,577	17,406,216	28,994,587	28,296,153
Expenditures:					
Personal Services					
62100 Salaries & Wages	4,415,807	4,612,758	4,734,420	5,176,222	5,340,193
62200 Payroll Taxes & Benefits	2,491,183	2,382,613	2,285,887	2,388,506	2,680,148
Subtotal:	6,906,989	6,995,370	7,020,307	7,564,728	8,020,341
Materials & Services					
64100 Contracted Services	996,163	935,802	1,024,579	1,179,951	1,392,006
64200 Operation Expenses	2,369,188	2,617,454	2,899,940	2,994,951	3,775,431
64300 Minor Equipment	33,486	27,685	35,929	50,150	71,750
64400 Equip Repair/Maint/Lease	2,093,378	1,773,239	1,973,394	1,928,450	2,119,250
64500 Property Maintenance/Utilities	388,822	476,558	384,066	411,604	431,748
64600 Travel & Training	39,035	43,010	33,787	42,960	41,960
64700 Software Expense	22,494	24,895	25,813	25,050	27,300
Subtotal:	5,942,565	5,898,642	6,377,509	6,633,116	7,859,445

FUND 020 - GENERAL ROAD FUND **Dept 39 - Roads and Parks**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Capital Outlay					
68100 Capital Outlay	400,107	330,377	85,460	135,000	290,000
68200 Capital Outlay	7,853	1,448	0	0	0
68300 CO-Land Improvements	2,924,242	876,013	3,409,479	6,329,219	3,328,669
68400 CO-Equipment/Machinery	379,592	205,428	866,272	570,000	552,500
Subtotal:	3,711,794	1,413,266	4,361,211	7,034,219	4,171,169
Other Requirements					
74100 Transfers To Other Funds	0	0	15,450	0	0
76000 Reserves	0	0	0	1,769,000	559,000
78000 Contingency	0	0	0	191,828	200,000
79000 Unapprop Ending Fund Bal	0	0	0	5,801,696	7,486,198
Subtotal:	0	0	15,450	7,762,524	8,245,198
Subtotal of Expenditures:	16,561,349	14,307,279	17,774,477	28,994,587	28,296,153

FUND 020 - GENERAL ROAD FUND **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	4,141,180	3,692,222	3,319,577	3,016,239	1,317,428
State/Local/NOC	10,849,270	11,659,596	12,346,453	14,155,794	12,689,693
Fees & Charges	1,177,396	1,192,052	1,150,742	1,072,554	1,065,091
Other Revenues	1,447,405	1,123,707	589,443	10,750,000	13,223,941
Total Fund Revenues:	17,615,251	17,667,577	17,406,216	28,994,587	28,296,153
Expenditures:					
Personal Services	6,906,989	6,995,370	7,020,307	7,564,728	8,020,341
Materials & Services	5,942,565	5,898,642	6,377,509	6,633,116	7,859,445
Capital Outlay	3,711,794	1,413,266	4,361,211	7,034,219	4,171,169
Other Requirements	0	0	15,450	7,762,524	8,245,198
Total Fund Expenditures:	16,561,349	14,307,279	17,774,477	28,994,587	28,296,153

FUND 024 - COUNTY SCHOOLS FUND **Dept 09 - Fiduciary**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Government					
41300 Shared Revenue-Federal	1,365,394	1,230,135	1,107,026	1,000,000	1,000,000
Subtotal:	1,365,394	1,230,135	1,107,026	1,000,000	1,000,000
Fees & Charges					
45200 Fines	673	400	0	0	0
Subtotal:	673	400	0	0	0
Other Revenues					
52100 Interest Revenue	3,455	691	387	0	0
Subtotal:	3,455	691	387	0	0
Subtotal of Revenues:	1,369,521	1,231,227	1,107,412	1,000,000	1,000,000
Expenditures:					
Materials & Services					
64200 Operation Expenses	1,365,394	1,245,312	1,106,544	1,000,000	1,000,000
Subtotal:	1,365,394	1,245,312	1,106,544	1,000,000	1,000,000
Subtotal of Expenditures:	1,365,394	1,245,312	1,106,544	1,000,000	1,000,000

FUND 024 - COUNTY SCHOOLS FUND **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	1,365,394	1,230,135	1,107,026	1,000,000	1,000,000
State/Local/NOC	0	0	0	0	0
Fees & Charges	673	400	0	0	0
Other Revenues	3,455	691	387	0	0
Total Fund Revenues:	1,369,521	1,231,227	1,107,412	1,000,000	1,000,000
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	1,365,394	1,245,312	1,106,544	1,000,000	1,000,000
Capital Outlay	0	0	0	0	0
Other Requirements	0	0	0	0	0
Total Fund Expenditures:	1,365,394	1,245,312	1,106,544	1,000,000	1,000,000

FUND 025 - LAW LIBRARY FUND **Dept 31 - Library**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
State/Local/NOC					
48100 Miscellaneous Revenue	0	18,073	5,554	5,902	6,692
Subtotal:	0	18,073	5,554	5,902	6,692
Fees & Charges					
45100 Fees	246,620	245,505	283,286	220,000	220,000
45500 Sales	2,204	1,837	2,038	1,450	1,650
Subtotal:	248,824	247,342	285,324	221,450	221,650
Other Revenues					
52100 Interest Revenue	17,214	14,723	12,469	6,632	6,964
58100 Fund Balance	0	0	0	442,127	464,249
Subtotal:	17,214	14,723	12,469	448,759	471,213
Subtotal of Revenues:	266,038	280,138	303,347	676,111	699,555
Expenditures:					
Personal Services					
62100 Salaries & Wages	37,334	47,199	48,501	58,345	55,473
62200 Payroll Taxes & Benefits	23,385	25,991	25,540	25,466	27,194
62300 Payroll Taxes & Benefits	-10	0	0	0	0
Subtotal:	60,708	73,190	74,041	83,811	82,667
Materials & Services					
64100 Contracted Services	36,499	46,921	55,996	24,086	77,472
64200 Operation Expenses	116,052	121,078	147,486	153,500	183,751
64300 Minor Equipment	575	1,068	3,313	500	0
64400 Equip Repair/Maint/Lease	232	195	389	606	625
64500 Property Maintenance/Utilities	0	0	0	34,139	33,983
64600 Travel & Training	0	0	0	900	900
Subtotal:	153,357	169,262	207,184	213,731	296,731
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	0	10,200	0
Subtotal:	0	0	0	10,200	0
Other Requirements					
76000 Reserves	0	0	0	368,369	320,157
Subtotal:	0	0	0	368,369	320,157
Subtotal of Expenditures:	214,066	242,452	281,225	676,111	699,555

FUND 025 - LAW LIBRARY FUND **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	18,073	5,554	5,902	6,692
Fees & Charges	248,824	247,342	285,324	221,450	221,650
Other Revenues	17,214	14,723	12,469	448,759	471,213
Total Fund Revenues:	266,038	280,138	303,347	676,111	699,555
Expenditures:					
Personal Services	60,708	73,190	74,041	83,811	82,667
Materials & Services	153,357	169,262	207,184	213,731	296,731
Capital Outlay	0	0	0	10,200	0
Other Requirements	0	0	0	368,369	320,157
Total Fund Expenditures:	214,066	242,452	281,225	676,111	699,555

FUND 026 - SURVEYOR FUND **Dept 43 - Surveyor**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Fees & Charges					
45100 Fees	333,054	285,030	434,226	437,873	424,340
45500 Sales	46,446	31,090	23,389	22,980	16,886
45600 Interdepartmental Charges	0	1,358	18,719	2,000	6,000
Subtotal:	379,500	317,478	476,334	462,853	447,226
Other Revenues					
52100 Interest Revenue	59,850	42,220	26,546	13,231	13,576
54100 Transfers from Other Funds	0	0	0	220,000	13,083
58100 Fund Balance	0	0	0	905,070	1,018,712
Subtotal:	59,850	42,220	26,546	1,138,301	1,045,371
Subtotal of Revenues:	439,350	359,698	502,880	1,601,154	1,492,597
Expenditures:					
Personal Services					
62100 Salaries & Wages	262,230	277,132	292,958	312,784	290,172
62200 Payroll Taxes & Benefits	149,486	145,984	144,240	147,111	148,047
62300 Payroll Taxes & Benefits	0	0	0	0	0
Subtotal:	411,715	423,116	437,198	459,895	438,219
Materials & Services					
64100 Contracted Services	75,244	82,175	98,182	113,202	106,334
64200 Operation Expenses	28,867	26,512	23,714	35,019	32,011
64300 Minor Equipment	6,918	0	0	0	4,000
64400 Equip Repair/Maint/Lease	1,643	1,335	1,293	4,500	1,000
64600 Travel & Training	4,378	4,705	2,385	4,012	3,432
64700 Software Expense	100	4,725	0	10,000	1,000
Subtotal:	117,151	119,451	125,573	166,733	147,777
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	0	3,224	0
Subtotal:	0	0	0	3,224	0
Other Requirements					
76000 Reserves	0	0	0	946,302	881,601
78000 Contingency	0	0	0	25,000	25,000
Subtotal:	0	0	0	971,302	906,601
Subtotal of Expenditures:	528,866	542,567	562,772	1,601,154	1,492,597

FUND 026 - SURVEYOR FUND **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	379,500	317,478	476,334	462,853	447,226
Other Revenues	59,850	42,220	26,546	1,138,301	1,045,371
Total Fund Revenues:	439,350	359,698	502,880	1,601,154	1,492,597
Expenditures:					
Personal Services	411,715	423,116	437,198	459,895	438,219
Materials & Services	117,151	119,451	125,573	166,733	147,777
Capital Outlay	0	0	0	3,224	0
Other Requirements	0	0	0	971,302	906,601
Total Fund Expenditures:	528,866	542,567	562,772	1,601,154	1,492,597

FUND 028 - COUNTY TRAILS FUND **Dept 39 - Roads and Parks**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Government					
41100 Contracts/Grants-Federal	249,670	0	42,275	0	0
Subtotal:	249,670	0	42,275	0	0
State/Local/NOC					
42100 Contracts/Grants-State	0	5,000	0	0	0
42300 Shared Revenue-State	91,326	81,237	88,076	97,000	110,000
43200 Reimbursements-Local	0	57,149	57,149	57,149	57,149
44100 Contracts/Grants-Priv/Nonprf	0	0	2,500	0	0
44400 Donations/Sponsorships	130	4,000	0	100	100
48100 Miscellaneous Revenue	0	0	4,945	0	0
Subtotal:	91,456	147,386	152,670	154,249	167,249
Fees & Charges					
45100 Fees	12,404	14,023	15,349	13,000	14,000
45500 Sales	524	425	3,610	1,000	500
Subtotal:	12,928	14,447	18,959	14,000	14,500
Other Revenues					
52100 Interest Revenue	5,567	7,837	5,709	4,000	4,000
54100 Transfers from Other Funds	0	7,696	2,256	5,000	5,000
58100 Fund Balance	0	0	0	165,000	170,730
Subtotal:	5,567	15,533	7,964	174,000	179,730
Subtotal of Revenues:	359,621	177,366	221,868	342,249	361,479
Expenditures:					
Personal Services					
62100 Salaries & Wages	48,876	52,029	55,504	61,409	67,093
62200 Payroll Taxes & Benefits	23,547	25,884	26,390	26,747	32,849
Subtotal:	72,423	77,912	81,894	88,156	99,942
Materials & Services					
64100 Contracted Services	8,053	25,674	12,079	4,744	4,801
64200 Operation Expenses	1,957	2,032	6,788	6,545	8,359
64300 Minor Equipment	0	384	190	200	0
64500 Property Maintenance/Utilities	341,203	107,624	51,885	127,966	93,700
64600 Travel & Training	0	1,024	958	2,000	3,000
Subtotal:	351,212	136,737	71,901	141,455	109,860

FUND 028 - COUNTY TRAILS FUND **Dept 39 - Roads and Parks**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Other Requirements					
76000 Reserves	0	0	0	112,638	151,677
Subtotal:	0	0	0	112,638	151,677
Subtotal of Expenditures:	423,635	214,650	153,795	342,249	361,479

FUND 028 - COUNTY TRAILS FUND **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	249,670	0	42,275	0	0
State/Local/NOC	91,456	147,386	152,670	154,249	167,249
Fees & Charges	12,928	14,447	18,959	14,000	14,500
Other Revenues	5,567	15,533	7,964	174,000	179,730
Total Fund Revenues:	359,621	177,366	221,868	342,249	361,479
Expenditures:					
Personal Services	72,423	77,912	81,894	88,156	99,942
Materials & Services	351,212	136,737	71,901	141,455	109,860
Capital Outlay	0	0	0	0	0
Other Requirements	0	0	0	112,638	151,677
Total Fund Expenditures:	423,635	214,650	153,795	342,249	361,479

FUND 029 - LIQUOR ENFORCEMENT FUND **Dept 17 - District Attorney**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Fees & Charges					
45200 Fines	30,875	32,831	37,775	20,000	17,000
Subtotal:	30,875	32,831	37,775	20,000	17,000
Other Revenues					
52100 Interest Revenue	679	432	410	0	0
Subtotal:	679	432	410	0	0
Subtotal of Revenues:	31,554	33,263	38,185	20,000	17,000
Expenditures:					
Other Requirements					
74100 Transfers To Other Funds	32,657	31,482	39,704	20,000	17,000
Subtotal:	32,657	31,482	39,704	20,000	17,000
Subtotal of Expenditures:	32,657	31,482	39,704	20,000	17,000

FUND 029 - LIQUOR ENFORCEMENT FUND **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	30,875	32,831	37,775	20,000	17,000
Other Revenues	679	432	410	0	0
Total Fund Revenues:	31,554	33,263	38,185	20,000	17,000
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Requirements	32,657	31,482	39,704	20,000	17,000
Total Fund Expenditures:	32,657	31,482	39,704	20,000	17,000

FUND 030 - TITLE III FUND **Dept 09 - Fiduciary**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Government					
41200 Reimbursements-Federal	0	0	2,500	0	0
41300 Shared Revenue-Federal	3,686,965	53,894	842,465	1,062,396	0
Subtotal:	3,686,965	53,894	844,965	1,062,396	0
State/Local/NOC					
42100 Contracts/Grants-State	0	0	10,000	0	0
43100 Contracts/Grants-Local	0	0	35,000	0	0
48100 Miscellaneous Revenue	0	5,000	0	0	0
Subtotal:	0	5,000	45,000	0	0
Other Revenues					
52100 Interest Revenue	157,098	174,035	134,742	0	0
54100 Transfers from Other Funds	0	0	81,479	0	0
58100 Fund Balance	0	0	0	3,696,502	3,819,046
Subtotal:	157,098	174,035	216,221	3,696,502	3,819,046
Subtotal of Revenues:	3,844,062	232,929	1,106,185	4,758,898	3,819,046
Expenditures:					
Personal Services					
62100 Salaries & Wages	16,948	296	0	0	0
62200 Payroll Taxes & Benefits	5,273	69	0	0	0
Subtotal:	22,221	365	0	0	0
Materials & Services					
64100 Contracted Services	1,074,011	1,075,666	1,954,994	1,968,291	3,197,049
64200 Operation Expenses	344	9,795	444	20,000	0
Subtotal:	1,074,355	1,085,462	1,955,437	1,988,291	3,197,049
Other Requirements					
76000 Reserves	0	0	0	2,770,607	621,997
Subtotal:	0	0	0	2,770,607	621,997
Subtotal of Expenditures:	1,096,576	1,085,827	1,955,437	4,758,898	3,819,046

FUND 030 - TITLE III FUND **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	3,686,965	53,894	844,965	1,062,396	0
State/Local/NOC	0	5,000	45,000	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	157,098	174,035	216,221	3,696,502	3,819,046
Total Fund Revenues:	3,844,062	232,929	1,106,185	4,758,898	3,819,046
Expenditures:					
Personal Services	22,221	365	0	0	0
Materials & Services	1,074,355	1,085,462	1,955,437	1,988,291	3,197,049
Capital Outlay	0	0	0	0	0
Other Requirements	0	0	0	2,770,607	621,997
Total Fund Expenditures:	1,096,576	1,085,827	1,955,437	4,758,898	3,819,046

FUND 031 - TITLE II PROJECTS **Dept 09 - Fiduciary**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Government					
41300 Shared Revenue-Federal	0	1,772,590	1,595,404	1,500,000	1,500,000
Subtotal:	0	1,772,590	1,595,404	1,500,000	1,500,000
Subtotal of Revenues:	0	1,772,590	1,595,404	1,500,000	1,500,000
Expenditures:					
Materials & Services					
64100 Contracted Services	0	1,772,590	1,595,404	1,500,000	1,500,000
Subtotal:	0	1,772,590	1,595,404	1,500,000	1,500,000
Subtotal of Expenditures:	0	1,772,590	1,595,404	1,500,000	1,500,000

FUND 031 - TITLE II PROJECTS **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	1,772,590	1,595,404	1,500,000	1,500,000
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	0	0	0	0	0
Total Fund Revenues:	0	1,772,590	1,595,404	1,500,000	1,500,000
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	0	1,772,590	1,595,404	1,500,000	1,500,000
Capital Outlay	0	0	0	0	0
Other Requirements	0	0	0	0	0
Total Fund Expenditures:	0	1,772,590	1,595,404	1,500,000	1,500,000

FUND 033 - HEALTH AND HUMAN SERVICES FUND Dept 24 - Health and Human Services

		FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:						
Federal Government						
41100	Contracts/Grants-Federal	1,722,193	1,983,025	2,012,654	1,869,429	1,650,449
	Subtotal:	1,722,193	1,983,025	2,012,654	1,869,429	1,650,449
State/Local/NOC						
42100	Contracts/Grants-State	27,646,058	30,290,111	32,650,103	32,456,141	35,518,914
42200	Reimbursements-State	1,957,025	1,302,330	2,080,586	968,300	1,058,000
42300	Shared Revenue-State	389,480	414,044	398,764	374,000	406,575
43100	Contracts/Grants-Local	177,201	192,687	193,382	198,471	198,471
43200	Reimbursements-Local	14,722	19,775	18,260	24,190	23,724
44100	Contracts/Grants-Priv/Nonprf	398,038	328,602	265,602	295,493	100,493
44200	Reimbursements-Priv/Nonprof	15,640	10,962	13,238	14,900	16,900
44400	Donations/Sponsorships	41,144	41,347	240,686	32,400	42,000
48100	Miscellaneous Revenue	15,081	65,749	-291,881	13,000	10,000
	Subtotal:	30,654,390	32,665,608	35,568,740	34,376,895	37,375,077
Fees & Charges						
45100	Fees	1,234,410	1,277,687	1,264,699	1,197,351	1,211,121
45200	Fines	70,470	87,536	54,676	86,030	77,650
45300	Forfeitures	58,300	53,164	52,085	61,000	46,200
45400	Licenses	1,053,404	1,133,176	1,114,496	1,197,588	1,210,600
45500	Sales	252	886	214	1,000	500
45600	Interdepartmental Charges	460,243	507,424	511,271	1,465,281	1,898,593
	Subtotal:	2,877,079	3,059,873	2,997,441	4,008,250	4,444,664
Other Revenues						
52100	Interest Revenue	385,709	333,827	288,194	208,300	165,000
54100	Transfers from Other Funds	2,389,157	2,422,109	2,555,183	2,674,809	3,179,703
58100	Fund Balance	0	0	0	11,004,376	15,200,434
	Subtotal:	2,774,866	2,755,936	2,843,377	13,887,485	18,545,137
	Subtotal of Revenues:	38,028,529	40,464,443	43,422,212	54,142,059	62,015,327
Expenditures:						
Personal Services						
62100	Salaries & Wages	9,192,266	9,517,486	10,281,381	11,294,750	13,213,139
62200	Payroll Taxes & Benefits	4,721,064	4,487,094	4,553,470	5,052,728	6,533,992
62300	Payroll Taxes & Benefits	0	-16	0	504,854	566,872
	Subtotal:	13,913,330	14,004,563	14,834,852	16,852,332	20,314,003

FUND 033 - HEALTH AND HUMAN SERVICES FUND Dept 24 - Health and Human Services

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Materials & Services					
64100 Contracted Services	21,001,031	22,330,996	23,143,364	23,368,191	23,379,206
64200 Operation Expenses	1,564,174	1,622,708	1,792,173	2,128,074	2,228,700
64300 Minor Equipment	35,893	71,722	90,123	63,150	93,196
64400 Equip Repair/Maint/Lease	27,590	24,583	30,161	27,080	168,196
64500 Property Maintenance/Utilities	787,038	754,484	743,988	769,931	619,735
64600 Travel & Training	239,818	159,335	110,616	193,651	227,831
64700 Software Expense	390,346	122,943	8,967	25,350	34,200
Subtotal:	24,045,890	25,086,771	25,919,391	26,575,427	26,751,064
Capital Outlay					
68200 Capital Outlay	96,214	57,147	0	2,000,000	3,500,000
68400 CO-Equipment/Machinery	90,321	0	20,050	6,300	0
Subtotal:	186,534	57,147	20,050	2,006,300	3,500,000
Other Requirements					
74100 Transfers To Other Funds	58,030	58,268	12,963	75,000	0
76000 Reserves	0	0	0	0	453,924
79000 Unapprop Ending Fund Bal	0	0	0	8,633,000	10,996,336
Subtotal:	58,030	58,268	12,963	8,708,000	11,450,260
Subtotal of Expenditures:	38,203,785	39,206,749	40,787,256	54,142,059	62,015,327

FUND 033 - HEALTH AND HUMAN SERVICES FUND SUMMARY

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	1,722,193	1,983,025	2,012,654	1,869,429	1,650,449
State/Local/NOC	30,654,390	32,665,608	35,568,740	34,376,895	37,375,077
Fees & Charges	2,877,079	3,059,873	2,997,441	4,008,250	4,444,664
Other Revenues	2,774,866	2,755,936	2,843,377	13,887,485	18,545,137
Total Fund Revenues:	38,028,529	40,464,443	43,422,212	54,142,059	62,015,327
Expenditures:					
Personal Services	13,913,330	14,004,563	14,834,852	16,852,332	20,314,003
Materials & Services	24,045,890	25,086,771	25,919,391	26,575,427	26,751,064
Capital Outlay	186,534	57,147	20,050	2,006,300	3,500,000
Other Requirements	58,030	58,268	12,963	8,708,000	11,450,260
Total Fund Expenditures:	38,203,785	39,206,749	40,787,256	54,142,059	62,015,327

FUND 037 - SOLID WASTE MANAGEMENT FUND **Dept 09 - Fiduciary**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
State/Local/NOC					
42100 Contracts/Grants-State	0	0	0	28,426	0
42200 Reimbursements-State	0	0	0	50,000	18,344
44200 Reimbursements-Priv/Nonprof	0	8,991	13,129	0	0
Subtotal:	0	8,991	13,129	78,426	18,344
Fees & Charges					
45100 Fees	733,938	754,878	718,418	741,307	670,272
Subtotal:	733,938	754,878	718,418	741,307	670,272
Other Revenues					
52100 Interest Revenue	94,456	86,340	67,293	72,000	50,000
58100 Fund Balance	0	0	0	1,620,509	2,026,309
Subtotal:	94,456	86,340	67,293	1,692,509	2,076,309
Subtotal of Revenues:	828,394	850,209	798,839	2,512,242	2,764,925
Expenditures:					
Personal Services					
62100 Salaries & Wages	46,637	48,895	55,343	68,142	69,424
62200 Payroll Taxes & Benefits	26,616	25,393	29,749	17,958	21,934
Subtotal:	73,253	74,288	85,092	86,100	91,358
Materials & Services					
64100 Contracted Services	106,137	64,722	65,571	172,176	117,258
64200 Operation Expenses	1,277	5,920	3,541	40,889	42,253
64400 Equip Repair/Maint/Lease	67	0	0	375	375
64600 Travel & Training	2,623	2,954	471	4,750	4,750
Subtotal:	110,104	73,596	69,584	218,190	164,636
Other Requirements					
74100 Transfers To Other Funds	445,374	447,682	446,786	723,509	842,097
76000 Reserves	0	0	0	1,384,443	1,566,834
78000 Contingency	0	0	0	100,000	100,000
Subtotal:	445,374	447,682	446,786	2,207,952	2,508,931
Subtotal of Expenditures:	628,730	595,565	601,462	2,512,242	2,764,925

FUND 037 - SOLID WASTE MANAGEMENT FUND SUMMARY

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	8,991	13,129	78,426	18,344
Fees & Charges	733,938	754,878	718,418	741,307	670,272
Other Revenues	94,456	86,340	67,293	1,692,509	2,076,309
Total Fund Revenues:	828,394	850,209	798,839	2,512,242	2,764,925
Expenditures:					
Personal Services	73,253	74,288	85,092	86,100	91,358
Materials & Services	110,104	73,596	69,584	218,190	164,636
Capital Outlay	0	0	0	0	0
Other Requirements	445,374	447,682	446,786	2,207,952	2,508,931
Total Fund Expenditures:	628,730	595,565	601,462	2,512,242	2,764,925

FUND 038 - COURT SECURITY FUND **Dept 09 - Fiduciary**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
State/Local/NOC					
42300 Shared Revenue-State	60,171	70,031	58,746	64,000	48,539
43200 Reimbursements-Local	148,708	142,934	135,149	136,000	115,363
48100 Miscellaneous Revenue	0	4,290	0	0	0
Subtotal:	208,879	217,255	193,895	200,000	163,902
Other Revenues					
52100 Interest Revenue	18,407	14,463	9,939	8,400	5,800
58100 Fund Balance	0	0	0	410,035	354,732
Subtotal:	18,407	14,463	9,939	418,435	360,532
Subtotal of Revenues:	227,286	231,718	203,834	618,435	524,434
Expenditures:					
Materials & Services					
64100 Contracted Services	111,767	259,109	202,843	259,632	254,600
64500 Property Maintenance/Utilities	34,758	0	0	0	0
Subtotal:	146,525	259,109	202,843	259,632	254,600
Capital Outlay					
68400 CO-Equipment/Machinery	15,379	0	0	0	0
Subtotal:	15,379	0	0	0	0
Other Requirements					
76000 Reserves	0	0	0	358,803	269,834
Subtotal:	0	0	0	358,803	269,834
Subtotal of Expenditures:	161,904	259,109	202,843	618,435	524,434

FUND 038 - COURT SECURITY FUND **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	208,879	217,255	193,895	200,000	163,902
Fees & Charges	0	0	0	0	0
Other Revenues	18,407	14,463	9,939	418,435	360,532
Total Fund Revenues:	227,286	231,718	203,834	618,435	524,434
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	146,525	259,109	202,843	259,632	254,600
Capital Outlay	15,379	0	0	0	0
Other Requirements	0	0	0	358,803	269,834
Total Fund Expenditures:	161,904	259,109	202,843	618,435	524,434

FUND 039 - LAW ENHANCEMENT DISTRICT **Dept 41 - Sheriff**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
State/Local/NOC					
43100 Contracts/Grants-Local	398,889	388,947	1,333,018	1,393,460	1,325,700
Subtotal:	398,889	388,947	1,333,018	1,393,460	1,325,700
Other Revenues					
52100 Interest Revenue	17,093	14,860	21,140	11,268	10,000
58100 Fund Balance	0	0	0	405,000	590,000
Subtotal:	17,093	14,860	21,140	416,268	600,000
Subtotal of Revenues:	415,982	403,807	1,354,158	1,809,728	1,925,700
Expenditures:					
Personal Services					
62100 Salaries & Wages	177,697	167,284	389,710	520,839	617,013
62200 Payroll Taxes & Benefits	94,112	90,338	195,430	273,064	316,667
Subtotal:	271,809	257,622	585,140	793,903	933,680
Materials & Services					
64100 Contracted Services	98,385	67,975	146,853	271,109	201,164
64200 Operation Expenses	10	211	165,873	247,607	280,079
64300 Minor Equipment	0	0	9,641	14,639	46,007
64500 Property Maintenance/Utilities	13,465	13,465	14,250	14,000	15,000
64600 Travel & Training	0	0	2,677	43,470	24,770
Subtotal:	111,860	81,651	339,293	590,825	567,020
Other Requirements					
74100 Transfers To Other Funds	0	0	54,551	0	0
78000 Contingency	0	0	0	100,000	100,000
79000 Unapprop Ending Fund Bal	0	0	0	325,000	325,000
Subtotal:	0	0	54,551	425,000	425,000
Subtotal of Expenditures:	383,669	339,273	978,985	1,809,728	1,925,700

FUND 039 - LAW ENHANCEMENT DISTRICT **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	398,889	388,947	1,333,018	1,393,460	1,325,700
Fees & Charges	0	0	0	0	0
Other Revenues	17,093	14,860	21,140	416,268	600,000
Total Fund Revenues:	415,982	403,807	1,354,158	1,809,728	1,925,700
Expenditures:					
Personal Services	271,809	257,622	585,140	793,903	933,680
Materials & Services	111,860	81,651	339,293	590,825	567,020
Capital Outlay	0	0	0	0	0
Other Requirements	0	0	54,551	425,000	425,000
Total Fund Expenditures:	383,669	339,273	978,985	1,809,728	1,925,700

FUND 470 - EJ SMITH **Dept 31 - Library**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Other Revenues					
52100 Interest Revenue	437	317	0	0	0
Subtotal:	437	317	0	0	0
Subtotal of Revenues:	437	317	0	0	0
Expenditures:					
Materials & Services					
64100 Contracted Services	20	0	0	0	0
Subtotal:	20	0	0	0	0
Other Requirements					
74100 Transfers To Other Funds	407	9,569	0	0	0
Subtotal:	407	9,569	0	0	0
Subtotal of Expenditures:	427	9,569	0	0	0

FUND 470 - EJ SMITH **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	437	317	0	0	0
Total Fund Revenues:	437	317	0	0	0
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	20	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Requirements	407	9,569	0	0	0
Total Fund Expenditures:	427	9,569	0	0	0

FUND 471 - TED GERLOCK **Dept 31 - Library**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Other Revenues					
52100 Interest Revenue	77	57	36	0	0
Subtotal:	77	57	36	0	0
Subtotal of Revenues:	77	57	36	0	0
Expenditures:					
Other Requirements					
74100 Transfers To Other Funds	72	52	1,677	0	0
Subtotal:	72	52	1,677	0	0
Subtotal of Expenditures:	72	52	1,677	0	0

FUND 471 - TED GERLOCK **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	77	57	36	0	0
Total Fund Revenues:	77	57	36	0	0
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Requirements	72	52	1,677	0	0
Total Fund Expenditures:	72	52	1,677	0	0

FUND 472 - D HOULIHAN **Dept 31 - Library**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Other Revenues					
52100 Interest Revenue	1,171	863	547	0	0
Subtotal:	1,171	863	547	0	0
Subtotal of Revenues:	1,171	863	547	0	0
Expenditures:					
Other Requirements					
74100 Transfers To Other Funds	1,093	797	25,497	0	0
Subtotal:	1,093	797	25,497	0	0
Subtotal of Expenditures:	1,093	797	25,497	0	0

FUND 472 - D HOULIHAN **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	1,171	863	547	0	0
Total Fund Revenues:	1,171	863	547	0	0
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Requirements	1,093	797	25,497	0	0
Total Fund Expenditures:	1,093	797	25,497	0	0

FUND 500 - AIRPORT ENTERPRISE FUND **Dept 01 - Airport**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Government					
41100 Contracts/Grants-Federal	560,000	5,685,285	363,158	3,271,906	4,488,967
41200 Reimbursements-Federal	175,132	188,977	170,326	176,197	176,197
Subtotal:	735,132	5,874,263	533,484	3,448,103	4,665,164
State/Local/NOC					
42100 Contracts/Grants-State	1,140,703	630,889	2,915,165	4,514,000	2,614,000
44100 Contracts/Grants-Priv/Nonprf	2,351,855	2,131,877	2,645,472	2,825,516	2,774,594
44200 Reimbursements-Priv/Nonprof	0	0	0	0	11,257
44400 Donations/Sponsorships	16	6	0	0	0
48100 Miscellaneous Revenue	15,590	12,554	13,992	15,000	15,000
Subtotal:	3,508,164	2,775,326	5,574,630	7,354,516	5,414,851
Fees & Charges					
45100 Fees	4,414,906	4,334,230	4,734,390	4,456,853	4,871,837
45200 Fines	20,334	7,354	3,883	1,000	1,400
45500 Sales	162	1,531	32,669	0	0
Subtotal:	4,435,402	4,343,114	4,770,942	4,457,853	4,873,237
Other Revenues					
52100 Interest Revenue	306,037	316,520	187,905	140,000	184,154
54100 Transfers from Other Funds	4,048,788	0	3,510,601	0	51,668
58100 Fund Balance	0	0	0	7,304,916	14,190,764
Subtotal:	4,354,825	316,520	3,698,507	7,444,916	14,426,586
Subtotal of Revenues:	13,033,522	13,309,223	14,577,563	22,705,388	29,379,838
Expenditures:					
Personal Services					
62100 Salaries & Wages	1,208,377	1,288,092	1,313,969	1,621,966	1,729,133
62200 Payroll Taxes & Benefits	664,079	684,569	681,337	896,296	1,026,239
Subtotal:	1,872,455	1,972,660	1,995,306	2,518,262	2,755,372
Materials & Services					
64100 Contracted Services	1,519,306	1,830,083	1,302,973	1,902,793	1,854,740
64200 Operation Expenses	321,577	313,474	356,601	431,961	606,991
64300 Minor Equipment	62,283	47,295	57,374	116,309	113,505
64400 Equip Repair/Maint/Lease	52,839	56,504	51,324	81,676	93,800
64500 Property Maintenance/Utilities	626,251	849,407	868,975	946,611	1,064,842
64600 Travel & Training	40,278	41,365	43,528	65,775	66,401
64700 Software Expense	0	0	268	0	0
Subtotal:	2,622,534	3,138,127	2,681,043	3,545,125	3,800,279

FUND 500 - AIRPORT ENTERPRISE FUND **Dept 01 - Airport**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Capital Outlay					
68100 Capital Outlay	53,381	0	0	75,000	180,000
68200 Capital Outlay	645,975	3,153,934	468,820	10,000	3,300,000
68300 CO-Land Improvements	1,737,314	805,506	3,255,408	8,467,613	5,480,953
68400 CO-Equipment/Machinery	146,632	2,350,317	498,633	113,100	181,442
Subtotal:	2,583,302	6,309,757	4,222,860	8,665,713	9,142,395
Other Requirements					
74100 Transfers To Other Funds	1,926,417	3,105,185	0	0	0
76000 Reserves	0	0	0	7,226,288	12,681,792
78000 Contingency	0	0	0	750,000	1,000,000
Subtotal:	1,926,417	3,105,185	0	7,976,288	13,681,792
Subtotal of Expenditures:	9,004,708	14,525,730	8,899,210	22,705,388	29,379,838

FUND 500 - AIRPORT ENTERPRISE FUND **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	735,132	5,874,263	533,484	3,448,103	4,665,164
State/Local/NOC	3,508,164	2,775,326	5,574,630	7,354,516	5,414,851
Fees & Charges	4,435,402	4,343,114	4,770,942	4,457,853	4,873,237
Other Revenues	4,354,825	316,520	3,698,507	7,444,916	14,426,586
Total Fund Revenues:	13,033,522	13,309,223	14,577,563	22,705,388	29,379,838
Expenditures:					
Personal Services	1,872,455	1,972,660	1,995,306	2,518,262	2,755,372
Materials & Services	2,622,534	3,138,127	2,681,043	3,545,125	3,800,279
Capital Outlay	2,583,302	6,309,757	4,222,860	8,665,713	9,142,395
Other Requirements	1,926,417	3,105,185	0	7,976,288	13,681,792
Total Fund Expenditures:	9,004,708	14,525,730	8,899,210	22,705,388	29,379,838

FUND 501 - AIRPORT DEBT SERVICE FUND **Dept 01 - Airport**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Other Revenues					
47100 Investment Revenue	1,341,544	0	0	0	0
52100 Interest Revenue	57,685	26,282	16,481	14,838	2,995
54100 Transfers from Other Funds	1,120,244	1,042,375	1,334,622	1,338,600	1,341,544
58100 Fund Balance	0	0	0	289,599	294,236
Subtotal:	2,519,473	1,068,657	1,351,103	1,643,037	1,638,775
Subtotal of Revenues:	2,519,473	1,068,657	1,351,103	1,643,037	1,638,775
Expenditures:					
Other Requirements					
72100 Debt Service	929,451	1,042,375	1,334,622	1,338,600	1,341,544
79000 Unapprop Ending Fund Bal	0	0	0	304,437	297,231
Subtotal:	929,451	1,042,375	1,334,622	1,643,037	1,638,775
Subtotal of Expenditures:	929,451	1,042,375	1,334,622	1,643,037	1,638,775

FUND 501 - AIRPORT DEBT SERVICE FUND **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	2,519,473	1,068,657	1,351,103	1,643,037	1,638,775
Total Fund Revenues:	2,519,473	1,068,657	1,351,103	1,643,037	1,638,775
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Requirements	929,451	1,042,375	1,334,622	1,643,037	1,638,775
Total Fund Expenditures:	929,451	1,042,375	1,334,622	1,643,037	1,638,775

FUND 502 - TERMINAL CONSTRUCTION-SERIES A Dept 01 - Airport

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Other Revenues					
47100 Investment Revenue	13,190,338	0	0	0	0
52100 Interest Revenue	228,516	6,078	268	0	0
54100 Transfers from Other Funds	0	388,737	0	0	0
Subtotal:	13,418,854	394,814	268	0	0
Subtotal of Revenues:	13,418,854	394,814	268	0	0
Expenditures:					
Materials & Services					
64100 Contracted Services	1,150,958	0	0	0	0
Subtotal:	1,150,958	0	0	0	0
Capital Outlay					
68200 Capital Outlay	7,873,175	942,803	0	0	0
Subtotal:	7,873,175	942,803	0	0	0
Other Requirements					
74100 Transfers To Other Funds	3,845,788	0	0	0	0
Subtotal:	3,845,788	0	0	0	0
Subtotal of Expenditures:	12,869,921	942,803	0	0	0

FUND 502 - TERMINAL CONSTRUCTION-SERIES A SUMMARY

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	13,418,854	394,814	268	0	0
Total Fund Revenues:	13,418,854	394,814	268	0	0
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	1,150,958	0	0	0	0
Capital Outlay	7,873,175	942,803	0	0	0
Other Requirements	3,845,788	0	0	0	0
Total Fund Expenditures:	12,869,921	942,803	0	0	0

FUND 503 - PASSENGER FACILITY CHARGE FUND Dept 01 - Airport

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Fees & Charges					
45100 Fees	1,225,471	1,005,098	1,148,270	1,395,000	1,394,923
Subtotal:	1,225,471	1,005,098	1,148,270	1,395,000	1,394,923
Other Revenues					
52100 Interest Revenue	184,413	74,403	22,584	18,000	18,000
58100 Fund Balance	0	0	0	1,669,442	1,438,264
Subtotal:	184,413	74,403	22,584	1,687,442	1,456,264
Subtotal of Revenues:	1,409,884	1,079,500	1,170,855	3,082,442	2,851,187
Expenditures:					
Materials & Services					
64100 Contracted Services	0	10,823	0	30,000	60,000
Subtotal:	0	10,823	0	30,000	60,000
Capital Outlay					
68300 CO-Land Improvements	701,190	2,567,783	137,927	172,206	236,261
Subtotal:	701,190	2,567,783	137,927	172,206	236,261
Other Requirements					
74100 Transfers To Other Funds	204,132	1,042,375	1,334,622	1,338,600	1,341,544
76000 Reserves	0	0	0	1,541,636	1,213,382
Subtotal:	204,132	1,042,375	1,334,622	2,880,236	2,554,926
Subtotal of Expenditures:	905,322	3,620,981	1,472,549	3,082,442	2,851,187

FUND 503 - PASSENGER FACILITY CHARGE FUND SUMMARY

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	1,225,471	1,005,098	1,148,270	1,395,000	1,394,923
Other Revenues	184,413	74,403	22,584	1,687,442	1,456,264
Total Fund Revenues:	1,409,884	1,079,500	1,170,855	3,082,442	2,851,187
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	0	10,823	0	30,000	60,000
Capital Outlay	701,190	2,567,783	137,927	172,206	236,261
Other Requirements	204,132	1,042,375	1,334,622	2,880,236	2,554,926
Total Fund Expenditures:	905,322	3,620,981	1,472,549	3,082,442	2,851,187

FUND 504 - TERMINAL CONSTRUCTION PROJECT Dept 01 - Airport

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Government					
41100 Contracts/Grants-Federal	6,259,485	3,075,335	2,678,716	0	0
Subtotal:	6,259,485	3,075,335	2,678,716	0	0
Other Revenues					
52100 Interest Revenue	41,762	38,922	69,430	0	0
54100 Transfers from Other Funds	1,000,000	2,448,963	0	0	0
Subtotal:	1,041,762	2,487,885	69,430	0	0
Subtotal of Revenues:	7,301,248	5,563,220	2,748,146	0	0
Expenditures:					
Materials & Services					
64100 Contracted Services	441,596	2,841	0	0	0
64200 Operation Expenses	43	0	0	0	0
Subtotal:	441,639	2,841	0	0	0
Capital Outlay					
68200 Capital Outlay	5,974,439	4,660,145	923,764	0	0
68300 CO-Land Improvements	7,677	288,104	713,817	0	0
Subtotal:	5,982,115	4,948,249	1,637,581	0	0
Other Requirements					
74100 Transfers To Other Funds	0	0	3,483,211	0	0
Subtotal:	0	0	3,483,211	0	0
Subtotal of Expenditures:	6,423,755	4,951,089	5,120,792	0	0

FUND 504 - TERMINAL CONSTRUCTION PROJECT SUMMARY

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	6,259,485	3,075,335	2,678,716	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	1,041,762	2,487,885	69,430	0	0
Total Fund Revenues:	7,301,248	5,563,220	2,748,146	0	0
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	441,639	2,841	0	0	0
Capital Outlay	5,982,115	4,948,249	1,637,581	0	0
Other Requirements	0	0	3,483,211	0	0
Total Fund Expenditures:	6,423,755	4,951,089	5,120,792	0	0

FUND 505 - TERMINAL CONSTRUCTION-SERIES B Dept 01 - Airport

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Other Revenues					
47100 Investment Revenue	6,197,946	0	0	0	0
52100 Interest Revenue	154,590	2,849	0	0	0
54100 Transfers from Other Funds	0	267,486	0	0	0
Subtotal:	6,352,536	270,335	0	0	0
Subtotal of Revenues:	6,352,536	270,335	0	0	0
Expenditures:					
Materials & Services					
64100 Contracted Services	613,761	0	0	0	0
Subtotal:	613,761	0	0	0	0
Capital Outlay					
68200 Capital Outlay	5,396,967	612,143	0	0	0
Subtotal:	5,396,967	612,143	0	0	0
Subtotal of Expenditures:	6,010,728	612,143	0	0	0

FUND 505 - TERMINAL CONSTRUCTION-SERIES B SUMMARY

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	6,352,536	270,335	0	0	0
Total Fund Revenues:	6,352,536	270,335	0	0	0
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	613,761	0	0	0	0
Capital Outlay	5,396,967	612,143	0	0	0
Other Requirements	0	0	0	0	0
Total Fund Expenditures:	6,010,728	612,143	0	0	0

FUND 523 - EXPOSITION PARK FUND **Dept 21 - Expo**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
State/Local/NOC					
42300 Shared Revenue-State	49,405	49,405	41,963	36,086	18,015
44100 Contracts/Grants-Priv/Nonprf	19,617	68,265	59,436	65,000	74,750
44200 Reimbursements-Priv/Nonprof	0	0	0	5,700	0
44400 Donations/Sponsorships	273,766	148,928	195,172	208,000	220,350
48100 Miscellaneous Revenue	-182	115,840	1,011	0	0
Subtotal:	342,606	382,438	297,582	314,786	313,115
Fees & Charges					
45100 Fees	1,729,360	1,483,583	1,337,141	1,404,060	1,564,527
45200 Fines	0	0	60	0	0
45500 Sales	0	3,281	0	0	0
45600 Interdepartmental Charges	38,260	40,000	40,000	40,000	0
Subtotal:	1,767,620	1,526,864	1,377,201	1,444,060	1,564,527
Other Revenues					
52100 Interest Revenue	7,790	5,296	4,421	3,300	0
54100 Transfers from Other Funds	19,552	18,000	20,755	18,000	20,332
58100 Fund Balance	0	0	0	70,000	0
Subtotal:	27,342	23,296	25,176	91,300	20,332
Subtotal of Revenues:	2,137,568	1,932,598	1,699,960	1,850,146	1,897,974
Expenditures:					
Personal Services					
62100 Salaries & Wages	396,800	414,064	363,024	345,651	345,006
62200 Payroll Taxes & Benefits	169,619	183,791	167,457	134,213	153,564
Subtotal:	566,419	597,856	530,480	479,864	498,570
Materials & Services					
64100 Contracted Services	383,349	274,360	384,438	399,057	416,967
64200 Operation Expenses	676,743	607,597	576,319	514,436	559,446
64300 Minor Equipment	3,332	3,447	6,049	4,150	1,550
64400 Equip Repair/Maint/Lease	94,840	114,982	96,553	89,200	118,657
64500 Property Maintenance/Utilities	311,901	289,224	277,044	258,500	294,238
64600 Travel & Training	16,386	12,330	10,196	10,800	8,546
Subtotal:	1,486,551	1,301,939	1,350,600	1,276,143	1,399,404
Other Requirements					
74000 Transfers To Other Funds	0	0	0	5,700	0
76000 Reserves	0	0	0	88,439	0
Subtotal:	0	0	0	94,139	0
Subtotal of Expenditures:	2,052,970	1,899,794	1,881,080	1,850,146	1,897,974

FUND 523 - EXPOSITION PARK FUND **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	342,606	382,438	297,582	314,786	313,115
Fees & Charges	1,767,620	1,526,864	1,377,201	1,444,060	1,564,527
Other Revenues	27,342	23,296	25,176	91,300	20,332
Total Fund Revenues:	2,137,568	1,932,598	1,699,960	1,850,146	1,897,974
Expenditures:					
Personal Services	566,419	597,856	530,480	479,864	498,570
Materials & Services	1,486,551	1,301,939	1,350,600	1,276,143	1,399,404
Capital Outlay	0	0	0	0	0
Other Requirements	0	0	0	94,139	0
Total Fund Expenditures:	2,052,970	1,899,794	1,881,080	1,850,146	1,897,974

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Government					
41100 Contracts/Grants-Federal	68,421	47,290	1,868,426	5,088,910	315,000
41200 Reimbursements-Federal	0	0	30,169	0	0
Subtotal:	68,421	47,290	1,898,595	5,088,910	315,000
State/Local/NOC					
42100 Contracts/Grants-State	207,212	625,778	126,752	1,687,129	125,000
42300 Shared Revenue-State	541,277	519,047	539,163	515,929	513,779
43100 Contracts/Grants-Local	0	0	0	1,500	5,000
44100 Contracts/Grants-Priv/Nonprf	218,499	215,892	152,861	166,000	162,900
48100 Miscellaneous Revenue	6,540	28,298	2,441	1,000	5,000
Subtotal:	973,528	1,389,015	821,217	2,371,558	811,679
Fees & Charges					
45100 Fees	589,967	617,655	615,716	585,180	664,600
45200 Fines	634	135	240	0	0
45500 Sales	331	44	140	0	0
45600 Interdepartmental Charges	1,221	965	0	0	0
Subtotal:	592,154	618,799	616,096	585,180	664,600
Other Revenues					
52100 Interest Revenue	25,459	23,757	20,935	17,000	17,000
54100 Transfers from Other Funds	309,436	453,048	260,468	107,056	123,598
58100 Fund Balance	0	0	0	422,396	550,000
Subtotal:	334,895	476,805	281,403	546,452	690,598
Subtotal of Revenues:	1,968,998	2,531,909	3,617,311	8,592,100	2,481,877
Expenditures:					
Personal Services					
62100 Salaries & Wages	490,125	484,590	530,997	561,386	581,661
62200 Payroll Taxes & Benefits	225,182	202,443	203,824	222,312	243,421
Subtotal:	715,307	687,032	734,821	783,698	825,082
Materials & Services					
64100 Contracted Services	259,376	251,663	2,359,194	6,833,748	663,180
64200 Operation Expenses	67,319	74,767	88,496	90,667	95,783
64300 Minor Equipment	14,148	9,886	6,176	16,500	5,600
64400 Equip Repair/Maint/Lease	10,530	11,902	12,113	22,900	17,750
64500 Property Maintenance/Utilities	345,770	356,589	308,839	374,175	309,225
64600 Travel & Training	5,009	3,689	8,130	7,100	8,100
64700 Software Expense	695	595	595	700	700
Subtotal:	702,847	709,091	2,783,543	7,345,790	1,100,338

FUND 535 - RECREATION ENTERPRISE FUND **Dept 39 - Roads and Parks**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Capital Outlay					
68100 Capital Outlay	40,000	47,699	0	0	0
68200 Capital Outlay	102,143	367,050	13,439	0	0
68300 CO-Land Improvements	293,583	642,116	97,385	320,220	175,000
Subtotal:	435,726	1,056,866	110,824	320,220	175,000
Other Requirements					
74100 Transfers To Other Funds	39,336	0	0	0	0
76000 Reserves	0	0	0	142,392	381,457
Subtotal:	39,336	0	0	142,392	381,457
Subtotal of Expenditures:	1,893,217	2,452,989	3,629,188	8,592,100	2,481,877

FUND 535 - RECREATION ENTERPRISE FUND **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	68,421	47,290	1,898,595	5,088,910	315,000
State/Local/NOC	973,528	1,389,015	821,217	2,371,558	811,679
Fees & Charges	592,154	618,799	616,096	585,180	664,600
Other Revenues	334,895	476,805	281,403	546,452	690,598
Total Fund Revenues:	1,968,998	2,531,909	3,617,311	8,592,100	2,481,877
Expenditures:					
Personal Services	715,307	687,032	734,821	783,698	825,082
Materials & Services	702,847	709,091	2,783,543	7,345,790	1,100,338
Capital Outlay	435,726	1,056,866	110,824	320,220	175,000
Other Requirements	39,336	0	0	142,392	381,457
Total Fund Expenditures:	1,893,217	2,452,989	3,629,188	8,592,100	2,481,877

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
State/Local/NOC					
44200 Reimbursements-Priv/Nonprof	68,802	83,542	66,808	60,000	50,000
48100 Miscellaneous Revenue	0	196	0	0	0
Subtotal:	68,802	83,738	66,808	60,000	50,000
Fees & Charges					
45100 Fees	7,544	6,651	4,119	2,500	1,000
45500 Sales	31,993	107,302	71,735	35,000	50,000
45600 Interdepartmental Charges	1,844,654	1,843,596	2,007,021	1,857,335	1,806,742
Subtotal:	1,884,191	1,957,549	2,082,876	1,894,835	1,857,742
Other Revenues					
47100 Investment Revenue	21,428	0	0	0	0
52100 Interest Revenue	36,866	34,287	31,467	25,000	25,000
54100 Transfers from Other Funds	117,000	297,652	418,023	84,869	35,544
58100 Fund Balance	0	0	0	1,074,679	847,435
Subtotal:	175,294	331,939	449,489	1,184,548	907,979
Subtotal of Revenues:	2,128,287	2,373,226	2,599,173	3,139,383	2,815,721
Expenditures:					
Personal Services					
62100 Salaries & Wages	148,488	149,414	173,061	170,902	198,016
62200 Payroll Taxes & Benefits	86,445	87,048	90,454	88,442	107,279
Subtotal:	234,932	236,463	263,515	259,344	305,295
Materials & Services					
64100 Contracted Services	66,680	57,960	74,532	60,335	64,848
64200 Operation Expenses	16,783	16,396	24,291	16,451	31,874
64300 Minor Equipment	10,180	5,359	4,901	6,700	6,700
64400 Equip Repair/Maint/Lease	803,162	679,036	707,832	649,250	769,400
64500 Property Maintenance/Utilities	26,267	28,522	19,585	22,920	25,931
64600 Travel & Training	1,140	5,246	1,486	3,000	3,000
64700 Software Expense	2,500	3,750	3,650	5,200	6,000
Subtotal:	926,712	796,270	836,277	763,856	907,753
Capital Outlay					
68100 Capital Outlay	0	0	276,150	0	0
68400 CO-Equipment/Machinery	719,347	1,008,159	1,118,886	1,233,869	646,000
Subtotal:	719,347	1,008,159	1,395,036	1,233,869	646,000

FUND 559 – MOTOR POOL **Dept 39 - Roads and Parks**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Other Requirements					
74100 Transfers To Other Funds	0	126,752	108,800	0	0
76000 Reserves	0	0	0	27,498	16,673
76100 Reserves	0	0	0	854,816	940,000
Subtotal:	0	126,752	108,800	882,314	956,673
Subtotal of Expenditures:	1,880,992	2,167,644	2,603,627	3,139,383	2,815,721

FUND 559 – MOTOR POOL **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	68,802	83,738	66,808	60,000	50,000
Fees & Charges	1,884,191	1,957,549	2,082,876	1,894,835	1,857,742
Other Revenues	175,294	331,939	449,489	1,184,548	907,979
Total Fund Revenues:	2,128,287	2,373,226	2,599,173	3,139,383	2,815,721
Expenditures:					
Personal Services	234,932	236,463	263,515	259,344	305,295
Materials & Services	926,712	796,270	836,277	763,856	907,753
Capital Outlay	719,347	1,008,159	1,395,036	1,233,869	646,000
Other Requirements	0	126,752	108,800	882,314	956,673
Total Fund Expenditures:	1,880,992	2,167,644	2,603,627	3,139,383	2,815,721

FUND 560 - COMPUTER REPLACEMENT FUND **Dept 03 - Information Technology**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
State/Local/NOC					
48100 Miscellaneous Revenue	350	158,970	993	0	0
Subtotal:	350	158,970	993	0	0
Fees & Charges					
45600 Interdepartmental Charges	236,517	274,571	249,675	248,883	258,601
Subtotal:	236,517	274,571	249,675	248,883	258,601
Other Revenues					
52100 Interest Revenue	17,637	13,950	17,519	6,000	6,000
58100 Fund Balance	0	0	0	379,470	494,521
Subtotal:	17,637	13,950	17,519	385,470	500,521
Subtotal of Revenues:	254,504	447,491	268,187	634,353	759,122
Expenditures:					
Materials & Services					
64100 Contracted Services	8,093	33,512	0	0	30,000
64200 Operation Expenses	4,201	1,839	0	0	0
64300 Minor Equipment	185,310	168,872	163,209	244,540	199,239
64600 Travel & Training	2,614	0	0	0	0
64700 Software Expense	61,068	10,667	15,459	6,500	305,000
Subtotal:	261,285	214,890	178,668	251,040	534,239
Other Requirements					
76000 Reserves	0	0	0	383,313	224,883
Subtotal:	0	0	0	383,313	224,883
Subtotal of Expenditures:	261,285	214,890	178,668	634,353	759,122

FUND 560 - COMPUTER REPLACEMENT FUND SUMMARY

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	350	158,970	993	0	0
Fees & Charges	236,517	274,571	249,675	248,883	258,601
Other Revenues	17,637	13,950	17,519	385,470	500,521
Total Fund Revenues:	254,504	447,491	268,187	634,353	759,122
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	261,285	214,890	178,668	251,040	534,239
Capital Outlay	0	0	0	0	0
Other Requirements	0	0	0	383,313	224,883
Total Fund Expenditures:	261,285	214,890	178,668	634,353	759,122

FUND 561 - RISK MGMT-GEN AUTO LIAB **Dept 08 - County Administration**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
State/Local/NOC					
42200 Reimbursements-State	1,651	360	10,387	0	0
48100 Miscellaneous Revenue	409,752	2,989	4,228	0	0
Subtotal:	411,403	3,349	14,616	0	0
Fees & Charges					
45600 Interdepartmental Charges	2,091,164	4,585,089	6,158,868	2,119,161	2,338,965
Subtotal:	2,091,164	4,585,089	6,158,868	2,119,161	2,338,965
Other Revenues					
52100 Interest Revenue	406,638	330,576	258,118	65,000	57,628
58100 Fund Balance	0	0	0	9,064,506	3,841,874
Subtotal:	406,638	330,576	258,118	9,129,506	3,899,502
Subtotal of Revenues:	2,909,205	4,919,014	6,431,602	11,248,667	6,238,467
Expenditures:					
Personal Services					
62100 Salaries & Wages	67,258	114,298	138,121	142,684	191,084
62200 Payroll Taxes & Benefits	32,529	50,427	56,898	57,653	89,356
Subtotal:	99,787	164,725	195,019	200,337	280,440
Materials & Services					
64100 Contracted Services	250,723	296,581	442,256	210,029	270,205
64200 Operation Expenses	3,029,865	4,016,039	6,149,627	2,219,427	2,314,797
64300 Minor Equipment	291	470	635	1,500	2,200
64400 Equip Repair/Maint/Lease	20	28	46	200	200
64500 Property Maintenance/Utilities	0	0	0	200	200
64600 Travel & Training	2,089	3,377	5,156	6,000	6,000
64700 Software Expense	1,269	1,221	0	0	0
Subtotal:	3,284,257	4,317,717	6,597,721	2,437,356	2,593,602
Other Requirements					
74000 Transfers To Other Funds	0	0	0	5,021,188	0
76000 Reserves	0	0	0	1,812,193	1,185,952
76100 Reserves	0	0	0	1,777,593	2,178,473
Subtotal:	0	0	0	8,610,974	3,364,425
Subtotal of Expenditures:	3,384,044	4,482,442	6,792,740	11,248,667	6,238,467

FUND 561 - RISK MGMT-GEN AUTO LIAB **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	411,403	3,349	14,616	0	0
Fees & Charges	2,091,164	4,585,089	6,158,868	2,119,161	2,338,965
Other Revenues	406,638	330,576	258,118	9,129,506	3,899,502
Total Fund Revenues:	2,909,205	4,919,014	6,431,602	11,248,667	6,238,467
Expenditures:					
Personal Services	99,787	164,725	195,019	200,337	280,440
Materials & Services	3,284,257	4,317,717	6,597,721	2,437,356	2,593,602
Capital Outlay	0	0	0	0	0
Other Requirements	0	0	0	8,610,974	3,364,425
Total Fund Expenditures:	3,384,044	4,482,442	6,792,740	11,248,667	6,238,467

FUND 562 - SELF INSURANCE HEALTH PLAN **Dept 08 - County Administration**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Fees & Charges					
45600 Interdepartmental Charges	0	0	0	3,231,523	3,848,431
Subtotal:	0	0	0	3,231,523	3,848,431
Other Revenues					
52100 Interest Revenue	0	0	0	37,515	52,937
54000 Transfers from Other Funds	0	0	0	2,500,979	0
58100 Fund Balance	0	0	0	0	3,529,166
Subtotal:	0	0	0	2,538,494	3,582,103
Subtotal of Revenues:	0	0	0	5,770,017	7,430,534
Expenditures:					
Materials & Services					
64100 Contracted Services	0	0	0	242,721	152,311
64200 Operation Expenses	0	0	0	3,123,721	3,755,610
Subtotal:	0	0	0	3,366,442	3,907,921
Other Requirements					
76100 Reserves	0	0	0	2,403,575	3,522,613
Subtotal:	0	0	0	2,403,575	3,522,613
Subtotal of Expenditures:	0	0	0	5,770,017	7,430,534

FUND 562 - SELF INSURANCE HEALTH PLAN SUMMARY

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	3,231,523	3,848,431
Other Revenues	0	0	0	2,538,494	3,582,103
Total Fund Revenues:	0	0	0	5,770,017	7,430,534
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	0	0	0	3,366,442	3,907,921
Capital Outlay	0	0	0	0	0
Other Requirements	0	0	0	2,403,575	3,522,613
Total Fund Expenditures:	0	0	0	5,770,017	7,430,534

FUND 563 - WORKERS' COMPENSATION **Dept 08 - County Administration**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
State/Local/NOC					
42200 Reimbursements-State	0	0	0	10,000	10,000
48100 Miscellaneous Revenue	0	0	0	4,000	4,000
Subtotal:	0	0	0	14,000	14,000
Fees & Charges					
45600 Interdepartmental Charges	0	0	0	955,022	768,343
Subtotal:	0	0	0	955,022	768,343
Other Revenues					
52100 Interest Revenue	0	0	0	40,000	27,157
54000 Transfers from Other Funds	0	0	0	2,520,209	0
58100 Fund Balance	0	0	0	0	1,810,435
Subtotal:	0	0	0	2,560,209	1,837,592
Subtotal of Revenues:	0	0	0	3,529,231	2,619,935
Expenditures:					
Materials & Services					
64100 Contracted Services	0	0	0	138,277	43,000
64200 Operation Expenses	0	0	0	904,231	747,500
64600 Travel & Training	0	0	0	0	5,000
Subtotal:	0	0	0	1,042,508	795,500
Other Requirements					
76000 Reserves	0	0	0	2,937	0
76100 Reserves	0	0	0	2,483,786	1,824,435
Subtotal:	0	0	0	2,486,723	1,824,435
Subtotal of Expenditures:	0	0	0	3,529,231	2,619,935

FUND 563 - WORKERS' COMPENSATION **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	14,000	14,000
Fees & Charges	0	0	0	955,022	768,343
Other Revenues	0	0	0	2,560,209	1,837,592
Total Fund Revenues:	0	0	0	3,529,231	2,619,935
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	0	0	0	1,042,508	795,500
Capital Outlay	0	0	0	0	0
Other Requirements	0	0	0	2,486,723	1,824,435
Total Fund Expenditures:	0	0	0	3,529,231	2,619,935

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Fees & Charges					
45100 Fees	0	0	0	13,512	0
45500 Sales	0	0	14	0	25
45600 Interdepartmental Charges	549,428	602,749	662,813	556,423	664,678
Subtotal:	549,428	602,749	662,827	569,935	664,703
Other Revenues					
54100 Transfers from Other Funds	67,418	69,766	70,027	37,943	49,440
Subtotal:	67,418	69,766	70,027	37,943	49,440
Subtotal of Revenues:	616,846	672,515	732,854	607,878	714,143
Expenditures:					
Personal Services					
62100 Salaries & Wages	324,353	353,971	332,018	387,679	402,429
62200 Payroll Taxes & Benefits	164,605	159,918	155,180	152,810	180,762
Subtotal:	488,957	513,889	487,198	540,489	583,191
Materials & Services					
64100 Contracted Services	13,395	6,616	12,493	7,221	10,314
64200 Operation Expenses	110,730	105,403	86,587	32,845	84,397
64300 Minor Equipment	334	4,380	1,774	0	1,000
64400 Equip Repair/Maint/Lease	2,829	2,506	1,559	5,520	5,520
64600 Travel & Training	30,365	30,301	1,404	21,053	36,608
64700 Software Expense	0	0	190	750	1,200
Subtotal:	157,653	149,206	104,008	67,389	139,039
Subtotal of Expenditures:	646,611	663,095	591,206	607,878	722,230

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Government					
41100 Contracts/Grants-Federal	0	0	135,516	0	0
41300 Shared Revenue-Federal	22,058	4,271	130,632	127,000	110,000
Subtotal:	22,058	4,271	266,148	127,000	110,000
State/Local/NOC					
42100 Contracts/Grants-State	0	10,576	0	0	0
44100 Contracts/Grants-Priv/Nonprf	0	19,800	0	0	0
48100 Miscellaneous Revenue	0	30	8,738	30	30
Subtotal:	0	30,406	8,738	30	30
Fees & Charges					
45100 Fees	218,847	190,126	200,311	192,000	191,000
45200 Fines	7	0	0	0	0
45500 Sales	495	489	2,334	1,500	1,500
45600 Interdepartmental Charges	2,901,107	3,271,503	3,252,042	3,844,003	4,340,762
Subtotal:	3,120,455	3,462,119	3,454,687	4,037,503	4,533,262
Other Revenues					
54100 Transfers from Other Funds	199,271	261,381	320,728	257,704	266,270
Subtotal:	199,271	261,381	320,728	257,704	266,270
Subtotal of Revenues:	3,341,784	3,758,177	4,050,301	4,422,237	4,909,562
Expenditures:					
Personal Services					
62100 Salaries & Wages	1,526,812	1,620,630	1,731,585	1,996,519	2,169,221
62200 Payroll Taxes & Benefits	764,724	723,975	739,150	818,878	1,008,549
Subtotal:	2,291,535	2,344,605	2,470,735	2,815,397	3,177,770
Materials & Services					
64100 Contracted Services	334,727	210,901	394,440	214,743	257,692
64200 Operation Expenses	234,909	372,223	401,144	518,272	547,865
64300 Minor Equipment	156,467	298,147	427,176	328,450	317,635
64400 Equip Repair/Maint/Lease	5,542	0	0	0	0
64500 Property Maintenance/Utilities	5,287	0	0	0	0
64600 Travel & Training	57,125	47,153	23,461	84,271	81,917
64700 Software Expense	431,770	466,007	494,651	461,104	569,571
Subtotal:	1,225,828	1,394,432	1,740,872	1,606,840	1,774,680

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Capital Outlay					
68400 CO-Equipment/Machinery	43,219	87,185	0	0	0
Subtotal:	43,219	87,185	0	0	0
Subtotal of Expenditures:	3,560,582	3,826,222	4,211,607	4,422,237	4,952,450

FUND 565 - CENTRAL SERVICES FUND **Dept 06 - Finance**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
State/Local/NOC					
42100 Contracts/Grants-State	2,925	2,710	2,237	3,276	1,608
44300 Shared Revenue-Priv/Nonprof	10,811	17,897	17,031	9,261	27,696
48100 Miscellaneous Revenue	1	304	183	0	0
Subtotal:	13,737	20,911	19,451	12,537	29,304
Fees & Charges					
45100 Fees	2,663	67	0	0	0
45600 Interdepartmental Charges	729,026	614,880	637,506	700,863	742,098
Subtotal:	731,689	614,947	637,506	700,863	742,098
Other Revenues					
52100 Interest Revenue	0	2	0	0	0
54100 Transfers from Other Funds	58,437	62,575	66,912	68,585	71,902
Subtotal:	58,437	62,577	66,912	68,585	71,902
Subtotal of Revenues:	803,864	698,435	723,869	781,985	843,304
Expenditures:					
Personal Services					
62100 Salaries & Wages	432,316	438,263	468,373	481,108	509,531
62200 Payroll Taxes & Benefits	232,834	196,414	203,373	211,692	253,546
Subtotal:	665,150	634,677	671,746	692,800	763,077
Materials & Services					
64100 Contracted Services	18,291	19,986	23,891	21,528	23,386
64200 Operation Expenses	48,085	58,783	42,046	50,543	50,224
64300 Minor Equipment	4,046	379	0	840	3,200
64400 Equip Repair/Maint/Lease	507	393	1,032	780	800
64500 Property Maintenance/Utilities	1,067	0	0	0	0
64600 Travel & Training	3,288	5,643	4,014	15,494	12,879
64700 Software Expense	0	0	0	0	200
Subtotal:	75,284	85,184	70,983	89,185	90,689
Subtotal of Expenditures:	740,433	719,861	742,729	781,985	853,766

FUND 565 - CENTRAL SERVICES FUND **Dept 07 - County Counsel**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
State/Local/NOC					
44200 Reimbursements-Priv/Nonprof	0	91	0	0	0
48100 Miscellaneous Revenue	1,852	42	2,131	0	0
Subtotal:	1,852	133	2,131	0	0
Fees & Charges					
45100 Fees	0	0	0	1,433	200
45600 Interdepartmental Charges	340,694	479,335	372,905	603,452	696,128
Subtotal:	340,694	479,335	372,905	604,885	696,328
Other Revenues					
54100 Transfers from Other Funds	179,190	206,051	215,325	171,879	157,729
Subtotal:	179,190	206,051	215,325	171,879	157,729
Subtotal of Revenues:	521,736	685,519	590,361	776,764	854,057
Expenditures:					
Personal Services					
62100 Salaries & Wages	317,145	409,365	448,062	489,637	513,852
62200 Payroll Taxes & Benefits	163,816	165,826	175,574	186,568	218,342
Subtotal:	480,962	575,190	623,637	676,205	732,194
Materials & Services					
64100 Contracted Services	30,951	7,468	10,634	15,974	25,728
64200 Operation Expenses	28,553	34,045	44,585	40,682	43,184
64300 Minor Equipment	1,849	3,260	6,170	4,315	3,500
64400 Equip Repair/Maint/Lease	3,918	4,854	4,222	6,674	6,999
64500 Property Maintenance/Utilities	45	0	0	1,500	1,500
64600 Travel & Training	13,308	13,443	8,743	29,914	27,064
64700 Software Expense	0	1,110	1,900	1,500	26,000
Subtotal:	78,625	64,179	76,254	100,559	133,975
Subtotal of Expenditures:	559,587	639,369	699,891	776,764	866,169

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Government					
41100 Contracts/Grants-Federal	5,000	5,000	5,000	5,000	5,000
Subtotal:	5,000	5,000	5,000	5,000	5,000
State/Local/NOC					
42200 Reimbursements-State	45,053	27,722	34,862	35,588	36,841
43200 Reimbursements-Local	26,072	27,904	23,118	25,070	29,252
44200 Reimbursements-Priv/Nonprof	0	0	7,033	6,260	6,483
44300 Shared Revenue-Priv/Nonprof	0	25	0	0	0
48100 Miscellaneous Revenue	7,171	2,826	4,039	300	300
Subtotal:	78,296	58,477	69,052	67,218	72,876
Fees & Charges					
45100 Fees	723	793	1,746	500	500
45200 Fines	0	0	25	0	0
45300 Forfeitures	30,904	3,889	2,048	0	0
45500 Sales	192	109	214	100	100
45600 Interdepartmental Charges	2,828,844	4,025,692	3,988,080	4,089,614	3,805,660
Subtotal:	2,860,663	4,030,483	3,992,113	4,090,214	3,806,260
Other Revenues					
54100 Transfers from Other Funds	990,547	993,237	1,336,191	1,386,448	1,424,600
Subtotal:	990,547	993,237	1,336,191	1,386,448	1,424,600
Subtotal of Revenues:	3,934,507	5,087,198	5,402,356	5,548,880	5,308,736
Expenditures:					
Personal Services					
62100 Salaries & Wages	1,539,483	1,641,183	1,768,937	1,912,405	1,899,139
62200 Payroll Taxes & Benefits	802,020	777,494	813,400	805,820	901,317
Subtotal:	2,341,503	2,418,677	2,582,337	2,718,225	2,800,456
Materials & Services					
64100 Contracted Services	237,480	350,366	377,764	617,132	267,362
64200 Operation Expenses	158,250	141,211	164,204	204,738	210,307
64300 Minor Equipment	18,790	12,055	30,624	15,441	19,600
64400 Equip Repair/Maint/Lease	4,291	3,299	9,084	7,995	8,436
64500 Property Maintenance/Utilities	1,701,253	1,616,682	2,121,106	1,926,678	1,966,447
64600 Travel & Training	28,456	36,478	25,042	54,341	60,908
64700 Software Expense	2,764	3,736	2,544	4,330	16,351
Subtotal:	2,151,284	2,163,828	2,730,368	2,830,655	2,549,411

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Capital Outlay					
68200 Capital Outlay	103,682	6,322	71,531	0	0
68400 CO-Equipment/Machinery	23,286	9,315	5,765	0	0
Subtotal:	126,968	15,637	77,296	0	0
Other Requirements					
74100 Transfers To Other Funds	0	0	20,012	0	0
Subtotal:	0	0	20,012	0	0
Subtotal of Expenditures:	4,619,755	4,598,142	5,410,013	5,548,880	5,349,867

FUND 565 - CENTRAL SERVICES FUND **Dept 09 - Fiduciary**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Fees & Charges					
45600 Interdepartmental Charges	28,860	0	0	0	0
Subtotal:	28,860	0	0	0	0
Other Revenues					
52100 Interest Revenue	270,920	217,433	164,569	45,098	37,000
54100 Transfers from Other Funds	0	0	0	0	231,952
58100 Fund Balance	0	0	0	1,803,921	2,577,629
Subtotal:	270,920	217,433	164,569	1,849,019	2,846,581
Subtotal of Revenues:	299,780	217,433	164,569	1,849,019	2,846,581
Expenditures:					
Materials & Services					
64100 Contracted Services	0	6,994	3,063	0	0
Subtotal:	0	6,994	3,063	0	0
Other Requirements					
76000 Reserves	0	0	0	1,849,019	2,730,601
Subtotal:	0	0	0	1,849,019	2,730,601
Subtotal of Expenditures:	0	6,994	3,063	1,849,019	2,730,601

FUND 565 - CENTRAL SERVICES FUND **Dept 31 - Library**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
State/Local/NOC					
43200 Reimbursements-Local	977	988	1,159	945	1,020
44200 Reimbursements-Priv/Nonprof	0	599	0	0	16
Subtotal:	977	1,587	1,159	945	1,036
Fees & Charges					
45600 Interdepartmental Charges	89,206	95,708	86,776	94,392	88,491
Subtotal:	89,206	95,708	86,776	94,392	88,491
Other Revenues					
54100 Transfers from Other Funds	19,526	19,903	19,566	19,477	18,632
Subtotal:	19,526	19,903	19,566	19,477	18,632
Subtotal of Revenues:	109,709	117,198	107,501	114,814	108,159
Expenditures:					
Personal Services					
62100 Salaries & Wages	53,398	55,288	58,380	62,520	58,967
62200 Payroll Taxes & Benefits	34,878	35,158	35,288	34,534	36,914
Subtotal:	88,276	90,446	93,669	97,054	95,881
Materials & Services					
64100 Contracted Services	10,686	9,607	7,189	9,495	5,423
64200 Operation Expenses	8,889	6,858	6,600	7,425	7,315
64300 Minor Equipment	0	1,305	230	0	0
64400 Equip Repair/Maint/Lease	1,055	1,254	663	840	840
64500 Property Maintenance/Utilities	0	0	210	0	0
Subtotal:	20,631	19,025	14,893	17,760	13,578
Subtotal of Expenditures:	108,907	109,471	108,561	114,814	109,459

FUND 565 - CENTRAL SERVICES FUND **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	27,058	9,271	271,148	132,000	115,000
State/Local/NOC	94,862	111,515	100,531	80,730	103,246
Fees & Charges	7,720,996	9,285,340	9,206,813	10,097,792	10,531,142
Other Revenues	1,785,309	1,830,348	2,193,318	3,791,055	4,835,154
Total Fund Revenues:	9,628,224	11,236,475	11,771,810	14,101,577	15,584,542
Expenditures:					
Personal Services	6,356,383	6,577,484	6,929,321	7,540,170	8,152,569
Materials & Services	3,709,305	3,882,847	4,740,441	4,712,388	4,701,372
Capital Outlay	170,188	102,822	77,296	0	0
Other Requirements	0	0	20,012	1,849,019	2,730,601
Total Fund Expenditures:	10,235,876	10,563,153	11,767,069	14,101,577	15,584,542

FUND 600 - CAPITAL PROJECTS FUND **Dept 09 - Fiduciary**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Government					
41100 Contracts/Grants-Federal	0	0	113,756	1,045,477	0
Subtotal:	0	0	113,756	1,045,477	0
State/Local/NOC					
42100 Contracts/Grants-State	0	0	0	751,975	0
43200 Reimbursements-Local	0	0	1,149	0	0
48100 Miscellaneous Revenue	0	0	12,660	0	0
Subtotal:	0	0	13,809	751,975	0
Other Revenues					
52100 Interest Revenue	90,891	175,835	40,816	31,529	52,186
54100 Transfers from Other Funds	2,617,530	6,243,973	2,021,069	3,687,463	19,872,814
58100 Fund Balance	0	0	0	547,411	476,943
Subtotal:	2,708,421	6,419,807	2,061,886	4,266,403	20,401,943
Subtotal of Revenues:	2,708,421	6,419,807	2,189,450	6,063,855	20,401,943
Expenditures:					
Materials & Services					
64200 Operation Expenses	0	624	3,407	0	0
64500 Property Maintenance/Utilities	5,767	39,256	290,788	2,228,477	200,000
Subtotal:	5,767	39,879	294,194	2,228,477	200,000
Capital Outlay					
68200 Capital Outlay	856,318	5,947,884	4,257,378	3,835,378	20,201,943
Subtotal:	856,318	5,947,884	4,257,378	3,835,378	20,201,943
Subtotal of Expenditures:	862,085	5,987,764	4,551,572	6,063,855	20,401,943

FUND 600 - CAPITAL PROJECTS FUND **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	113,756	1,045,477	0
State/Local/NOC	0	0	13,809	751,975	0
Fees & Charges	0	0	0	0	0
Other Revenues	2,708,421	6,419,807	2,061,886	4,266,403	20,401,943
Total Fund Revenues:	2,708,421	6,419,807	2,189,450	6,063,855	20,401,943
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	5,767	39,879	294,194	2,228,477	200,000
Capital Outlay	856,318	5,947,884	4,257,378	3,835,378	20,201,943
Other Requirements	0	0	0	0	0
Total Fund Expenditures:	862,085	5,987,764	4,551,572	6,063,855	20,401,943

FUND 605 - EXPO CAPITAL RESERVE **Dept 09 - Fiduciary**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Other Revenues					
52100 Interest Revenue	2	0	0	0	0
Subtotal:	2	0	0	0	0
Subtotal of Revenues:	2	0	0	0	0
Expenditures:					
Other Requirements					
74100 Transfers To Other Funds	0	63	0	0	0
Subtotal:	0	63	0	0	0
Subtotal of Expenditures:	0	63	0	0	0

FUND 605 - EXPO CAPITAL RESERVE **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	2	0	0	0	0
Total Fund Revenues:	2	0	0	0	0
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Requirements	0	63	0	0	0
Total Fund Expenditures:	0	63	0	0	0

FUND 611 - CITY/COUNTY ARTERIAL FUND **Dept 39 - Roads and Parks**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Other Revenues					
52100 Interest Revenue	87	72	53	50	0
58100 Fund Balance	0	0	0	2,041	0
Subtotal:	87	72	53	2,091	0
Subtotal of Revenues:	87	72	53	2,091	0
Expenditures:					
Other Requirements					
76000 Reserves	0	0	0	2,091	0
Subtotal:	0	0	0	2,091	0
Subtotal of Expenditures:	0	0	0	2,091	0

FUND 611 - CITY/COUNTY ARTERIAL FUND **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	87	72	53	2,091	0
Total Fund Revenues:	87	72	53	2,091	0
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Requirements	0	0	0	2,091	0
Total Fund Expenditures:	0	0	0	2,091	0

FUND 612 - STREET IMPROVEMENT FUND **Dept 39 - Roads and Parks**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
State/Local/NOC					
44200 Reimbursements-Priv/Nonprof	160,504	223,727	342,674	150,000	150,000
Subtotal:	160,504	223,727	342,674	150,000	150,000
Other Revenues					
47100 Investment Revenue	0	1,027,538	0	420,000	0
52100 Interest Revenue	19,832	24,022	20,562	15,000	15,000
58100 Fund Balance	0	0	0	740,000	1,000,000
Subtotal:	19,832	1,051,560	20,562	1,175,000	1,015,000
Subtotal of Revenues:	180,336	1,275,288	363,236	1,325,000	1,165,000
Expenditures:					
Materials & Services					
64100 Contracted Services	24,262	18,632	0	20,000	0
Subtotal:	24,262	18,632	0	20,000	0
Capital Outlay					
68300 CO-Land Improvements	50,879	1,068,327	0	400,000	0
Subtotal:	50,879	1,068,327	0	400,000	0
Other Requirements					
72000 Debt Service	0	0	0	200,000	0
72100 Debt Service	0	0	150,420	0	150,000
76000 Reserves	0	0	0	705,000	1,015,000
Subtotal:	0	0	150,420	905,000	1,165,000
Subtotal of Expenditures:	75,141	1,086,959	150,420	1,325,000	1,165,000

FUND 612 - STREET IMPROVEMENT FUND **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	160,504	223,727	342,674	150,000	150,000
Fees & Charges	0	0	0	0	0
Other Revenues	19,832	1,051,560	20,562	1,175,000	1,015,000
Total Fund Revenues:	180,336	1,275,288	363,236	1,325,000	1,165,000
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	24,262	18,632	0	20,000	0
Capital Outlay	50,879	1,068,327	0	400,000	0
Other Requirements	0	0	150,420	905,000	1,165,000
Total Fund Expenditures:	75,141	1,086,959	150,420	1,325,000	1,165,000

FUND 613 - GREENWAY FUND **Dept 39 - Roads and Parks**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
State/Local/NOC					
44400 Donations/Sponsorships	0	105,470	0	0	0
Subtotal:	0	105,470	0	0	0
Other Revenues					
52100 Interest Revenue	392	1,940	778	100	100
58100 Fund Balance	0	0	0	79,000	1,000
Subtotal:	392	1,940	778	79,100	1,100
Subtotal of Revenues:	392	107,410	778	79,100	1,100
Expenditures:					
Materials & Services					
64600 Travel & Training	0	0	45	0	0
Subtotal:	0	0	45	0	0
Capital Outlay					
68300 CO-Land Improvements	0	262	21,310	79,000	0
Subtotal:	0	262	21,310	79,000	0
Other Requirements					
74100 Transfers To Other Funds	0	6,600	0	0	0
76000 Reserves	0	0	0	100	1,100
Subtotal:	0	6,600	0	100	1,100
Subtotal of Expenditures:	0	6,862	21,355	79,100	1,100

FUND 613 - GREENWAY FUND **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	105,470	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	392	1,940	778	79,100	1,100
Total Fund Revenues:	392	107,410	778	79,100	1,100
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	0	0	45	0	0
Capital Outlay	0	262	21,310	79,000	0
Other Requirements	0	6,600	0	100	1,100
Total Fund Expenditures:	0	6,862	21,355	79,100	1,100

FUND 614 - ROADS SYSTEM DEVELOPMENT FUND Dept 39 - Roads and Parks

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Fees & Charges					
45100 Fees	996,422	456,495	325,512	340,000	340,000
Subtotal:	996,422	456,495	325,512	340,000	340,000
Other Revenues					
52100 Interest Revenue	41,281	20,181	5,594	2,000	1,000
58100 Fund Balance	0	0	0	0	308,000
Subtotal:	41,281	20,181	5,594	2,000	309,000
Subtotal of Revenues:	1,037,704	476,676	331,106	342,000	649,000
Expenditures:					
Materials & Services					
64100 Contracted Services	42,500	42,923	46,807	42,000	49,000
Subtotal:	42,500	42,923	46,807	42,000	49,000
Other Requirements					
74100 Transfers To Other Funds	1,100,000	750,000	300,000	300,000	600,000
Subtotal:	1,100,000	750,000	300,000	300,000	600,000
Subtotal of Expenditures:	1,142,500	792,923	346,807	342,000	649,000

FUND 614 - ROADS SYSTEM DEVELOPMENT FUND SUMMARY

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	996,422	456,495	325,512	340,000	340,000
Other Revenues	41,281	20,181	5,594	2,000	309,000
Total Fund Revenues:	1,037,704	476,676	331,106	342,000	649,000
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	42,500	42,923	46,807	42,000	49,000
Capital Outlay	0	0	0	0	0
Other Requirements	1,100,000	750,000	300,000	300,000	600,000
Total Fund Expenditures:	1,142,500	792,923	346,807	342,000	649,000

FUND 615 - PARKS SYSTEM DEVELOPMENT FUND Dept 39 - Roads and Parks

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Fees & Charges					
45100 Fees	98,350	82,270	79,582	84,000	50,000
Subtotal:	98,350	82,270	79,582	84,000	50,000
Other Revenues					
52100 Interest Revenue	14,886	4,788	2,314	500	500
58100 Fund Balance	0	0	0	91,616	104,000
Subtotal:	14,886	4,788	2,314	92,116	104,500
Subtotal of Revenues:	113,236	87,058	81,896	176,116	154,500
Expenditures:					
Other Requirements					
74100 Transfers To Other Funds	145,472	285,995	24,053	44,181	35,000
76000 Reserves	0	0	0	131,935	119,500
Subtotal:	145,472	285,995	24,053	176,116	154,500
Subtotal of Expenditures:	145,472	285,995	24,053	176,116	154,500

FUND 615 - PARKS SYSTEM DEVELOPMENT FUND SUMMARY

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	98,350	82,270	79,582	84,000	50,000
Other Revenues	14,886	4,788	2,314	92,116	104,500
Total Fund Revenues:	113,236	87,058	81,896	176,116	154,500
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Requirements	145,472	285,995	24,053	176,116	154,500
Total Fund Expenditures:	145,472	285,995	24,053	176,116	154,500

FUND 616 - BRITT CAPITAL IMPROVEMENTS **Dept 39 - Roads and Parks**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
State/Local/NOC					
44100 Contracts/Grants-Priv/Nonprf	45,807	37,891	0	0	0
Subtotal:	45,807	37,891	0	0	0
Other Revenues					
52100 Interest Revenue	4,144	5,533	840	0	0
54100 Transfers from Other Funds	39,336	0	0	0	0
Subtotal:	43,480	5,533	840	0	0
Subtotal of Revenues:	89,288	43,424	840	0	0
Expenditures:					
Materials & Services					
64200 Operation Expenses	0	0	125,701	0	0
Subtotal:	0	0	125,701	0	0
Capital Outlay					
68300 CO-Land Improvements	0	0	7,851	0	0
Subtotal:	0	0	7,851	0	0
Subtotal of Expenditures:	0	0	133,552	0	0

FUND 616 - BRITT CAPITAL IMPROVEMENTS **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	45,807	37,891	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	43,480	5,533	840	0	0
Total Fund Revenues:	89,288	43,424	840	0	0
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	0	0	125,701	0	0
Capital Outlay	0	0	7,851	0	0
Other Requirements	0	0	0	0	0
Total Fund Expenditures:	0	0	133,552	0	0

FUND 619 - LIBRARY CAPITAL PROJECT S2 **Dept 09 - Fiduciary**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
State/Local/NOC					
43200 Reimbursements-Local	0	35,000	0	0	0
44400 Donations/Sponsorships	92,000	0	0	0	0
48100 Miscellaneous Revenue	450	0	0	0	0
Subtotal:	92,450	35,000	0	0	0
Other Revenues					
52100 Interest Revenue	125,068	33,498	4,234	0	0
Subtotal:	125,068	33,498	4,234	0	0
Subtotal of Revenues:	217,518	68,498	4,234	0	0
Expenditures:					
Materials & Services					
64100 Contracted Services	2,126,576	291,939	24,681	0	0
64200 Operation Expenses	62,926	1	0	0	0
Subtotal:	2,189,502	291,940	24,681	0	0
Capital Outlay					
68300 CO-Land Improvements	0	0	143,591	0	0
Subtotal:	0	0	143,591	0	0
Other Requirements					
74100 Transfers To Other Funds	0	352,150	746,168	0	0
Subtotal:	0	352,150	746,168	0	0
Subtotal of Expenditures:	2,189,502	644,090	914,441	0	0

FUND 619 - LIBRARY CAPITAL PROJECT S2 **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	92,450	35,000	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	125,068	33,498	4,234	0	0
Total Fund Revenues:	217,518	68,498	4,234	0	0
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	2,189,502	291,940	24,681	0	0
Capital Outlay	0	0	143,591	0	0
Other Requirements	0	352,150	746,168	0	0
Total Fund Expenditures:	2,189,502	644,090	914,441	0	0

FUND 620 - JUVENILE CAPITAL PROJECT FUND **Dept 09 - Fiduciary**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Other Revenues					
52100 Interest Revenue	310	0	0	0	0
Subtotal:	310	0	0	0	0
Subtotal of Revenues:	310	0	0	0	0
Expenditures:					
Other Requirements					
74100 Transfers To Other Funds	11,003	0	0	0	0
Subtotal:	11,003	0	0	0	0
Subtotal of Expenditures:	11,003	0	0	0	0

FUND 620 - JUVENILE CAPITAL PROJECT FUND **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	310	0	0	0	0
Total Fund Revenues:	310	0	0	0	0
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Requirements	11,003	0	0	0	0
Total Fund Expenditures:	11,003	0	0	0	0

FUND 622 - LIBRARY DEBT SERVICE S1 **Dept 09 - Fiduciary**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Other Revenues					
46100 Property Tax Revenues	1,392,106	1,327,763	1,460,746	1,458,601	1,542,265
52100 Interest Revenue	34,018	20,368	14,372	20,364	10,500
54100 Transfers from Other Funds	0	0	373,084	0	0
58100 Fund Balance	0	0	0	298,000	369,583
Subtotal:	1,426,124	1,348,131	1,848,202	1,776,965	1,922,348
Subtotal of Revenues:	1,426,124	1,348,131	1,848,202	1,776,965	1,922,348
Expenditures:					
Materials & Services					
64100 Contracted Services	0	0	0	500	0
64200 Operation Expenses	9	0	0	500	0
Subtotal:	9	0	0	1,000	0
Other Requirements					
72100 Debt Service	1,471,765	1,469,265	1,474,765	1,507,765	1,552,765
79000 Unapprop Ending Fund Bal	0	0	0	268,200	369,583
Subtotal:	1,471,765	1,469,265	1,474,765	1,775,965	1,922,348
Subtotal of Expenditures:	1,471,774	1,469,265	1,474,765	1,776,965	1,922,348

FUND 622 - LIBRARY DEBT SERVICE S1 **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	1,426,124	1,348,131	1,848,202	1,776,965	1,922,348
Total Fund Revenues:	1,426,124	1,348,131	1,848,202	1,776,965	1,922,348
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	9	0	0	1,000	0
Capital Outlay	0	0	0	0	0
Other Requirements	1,471,765	1,469,265	1,474,765	1,775,965	1,922,348
Total Fund Expenditures:	1,471,774	1,469,265	1,474,765	1,776,965	1,922,348

FUND 623 - JUVENILE DEBT SERVICE **Dept 09 - Fiduciary**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Other Revenues					
46100 Property Tax Revenues	316,525	1,933,680	2,292,512	1,864,580	0
52100 Interest Revenue	83,339	33,541	24,455	15,000	0
54100 Transfers from Other Funds	11,003	0	0	0	0
58100 Fund Balance	0	0	0	204,670	0
Subtotal:	410,866	1,967,220	2,316,966	2,084,250	0
Subtotal of Revenues:	410,866	1,967,220	2,316,966	2,084,250	0
Expenditures:					
Materials & Services					
64200 Operation Expenses	9	0	0	0	0
Subtotal:	9	0	0	0	0
Other Requirements					
72100 Debt Service	2,085,338	2,086,388	2,094,250	2,084,250	0
Subtotal:	2,085,338	2,086,388	2,094,250	2,084,250	0
Subtotal of Expenditures:	2,085,347	2,086,388	2,094,250	2,084,250	0

FUND 623 - JUVENILE DEBT SERVICE **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	410,866	1,967,220	2,316,966	2,084,250	0
Total Fund Revenues:	410,866	1,967,220	2,316,966	2,084,250	0
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	9	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Requirements	2,085,338	2,086,388	2,094,250	2,084,250	0
Total Fund Expenditures:	2,085,347	2,086,388	2,094,250	2,084,250	0

FUND 624 - LIBRARY DEBT SERVICE S2 **Dept 09 - Fiduciary**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Other Revenues					
46100 Property Tax Revenues	1,600,919	1,405,381	1,577,557	1,532,985	1,519,037
52100 Interest Revenue	29,210	22,608	15,357	25,000	11,063
54100 Transfers from Other Funds	0	0	373,084	0	0
58100 Fund Balance	0	0	0	298,000	367,762
Subtotal:	1,630,130	1,427,988	1,965,999	1,855,985	1,897,862
Subtotal of Revenues:	1,630,130	1,427,988	1,965,999	1,855,985	1,897,862
Expenditures:					
Other Requirements					
72100 Debt Service	1,597,175	1,591,935	1,592,985	1,587,785	1,530,100
79000 Unapprop Ending Fund Bal	0	0	0	268,200	367,762
Subtotal:	1,597,175	1,591,935	1,592,985	1,855,985	1,897,862
Subtotal of Expenditures:	1,597,175	1,591,935	1,592,985	1,855,985	1,897,862

FUND 624 - LIBRARY DEBT SERVICE S2 **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	1,630,130	1,427,988	1,965,999	1,855,985	1,897,862
Total Fund Revenues:	1,630,130	1,427,988	1,965,999	1,855,985	1,897,862
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Requirements	1,597,175	1,591,935	1,592,985	1,855,985	1,897,862
Total Fund Expenditures:	1,597,175	1,591,935	1,592,985	1,855,985	1,897,862

FUND 625 - BRIDGE REPLACEMENT **Dept 39 - Roads and Parks**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Other Revenues					
52100 Interest Revenue	507,344	204,871	37,137	20,000	28,000
58100 Fund Balance	0	0	0	1,480,000	1,550,000
Subtotal:	507,344	204,871	37,137	1,500,000	1,578,000
Subtotal of Revenues:	507,344	204,871	37,137	1,500,000	1,578,000
Expenditures:					
Materials & Services					
64100 Contracted Services	311,650	118,629	53,673	0	0
64200Operation Expenses	0	7,000,000	0	150,000	228,000
Subtotal:	311,650	7,118,629	53,673	150,000	228,000
Capital Outlay					
68300 CO-Land Improvements	3,359,990	627,669	211,591	1,350,000	1,350,000
Subtotal:	3,359,990	627,669	211,591	1,350,000	1,350,000
Subtotal of Expenditures:	3,671,640	7,746,297	265,264	1,500,000	1,578,000

FUND 625 - BRIDGE REPLACEMENT **SUMMARY**

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	507,344	204,871	37,137	1,500,000	1,578,000
Total Fund Revenues:	507,344	204,871	37,137	1,500,000	1,578,000
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	311,650	7,118,629	53,673	150,000	228,000
Capital Outlay	3,359,990	627,669	211,591	1,350,000	1,350,000
Other Requirements	0	0	0	0	0
Total Fund Expenditures:	3,671,640	7,746,297	265,264	1,500,000	1,578,000

GRAND TOTAL ALL FUNDS

	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Adopted	FY 11-12 Adopted
Revenue:					
Federal Sources	36,168,717	35,010,540	29,666,554	32,759,029	20,315,247
State/Local/NOC	62,129,006	64,627,988	69,599,072	75,167,724	72,887,851
Fees & Charges	38,375,351	40,749,378	42,278,692	45,295,955	46,998,521
Other Revenues	72,960,873	56,012,511	53,048,448	182,674,854	206,803,538
Grand Total Revenues:	209,633,947	196,400,417	194,592,765	335,897,562	347,005,157
Expenditures:					
Personal Services	68,295,846	68,449,251	70,628,660	78,203,473	84,871,282
Materials & Services	69,073,777	78,321,231	78,528,087	90,612,161	85,546,284
Capital Outlay	33,057,050	27,109,256	17,024,103	25,372,376	41,529,292
Other Requirements	20,594,697	22,843,779	20,291,690	141,709,552	135,058,299
Grand Total Expenditures:	191,021,371	196,723,518	186,472,540	335,897,562	347,005,157

GLOSSARY OF TERMS

Accrual Basis of Accounting – The recording of expenditures and revenues when transactions actually occur rather than when they are paid.

Action Plan – Represents the actions necessary to improve or maintain the program performance under a specific balanced scorecard perspective.

Administrative Charges – Allocates the cost of general administrative departments that are required to manage the County and provide support to all funds.

Adopted Budget – The annual budget document as approved by the Budget Committee and then adopted by the Board of Commissioners before the beginning of each fiscal year.

Ad Valorem Tax – Tax based on the assessed valuation of property. Also known as property taxes.

Agency and Trust Funds – Accounts for assets received and held for the County under specific trust instructions.

Appropriation – An expenditure level approved by the Agency Board allocating funds for a specific purpose.

Approved Budget – The budget that had been approved by the Budget Committee.

Assessed Valuation – A valuation set upon real estate or other property by the County Assessor and the State as a basis for levying taxes. This amount is multiplied by the tax rate to determine the total amount of property taxes to be collected.

Audit – The annual review and appraisal of the County's accounts and fiscal affairs conducted by an accountant under contract, or the Secretary of State, in accordance with Oregon budget law (ORS 297.425).

Audit Report – A report in a form prescribed by the Secretary of State made by an auditor expressing an opinion about the propriety of a local government's financial statements, and compliance with requirements, orders, and regulations.

Balanced Budget – When budgeted expenditures plus contingencies, reserves, and unappropriated ending fund balances are met by an equal amount of budgeted resources.

Basis of Budgeting – A measurement focus that differs from the basis of accounting in the treatment of beginning fund balances, debt service, vacation benefits, and capital outlay in enterprise funds.

Beginning Fund Balance – A revenue classification indicating those financial resources which, because they were not expended in one fiscal year, are available in the following fiscal year.

Benchmarking – A comparison of the service provided with other counties providing a like service, a national standard, or an accepted best practice. Used as one element of performance measures.

Bond – A written promise to pay a specified sum of money (face value or principal amount) at a specified date or dates in the future [maturity date(s)], together with periodic interest at a specified rate.

Budget – A policy statement detailing the County's plan for the accomplishment of stated goals within a particular fiscal year, including estimates of required expenditures and anticipated revenues to carry out stated goals.

Budget Message – A written explanation of the budget and the local government's financial priorities. It is prepared and presented by the executive office or chairperson of the governing body.

Budgeting for Outcomes – A system driven by goals and performance, to provide information that compares budgeting, planning and outputs/results.

Capital Outlay – An expenditure category encompassing all material and property expenditures in excess of $5,000. This includes, but is not limited to, expenses incurred in the purchase of land; the purchase, improvement, or repair of County facilities; or the acquisition or replacement of County equipment.

Capital Improvement Plan – An annual, updated plan of capital expenditures for public facilities and infrastructure (buildings, streets, etc.) with estimated costs, sources of funding and timing of work over a period of time.

Capital Project – Those activities resulting in the acquisition or improvement of major capital items such as land, buildings, and County facilities.

Capital Reserve Fund – A fund established to carry dedicated funds for a specific future capital expenditure into the next fiscal year.

Category – A major division of the program budget that contains programs and activities. Categories are also know as functional areas.

Contingency – An expenditure classification for those funds reserved to fulfill unanticipated demands and expenses. According to Oregon Local Budget Law, contingencies can be no more than 15 percent of the total fund appropriations.

Contractual Services – Expenses that are usually incurred by entering into a formal agreement or contract with another party. Expenses in this category can include repairs, professional fees or services.

Court Appointed Special Advocate (CASA) – A non-profit service that provides advocates for abused children involved in the justice system.

Current Financial Resources Measurement Focus – A measurement focus that recognizes the net affect of transactions on current financial resources by recording accruals for revenue and expenditure transactions occurring by year's end.

Debt Service – Payment of interest and principal on an obligation resulting from the issuance of bonds.

Debt Service Fund – A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Dedicated Revenue – Revenue that, by law, is dedicated, appropriated, or set aside for a limited object or purpose.

Department Request – The annual budgetary alternative prepared by Department Directors indicating an appropriate, justified, and needed level of service for their department together with associated expenditures and revenues.

Depreciation – The charging of a fixed asset as an expense over the estimated service life of theat asset.

Encumbrance – An obligation chargeable to an appropriation and for which part of the appropriation is reserved.

Enterprise Funds – Funds that are financed and operate in a manner similar to private business enterprises, where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Expenditures – A fund liability incurred for operation, capital outlay, or other requirements during a budgetary period.

Fiduciary - A program set up in the general fund and the central services found to act as a bank account to receive funds and make disbursements that cannot be easily attributed to a specific operating program.

Fiscal Year – A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operation. The Jackson County fiscal year is July 1 through June 30.

Full Time Equivalent (FTE) – One FTE is the equivalent of one employee who works 40 hours per week on average. A .5 FTE equals one employee who averages 20 hours per week.

Fund – A fiscal entity consisting of a self-balancing set of accounts that are segregated from other funds for the purpose of fulfilling specific activities or attaining specific objectives in accordance with regulations, restrictions, or limitations. A fund is also an available quantity of financial resources.

Fund Balance – The balance remaining in a fund after expenditures have been subtracted from revenues.

Fund Type – One of nine fund types, which include: general, special revenue, debt service, capital projects, special assessment, enterprise , internal service, trust and agency, and reserve.

General Fund – A fund established for the purpose of accounting for all financial resources and liabilities of the County except those required to be accounted for in other funds by special regulation, restrictions, or limitations.

General Obligation Bonds – This type of bond is backed by the full faith, credit, and taxing power of the government.

Governmental Funds – Funds that support governmental-type activities.

Grants – Contributions or gifts of cash or other assets from another government or agency to be used or expended for a specified purpose or activity.

Hourly Employee – A County employee who fills a temporary or short-term position. Such employees provide contingency staffing for County operations during peak workloads, or to address temporary staffing needs. Hourly employees are paid on a per-hour basis and receive prorated benefits.

Interdepartmental Charges – An expenditure and revenue classification for those expended charged to one department by another within the same fund for materials or equipment used for services rendered.

Internal Service Funds – Accounts for services, materials, and administrative support that are charged to other County departments.

Infrastructure – Facilities on which the continuance and growth of a community depend, such as streets, waterlines, etc.

Levy – The amount of ad valorem tax certified by a local government for the support of governmental activities.

Lockbox – A term used for the process of paying bills at a remote location. The money is counted, receipted, deposited, and then transferred electronically to the intended entity. This process is used to collect property tax payments.

Materials and Services – An expenditure category encompassing major non-capital, non-personnel expenditures. These include expenses for travel and training, operations, data processing, property, equipment, and contracted services.

Measurement Focus – The accounting for and reporting of the financial operations of funds.

Modified Accrual Basis of Accounting – A basis of accounting where revenues are recognized when they are both measurable and available and expenditures are recognized at a time when liability is incurred pursuant to appropriation authority.

Non-Dedicated Revenue – Revenue that is not legally required to be dedicated, appropriated, or set aside for a specific purpose, or money that can be spent at Jackson County's discretion.

Non-Operating Revenue – Revenue derived from sources which are unpredictable or continually fluctuate. Such revenue is only used to fund non-recurring expenses such as capital projects.

Not Otherwise Classified (NOC) – A designation denoting miscellaneous items such as grants and reimbursements.

O & C Revenues – Revenues received by the County from the Federal government for timber harvested on Federal government land formerly belonging to the Oregon and California (O & C) Railroad. This is the primary source of revenue for Jackson County's general fund. Beginning in 1994-1995, O & C funds were no longer linked to the timber harvest and were guaranteed by the Federal government for five years.

Operating Budget – That portion of the Jackson County annual budget that applies to non-capital projects, non-capital outlays, transfers, contingency, and ending fund balance; that is , the combined categories of personal services and materials and services.

Operating Revenue – Revenue derived from predictable, stable sources which is used to fund the day-to-day operations of Jackson County.

Ordinance – A formal legislative enactment by the Board of Commissioners. If it is not in conflict with any higher form of law, such as a State statute or constitutional provision, it has the full force and effect of law within the boundaries of the County.

Oregon Administrative Rules (OAR) – Rules established by a given State department who have authority granted by an ORS to operate a specific function. For example: the Oregon Department of Revenue (ODR) has authority to provide oversight of county assessors. ODR, therefore, writes administrative rules to interpret those ORS which govern collection of property taxes.

Oregon Revised Statutes (ORS) – The set of laws established by a vote of the people or the State legislature.

Other Requirements – An expenditure classification encompassing all miscellaneous expenditures that cannot be appropriately classified as personal services, materials and services, or capital outlay. This includes transfers to other funds and contingencies.

Outcome – A result; the mathematical expression of the effect on customers, clients, the environment, or infrastructure that reflect the purpose of a program.

Personal Services – An expenditure classification encompassing all expenditures relating to County employees. This includes union and non-union labor costs, employee benefits, and payroll tax expenses.

Program – A group of related activities performed by one or more organized unites for the purpose of accomplishing a function for which the County is responsible (sub-unit or categories or functional areas).

Program Budget – A method of budgeting whereby money is allocated to the functions or activities of the County rather than to specific items of cost. Services are broken down into identifiable service programs or performance unites. A unite can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives.

Projected – An estimation of revenues and expenditures based on past trends, current economic conditions and future financial forecasts.

Proposed Budget – The financial and operative plan prepared by the Budget Officer. It is submitted to the public and the Budget Committee for review.

Public Law 106-393 (PL 106-393) – On October 30, 2000, Congress passed Public Law 106-393 (the Secure Rural School and Community Self-Determination Act of 2000, commonly known as "Payments to States") in order to offset the effect of decreased revenues available to counties from declining timber harvests on Federal lands. PL 106-393 sunset after fiscal year 2006-2007.

Publication – Public notice given by publication in a newspaper of general circulation within the boundaries of the local government.

Required to Balance – A revenue classification indicating funds that have been transferred into one department or fund from another in order to eliminate any difference between self-generated revenues and anticipated expenditures.

Reserve – A portion of a fund balance which has been legally segregated for a specific use.

Resolution – A formal order of a governing body; of lower legal status than an ordinance.

Resources – Total amounts available for appropriation including estimated revenues, fund transfers and beginning fund balances.

Revenue – Income for the fiscal year including transfers and excluding proceeds from the sale of bonds and notes. The major categories of revenue include local taxes, state shared revenues, fees and charges, interest on investments, and fines and forfeitures.

Revenue Bond – A written bond backed by funds (revenue) generated by a specific fund.

Revised Budget – A budget alternative indicating all changes made to the adopted budget as the result of budget adjustments and the supplemental budget process.

SB 587 – A Senate Bill which requires certain building, electrical, and plumbing inspection response times. It also allows fees sufficient to fund 100 percent of the costs of those programs.

Special Revenue Funds – Funds used to account for receipts from revenue sources that are earmarked for special projects.

Supplemental Budget – A financial plan prepared to meet unexpected needs or to spend revenues not anticipated with the regular budget was adopted. It cannot be used to authorize a tax.

System Development Charge – A fee paid at the time of construction which goes to projects which will mitigate the impact on a specific service. The County has two SDCs: one to increase the park facilities and to other for road development.

Target Budget – Desirable expenditure levels provided to department in developing the coming year's recommended budget. Based on prior year's adopted budget, projected revenues, and reserve requirements.

Transfers – Legally authorized intra-County transfers of appropriations from one County fund to another County fund. Revenue and expenditures are accounted for in both funds.

Tax Levy – The total amount eligible to be raised by general property taxes.

Tax Rate – The amount of tax levied for teach $1,000 of assessed valuation. The tax rate is multiplied by the assessed valuation to determine the total amount.

Unappropriated Ending Fund Balance – An expenditure classification for those funds not appropriated for any purpose and reserved for ensuing fiscal years. This may include specific reserves for buildings or equipment or may be generally reserved funds for no specific purpose.

User Fees – The payment of a fee for direct receipt of a public service by the party benefitting from the service.

Volunteers – An unpaid County worker who provides services to the County as a public service, or as a personal interest. Volunteers typically do short-term projects or donate a small number of hours a month.

This Page Reserved for Notes