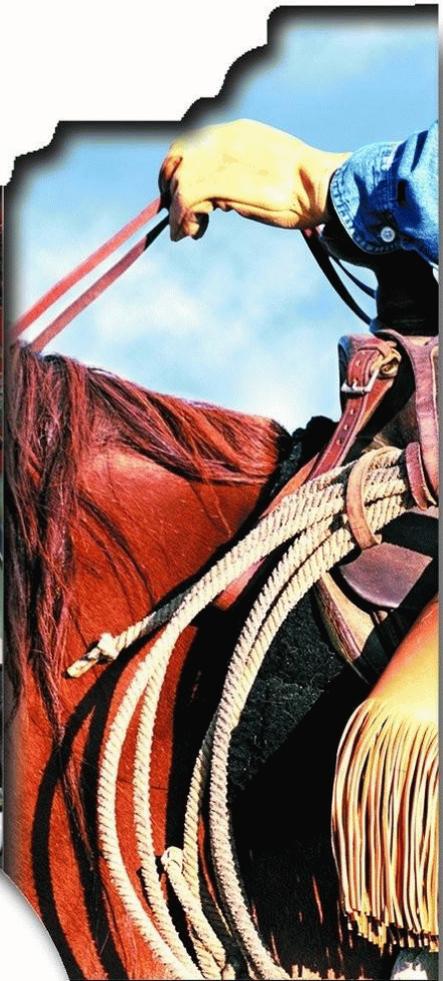
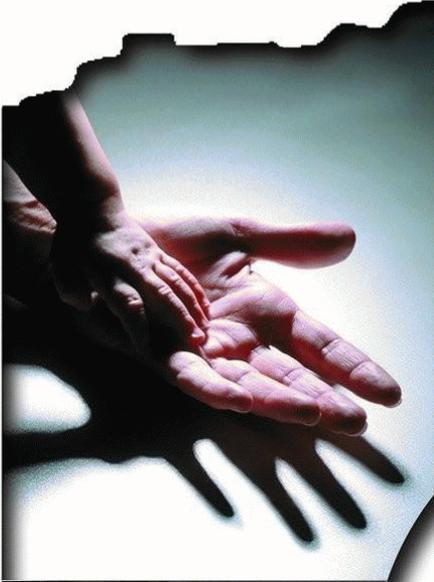
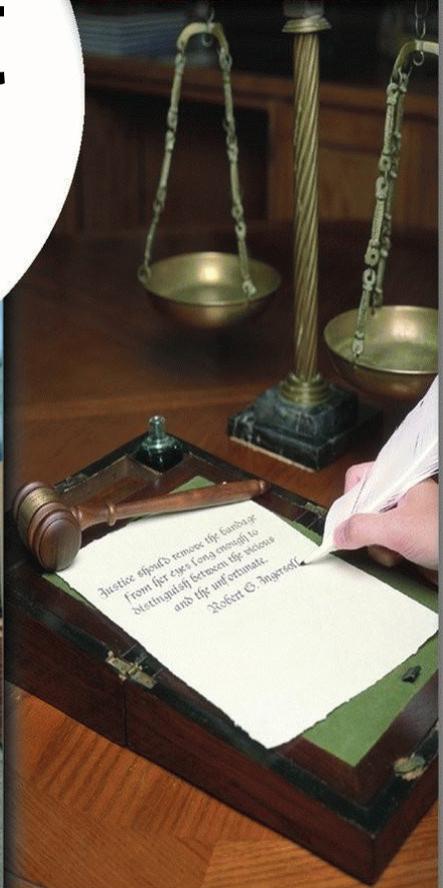
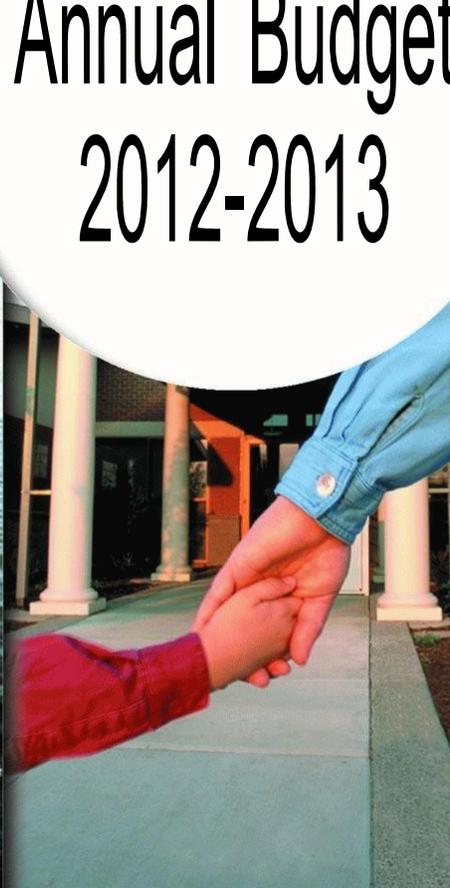
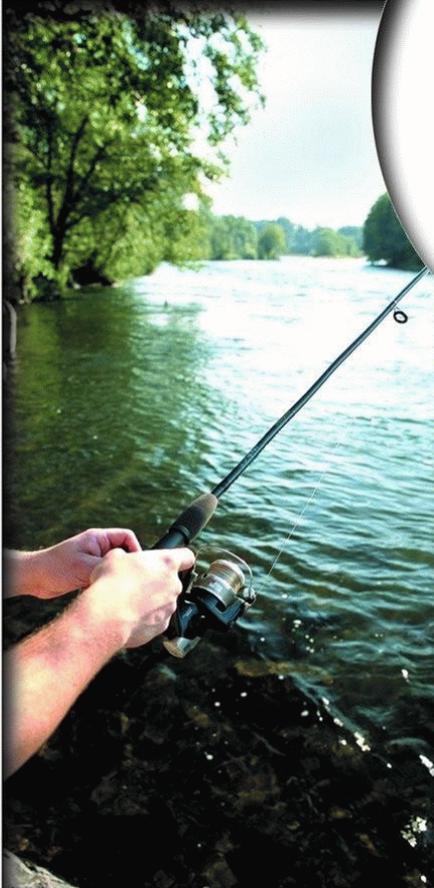


# JACKSON COUNTY

Oregon



## Annual Budget 2012-2013



# Adopted Budget



JACKSON  
COUNTY  
*Oregon*

## 2012-2013

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### BUDGET COMMITTEE MEMBERS

Board of Commissioners

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

Citizen Budget Committee

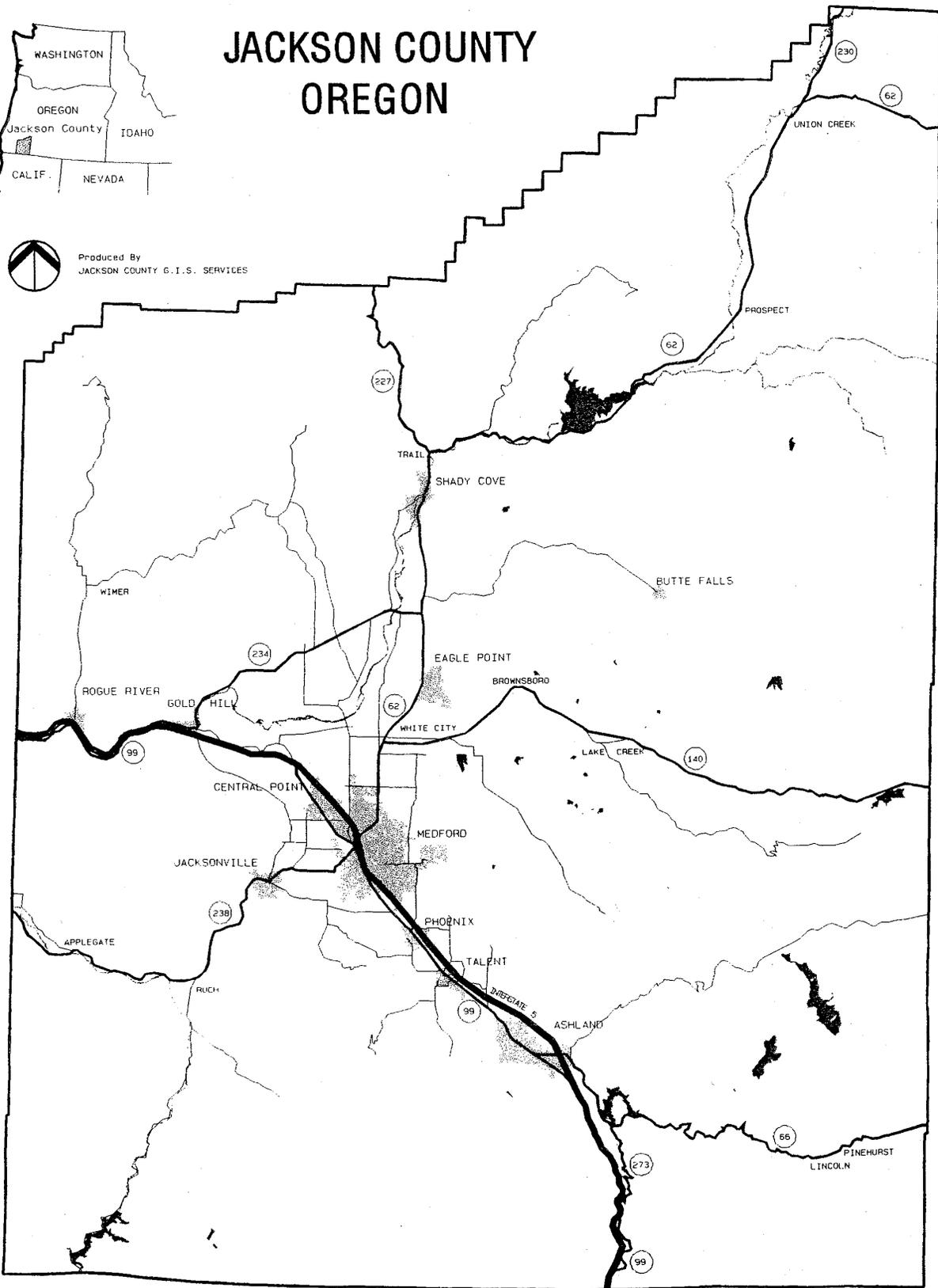
Dick Rudisile, Presiding Officer  
Craig Morris  
April Sevcik

Danny Jordan  
County Administrator

# JACKSON COUNTY OREGON



Produced By  
JACKSON COUNTY G.I.S. SERVICES



4/6/97



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Jackson County**

**Oregon**

For the Fiscal Year Beginning

**July 1, 2011**

*Linda C. Davidson Jeffrey R. Emer*

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, 2011. 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 .....	12
Short-Term Financial and Other Initiatives that Impact the Adopted Budget .....	12
Significant Departmental and Fund Highlights and Issues for 2012-2013 .....	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 .....	37
Revenue Information .....	38
Revenue Summary by Source .....	44
Summary of Revenues by Department .....	45
Spending Plan .....	46
Spending Plan Definitions .....	52

## CAPITAL & DEBT SCHEDULES

Capital Projects and Capital Outlay Schedule .....	55
Debt Management .....	67

## AIRPORT

Budget Overview .....	71
Organization Chart .....	72
Department Summary .....	73
Airport Administration .....	75
Airport Debt Service .....	78
Development .....	81
Diversification Projects .....	83
Operations and Maintenance .....	85
Passenger Facility Charge .....	88
Safety and Security .....	90

## ASSESSOR

Budget Overview .....	93
Organization Chart .....	94
Department Summary .....	95
Assessment and Appraisal .....	97

## BOARD OF COMMISSIONERS

Budget Overview .....	101
Organization Chart .....	102
Department Summary .....	103
Board of Commissioners .....	105

## COMMUNITY JUSTICE

Budget Overview .....	109
Organization Chart .....	110
Department Summary .....	111
Adult Supervision and Programs .....	115
Juvenile Services .....	119
Transition Center .....	121

## COUNTY ADMINISTRATION

Budget Overview .....	125
Organization Chart .....	126
Department Summary .....	127
County Administration .....	129
Community Development Block Grant .....	131
Economic and Special Development .....	133
Emergency Management .....	137
Facility Maintenance .....	141
Human Resources .....	144
Internal Audit .....	148
Risk Management-General and Auto Liability .....	151
Self-Insurance Health Plan .....	153
Watermaster .....	156
Workers' Compensation .....	160

## COUNTY CLERK

Budget Overview .....	163
Organization Chart .....	164
Department Summary .....	165
Clerk Administration .....	167
Elections .....	170
Recording .....	173

## COUNTY COUNSEL

Budget Overview .....	177
Organization Chart .....	178
Department Summary .....	179
County Legal Services .....	181

## DEVELOPMENT SERVICES

Budget Overview .....	183
Organization Chart .....	184
Department Summary .....	185
Building .....	187
Code Enforcement .....	191
Comprehensive Planning .....	194
Current Planning .....	197

## DISTRICT ATTORNEY

Budget Overview .....	201
Organization Chart .....	202
Department Summary .....	203
Child Support Case Management .....	208
Liquor Enforcement .....	213
Prosecution Case Management .....	214
Victims' Assistance .....	218

## EXPO

Budget Overview .....	223
Organization Chart .....	224
Department Summary .....	225
Fair .....	227
Interim Events .....	231

## FIDUCIARY & SPECIAL FUNDS

Budget Overview .....	233
Capital Projects .....	234
Central Services Fiduciary .....	235
County Schools Fund .....	236
Court Security .....	237
General Fund Fiduciary .....	238
Library Debt Service - 1 <sup>st</sup> Bond Issue .....	240
Library Debt Service - 2 <sup>nd</sup> Bond Issue .....	242
Solid Waste .....	244
Title II .....	248
Title III/PL 106-393 .....	249
Title III/PL 110-343 .....	251
Video Lottery .....	253

## FINANCE

Budget Overview .....	255
Organization Chart .....	256
Department Summary .....	257
Accounting .....	259
Payment Center .....	261
Property Management .....	263
Treasury .....	266

## HEALTH & HUMAN SERVICES

Budget Overview .....	269
Organization Chart .....	270
Department Summary .....	271
Health Administration .....	273
Addiction Services .....	275
Animal Shelter and Control .....	280
Developmental Disabilities .....	284
Environmental Public Health .....	288
Human Services .....	290
Mental Health .....	292
Public Health .....	298
Veterans' Services .....	302

## INFORMATION TECHNOLOGY

Budget Overview .....	305
Organization Chart .....	306
Department Summary .....	307
Computer Replacement .....	309
Information Technology .....	312

## JUSTICE COURT DISTRICT

Budget Overview .....	315
Organization Chart .....	316
Department Summary .....	317
Justice Court District .....	318

## LIBRARY

Budget Overview .....	321
Organization Chart .....	322
Department Summary .....	323
Library Administration .....	326
Law Library .....	335
Mail Courier .....	338

## ROADS & PARKS

Budget Overview .....	341
Organization Chart .....	342
Department Summary .....	343
Roads Administration .....	347
Engineering .....	350
Fleet Services .....	353
Greenway Fund .....	356
Motor Pool .....	358
Pedestrian/Bicycle Trails .....	361
Road Maintenance .....	363
Roads System Development .....	366
Street Improvement Fund .....	368
Vegetation Management .....	370
Parks and Recreation .....	372
Parks System Development .....	375
Sports Park Mitigation .....	377

## SHERIFF

Budget Overview .....	379
Organization Chart .....	380
Department Summary .....	381
Sheriff Administration .....	383
Corrections .....	386
Criminal Services .....	388
Law Enforcement District .....	396
Search and Rescue .....	399
Southern Oregon Tactical Narcotics Team (SoTNT) .....	402

## SURVEYOR

Budget Overview .....	405
Organization Chart .....	406
Department Summary .....	407
Surveyor .....	409
Corner Restoration .....	412

## PERSONNEL

FTE Per Thousand Population Overview .....	415
FTE by Department Overview .....	415
FTEs by Department Detail .....	416
Salary Schedules .....	428

## 5-YEAR PROJECTIONS

Five-Year Projections: Comprehensive Long-Term Financial Forecast .....	431
Five-Year Budget Projections .....	437

## APPROPRIATIONS

Appropriations Introduction .....	445
Order Adopting the 2012-2013 Fiscal Year Budget .....	445
Summary of Revenues and Expenditures .....	450

## GLOSSARY

Glossary of Terms .....	543
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# JACKSON COUNTY

Oregon

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## Budget Message Jackson County, Oregon 2012-2013

July 1, 2012

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

The total adopted Jackson County budget for fiscal year 2012-2013 is \$316,219,068. The adopted budget for fiscal year 2011-2012 totaled \$347,005,157. The adopted budget for fiscal year 2012-2013 continues on the principles adopted in fiscal year 2011-2012. There are no significant changes in operations projected in this budget.

The Consumer Price Index (CPI) has approached 3 percent 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 projected 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. However, PERS is now giving indications that the increase may not go away and, in fact, may even increase because they held the last increase to an artificially low number. The County is still 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 2012-2013 is the second half of the State's biennium budget. As you may be aware, the State just finished a short session where they dealt with a budget shortfall that was in addition to the original projected shortfall. Adjustments have been made to those parts of this budget funded by the State. Those Departments most affected are Health and Human Services, Community Justice, and the Sheriff. In an effort to balance the State budget, they passed legislation (House Bill 2712) which will significantly reduce the amount of revenue collected by the Justice Court. This legislation specifically affects the District Attorney, Sheriff, and Community Corrections. Since the stated intent of the legislation was to be revenue neutral to these three departments, we will not make adjustments until the specific effects are known. 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 so we are projecting no increase from fiscal year 2011-2012. Payments from Public Law (PL) 110-343, the last extension to our Oregon and California railroad lands (O&C) and Federal forest revenues, ended in fiscal year 2011-2012. At this time, the most promising bill introduced and approved by the Senate would extend payments for one more year. However, at this point it is doubtful it will pass in the House side of Congress in its present form and, at best, it will be based on a formula that reduces the amount of money the County has received in the past. The County General Fund continues to operate at an operating revenue deficit to the tune of approximately \$6.3 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. On the other hand, this continues to be 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 commits a significant amount (\$29.3 million) of the Health and Human Services and General Fund reserves be used to purchase and/or remodel facilities to meet the needs of various departments. Projects include remodeling the basement of the jail after the Sheriff's Administration moves out to house 62 more prisoners in the building (\$1.5 million); funding for a new facility in downtown Medford for the Health and Human Services Department (\$18 million) and construction of a new parking garage to serve the facility (\$8.26 million); Courthouse remodeling for the offices of Finance, Surveyor, and Watermaster (\$1.5 million); and other more minor projects. The budget includes the balance of \$1.5 million, appropriated during fiscal year 2011-2012, 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. It has also been determined that the County must purchase a new software system for the Assessment and Taxation functions. The project was started after consultation with the Budget Committee in December, 2011, and the balance of the \$1.8 million project is also included in this budget. These capital projects will bring the Rainy Day Fund down to approximately \$19.8 million at the end of fiscal year 2012-2013 in addition to the \$10 million for cash flow and \$2 million in General Fund Reserves.

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 Recommended Budget
- Short-Term Financial and Other Initiatives that Impact the Recommended Budget
- Significant Departmental and Fund Highlights and Issues for 2012-2013
- 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: The County has purchased what is known as the Federal Building in downtown Medford, an architect has been selected, and the process of choosing a contractor as part of a CM/GC process is underway. 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 2012-2013. Some may continue beyond 2012-2013. However, they are presented here as factors with a direct impact on this adopted budget.

### Contingency

The 2012-2013 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 2012-2013 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 2012-2013**

### 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."

### Assessor

During fiscal year 2011-2012, the Assessor's Office underwent a significant reorganization. As a result, the Department has dropped 2.60 full-time equivalent (FTE) positions. The need for a new software package came to light during the organizational examination that brought about the reorganization of the Department.

### 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 2012-2013 in the amount of \$1,163,339.

### County Administration

This budget proposes an increase of 1.30 FTE positions in the County Administration Department's budget. Of that increase, 0.30 FTE is a result of moving that portion of the County Administrator that was previously included in Fiduciary and other fund departments into this Department. The remaining 1.00 FTE is added to the Facility Maintenance Program as a result of the new Sheriff's facility.

## Expo

The Expo and Fairgrounds is an Enterprise Fund. Plans are being developed by the Fair Board and the Fair Director to make the Expo completely self-sufficient in the near future. Great strides have been made over the last few months. This budget includes General Fund support of \$68,817 in addition to the \$185,000 of support provided each year through Facility Maintenance for maintenance of existing facilities.

## Health and Human Services

As previously mentioned, the State budget has gone through some trying times. As a result, the amount of money coming from the State to provide mental health services is being reduced. The effect is a reduction of 34.60 of 233.50 FTE. It is expected that all but 1.00 FTE will be transferred to the State or other agencies.

## Information Technology

The new software system being installed in the Assessor's Office will require additional FTE in the amount of 3.80. Since the new system will be operated and maintained in-house when the project has been implemented, some of the FTE will be reduced and some will be retained.

## Public Safety

Public safety budgets (District Attorney, Sheriff, and Community Justice) have been impacted by the cutbacks in the State budget process. During fiscal year 2011-2012 the budgets were balanced based on cooperation between the Sheriff's Department and Community Justice regarding the County's use of allocated Community Corrections Act funding. This year is no different. In order to balance the budget for fiscal year 2012-2013, both departments have cut back on their expenditures of dedicated State funding during fiscal year 2011-2012 so they can carry it forward into fiscal year 2012-2013. The net effect will be to shift funding back to the Sheriff that was given up during fiscal year 2011-2012.

### **Processes Used to Develop the Budget and Organization**

The Budget Committee was convened in a special public meeting on December 8, 2011, 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 9, 12, and 13, 2012. No public testimony was heard at these meetings.

The Budget Committee hearings on the recommended budget were held April 17 and 19, 2012. 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 19, 2012. 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 17, 2012, at 11:30 a.m. At that meeting, they developed a recommendation for Elected Officials' salaries and present 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 6, 2012. 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**

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 2012-2013. 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 \$1,557,835 on behalf of its first Library debt service (Series 2000), and expects to collect 94 percent or \$1,464,365. For its second Library debt service (Series 2002), the County expects to levy \$1,569,787 and collect \$1,475,600 (also at 94 percent).

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 81.4 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 78 of the budget. The budget for 2012-2013 includes debt service in the amount of \$1,338,582. 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 240 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 (2<sup>nd</sup> Bond Issue) were refinanced to lower the rate of interest.

The 2012-2013 budget includes debt service payments in the amount of \$1,514,365 for the first and \$1,526,600 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.

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# BUDGET SUMMARY

## Budget Preparation

### 2012-2013 Calendar

#### *Planning*

- **November 2011** - *Budget Preparation Manual distributed to Departments*

#### *Preparation*

- **December 15, 2011 - February 21, 2012** - *Budget submissions due from Departments*

#### *Review*

- **December 16, 2011 - March 6, 2012** - *Administrative staff reviews Department requested budgets*
- **March 9, 12, and 13, 2012** - *County Administrator reviews individual Department budgets with full Budget Committee, the Department Director, and administrative staff*

#### *Approval*

- **April 10, 17, and 19, 2012** - *Presentation of recommended budget and public hearings*

#### *Adoption*

- **June 6, 2012** - *Board of Commissioners' public hearing to adopt fiscal year 2012-2013 budget*

Preliminary budget materials were distributed to the Department Directors and Program Managers in November 2011. 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 2011. 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 9, 12, and 13, 2012. 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 6, 2012. The County Administrator's recommended budget was prepared and presented to the public on April 10, 17, and 19, 2012. The recommended budget was printed and open to public inspection. Notice for the April meetings were published in the *Mail Tribune* on March 27 and April 3, 2012. Following its adoption by the Budget Committee, the budget was published in the *Mail Tribune* on May 30, 2012, indicating the time and place of the budget hearing—as required by Oregon Revised Statutes (ORS). On June 6, 2012, following the public hearing, the Board of Commissioners adopted the budget for fiscal year 2012-2013. 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 6, 2012. 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 unforeseen 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 ORS 294.481. 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 (2012-2013) 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, Passenger Facility Charge, 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). Capital Projects Funds include: Systems Development, Greenway, Capital Projects, and Street Improvement.

### **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 2008-2009 to FY 2010-2011) and “budgeted” (FY 2011-2012 and FY 2012-2013) 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: (11-12) \$22,526,552,961  
Annual Precipitation: 21.93"  
Principle Industries: Retail, Medical,  
Tourism, Manufacturing, Agriculture, Lumber

## VOTERS

Republicans ..... 44,027  
Democrats ..... 39,060  
Non-Affiliated ..... 23,215  
All Others ..... 8,177  
Total Registered Voters ..... 114,479

## PER CAPITA INCOME

2000-01 ..... \$25,561  
2001-02 ..... \$27,165  
2002-03 ..... \$27,868  
2003-04 ..... \$29,019  
2004-05 ..... \$30,028  
2005-06 ..... \$31,188  
2006-07 ..... \$33,625  
2007-08 ..... \$34,443  
2008-09 ..... \$35,272  
2009-10 ..... \$33,310  
2010-11 ..... \$34,168

<u>AGE</u>	<u>POPULATION</u>	<u>PERCENT</u>
0-9	23,682	11.6%
10-19	25,648	12.6%
20-29	23,974	11.8%
30-39	23,132	11.3%
40-49	25,488	12.5%
50-59	30,377	14.9%
60-69	26,040	12.8%
70-79	14,971	7.3%
80+	10,638	5.2%
<b>TOTAL</b>	<b>207,745</b>	<b>100.00%</b>

## POPULATION

	<u>7/1/10</u>	<u>7/1/11</u>	<u>Percent Change</u>
Total Jackson County	207,745	203,950	-1.83%
Ashland	21,460	20,255	-5.62%
Butte Falls	445	425	-4.49%
Central Point	17,205	17,235	0.17%
Eagle Point	8,855	8,520	-3.78%
Gold Hill	1,080	1,220	12.96%
Jacksonville	2,700	2,800	3.70%
Medford	77,485	75,180	-2.97%
Phoenix	4,910	4,550	-7.33%
Rogue River	2,110	2,140	1.42%
Shady Cove	2,890	2,910	0.69%
Talent	6,670	6,095	-8.62%
Unincorporated	61,935	62,620	1.11%

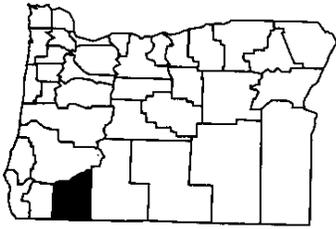
# JACKSON COUNTY AT A GLANCE

FISCAL YEAR	POPULATION	SCHOOL ENROLLMENT	UNEMPLOYMENT RATE
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%
2010-2011	203,950	28,443	12.2%

## 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
<b>TOTAL OWNERSHIP</b>	<b>872,782</b>	<b>49.61</b>	<b>19,286</b>	<b>1.10</b>	<b>867,149</b>	<b>47.07</b>	<b>1,759,217</b>

# The County



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*The current population is 203,950 – a decrease of 3,795 in 2011 with an average growth rate of approximately 1.12 percent a year over the past ten years.*

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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 203,950 – a decrease of 3,795 in 2011 with an average growth rate of approximately 1.12 percent over the past ten years. Approximately 69 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.

Medford, with a population of 75,180, 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 20,255), 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

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

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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 overlooking the valley, is often listed in the top ten of national retirement communities.

### **Recreation**

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 \$187,000 in 2011. In 2010 (the latest figure available), the median household income in Jackson County was \$40,603 and the per capita personal income was \$34,168.

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*The total budget for  
Jackson County in  
2012-2013 is \$316,219,068.*

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## 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.

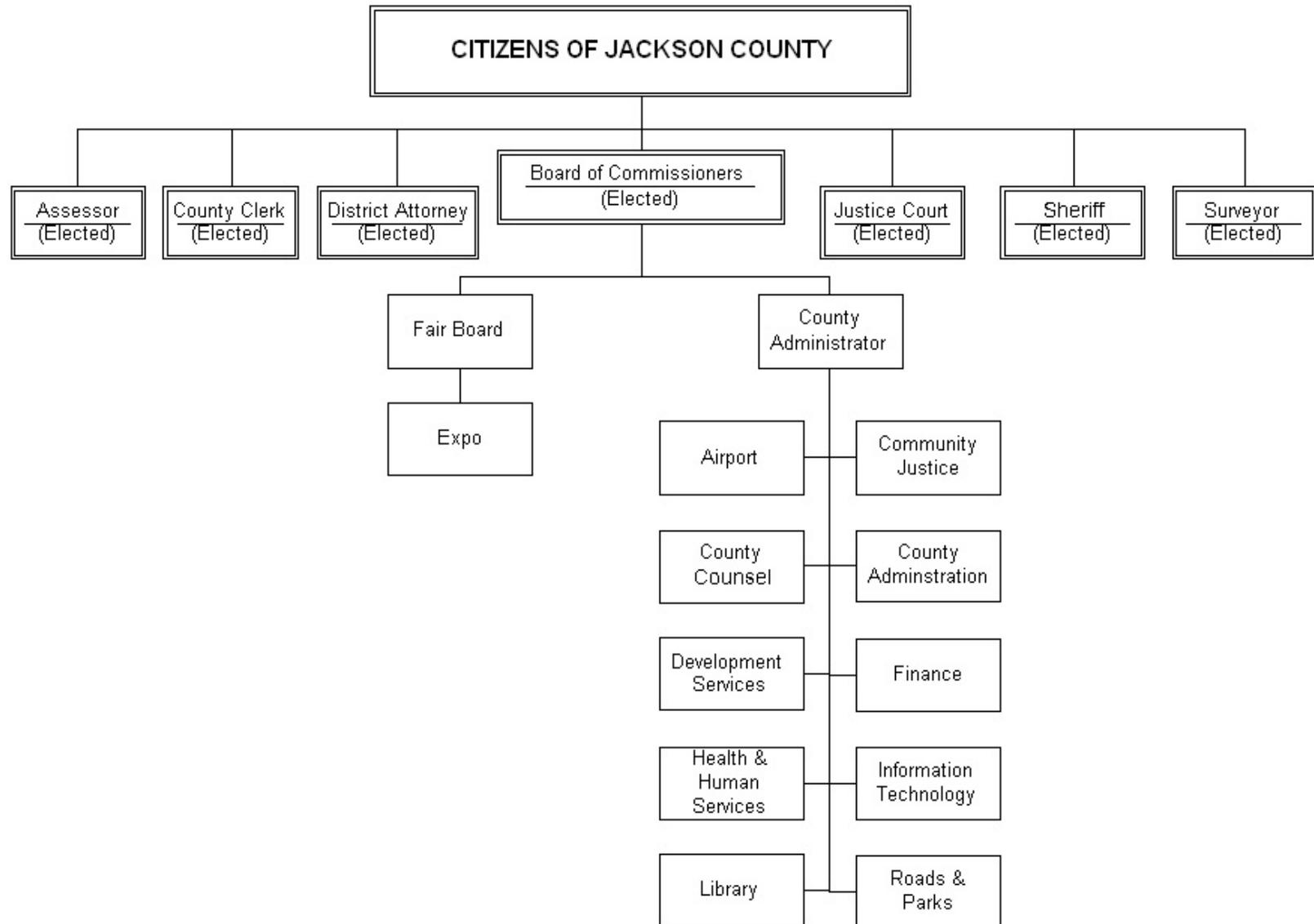
The total budget for Jackson County in 2012-2013 is \$316,219,068.



**JACKSON  
COUNTY**  
*o r e g o n*

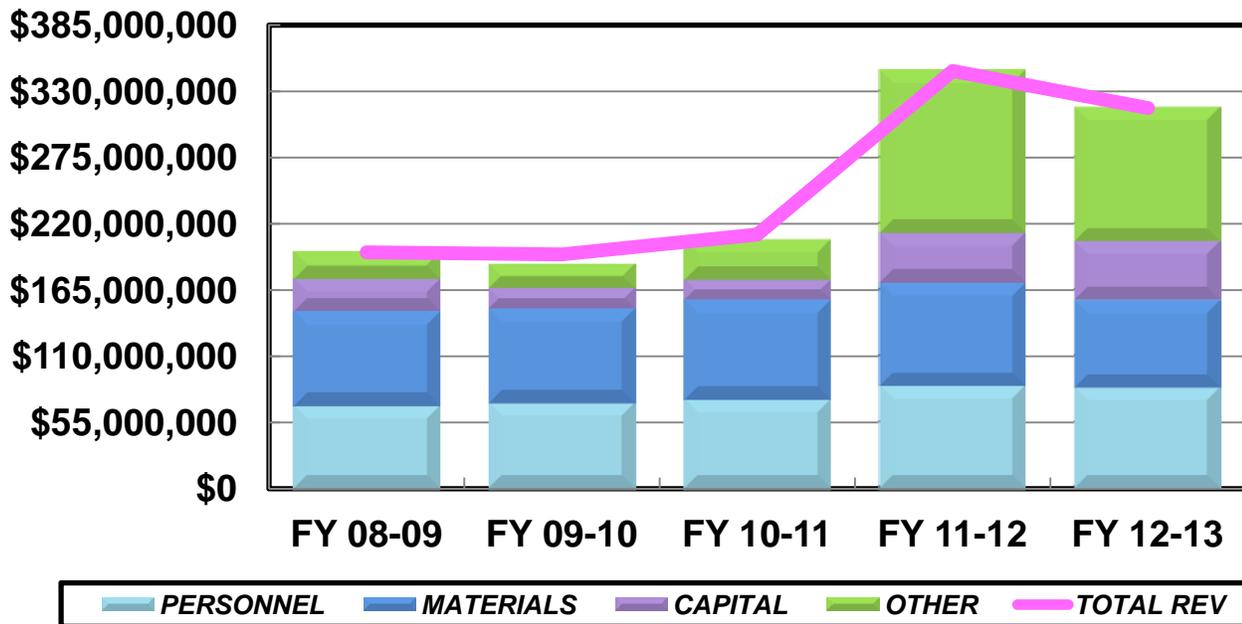
# Jackson County Organization Chart

## Fiscal Year 2012-2013



# JACKSON COUNTY

## TOTAL REVENUES AND EXPENDITURES 2008-2009 to 2012-2013

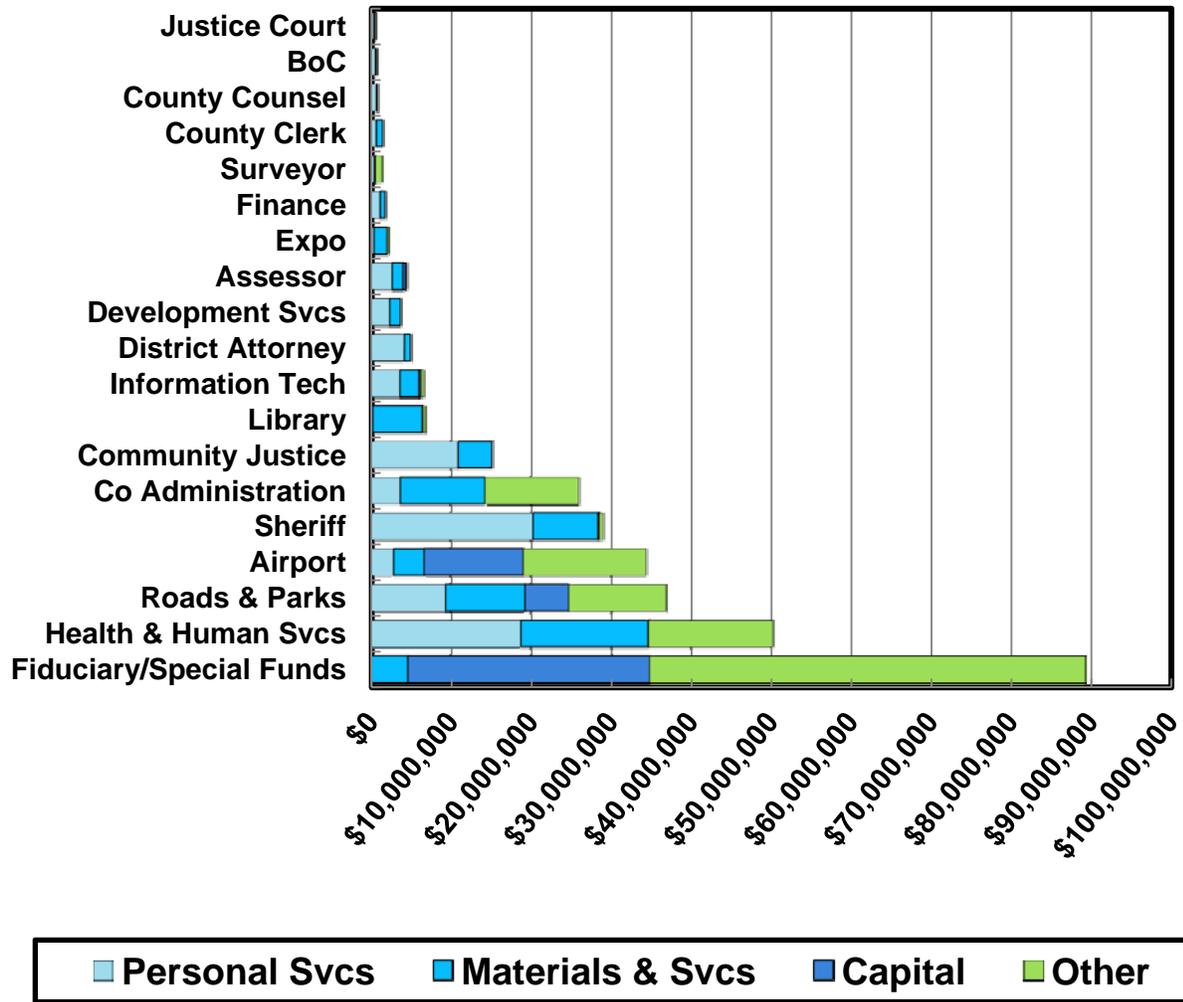


	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>PERSONNEL</b>	\$68,449,251	\$70,628,660	\$73,494,389	\$84,871,282	\$83,423,126
<b>MATERIALS</b>	\$78,321,231	\$78,528,087	\$82,827,537	\$85,546,284	\$72,687,296
<b>CAPITAL</b>	\$27,109,256	\$17,024,103	\$16,892,217	\$41,529,292	\$48,938,825
<b>OTHER</b>	\$22,843,779	\$20,291,690	\$33,574,268	\$135,058,299	\$111,169,821
<b>TOTAL EXP</b>	\$196,723,517	\$186,472,540	\$206,788,411	\$347,005,157	\$316,219,068
<b>TOTAL REV</b>	\$196,400,417	\$194,592,765	\$211,100,458	\$347,005,157	\$316,219,068

Numbers for FY 08-09 through FY 10-11 are actual revenues and expenditures. FY 11-12 and FY 12-13 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 2012-2013



**SUMMARY OF EXPENDITURES  
BY DEPARTMENT**

DEPARTMENT	ACTUAL 2009-2010	ACTUAL 2010-2011	PERCENT CHANGE	ADOPTED 2011-2012	ADOPTED 2012-2013	PERCENT CHANGE*
Airport	\$16,827,172	\$11,261,444	-33.08%	\$33,869,800	\$34,437,631	1.68%
Assessment	\$3,601,929	\$3,597,596	-0.12%	\$3,691,746	\$4,459,495	20.80%
Board of Commissioners	\$591,205	\$592,453	0.21%	\$722,230	\$739,085	2.33%
Community Justice	\$13,099,034	\$13,617,443	3.96%	\$14,770,130	\$15,147,543	2.56%
County Administration	\$13,123,587	\$17,042,115	29.86%	\$22,869,124	\$25,933,845	13.40%
County Clerk	\$1,257,784	\$1,277,591	1.57%	\$1,435,636	\$1,430,891	-0.33%
County Counsel	\$699,890	\$747,347	6.78%	\$866,169	\$799,351	-7.71%
Development Services	\$3,440,542	\$3,256,620	-5.35%	\$3,721,332	\$3,658,467	-1.69%
District Attorney	\$4,050,109	\$4,216,278	4.10%	\$4,787,726	\$4,923,373	2.83%
Expo	\$1,881,080	\$1,787,615	-4.97%	\$1,897,974	\$2,143,665	12.94%
Fiduciary	\$23,007,600	\$39,081,599	69.86%	\$111,745,309	\$89,349,187	-20.04%
Finance	\$1,518,942	\$1,546,667	1.83%	\$1,702,682	\$1,750,727	2.82%
Health & Human Services	\$40,787,255	\$43,555,281	6.79%	\$62,015,327	\$50,271,660	-18.94%
Information Technology	\$4,390,274	\$4,547,069	3.57%	\$5,711,572	\$6,566,252	14.96%
Jackson County Justice Court	\$427,985	\$449,614	5.05%	\$558,903	\$572,991	2.52%
Library	\$5,853,363	\$6,020,453	2.85%	\$6,878,555	\$6,751,710	-1.84%
Roads & Parks	\$25,103,325	\$25,524,086	1.68%	\$37,502,830	\$36,857,871	-1.72%
Sheriff	\$26,249,754	\$28,142,029	7.21%	\$30,765,515	\$29,071,000	-5.51%
Surveyor	\$562,771	\$525,097	-6.69%	\$1,492,597	\$1,354,324	-9.26%

<b>GRAND TOTALS</b>	<b>\$186,473,601</b>	<b>\$206,788,397</b>	<b>10.89%</b>	<b>\$347,005,157</b>	<b>\$316,219,068</b>	<b>-8.87%</b>
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\* 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 2011-2012 and fiscal year 2012-2013 adopted where the change is equal to or greater than 10 percent.

### ASSESSMENT

- The increase of 20 percent is due to the estimated second year costs of the implementation of the Manatron software conversion, which replaces the Oregon Counties Assessment and Taxation System (ORCATS) as the mechanism for all assessment and taxation for Jackson County. This project will continue through fiscal year 2014-2015.

### COUNTY ADMINISTRATION

- ◆ The increase of 13.4 percent is related to the increase in fund balance and reserves in the three self-insurance funds.

### EXPO

- ◆ The increase of 12.94 percent is due to a planned increase in marketing, advertising, and entertainment costs for Fair events, which are projected to be matched by an increase in gate admission revenues.

### FIDUCIARY

- ◆ The decrease of 20.04 percent is due to a decline in Federal revenue from the fiscal year 2011-2012 budget, as well as a reduction of Rainy Day Reserves due to the completion of the several significant capital projects being built according to the capital improvement schedule.

### HEALTH AND HUMAN SERVICES

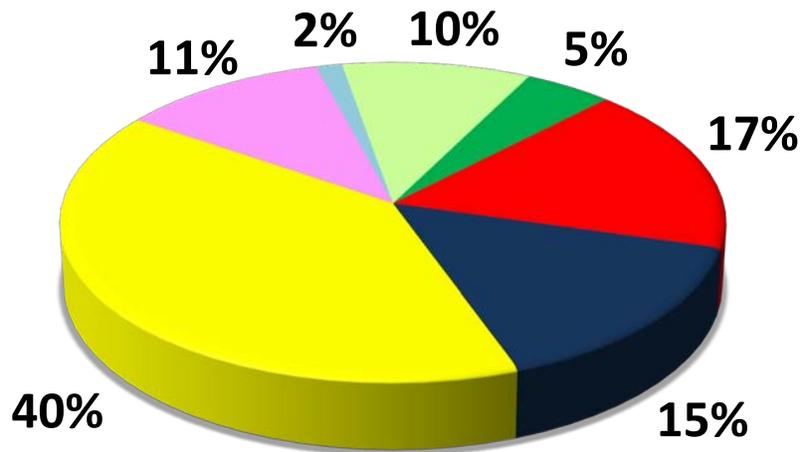
- ◆ The decrease of 18.94 percent is related to the construction and remodel of the forthcoming consolidated social services facility. The fiscal year 2012-2013 budget includes a \$15.5 million transfer to the Capital Projects Fund to complete this project.

### INFORMATION TECHNOLOGY

- ◆ The increase of 14.96 percent is due to increased labor costs, growth in demand for data storage, and especially an increase in technology projects requested by internal departments. The largest of these projects is the aforementioned Manatron conversion project for Assessment.

# REVENUE BY SOURCE

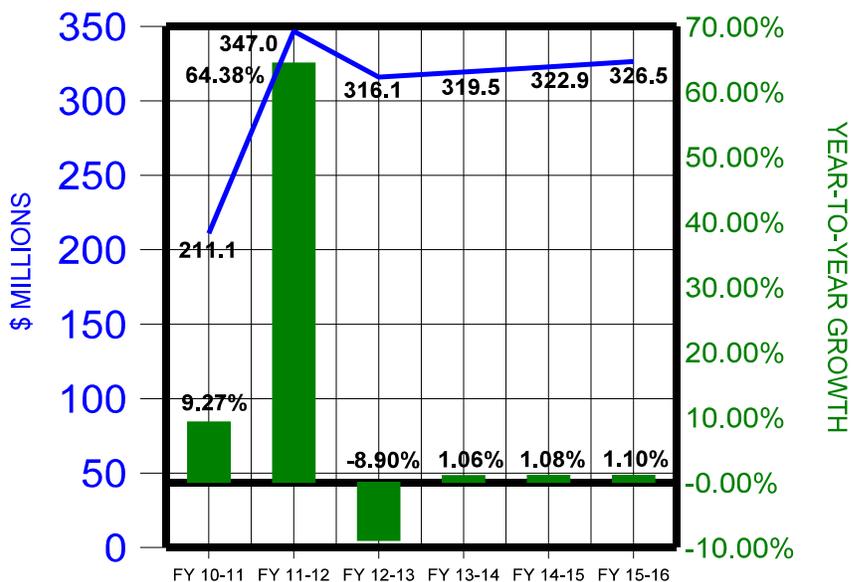
## FY 2012-2013



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 2015-2016.

## TOTAL COUNTY REVENUE

### Five-Year Projection



This graph shows a five-year projection of total County revenues from fiscal year 2010-2011 through fiscal year 2015-2016. Additionally, total actual County revenues are shown for fiscal year 2010-2011. Actual fiscal year 2010-2011 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 decreased each year until its conclusion in 2012. Therefore, fiscal year 2011-2012 was 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 State); 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.

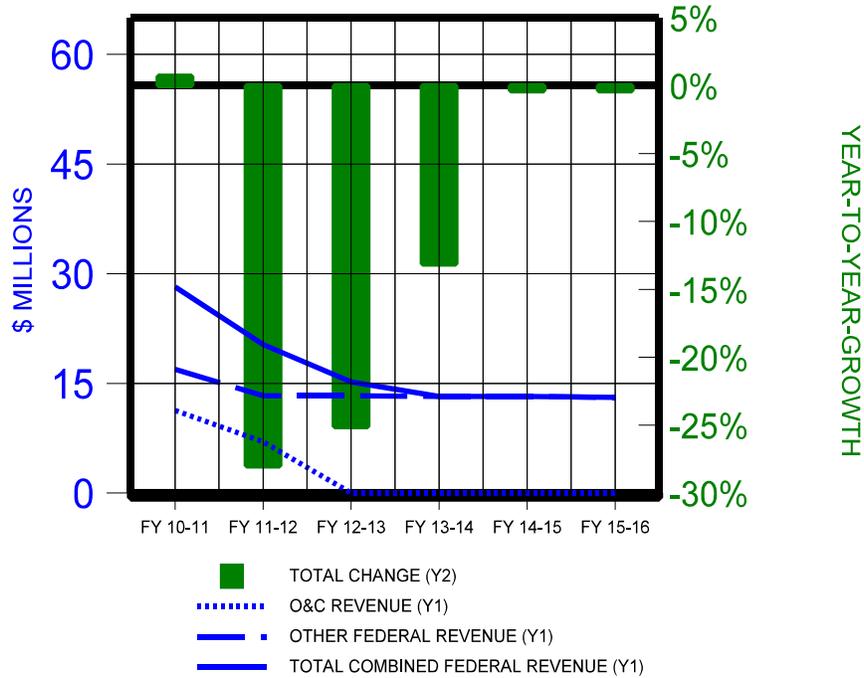
**\*Property Taxes** - All tax levies have been consolidated and converted to a permanent rate limit of \$2.0099 per thousand of maximum assessed value as required by Ballot Measure 50. Currently, the maximum assessed value is approximately 81.4 percent of real market value Countywide (86.5 percent for residential properties and 60.4 percent for commercial properties). 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.

## Federal Government

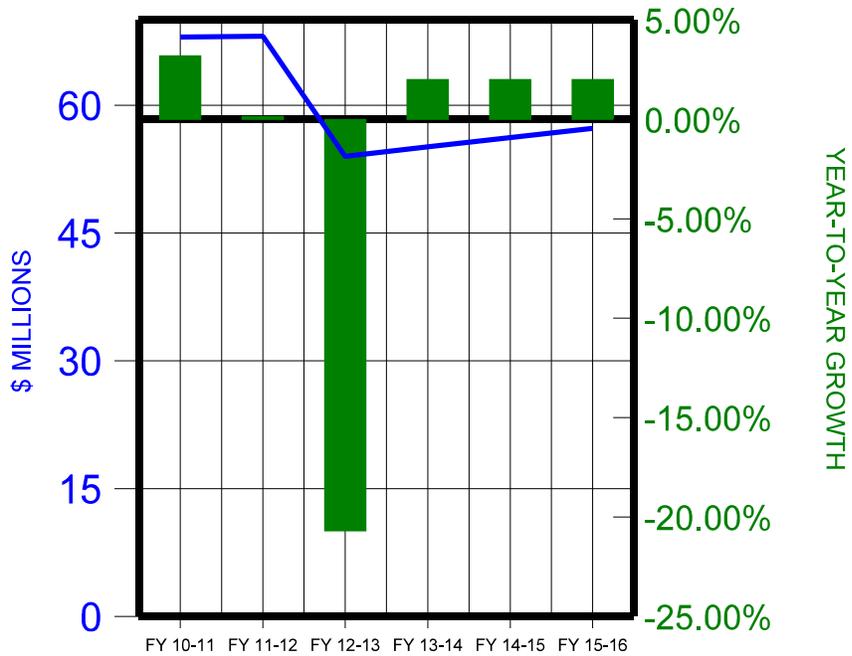


Much of the County’s Federal revenue comes in various forms such as grants, contracts, and reimbursements. In the five years prior to fiscal year 2008-2009, the County received Federal revenue from Public Law 106-393 which was enacted on October 30, 2000. These funds were to replace a revenue stream (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 was replaced by Public Law 110-343. Funding for this program decreased 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 was the final payment.

Legislation is currently being discussed which will provide a replacement plan for Public Law 110-343. However, at this point it is doubtful it will pass in the House side of Congress in the bill’s present form and, at best, it will be based on a formula that reduces the amount of money the County has received in the past. Therefore, as with previous years, O & C funds are projected to remain nonexistent from fiscal year 2012-2013 and beyond.

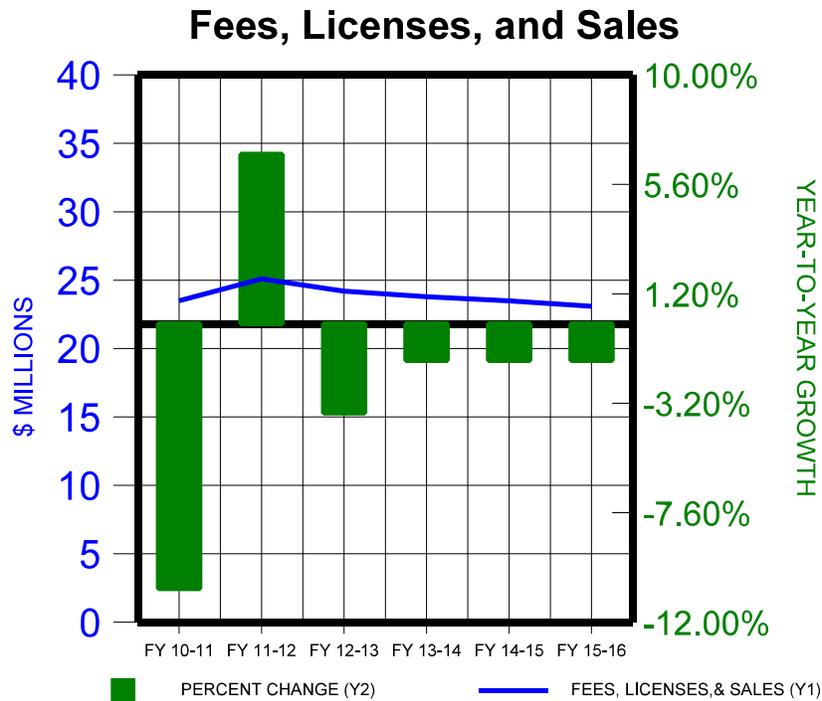
The 41 percent decrease in “Other Federal Revenue” from fiscal year 2010-2011 to 2011-2012 is mainly attributable to the completion of a grant to remove the Gold Ray Dam. Future Federal revenues were projected to decrease at -1 percent per year.

## State & Local Governments



Over half of this revenue supports State-mandated services provided by the Health and Human Services 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 in various programs.

State revenues have been relatively flat; therefore, future revenues have been projected at a modest 2 percent growth rate.



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.

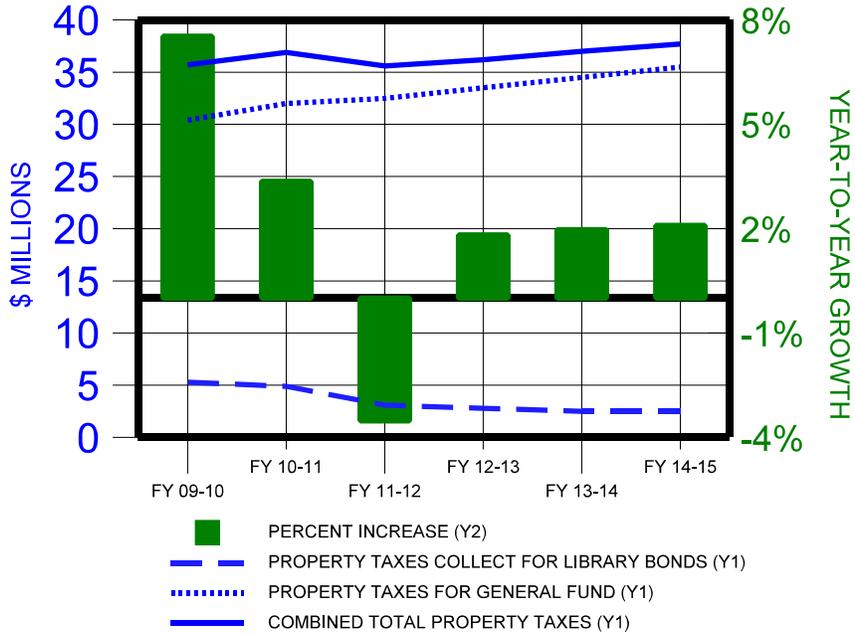
Among the County programs that collect fees are:

- 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. These fees are constantly monitored by departments. Departments have adjusted as necessary to meet the downturn. Revenues for all fee-based services have been projected at -1.5 percent.

# Property Taxes

(Five-Year Projection)



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 81.4 percent of real market value Countywide (86.5 percent for residential properties and 60.4 percent for commercial properties). 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 5 percent (a 3 percent levy on existing parcels and a 2 percent levy on new construction). The County will certify and pay on the \$20,365,000 of library bonds sold in fiscal year 2000-2001 an average of \$1.4 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 \$1.4 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 2009-2010 TO FY 2012-2013**

REVENUE CATEGORY REVENUE TYPE	ACTUAL 2009-2010	ACTUAL 2010-2011	PERCENT CHANGE	ADOPTED 2011-2012	ADOPTED 2012-2013	PERCENT CHANGE
<b>FEDERAL GOVERNMENT</b>						
Contracts/Grants-Federal	\$ 8,982,370	\$ 8,987,791	0.06%	\$ 8,401,591	\$ 10,104,290	20.27%
Reimbursements-Federal	\$ 869,262	\$ 1,163,950	33.90%	\$ 880,197	\$ 951,905	8.15%
Shared Revenue-Federal	\$ 19,814,920	\$ 18,011,319	-9.10%	\$ 11,033,459	\$ 4,094,416	-62.89%
SUB TOTAL =	\$ 29,666,552	\$ 28,163,060	-5.07%	\$ 20,315,247	\$ 15,150,611	-25.42%
<b>STATE AND LOCAL GOVERNMENT</b>						
Contracts/Grants-Local	\$ 2,195,431	\$ 2,519,255	14.75%	\$ 2,589,314	\$ 2,567,930	-0.83%
Contracts/Grants-Priv/Nonprf	\$ 3,185,484	\$ 3,107,706	-2.44%	\$ 3,125,887	\$ 2,995,765	-4.16%
Contracts/Grants-State	\$ 44,875,971	\$ 48,616,637	8.34%	\$ 48,398,332	\$ 33,250,294	-31.30%
Discretionary Acct Reimb					\$ 14,000	
Donations/Sponsorships	\$ 770,643	\$ 497,091	-35.50%	\$ 342,119	\$ 438,397	28.14%
Miscellaneous Revenue	\$ (161,026)	\$ 473,571	-394.10%	\$ 197,011	\$ 56,862	-71.14%
Reimbursements-Local	\$ 1,574,001	\$ 1,186,126	-24.64%	\$ 673,739	\$ 842,577	25.06%
Reimbursements-Priv/Nonprof	\$ 1,476,178	\$ 1,492,120	1.08%	\$ 950,354	\$ 891,429	-6.20%
Reimbursements-State	\$ 2,198,384	\$ 1,786,480	-18.74%	\$ 2,073,285	\$ 2,646,646	27.65%
Shared Revenue-Priv/Nonprof	\$ 101,286	\$ 111,551	10.13%	\$ 111,696	\$ 116,000	3.85%
Shared Revenue-State	\$ 13,382,716	\$ 13,939,744	4.16%	\$ 14,426,114	\$ 14,697,811	1.88%
SUB TOTAL =	\$ 69,599,068	\$ 73,730,281	5.94%	\$ 72,887,851	\$ 58,517,711	-19.72%
<b>FEES, LICENSES AND SALES</b>						
Fees	\$ 19,987,403	\$ 19,738,551	-1.25%	\$ 21,132,519	\$ 20,793,446	-1.60%
Fines	\$ 2,020,953	\$ 2,065,643	2.21%	\$ 2,236,035	\$ 1,631,165	-27.05%
Forfeitures	\$ 54,279	\$ 28,802	-46.94%	\$ 76,200	\$ 8,000	-89.50%
Interdepartmental Charges	\$ 18,595,839	\$ 18,887,060	1.57%	\$ 21,906,776	\$ 23,292,383	6.33%
Licenses	\$ 1,260,872	\$ 1,291,107	2.40%	\$ 1,372,670	\$ 1,510,704	10.06%
Sales	\$ 359,343	\$ 421,086	17.18%	\$ 274,321	\$ 286,481	4.43%
SUB TOTAL =	\$ 42,278,689	\$ 42,432,249	0.36%	\$ 46,998,521	\$ 47,522,179	1.11%
<b>OTHER</b>						
Current Property Tax Revenue	\$ 35,696,258	\$ 36,623,649	2.60%	\$ 35,564,288	\$ 35,571,685	0.02%
Fund Balance				\$ 140,815,977	\$ 125,515,871	-10.87%
Interest Revenue	\$ 3,707,540	\$ 3,082,829	-16.85%	\$ 2,100,674	\$ 1,448,033	-31.07%
Investment Revenue		\$ 11,065,465				
Property Tax Revenues						
Transfers from Other Funds	\$ 13,644,642	\$ 16,002,911	17.28%	\$ 28,322,599	\$ 32,370,398	14.29%
SUB TOTAL =	\$ 53,048,440	\$ 66,774,854	25.88%	\$ 206,803,538	\$ 194,905,987	-5.75%
<b>GRAND TOTALS</b>	<b>\$ 194,592,749</b>	<b>\$ 211,100,444</b>	<b>8.48%</b>	<b>\$ 347,005,157</b>	<b>\$ 316,096,488</b>	<b>-8.91%</b>

**SUMMARY OF REVENUES BY DEPARTMENT  
ADOPTED BUDGET FY 2012-2013**

DEPARTMENT	FEDERAL GOVERNMENT	STATE & LOCAL GOVERNMENT	PRIVATE/ NONPROFIT	FEES, SALES, LICENSES	INTERFUND CHARGES	PROPERTY TAX	CASH. LOAN & INTEREST	TOTAL REVENUE
<b>Airport</b>	\$6,270,905	\$521,052	\$2,793,092	\$5,991,219	\$1,338,582		\$17,522,781	\$34,437,631
<b>Assessment</b>		\$662,790	\$1,000	\$47,050				\$710,840
<b>Board of Commissioners</b>				\$686,373	\$44,625			\$730,998
<b>Community Justice</b>	\$1,110,983	\$5,286,077	\$23,000	\$3,204,702				\$9,624,762
<b>County Administration</b>	\$198,686	\$404,827	\$12,083	\$11,548,003	\$2,963,311		\$10,173,168	\$25,300,078
<b>County Clerk</b>		\$123,687		\$1,320,674				\$1,444,361
<b>County Counsel</b>				\$632,907	\$154,336			\$787,243
<b>Development Services</b>				\$2,495,128				\$2,495,128
<b>District Attorney</b>	\$156,715	\$607,924	\$11,184	\$220,664	\$15,000			\$1,011,487
<b>Expo</b>		\$49,673	\$212,650	\$1,650,874	\$230,468			\$2,143,665
<b>Fiduciary</b>	\$3,715,078	\$1,910,263		\$1,029,713	\$23,443,892	\$35,571,685	\$64,088,594	\$129,759,225
<b>Finance</b>		\$142,756	\$93,001	\$1,176,467	\$72,327			\$1,484,551
<b>Health &amp; Human Services</b>	\$1,680,206	\$24,939,497	\$179,000	\$4,807,231	\$2,777,768		\$15,887,958	\$50,271,660
<b>Information Technology</b>	\$205,142		\$500	\$5,390,557	\$271,209		\$655,956	\$6,523,364
<b>Jackson Co Justice Court</b>				\$1,289,625				\$1,289,625
<b>Library</b>	\$40,000	\$494,521	\$306,595	\$590,099	\$641,005		\$408,079	\$2,480,299
<b>Roads &amp; Parks</b>	\$219,196	\$14,768,461	\$805,900	\$4,009,762	\$417,875		\$16,636,677	\$36,857,871
<b>Sheriff</b>	\$1,553,700	\$4,216,310	\$74,448	\$1,000,813			\$666,685	\$7,511,956
<b>Surveyor</b>				\$430,318			\$924,006	\$1,354,324
<b>GRAND TOTALS</b>	<b>\$15,150,611</b>	<b>\$54,127,838</b>	<b>\$4,512,453</b>	<b>\$47,522,179</b>	<b>\$32,370,398</b>	<b>\$35,571,685</b>	<b>\$126,963,904</b>	<b>\$316,219,068</b>

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

	GENERAL FUND	SPECIAL REVENUE FUNDS			
	General Fund <sup>(2)</sup>	County Schools	County Trails <sup>(3)</sup>	Court Security <sup>(4)</sup>	Health & Human Services <sup>(5)</sup>
BEGINNING FUND BALANCE	\$48,254,684	\$0	\$160,000	\$257,771	\$15,671,958
<b><u>Revenues</u></b>					
FEDERAL	\$4,770,162	\$1,000,000			\$1,680,206
STATE & LOCAL	\$11,694,903		\$169,649	\$130,000	\$24,939,497
FEES & CHARGES	\$10,656,622		\$14,500		\$4,807,231
PROPERTY TAXES <sup>(1)</sup>	\$32,550,720				
OTHER	\$470,977		\$100		\$165,000
INTEREST	\$510,964		\$3,500	\$5,000	\$230,000
BOND PROCEEDS					
<i>Revenues Subtotal</i>	\$60,654,348	\$1,000,000	\$187,749	\$135,000	\$31,821,934
TRANSFER FROM OTHER FUNDS	\$1,429,913		\$5,000		\$2,777,768
<b>Grand Total Revenues</b>	<b>\$110,338,945</b>	<b>\$1,000,000</b>	<b>\$352,749</b>	<b>\$392,771</b>	<b>\$50,271,660</b>
<b><u>Expenditures</u></b>					
PERSONAL SERVICES	\$41,349,889		\$105,240		\$18,763,737
MATERIALS & SERVICES	\$23,770,318	\$1,000,000	\$131,429	\$225,000	\$15,892,110
CAPITAL OUTLAY	\$1,518,327				\$80,000
DEBT SERVICE					
<i>Expenditures Subtotal</i>	\$66,638,534	\$1,000,000	\$236,669	\$225,000	\$34,735,847
TRANSFERS TO OTHER FUNDS	\$11,880,824				
ENDING FUND BALANCE	\$31,819,587		\$116,080	\$167,771	\$15,535,813
<b>Grand Total Expenditures</b>	<b>\$110,338,945</b>	<b>\$1,000,000</b>	<b>\$352,749</b>	<b>\$392,771</b>	<b>\$50,271,660</b>
<b>CHANGE IN FUND BALANCE</b>	<b>(\$16,435,097)</b>	<b>\$0</b>	<b>(\$43,920)</b>	<b>(\$90,000)</b>	<b>(\$136,145)</b>

	SPECIAL REVENUE FUNDS (cont)				
	Law Enforcement District <sup>(6)</sup>	Law Library <sup>(7)</sup>	Liquor Enforcement	Road Fund <sup>(8)</sup>	Solid Waste Management <sup>(9)</sup>
BEGINNING FUND BALANCE	\$650,000	\$402,110	\$0	\$12,415,477	\$2,287,396
<b>Revenues</b>					
FEDERAL				\$184,196	
STATE & LOCAL	\$1,318,315			\$13,598,004	
FEES & CHARGES		\$214,747	\$15,000	\$1,153,231	\$784,713
PROPERTY TAXES					
OTHER		\$7,027		\$524,000	
INTEREST	\$16,685	\$5,969		\$100,000	\$40,000
BOND PROCEEDS					
<i>Revenues Subtotal</i>	\$1,335,000	\$227,743	\$15,000	\$15,559,431	\$824,713
TRANSFER FROM OTHER FUNDS				\$300,000	
<b>Grand Total Revenues</b>	\$1,985,000	\$629,853	\$15,000	\$28,274,908	\$3,112,109
<b>Expenditures</b>					
PERSONAL SERVICES	\$957,080	\$77,287		\$8,147,609	
MATERIALS & SERVICES	\$552,125	\$250,576		\$7,595,659	\$147,762
CAPITAL OUTLAY		\$11,000		\$4,530,175	
DEBT SERVICE					
<i>Expenditures Subtotal</i>	\$1,509,205	\$338,863	\$0	\$20,273,443	\$147,762
TRANSFERS TO OTHER FUNDS			\$15,000	\$50,000	\$921,032
ENDING FUND BALANCE	\$475,795	\$290,990		\$7,951,465	\$2,043,315
<b>Grand Total Expenditures</b>	\$1,985,000	\$629,853	\$15,000	\$28,274,908	\$3,112,109
<b>CHANGE IN FUND BALANCE</b>	(\$174,205)	(\$111,120)	\$0	(\$4,464,012)	(\$244,081)

	SPECIAL REVENUE FUNDS (cont)				
	Sports Park Mitigation <sup>(10)</sup>	Surveyor <sup>(11)</sup>	Title II	Title III <sup>(12)</sup>	Video Lottery
BEGINNING FUND BALANCE	\$120,000	\$909,860	\$0	\$1,964,954	\$0
<b>Revenues</b>					
FEDERAL			\$1,000,000		
STATE & LOCAL					\$624,263
FEES & CHARGES		\$430,318			
PROPERTY TAXES					
OTHER					
INTEREST	\$2,000	\$14,146			
BOND PROCEEDS					
<i>Revenues Subtotal</i>	\$122,000	\$444,464	\$1,000,000	\$0	\$624,263
TRANSFER FROM OTHER FUNDS					
<b>Grand Total Revenues</b>	\$122,000	\$1,354,324	\$1,000,000	\$1,964,954	\$624,263
<b>Expenditures</b>					
PERSONAL SERVICES		\$458,378			
MATERIALS & SERVICES	\$30,000	\$135,278	\$1,000,000	\$1,917,291	
CAPITAL OUTLAY					
DEBT SERVICE					
<i>Expenditures Subtotal</i>	\$30,000	\$593,656	\$1,000,000	\$1,917,291	\$0
TRANSFERS TO OTHER FUNDS					\$624,263
ENDING FUND BALANCE	\$92,000	\$760,668		\$47,663	
<b>Grand Total Expenditures</b>	\$122,000	\$1,354,324	\$1,000,000	\$1,964,954	\$624,263
<b>CHANGE IN FUND BALANCE</b>	(\$28,000)	(\$149,192)	\$0	(\$1,917,291)	\$0

	CAPITAL PROJECT FUNDS				
	Capital Projects <sup>(13)</sup>	Greenway <sup>(14)</sup>	Parks System Development	Roads System Development	Street Improvement
BEGINNING FUND BALANCE	\$6,609,800	\$20,000	\$171,000	\$274,600	\$1,283,000
<b>Revenues</b>					
FEDERAL					
STATE & LOCAL					
FEES & CHARGES			\$50,000	\$350,000	
PROPERTY TAXES					
OTHER					\$110,000
INTEREST	\$20,000	\$100	\$1,000	\$1,000	\$10,000
BOND PROCEEDS					
<i>Revenues Subtotal</i>	\$20,000	\$100	\$51,000	\$351,000	\$120,000
TRANSFER FROM OTHER FUNDS	\$22,650,979				
<b>Grand Total Revenues</b>	\$29,280,779	\$20,100	\$222,000	\$625,600	\$1,403,000
<b>Expenditures</b>					
PERSONAL SERVICES					
MATERIALS & SERVICES	\$105,000			\$49,000	
CAPITAL OUTLAY	\$29,175,779	\$20,100			
DEBT SERVICE					\$160,000
<i>Expenditures Subtotal</i>	\$29,280,779	\$20,100	\$0	\$49,000	\$160,000
TRANSFERS TO OTHER FUNDS			\$50,000	\$300,000	
ENDING FUND BALANCE			\$172,000	\$276,600	\$1,243,000
<b>Grand Total Expenditures</b>	\$29,280,779	\$20,100	\$222,000	\$625,600	\$1,403,000
<b>CHANGE IN FUND BALANCE</b>	(\$6,609,800)	(\$20,000)	\$1,000	\$2,000	(\$40,000)

	INTERNAL SERVICE FUNDS					
	Central Services	Computer Replacement <sup>(15)</sup>	Motor Pool <sup>(16)</sup>	Risk Mgmt-Gen Auto Liab <sup>(17)</sup>	Self-Insurance Health Plan	Workers' Comp <sup>(18)</sup>
BEGINNING FUND BALANCE	\$3,351,826	\$649,461	\$1,175,000	\$2,344,297	\$3,241,571	\$4,486,575
<b>Revenues</b>						
FEDERAL	\$210,142					
STATE & LOCAL	\$71,674					\$10,000
FEES & CHARGES	\$11,309,137	\$296,899	\$1,688,881	\$2,469,013	\$4,080,156	\$806,488
PROPERTY TAXES						
OTHER	\$37,566	\$500	\$60,000	\$1,741		\$4,000
INTEREST	\$36,870	\$6,495	\$25,000	\$23,442	\$32,417	\$44,866
BOND PROCEEDS						
<i>Revenues Subtotal</i>	\$11,665,389	\$303,894	\$1,773,881	\$2,494,196	\$4,112,573	\$865,354
TRANSFER FROM OTHER FUND	\$2,024,813			\$1,500,000		
<b>Grand Total Revenues</b>	\$17,042,028	\$953,355	\$2,948,881	\$6,338,493	\$7,354,144	\$5,351,929
<b>Expenditures</b>						
PERSONAL SERVICES	\$8,875,402		\$334,519	\$293,695		
MATERIALS & SERVICES	\$4,644,193	\$644,319	\$1,024,548	\$2,139,156	\$4,064,186	\$858,888
CAPITAL OUTLAY	\$249,713		\$653,000			
DEBT SERVICE						
<i>Expenditures Subtotal</i>	\$13,769,308	\$644,319	\$2,012,067	\$2,432,851	\$4,064,186	\$858,888
TRANSFERS TO OTHER FUNDS						\$1,500,000
ENDING FUND BALANCE	\$3,272,720	\$309,036	\$936,814	\$3,905,642	\$3,289,958	\$2,993,041
<b>Grand Total Expenditures</b>	\$17,042,028	\$953,355	\$2,948,881	\$6,338,493	\$7,354,144	\$5,351,929
<b>CHANGE IN FUND BALANCE</b>	(\$79,106)	(\$340,425)	(\$238,186)	\$1,561,345	\$48,387	(\$1,493,534)

	DEBT SERVICE FUNDS		
	Airport Debt Service	Library Debt Service S1 <sup>(19)</sup>	Library Debt Service S2 <sup>(20)</sup>
BEGINNING FUND BALANCE	\$299,771	\$386,116	\$343,213
<b>Revenues</b>			
FEDERAL			
STATE & LOCAL			
FEES & CHARGES			
PROPERTY TAXES		\$1,504,365	\$1,516,600
OTHER			
INTEREST	\$1,479	\$10,000	\$10,000
BOND PROCEEDS			
<i>Revenues Subtotal</i>	\$1,479	\$1,514,365	\$1,526,600
TRANSFER FROM OTHER FUND	\$1,338,582		
<b>Grand Total Revenues</b>	\$1,639,832	\$1,900,481	\$1,869,813
<b>Expenditures</b>			
PERSONAL SERVICES			
MATERIALS & SERVICES			
CAPITAL OUTLAY			
DEBT SERVICE	\$1,338,582	\$1,514,365	\$1,526,600
<i>Expenditures Subtotal</i>	\$1,338,582	\$1,514,365	\$1,526,600
ENDING FUND BALANCE	\$301,250	\$386,116	\$343,213
<b>Grand Total Expenditures</b>	\$1,639,832	\$1,900,481	\$1,869,813
<b>CHANGE IN FUND BALANCE</b>	\$1,479	\$0	\$0

	ENTERPRISE FUNDS			
	Airport Enterprise <sup>(21)</sup>	Expo Park	Passenger Facility Charge	Recreation Enterprise
BEGINNING FUND BALANCE	\$15,482,988	\$0	\$1,456,443	\$860,000
<b>Revenues</b>				
FEDERAL	\$6,270,905			\$35,000
STATE & LOCAL	\$521,052	\$49,673		\$1,000,808
FEES & CHARGES	\$4,543,428	\$1,650,874	\$1,447,791	\$753,150
PROPERTY TAXES				
OTHER	\$2,793,092	\$212,650		\$111,800
INTEREST	\$264,100		\$18,000	\$15,000
BOND PROCEEDS				
<i>Revenues Subtotal</i>	\$14,392,577	\$1,913,197	\$1,465,791	\$1,915,758
TRANSFER FROM OTHER FUND		\$230,468		\$112,875
<b>Grand Total Revenues</b>	\$29,875,565	\$2,143,665	\$2,922,234	\$2,888,633
<b>Expenditures</b>				
PERSONAL SERVICES	\$2,874,542	\$422,222		\$763,526
MATERIALS & SERVICES	\$3,804,245	\$1,566,559	\$60,000	\$1,079,654
CAPITAL OUTLAY	\$12,358,663			\$260,000
DEBT SERVICE				
<i>Expenditures Subtotal</i>	\$19,037,450	\$1,988,781	\$60,000	\$2,103,180
TRANSFERS TO OTHER FUNDS		\$154,884	\$1,338,582	
ENDING FUND BALANCE	\$10,838,115		\$1,523,652	\$785,453
<b>Grand Total Expenditures</b>	\$29,875,565	\$2,143,665	\$2,922,234	\$2,888,633
<b>CHANGE IN FUND BALANCE</b>	(\$4,644,873)	\$0	\$67,209	(\$74,547)

<b>TOTAL ALL FUNDS</b>	
	<b>FY 2012-2013</b>
BEGINNING FUND BALANCE	\$125,529,871
<b><i>Revenues</i></b>	
FEDERAL	\$15,150,611
STATE & LOCAL	\$54,127,838
FEES & CHARGES	\$47,522,179
PROPERTY TAXES	\$35,571,685
OTHER	\$4,498,453
INTEREST	\$1,448,033
BOND PROCEEDS	\$0
<i>Revenues Subtotal</i>	\$158,318,799
TRANSFER FROM OTHER FUND	\$32,370,398
<b>Grand Total Revenues</b>	<b>\$316,219,068</b>
<b><i>Expenditures</i></b>	
PERSONAL SERVICES	\$83,423,126
MATERIALS & SERVICES	\$72,687,296
CAPITAL OUTLAY	\$48,856,757
DEBT SERVICE	\$4,539,547
<i>Expenditures Subtotal</i>	\$209,506,726
TRANSFERS TO OTHER FUNDS	\$32,370,398
ENDING FUND BALANCE	\$74,341,944
<b>Grand Total Expenditures</b>	<b>\$316,219,068</b>
<b>CHANGE IN FUND BALANCE</b>	<b>(\$51,187,927)</b>

## 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.

- <sup>(1)</sup> The property tax levied is \$2.0099 Per Thousand Assessed Value.
- <sup>(2)</sup> The change in the General Fund balance is -34%. The FY 12-13 budget includes a decline in Federal revenue from the FY 11-12 budget and a reduction in fund balances transferred in FY 11-12 to support a list of significant capital projects.
- <sup>(3)</sup> The change in the County Trails Fund balance is -27%. This is attributable to the dedicated Joint Powers Agreement funding which is being spent down from previous years.
- <sup>(4)</sup> The change in the Court Security Fund balance is -35%. Revenue is projected to decrease as a result of House Bill (HB) 2712. As the effects of this legislation are made known, services will be adjusted as necessary.
- <sup>(5)</sup> The change in the Health and Human Services Fund balance is -100%. The FY 12-13 budget includes a \$15.5 million transfer to the Capital Projects Fund for the remodeling of a consolidated social services facility.
- <sup>(6)</sup> The change in the Law Enforcement Fund balance is -27%. The White City Enhanced Law Enforcement District expenses occasionally dip into the Fund balance as services fluctuate. In this case, the beginning fund balance is underestimated and is projected to have a change of less than 10 percent.
- <sup>(7)</sup> The change in the Law Library Fund balance is -28%. The FY 12-13 budget includes additional costs for upgrading the existing security system.
- <sup>(8)</sup> The change in the Roads Fund balance is -36%. The FY 12-13 budget includes the completion of several significant capital projects according to the Departments capital improvement schedule.
- <sup>(9)</sup> The change in the Solid Waste Fund balance is -11%. The FY 12-13 budget includes an increased transfer to the General Fund for Code Enforcement.
- <sup>(10)</sup> The change in the Sports Park Mitigation Fund balance is -23%. This Fund was recently created for the sole purpose of maintaining and monitoring the Vernal Pool Restoration Site. The Fund balance will decline as these services are completed.
- <sup>(11)</sup> The change in the Surveyor Fund balance is -11%. Corner preservation expenses occasionally are subsidized by the substantial reserve which is dedicated for restoring the 9,000 County-wide corners.
- <sup>(12)</sup> The change in the Title III Fund balance is -98%. Since payments ended in FY 10-11, Fund reserves will continue to be spent down until all projects are completed.
- <sup>(13)</sup> The change in the Capital Projects Fund balance is -100%. The FY 12-13 budget includes many important capital projects. Facility needs are addressed as non-operating funds become available.
- <sup>(14)</sup> The change in the Greenway Fund balance is -100%. The FY 12-13 budget includes the completion of a \$1.4 million grant-funded project to repair and reconstruct approximately eight miles of the Bear Creek Greenway.
- <sup>(15)</sup> The change in the Computer Replacement Fund balance is -52%. This fluctuates from year to year according to replacement needs.
- <sup>(16)</sup> The change in the Motor Pool Fund balance is -20%. This fluctuates from year to year according to requests for vehicle purchases.
- <sup>(17)</sup> The change in the Risk Management Fund balance is 67%. This is due to the transfer of \$1.5 million from the Workers' Compensation Fund.
- <sup>(18)</sup> The change in the Workers' Compensation Fund balance is -33%. This is due to the transfer of \$1.5 million to the Risk Management Fund.
- <sup>(19)</sup> The First Library Bond Series (S1) issued \$20,365,000. The outstanding amount is \$9,305,000 and taxes levied are \$1,557,835.
- <sup>(20)</sup> The Second Library Bond Series (S2) issued \$18,575,000. The outstanding amount is \$9,070,000 and taxes levied are \$1,569,787.
- <sup>(21)</sup> The change in the Airport Fund balance is -30%. Currently, operating revenues are well in excess of operating expenses. This decline is a result of the planned completion of significant capital projects.

# JACKSON COUNTY SPENDING PLAN DEFINITIONS

Fiscal Year 2012-2013

**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 2011-2012, were not completed, and were re-appropriated for fiscal year 2012-2013. Also included are the unappropriated ending fund balances, contingencies, reserves, and any excess revenue or under-expenditures from fiscal year 2011-2012.

**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 and a new airport terminal. 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: General Road, County Schools, Law Library, Surveyor, County Trails, Liquor Enforcement, Title III, Title II Projects, Health and Human Services, Video Lottery, Solid Waste, Court Security, the Law Enforcement District in White City, and Sports Park Mitigation.

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, Parks System Development, Roads 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 three debt service funds: Airport 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.

**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 294.398).

*This Page Reserved for Notes*

# CAPITAL PROJECTS AND CAPITAL OUTLAY SCHEDULE AS ADOPTED FOR FISCAL YEAR 2012-2013

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 2012-2013 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 431. The total amount identified in this section is \$48,397,236.

## ✳ ADMINISTRATION

### COURTHOUSE

<b>Purchase Item</b> .....	<i>Service Elevator Upgrade</i>
<b>Cost</b> .....	\$170,000
<b>Purpose</b> .....	Upgrade existing service elevator to meet State code requirements.
<b>Operating Budget Impact</b> ....	Minimal after upgrade; normal maintenance costs.
<b>Purchase Item</b> .....	<i>Annex First and Third Floor Remodel</i>
<b>Cost</b> .....	\$1,300,000
<b>Purpose</b> .....	Remodel the area currently used for the Surveyor, Watermaster, and Finance Departments.
<b>Operating Budget Impact</b> ....	Minimal once project is completed; normal custodial and maintenance costs.

### HEALTH AND HUMAN SERVICES

<b>Purchase Item</b> .....	<i>Federal Building Parking Garage Construction</i>
<b>Cost</b> .....	\$8,262,026
<b>Purpose</b> .....	Construct a parking garage to accompany the 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.
<b>Operating Budget Impact</b> ....	Minimal upon completion.
<b>Purchase Item</b> .....	<i>Federal Building Remodel</i>
<b>Cost</b> .....	\$18,051,753
<b>Purpose</b> .....	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.
<b>Operating Budget Impact</b> ....	Minimal once the remodeling has been completed; normal custodial and maintenance costs.

## INFORMATION TECHNOLOGY

**Purchase Item** ..... *Data Server Upgrade*  
**Cost** ..... \$76,713  
**Purpose** ..... This purchase will expand the capacity of the County's virtual server cloud to accommodate the ever-increasing infrastructure requirements of networked software and database applications used by County departments.  
**Operating Budget Impact** .... Minimal after initial purchase; normal hardware and software maintenance costs.

**Purchase Item** ..... *Data Storage System Upgrade*  
**Cost** ..... \$152,000  
**Purpose** ..... This purchase will expand the capacity of the County's data storage systems to accommodate the ever-increasing amount of electronic information generated and stored by County departments.  
**Operating Budget Impact** .... Minimal after initial purchase; normal hardware and software maintenance costs.

**Purchase Item** ..... *Unified Communication System Voice and Messaging*  
**Cost** ..... \$1,000,000  
**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 Basement Remodel*  
**Cost** ..... \$1,392,000  
**Purpose** ..... Now that the administrative staff is no longer occupying the jail basement, there is 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.

## JUVENILE

**Purchase Item** ..... *Seal Exterior Masonry and Paint*  
**Cost** ..... \$55,000  
**Purpose** ..... Perform routine masonry seal and paint at the juvenile facility.  
**Operating Budget Impact** .... Minimal after project is complete.

## ROADS

<b>Purchase Item</b> .....	<b><i>Roof Repair</i></b>
<b>Cost</b> .....	\$50,000
<b>Purpose</b> .....	The roof at Roads is old and in need of repair. Repairing the roof will retain the integrity of the building envelope.
<b>Operating Budget Impact</b> .....	Minimal until roof has met its useful life.

## \* AIRPORT

<b>Purchase Item</b> .....	<b><i>Upgrade Sanitary Sewer</i></b>
<b>Cost</b> .....	\$15,000
<b>Purpose</b> .....	Preventive maintenance, cleaning out the system, and installing box culverts where needed.
<b>Operating Budget Impact</b> .....	Estimated savings of \$1,500 per year.

<b>Purchase Item</b> .....	<b><i>Maintenance Van</i></b>
<b>Cost</b> .....	\$30,000
<b>Purpose</b> .....	To replace a vehicle that has exceeded its useful life.
<b>Operating Budget Impact</b> .....	Owning and operating expenses are expected to be about \$3,000 per year.

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

<b>Purchase Item</b> .....	<b><i>Toll Booth Canopy</i></b>
<b>Cost</b> .....	\$50,000
<b>Purpose</b> .....	To construct a solar canopy over the parking lot toll booth.
<b>Operating Budget Impact</b> .....	The project will be primarily funded by a Pacific Power Blue Sky grant. Electricity generated by the solar panels will reduce the Airport's power bill.

<b>Purchase Item</b> .....	<b><i>Connect Oregon IV - Runway 14/32 Rehabilitation</i></b>
<b>Cost</b> .....	\$521,052
<b>Purpose</b> .....	To begin the rehabilitation of the Airport's main runway - 14/32.
<b>Operating Budget Impact</b> .....	Minimal after construction.

<b>Purchase Item</b> .....	<b><i>Snow Removal Equipment</i></b>
<b>Cost</b> .....	\$600,000
<b>Purpose</b> .....	To obtain a snow blower to aid in the removal of snow from the Air Operations Area..
<b>Operating Budget Impact</b> .....	Owning and operating expenses are expected to be about \$5,000 per year.

<b>Purchase Item</b> .....	<b><i>Property Purchases</i></b>
<b>Cost</b> .....	\$700,000
<b>Purpose</b> .....	To purchase properties as needed for safe operation of the Airport.
<b>Operating Budget Impact</b> ....	None after initial purchase.
<b>Purchase Item</b> .....	<b><i>Taxiway Rehabilitations - North Hanger Area; Rehabilitate Taxiway B and C; and Convert Runway 9/27 to a Taxiway</i></b>
<b>Cost</b> .....	\$485,000; \$120,566; \$2,300,000; \$255,556; \$3,300,000; \$370,000
<b>Purpose</b> .....	To continue a Federal grant project to rehabilitate the taxiways in the north hanger area, Taxiways B and C, and convert Runway 9/27 to a taxiway.
<b>Operating Budget Impact</b> ....	Cost savings are anticipated as time maintaining the condition of the taxiways will be reduced.
<b>Purchase Item</b> .....	<b><i>Car Rental Maintenance Facility and Lawnsdale Road Improvements</i></b>
<b>Cost</b> .....	\$2,500,000; \$1,000,000
<b>Purpose</b> .....	To construct a new car rental maintenance/car wash facility and widen Lawnsdale Road as required by the City of Medford.
<b>Operating Budget Impact</b> ....	Costs will be shared by the users of the facility.

✳ **ASSESSOR**

<b>Purchase Item</b> .....	<b><i>Manitron Software</i></b>
<b>Cost</b> .....	\$424,395
<b>Purpose</b> .....	Convert the older, outdated Assessment and Taxation software to industry-standard technology that fits within the County's current environment and that of the foreseeable future.
<b>Operating Budget Impact</b> ....	Projected decrease in maintenance cost of approximately \$40,000 per year.

✳ **HEALTH AND HUMAN SERVICES**

<b>Purchase Item</b> .....	<b><i>Animal Control Software</i></b>
<b>Cost</b> .....	\$80,000
<b>Purpose</b> .....	Implement a new software package to move off the current, antiquated, AS400 platform..
<b>Operating Budget Impact</b> ....	Annual maintenance is expected to cost approximately \$16,000 per year.

## ✳ ROADS AND PARKS

### ENGINEERING

**Purchase Item** ..... *Land for Right-of-Way*  
**Cost** ..... \$1,000,000  
**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** ..... \$2,606,175  
**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 East Gregory Road, Kirtland Road, Lozier Lane, Mill Creek Drive Bridge #736, and Peachy Road.  
**Operating Budget Impact** ..... Capital investment in these projects will provide a combination of reduced annual maintenance costs, increased safety, and better air quality.

### MOTOR POOL

**Purchase Item** ..... *Mid-Size Pickup (1 Unit)*  
**Cost** ..... \$25,000  
**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 \$5,500.

**Purchase Item** ..... *Van (1 Unit)*  
**Cost** ..... \$28,000  
**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 \$5,000.

**Purchase Item** ..... *Mid-Size Utility Vehicle (1 Unit)*  
**Cost** ..... \$32,000  
**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 \$6,500.

**Purchase Item** ..... *Full-Size Pickup 4 x 4 (1 Unit)*  
**Cost** ..... \$45,000  
**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 \$6,500.

**Project Title**  
East Gregory Road

**Project Location**  
Pinehurst Street to  
Table Rock Road

**Project Focus**  
Realign Intersection/  
Replace Bridge



**Existing Condition**  
Looking West

**Existing Condition**  
Looking East



**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**  
Lozier Lane

**Project Location**  
West Main Street to  
Stewart Avenue

**Project Focus**  
Reconstruction



**Existing Condition**  
Looking South

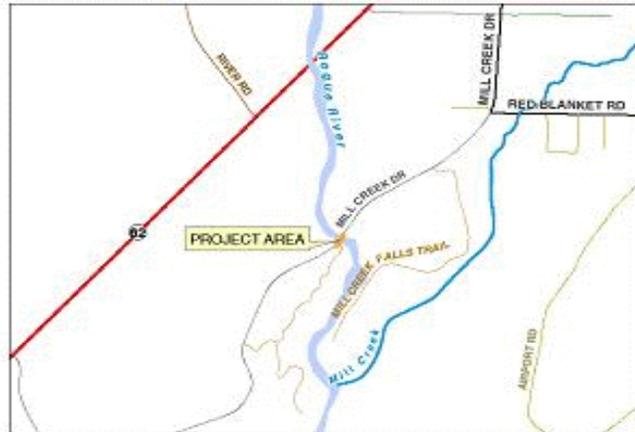
**Existing Condition**  
Looking North



**Project Title**  
Mill Creek Drive  
Bridge

**Project Location**  
Bridge #736

**Project Focus**  
Bridge Rehabilitation



**Existing Condition**  
Bridge Rail  
Looking South

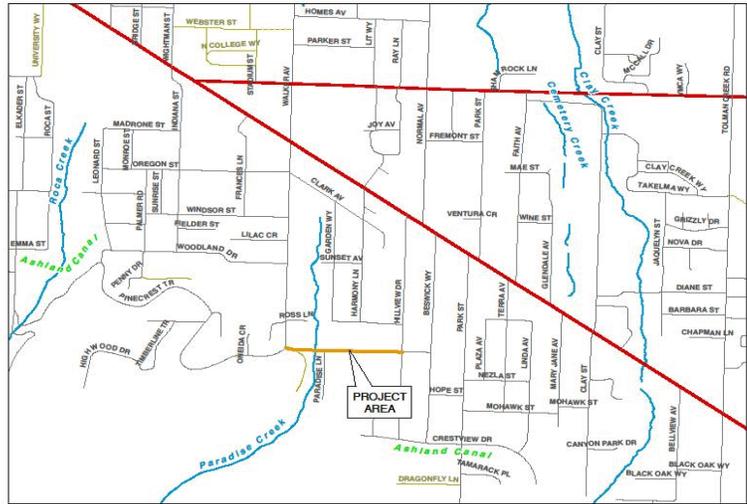
**Existing Condition**  
Bridge Rail  
Looking North



**Project Title**  
Peachy Road

**Project Location**  
Walker Avenue to  
Hillview Drive

**Project Focus**  
Paving



**Existing Condition**  
Looking West

**Existing Condition**  
Looking East



<b>Purchase Item</b> .....	<i>Mid-Size Utility Vehicle Patrol (1 Unit)</i>
<b>Cost</b> .....	\$50,000
<b>Purpose</b> .....	Replaces one existing unit that is fully depreciated and scheduled for normal replacement.
<b>Operating Budget Impact</b> ....	Annual owning and operating cost is estimated to be \$7,500.
<b>Purchase Item</b> .....	<i>Full-Size Utility Vehicle Patrol (1 Unit)</i>
<b>Cost</b> .....	\$53,000
<b>Purpose</b> .....	Replaces one existing unit that is fully depreciated and scheduled for normal replacement.
<b>Operating Budget Impact</b> ....	Annual owning and operating cost is estimated to be \$8,000.
<b>Purchase Item</b> .....	<i>Sedan (2 Units)</i>
<b>Cost</b> .....	\$60,000
<b>Purpose</b> .....	Replaces two existing units that are fully depreciated and scheduled for normal replacement.
<b>Operating Budget Impact</b> ....	Annual owning and operating costs are estimated to be \$4,500 per unit.
<b>Purchase Item</b> .....	<i>Van - 15 Passenger (2 Units)</i>
<b>Cost</b> .....	\$60,000
<b>Purpose</b> .....	Replaces two existing units that are fully depreciated and scheduled for normal replacement.
<b>Operating Budget Impact</b> ....	Annual owning and operating costs are estimated to be \$5,000 per unit.
<b>Purchase Item</b> .....	<i>Patrol Vehicle (6 Units)</i>
<b>Cost</b> .....	\$300,000
<b>Purpose</b> .....	Replaces six existing units that are fully depreciated and scheduled for normal replacement.
<b>Operating Budget Impact</b> ....	Annual owning and operating costs are estimated to be \$7,000 per unit.

## PARKS

<b>Purchase Item</b> .....	<i>Givan Park Master Plan</i>
<b>Cost</b> .....	\$25,000
<b>Purpose</b> .....	To provide a master plan for the future development of Givan Park.
<b>Operating Budget Impact</b> ....	None; this project will generate a planning document to guide future development.
<b>Purchase Item</b> .....	<i>Willow Lake Restroom/Shower and Playground</i>
<b>Cost</b> .....	\$82,500
<b>Purpose</b> .....	Project will replace existing restroom/shower facilities and provide installation of a new playground.
<b>Operating Budget Impact</b> ....	Owning and operating costs are expected to be approximately \$1,000 annually.

## ROAD MAINTENANCE

**Purchase Item** ..... *Truck-Mounted 1-Way Snow Plow (1 Unit)*  
**Cost** ..... \$13,500  
**Purpose** ..... Unit #44 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 Variable Message Signs (VMS) (2 Units)*  
**Cost** ..... \$30,000  
**Purpose** ..... These units will be used by various divisions on road projects to more efficiently communicate with road users. Signs can be programmed to show a wide variety of messages with easy setup.  
**Operating Budget Impact** .... Annual owning and operating costs are estimated to be \$2,500 per unit.

**Purchase Item** ..... *1-Ton 4 x 4 Pickup (2 Units)*  
**Cost** ..... \$50,000  
**Purpose** ..... Units #524 and #525 are fully depreciated and scheduled for normal replacement.  
**Operating Budget Impact** .... Annual owning and operating costs are estimated to be \$6,000 per unit.

**Purchase Item** ..... *Asphalt/Vegetation Spray Truck Modification*  
**Cost** ..... \$155,000  
**Purpose** ..... Unit #337 has met its useful life and will be replaced; Unit #476 will be modified to receive three different attachments (existing asphalt patching unit, additional herbicide spray body, and additional asphalt distributor body). This multi-function unit with quick change body styles will allow for a more efficient operation and lower overall cost.  
**Operating Budget Impact** .... Annual owning and operating cost is estimated to be \$11,000.

**Purchase Item** ..... *10-12 Yard Dump Truck (1 Unit)*  
**Cost** ..... \$175,000  
**Purpose** ..... Unit #280 is fully depreciated and scheduled for normal replacement.  
**Operating Budget Impact** .... Annual owning and operating cost is estimated to be \$26,000.

## VEGETATION MANAGEMENT

**Purchase Item** ..... *Tractor-Mounted Boom Flail Mower (1 Unit)*  
**Cost** ..... \$120,000  
**Purpose** ..... This unit will replace Equipment #406 which is a 1997 unit that has become unreliable and has reached the end of its useful life due to downtime.  
**Operating Budget Impact** .... Annual owning and operating cost is estimated to be \$18,000.

✱ SHERIFF

<b>Purchase Item</b> .....	<i>Title III Search and Rescue Equipment</i>
<b>Cost</b> .....	\$116,000
<b>Purpose</b> .....	To use PL 106-393 money to purchase a Tucker Terra Snow Cat and related equipment.
<b>Operating Budget Impact</b> ....	The Sheriff's Department will be responsible for maintaining this equipment when Title III dollars expire. As the equipment ages, it will be a modest burden on future budgets for the Department.
<b>Purchase Item</b> .....	<i>Marine Boat</i>
<b>Cost</b> .....	\$60,000
<b>Purpose</b> .....	Replace an older boat that is no longer serviceable for marine patrols of Jackson County waterways.
<b>Operating Budget Impact</b> ....	Minimal after replacement; normal boat maintenance and gas.

## 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 exceeds 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**

<u>Fiscal Year</u>	<u>Principal Amount</u>	<u>Interest Rate</u>	<u>Yield or Price</u>
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 2012-2013**

<u>Total Payment</u>	<u>Principal</u>	<u>Interest</u>	<u>Remaining Principal</u>
\$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 2010**

<u>Fiscal Year</u>	<u>Principal Amount</u>	<u>Interest Rate</u>	<u>Yield or Price</u>
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 2012-2013**

<u>Total Payment</u>	<u>Principal</u>	<u>Interest</u>	<u>Remaining Principal</u>
\$1,526,600	\$1,140,000	\$386,600	\$9,070,000

## 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	\$492,232,209
Less Library General Obligation Bonds Outstanding Principal	- <u>19,485,000</u>
<b>Jackson County’s Total Debt Margin - General Obligation Bonds</b>	<b>\$472,747,209</b>

## 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

<u>Fiscal Year</u>	<u>Principal Amount</u>	<u>Interest Rate</u>	<u>Yield or Price</u>
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%

<u>Fiscal Year</u>	<u>Principal Amount</u>	<u>Interest Rate</u>	<u>Yield or Price</u>
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 2012-2013**

<u>Total Payment</u>	<u>Principal</u>	<u>Interest</u>	<u>Remaining Principal</u>
\$1,338,582	\$355,000	\$983,582	\$18,640,000

**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.

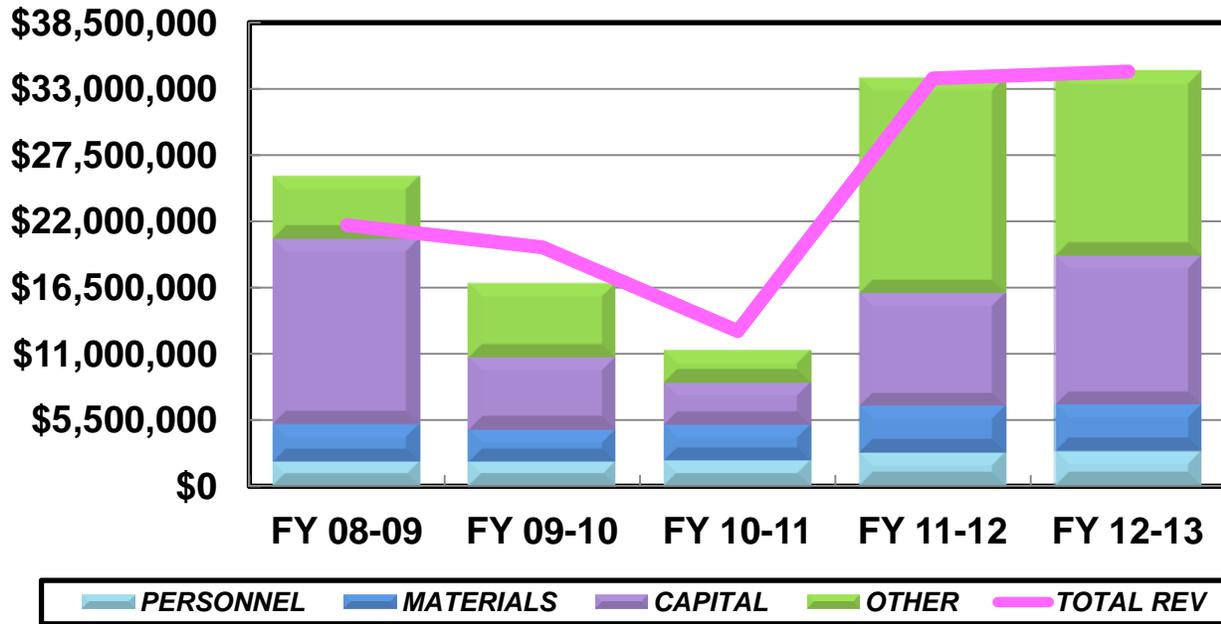
**Debt Margin for Revenue and Bancroft Bonds**

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	\$492,232,209
Less Airport Revenue Bonds Outstanding Principal	- 18,640,000
Less Roads Bancroft Bonds Outstanding	- <u>867,839</u>
<b>Jackson County’s Total Debt Margin - Revenue Bonds</b>	<b>\$472,724,370</b>

# AIRPORT

## 2008-2009 to 2012-2013



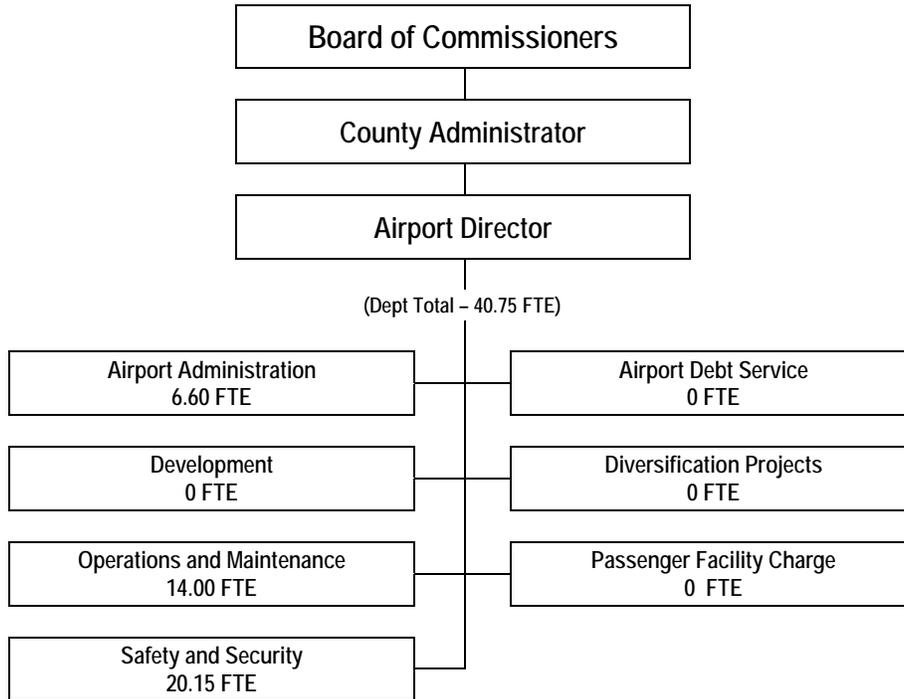
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>PERSONNEL</b>	\$1,972,660	\$1,995,306	\$2,083,075	\$2,755,372	\$2,874,542
<b>MATERIALS</b>	\$3,151,790	\$2,681,043	\$2,981,706	\$3,860,279	\$3,864,245
<b>CAPITAL</b>	\$15,380,735	\$5,998,368	\$3,519,463	\$9,378,656	\$12,358,663
<b>OTHER</b>	\$5,189,936	\$6,152,455	\$2,677,200	\$17,875,493	\$15,340,181
<b>TOTAL EXP</b>	\$25,695,121	\$16,827,172	\$11,261,444	\$33,869,800	\$34,437,631
<b>TOTAL REV</b>	\$21,685,749	\$19,847,934	\$12,885,369	\$33,869,800	\$34,437,631
<b>FULL-TIME EQUIVALENT</b>	38.75	40.75	40.75	40.75	40.75

Numbers for FY 08-09 through FY 10-11 are actual revenues and expenditures. FY 11-12 and FY 12-13 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 resumed 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.



# AIRPORT

## 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 2012-2013

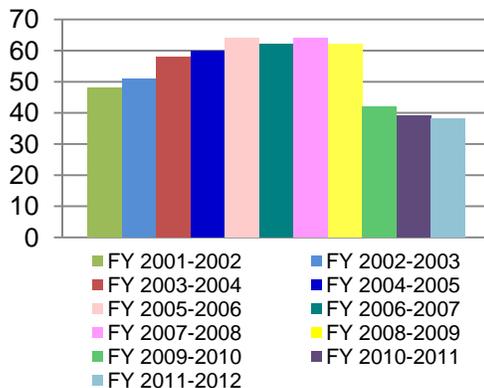
- Finding new sources of revenue to continually provide required air service.
- Maintaining current air service of daily flights to various destinations.
- Completing construction of the Consolidated Car Rental Maintenance Facilities.
- Rerouting and rehabilitation of Taxiways B and C.

#### 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 Phase 3 of the *ConnectOregon* II grant-funded projects.
- Completed the rehabilitation of approximately 1,300 linear feet of taxiway in the north hangar area.
- Completed tenant improvements to 1030 Terminal Loop Parkway for Transportation Security Administration (TSA) occupation.
- Completed construction of Airport Operations parking improvements.
- Completed the installation of fueling equipment at the Consolidated Car Rental Maintenance Facilities.
- Awarded a Federal Aviation Administration (FAA) grant in the amount of \$1,985,000.
- Awarded up to \$100,000 from Pacific Power for a Blue Sky solar project.

#### Benchmark

**Scheduled Daily Flights**



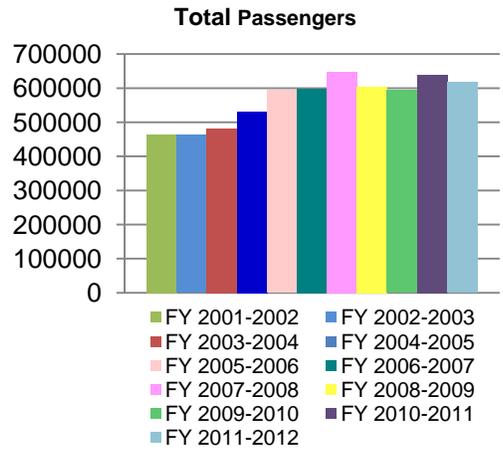
Maintain the scheduled daily flights at the Rogue Valley International-Medford Airport. By maintaining the daily flights, customers will continue to have the best possible air service.

The economic downturn continued to affect 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, Las Vegas, Los Angeles, Oakland, 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percentage of land available for aviation purposes that is actually leased at the Airport	16%	19%	16%	16%

The chart above shows how much of the leasable airfield property is actually leased. Interest in airfield property has slowed with the economy.

- **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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Annual CPI increase	0%	1.5%	1.6%	3%

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.



# Airport Administration

- **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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Expected operational revenues	\$7,296,401	\$7,511,735	\$7,465,728	\$7,271,372

The Airport continues to generate new revenues for the operational side of the Airport through rates and charges. Landing fees were reduced in January, 2011, in order to keep the Airport more marketable. The projected revenues reflect that reduction.

**Significant Issues in the Year Ahead**

The most significant issues in the upcoming year will be completion of the car rental maintenance facility and the rerouting and rehabilitation of Taxiways B and C. 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: 080101	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$2,144,433	\$2,659,364	\$2,668,030	\$2,800,851	\$2,793,092
Federal Gov't	\$188,977	\$170,325	\$171,969	\$176,197	\$155,905
Fees & Charges	\$3,842,609	\$4,263,868	\$4,199,883	\$4,298,865	\$4,058,275
Other	\$316,520	\$3,698,506	\$256,503	\$235,822	\$264,100
<b>Total</b>	<b>\$6,492,539</b>	<b>\$10,792,063</b>	<b>\$7,296,385</b>	<b>\$7,511,735</b>	<b>\$7,271,372</b>
<b>EXPENDITURES</b>					
Personal Services	\$477,295	\$477,212	\$489,506	\$569,217	\$586,250
Materials & Services	\$1,258,313	\$854,251	\$1,057,606	\$1,418,532	\$1,384,531
Capital Outlay	\$0	\$0	\$0	\$62,442	\$15,000
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,735,608</b>	<b>\$1,331,463</b>	<b>\$1,547,112</b>	<b>\$2,050,191</b>	<b>\$1,985,781</b>
<b>Full-Time Equivalent</b>	<b>6.60</b>	<b>6.60</b>	<b>5.60</b>	<b>6.60</b>	<b>6.60</b>



# 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
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%



## *Airport Debt Service*

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
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 2012-2013

Total Payment	Principal	Interest	Remaining Principal
\$1,338,582	\$355,000	\$983,582	\$18,640,000

### **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.



## *Airport Debt Service*

Program: 010201	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
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	\$1,068,656	\$1,351,102	\$1,345,651	\$1,638,775	\$1,639,832
<b>Total</b>	<b>\$1,068,656</b>	<b>\$1,351,102</b>	<b>\$1,345,651</b>	<b>\$1,638,775</b>	<b>\$1,639,832</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$1,042,375	\$1,334,621	\$1,338,600	\$1,638,775	\$1,639,832
<b>Total</b>	<b>\$1,042,375</b>	<b>\$1,334,621</b>	<b>\$1,338,600</b>	<b>\$1,638,775</b>	<b>\$1,639,832</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# 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).

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of active Federal grants included in budget	1	4	2	3

In fiscal year 2011-2012, due to FAA funding uncertainty, the number of Airport Improvement Project (AIP) grants that may be awarded or active is uncertain; however, the Airport has budgeted for three. These grants will provide funding for the Taxiway B and Taxiway C Rehabilitation and Runway 9/27 conversion.



## Development

### Significant Issues in the Year Ahead

Other airfield improvements for fiscal year 2012-2013 may include the design phase of the rehabilitation of Runway 14/32. Fiscal year 2012-2013 implementation of this project is dependent on the success of the Airport's *ConnectOregon IV* grant application submitted in November, 2011. The final phase of the Consolidated Car Rental Maintenance Facility may also begin during fiscal year 2012-2013.

### Financial Condition

This Program is funded by State and FAA grants and customer facility charges. There is a requirement of a 10 percent local match towards Federal grant projects, which is met through the Passenger Facility Charge Program. If awarded, the *ConnectOregon IV* grant will provide a 5 percent match for the 14/32 runway rehabilitation project.

Program: 010105	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$630,889	\$2,915,259	\$1,918,263	\$2,614,000	\$521,052
Federal Gov't	\$5,685,284	\$363,158	\$421,499	\$4,488,967	\$6,115,000
Fees & Charges	\$412,513	\$398,712	\$411,342	\$476,986	\$411,000
Other	\$0	\$0	\$0	\$14,190,764	\$15,482,988
<b>Total</b>	<b>\$6,728,686</b>	<b>\$3,677,129</b>	<b>\$2,751,104</b>	<b>\$21,770,717</b>	<b>\$22,530,040</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$0	\$0	\$19,765	\$0	\$0
Capital Outlay	\$6,220,603	\$3,873,345	\$3,395,814	\$8,740,953	\$12,257,163
Other	\$3,105,185	\$0	\$0	\$13,681,792	\$10,838,115
<b>Total</b>	<b>\$9,325,788</b>	<b>\$3,873,345</b>	<b>\$3,415,579</b>	<b>\$22,422,745</b>	<b>\$23,095,278</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percentage of land available for non-aviation related purposes actually leased at the Airport	9.1%	9.1%	9.1%	8%

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: 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 2012-2013 projection. Oregon Department of Transportation (ODOT) is negotiating the acquisition of the 2.6 acres previously leased by Butler Truck for the Highway 62 bypass project.

**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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$0	\$0	\$0	\$0	\$0
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$87,984	\$108,355	\$106,416	\$97,386	\$74,153
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$87,984</b>	<b>\$108,355</b>	<b>\$106,416</b>	<b>\$97,386</b>	<b>\$74,153</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$2,315	\$2,315	\$2,315	\$2,400	\$2,600
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$2,315</b>	<b>\$2,315</b>	<b>\$2,315</b>	<b>\$2,400</b>	<b>\$2,600</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Cost per enplaned passenger	\$8.89	\$9.14	\$8.24	\$7.42

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 slowed in 2011 but new airline service is expected to drive the numbers higher and reduce the cost per passenger in 2012-2013. 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Noted airfield discrepancies	0	0	0	0



## *Operations and Maintenance*

The Airport successfully completed its annual certification inspection and was commended by the Federal Aviation Administration (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 timed response by the Airport Rescue and Fire Fighting (ARFF) Department after receiving incomplete "incident" information from the 911 dispatcher. During a second attempt, the ARFF response was well within the three minute requirement. During the two-day inspection, the Airport was commended for the overall condition of the airfield and ability to meet, and in many cases exceed, all required FAA mandates.

### **Significant Issues in the Year Ahead**

Construction will begin on the closure of Runway 9/27 and subsequent conversion of a portion of it to a taxiway. The project will also include realignment and improvements to Taxiways C and B1 which will significantly improve taxiing routes and improve safety and efficiency for aircraft using the tanker base as well as the larger corporate aircraft using the field. During any airfield projects, the Airport is always challenged in maintaining a safe environment as well as minimizing the impact or any inconvenience to our tenants and users. A project of this magnitude is especially challenging because of the configuration of the airfield, so constant coordination with users is essential. This will be accomplished by holding pre-construction meetings with involved parties and maintaining lines of communication through regularly scheduled construction meetings and face-to face communication with the control tower, airlines, Fixed Base Operators (FBOs), contractors, engineers, and other Airport tenants.

The final phase of the car rental facility will begin during this fiscal year and will include the construction of the building that will house an automatic car wash and maintenance bays. Upon completion of the facility, the five car rental agencies operating at the Airport will be able to service their vehicles on-site instead of at various locations on and off the Airport.

The delivery of a new snow blower is expected during this fiscal year after award of the contract is made and the specialized equipment is built to the Airport's specifications. The addition of this dedicated equipment will greatly increase the efficiency of removing snow from aircraft operational areas and reduce the amount of time the airport is closed for snow removal operations.

### ***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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
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
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>EXPENDITURES</b>					
Personal Services	\$686,599	\$711,552	\$807,715	\$936,249	\$1,042,557
Materials & Services	\$1,053,854	\$1,136,954	\$1,112,081	\$1,414,899	\$1,447,438
Capital Outlay	\$39,156	\$311,025	\$68,094	\$289,000	\$36,500
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,779,609</b>	<b>\$2,159,531</b>	<b>\$1,987,890</b>	<b>\$2,640,148</b>	<b>\$2,526,495</b>
<b>Full-Time Equivalent</b>	<b>11.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>14.00</b>



# 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of collection year approvals	15	14	14	13

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**

There are no significant issues expected in this Program.

***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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$0	\$0	\$140,322	\$0	\$0
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$1,005,097	\$1,148,270	\$1,221,831	\$1,394,923	\$1,447,791
Other	\$74,402	\$22,584	\$23,416	\$1,456,264	\$1,474,443
<b>Total</b>	<b>\$1,079,499</b>	<b>\$1,170,854</b>	<b>\$1,385,569</b>	<b>\$2,851,187</b>	<b>\$2,922,234</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$10,822	\$0	\$0	\$60,000	\$60,000
Capital Outlay	\$2,567,781	\$137,923	\$13,596	\$236,261	\$0
Other	\$1,042,375	\$1,334,622	\$1,338,600	\$2,554,926	\$2,862,234
<b>Total</b>	<b>\$3,620,978</b>	<b>\$1,472,545</b>	<b>\$1,352,196</b>	<b>\$2,851,187</b>	<b>\$2,922,234</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# *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 Safety and Security 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**

The Airport will be working with a new Transportation Security Inspector. This year will be spent partnering with the Inspector to test systems currently in place as well as pursuing opportunities to improve the synergy between the Airport and the TSA organization. The Airport continues to combat complacency with targeted training of enforcement personnel and cross training of security office staff.

## *Financial Condition*

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



## *Safety and Security*

Program: 010102	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
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
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>EXPENDITURES</b>					
Personal Services	\$808,722	\$806,499	\$785,813	\$1,249,906	\$1,245,735
Materials & Services	\$823,597	\$687,470	\$789,886	\$964,448	\$969,676
Capital Outlay	\$49,992	\$38,484	\$41,947	\$50,000	\$50,000
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,682,311</b>	<b>\$1,532,453</b>	<b>\$1,617,646</b>	<b>\$2,264,354</b>	<b>\$2,265,411</b>
<b>Full-Time Equivalent</b>	<b>21.15</b>	<b>21.15</b>	<b>22.15</b>	<b>21.15</b>	<b>20.15</b>

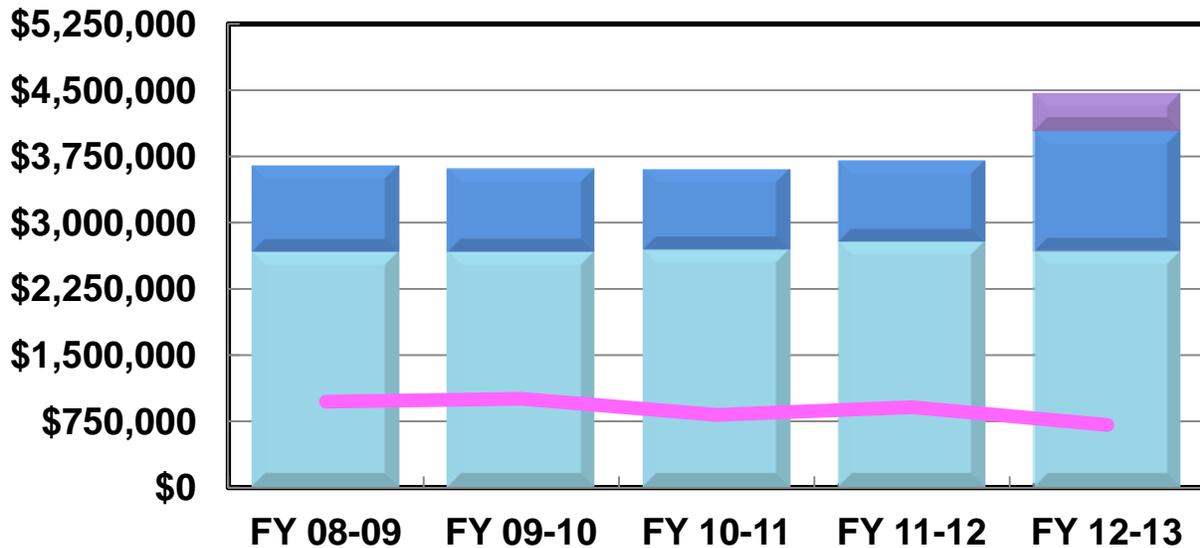


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# ASSESSOR

## 2008-2009 to 2012-2013



PERSONNEL MATERIALS CAPITAL OTHER TOTAL REV

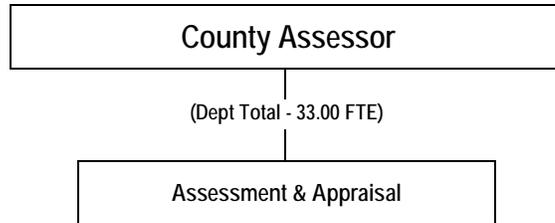
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
PERSONNEL	\$2,656,168	\$2,660,277	\$2,683,685	\$2,772,150	\$2,666,680
MATERIALS	\$981,558	\$941,652	\$913,912	\$919,596	\$1,368,420
CAPITAL	\$0	\$0	\$0	\$0	\$424,395
OTHER	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXP</b>	<b>\$3,637,726</b>	<b>\$3,601,929</b>	<b>\$3,597,597</b>	<b>\$3,691,746</b>	<b>\$4,459,495</b>
<b>TOTAL REV</b>	<b>\$973,846</b>	<b>\$1,005,490</b>	<b>\$823,712</b>	<b>\$909,972</b>	<b>\$710,840</b>
<b>FULL-TIME EQUIVALENT</b>	<b>41.00</b>	<b>40.00</b>	<b>39.00</b>	<b>35.60</b>	<b>33.00</b>

Numbers for FY 08-09 through FY 10-11 are actual revenues and expenditures. FY 11-12 and FY 12-13 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. During FY 11-12, the Assessor's Office underwent a significant reorganization. As a result, the Department has dropped 2.60 FTEs. The need for a new software package came to light during the organizational examination that brought about the reorganization of the Department.



# ASSESSOR

## Organization Chart



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

# ASSESSOR

## Highlights and Challenges

### 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.

### Major Issues and Service Level Goals for Fiscal Year 2012-2013

- Loss of staff through attrition and resignations of 4.60 full-time equivalent (FTE) positions, and being unable to fill vacant positions has resulted in minimal staffing that affects the Department's ability to aggressively continue inventory review and recalculation of the County. Reduction in staff also deters opportunities to locate and tax non-permitted and non-reported property.
- The resignation of Assessor Dan Ross, on August 31, 2011, was two months before the Certification of Rolls requirements on October 25, 2011. An Operations Manager was hired to oversee the implementation of the Department's reorganization; to improve efficiency, effectiveness, and communication; to schedule training and cross-training; and to coordinate efforts for the remodel of the Department.
- A new direction with the assessment computer system has been implemented and Manatron's Government Revenue Management (GRM) Computer-Assisted Mass Appraisal (CAMA) software is scheduled to be in production and go live in August of 2013.
- New laws during the legislative session have complicated work flow and impacted revenues with new exemptions and restrictions on collection efforts.
- A new Assessor, Joshua Gibson, was appointed by the Board of Commissioners on December 28, 2011. Assessor Gibson is committed to continuing the cultural shift in the Department including the reorganization of staff into teams and the cross-training of staff to avoid any future debasing of assessment programs through attrition or resignations.
- Electronic document management of all records will be a significant priority in the future. The Department has over 19 million documents currently contained in over 150 file cabinets that archive confidential and non-confidential information.

### Major Issues and Service Level Accomplishments for Prior Year

- The Assessor's Office implemented guidelines for a review process and a clearing house data review panel in an effort to instill consistency in the valuation reviews and to improve customer service. The process requires the original Appraiser to review the entire appraisal (check for correct information, material facts, and revisit the property if deemed necessary) and then make recommendations to sustain the value or change the value to the Review Panel. The purpose of this



# ASSESSOR

process is to bring consistency to the reviews, lower Board of Property Tax Appeals (BoPTA), and identify “hot spots” or problem areas in the County.

- The Assessor’s Office, without adding additional staff hours, extended tax season (October 24-November 15, 2011) hours until 7:00 p.m. to improve customer service and have opportunities to return the high volume of tax phone messages in less turnaround time.
- Customer service and communication between County and community agencies was improved by holding a Cartography Open House with title companies and surveyors. In addition, a Commercial Appraiser and a Cartographer conducted a presentation at a joint realtor and title company meeting. A team of assessment staff also participated in a cooperative e-plan training with the City of Medford.
- To promote employee pride, high standards of performance, and productivity, staff increased their attendance in County, professional, community, technical, and continued educational training. Organizational team meetings and regular staff meetings were implemented with the reorganization of the Department.
- During the 2011-2012 fiscal year, staff inventory reviewed and recalculated 14,000 accounts, both urban and rural, in Central Point, Gold Hill, and Sams Valley. Additionally, the Eagle Point Golf Course community was recalculated.
- The number of residential properties requiring appraisal due to new construction activity (red tag work) dropped slightly for 2010 and again for 2011 when staff had to appraise 3,200 accounts. For 2012, there is a slight increase with 3,254 accounts requiring appraisal due to new construction activity.

# 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 Goal 2.

## *Program Information*

The Assessment and Appraisal Program provides the following services:

- **Uniformity of Assessment**

Strategic Objective: The Coefficient of Dispersion (COD) measures the uniformity of values within neighborhoods. COD's out of State compliance indicate a need for revaluation work in that area. The Assessor's Department will reduce the number of neighborhoods that are out of COD compliance.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent out of compliance (residential)	21.5%	15.7%	18.7%	10%
Percent out of compliance (commercial)	78%	92%	50%	20%

- **Verification of Sales Data**

Strategic Objective: Verifying the accuracy of sales data used in reappraising properties greatly enhances appraisal results. The Assessor's Department will increase sales verification by confirming the accuracy of sales data for 100 percent of all properties sold by 2015



## Assessment and Appraisal

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Sales confirmation	0%	0%	15%	25%

- **Recalculation/Inventory Review**

Strategic Objective: The Assessor's Department will reduce the inventory review cycle by 25 percent each year for the next four years.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Inventory review	8,758	6,731	3,833	4,800

- **Personal Property Audits**

Strategic Objective: Currently, the valuation of Personal Property relies on unverified self-reporting. The Assessor's Department will initiate a pilot program to audit 10 percent of the County's 6,000 accounts in the next year.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Audits in the field	0%	0%	0%	10%

- **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 database to eliminate manual filing and retrieval costs.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Documents digitized	500,000	500,000	500,000	750,000

### Significant Issues in the Year Ahead

Due to the economic downturn and reductions in funding by the State, the County Assessment Function Funding Assistance (CAFFA) grant has been reduced over the last several years. This funding is generated by fees



## *Assessment and Appraisal*

collected on recorded documents and 25 percent of the interest on delinquent taxes. The Assessment and Appraisal Program is projected to receive 17.25 percent of its funding from the CAFFA grant for fiscal 2012-2013, a reduction from last fiscal year's 23 percent. The Assessment and Appraisal Program also collects minimum fees that represent an additional 2 percent of our total budget. The remaining amount comes from the County's General Fund.

### *Financial Condition*

Countywide resources are down because our assessed values are down. The Assessor's Department has remained a good steward of taxpayer's monies, doing more with less. With the reduction of last year's full-time equivalent (FTE) and vacant staffing positions this year, compromises have been made splitting workloads with a decrease in field reviews of property and inventory. Appeals are up with the market decline.

Moving towards the implementation of digital scanning will eliminate manual filing and retrieval of data, a very labor intensive task. As an example, presently it takes an Office Assistant a minimum of two hours to locate and retrieve all of the maps and appraisal field data for preparation of an Appraiser's site inspection for a new construction. The Department currently has 3,254 red tags for the 2012-2013 fiscal year, a minimum of 6,500 labor hours for preparation, not including the hours for the Appraiser's site visit. Electronic Document Management will increase the efficiency and effectiveness of the Assessor's Department.

The appointment of an Assessor by the Board of Commissioners at the end of December, 2011, and the reorganization of the Assessor's Department promises insightful leadership, direction, and increased efficiency of Jackson County resources and personnel.



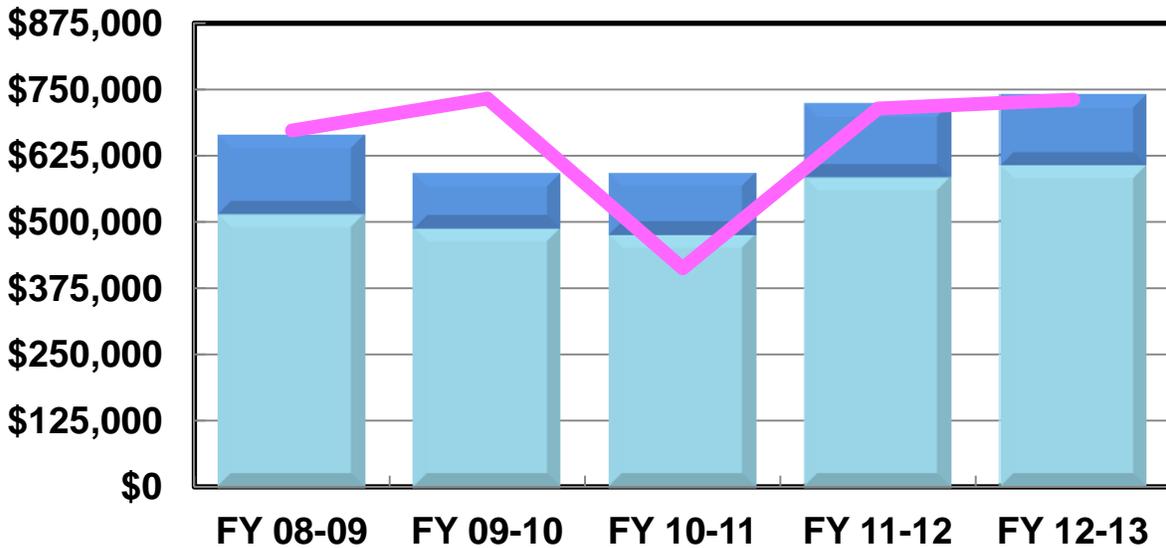
## *Assessment and Appraisal*

Program: 050101	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$899,648	\$922,360	\$775,820	\$861,272	\$663,790
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$74,196	\$59,958	\$47,890	\$48,700	\$47,050
Other	\$0	\$23,168	\$0	\$0	\$0
<b>Total</b>	<b>\$973,844</b>	<b>\$1,005,486</b>	<b>\$823,710</b>	<b>\$909,972</b>	<b>\$710,840</b>
<b>EXPENDITURES</b>					
Personal Services	\$2,656,159	\$2,660,269	\$2,683,678	\$2,772,150	\$2,666,680
Materials & Services	\$981,547	\$941,642	\$913,900	\$919,596	\$1,368,420
Capital Outlay	\$0	\$0	\$0	\$0	\$424,395
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$3,637,706</b>	<b>\$3,601,911</b>	<b>\$3,597,578</b>	<b>\$3,691,746</b>	<b>\$4,459,495</b>
<b>Full-Time Equivalent</b>	<b>41.00</b>	<b>40.00</b>	<b>39.00</b>	<b>35.60</b>	<b>33.00</b>



# BOARD OF COMMISSIONERS

## 2008-2009 to 2012-2013



PERSONNEL MATERIALS CAPITAL OTHER TOTAL REV

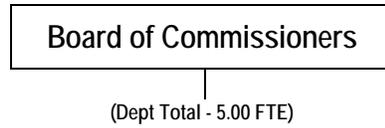
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>PERSONNEL</b>	\$513,889	\$487,198	\$475,299	\$583,191	\$605,903
<b>MATERIALS</b>	\$149,206	\$104,008	\$117,155	\$139,039	\$133,182
<b>CAPITAL</b>	\$0	\$0	\$0	\$0	\$0
<b>OTHER</b>	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXP</b>	\$663,095	\$591,206	\$592,454	\$722,230	\$739,085
<b>TOTAL REV</b>	\$672,515	\$732,854	\$412,520	\$714,143	\$730,998
<b>FULL-TIME EQUIVALENT</b>	6.00	5.00	5.00	5.00	5.00

Numbers for FY 08-09 through FY 10-11 are actual revenues and expenditures. FY 11-12 and FY 12-13 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 have since been reinstated.



# BOARD OF COMMISSIONERS

## Organization Chart



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 is also 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 2012-2013

- Develop, adopt, and maintain the budget for Jackson County and develop long-term funding alternatives.
- Continue to accept responsibility of the oversight for the general well-being and public safety of Jackson County.
- Enhance and protect agricultural interests and lifestyles in Jackson County.
- Develop the commercial and industrial opportunities in White City and the Tolo area as part of the County's Economic Action Initiative.
- Explore solutions to water problems.
- Meet economic needs in managing forests in Jackson County.
- Promote 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, again, as part of the County's Economic Action Initiative.
- Begin work on new Health and Human Services facilities and parking structure at the old Federal Building.
- Completion of the new Sheriff's Office on Highway 62.



# BOARD OF COMMISSIONERS

- Seek solutions to put the Fairgrounds/Expo Park on a solid financial base, looking towards self-reliance by 2017.
- Provide leadership in economic development issues, including tourism.
- Seek more public input.
- Work with State government in enacting the Legislator's/Governor's Health and Education Transformation Policies.
- Work toward adoption 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.
- Develop additional air service opportunities.

## **Major Issues and Service Level Accomplishments for Prior Year**

- 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.
- Established the County's Economic Action Initiative, including a "Business Grant Program" and an Economic Development Advisory Committee (EDAC).
- Master Plans were developed for both the Jackson County Sports Park and the Rogue Valley International-Medford Airport.

# 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: Continue to improve measures providing the citizens of Jackson County information on 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; a series of town hall meetings through the County; and Commissioner visits to all incorporated city council meetings on a regular basis.

- **Financial**

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

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

Strategic Objective: The Board will continue to work on the following: area transportation issues; regional land use zoning; natural resource issues; water issues; forest management plan; economic development; automate planning process; create a self-sustaining County Exposition Park; create more interlinked bike paths; fire prevention planning;



# Board of Commissioners

disaster plan; work toward developing work force housing; work on creating energy alternatives and independence for communities; provide both established and emerging businesses with the tools required for success under the County's Economic Action Initiative Plan; and oversee general well-being and public safety of Jackson County.

- **Learning and Growth**

Strategic Objective: 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 Objective: 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 2012-2013: 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; continue to work on review of the Land Development Ordinance to make it no more restrictive than State law; 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; coordinate with Federal agencies concerning the use of Federal lands located in Jackson County under the Federal Coordination Policy; continue to 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 Development Services and the White City Enhanced Law Enforcement District.



## *Board of Commissioners*

Program: 020101	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$0	\$0	\$0	\$0	\$0
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$602,749	\$662,826	\$374,577	\$664,703	\$686,373
Other	\$69,766	\$70,027	\$37,943	\$49,440	\$44,625
<b>Total</b>	<b>\$672,515</b>	<b>\$732,853</b>	<b>\$412,520</b>	<b>\$714,143</b>	<b>\$730,998</b>
<b>EXPENDITURES</b>					
Personal Services	\$513,884	\$487,193	\$475,294	\$583,191	\$605,903
Materials & Services	\$149,197	\$103,998	\$117,144	\$139,039	\$133,182
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$663,081</b>	<b>\$591,191</b>	<b>\$592,438</b>	<b>\$722,230</b>	<b>\$739,085</b>
<b>Full-Time Equivalent</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

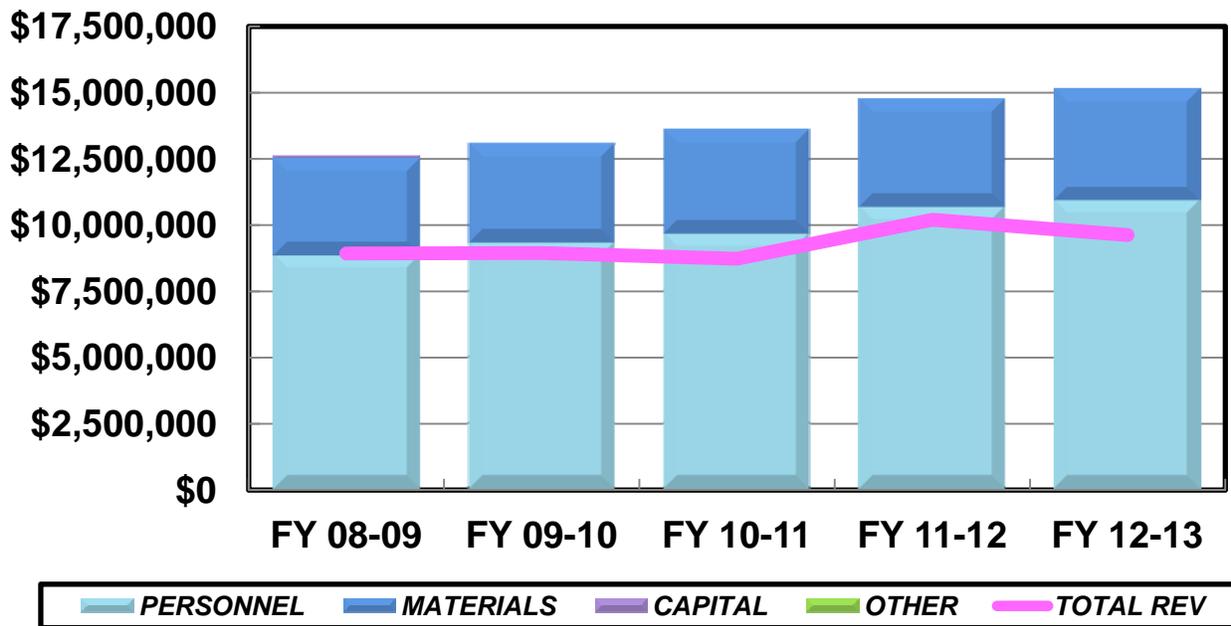


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# COMMUNITY JUSTICE

## 2008-2009 to 2012-2013



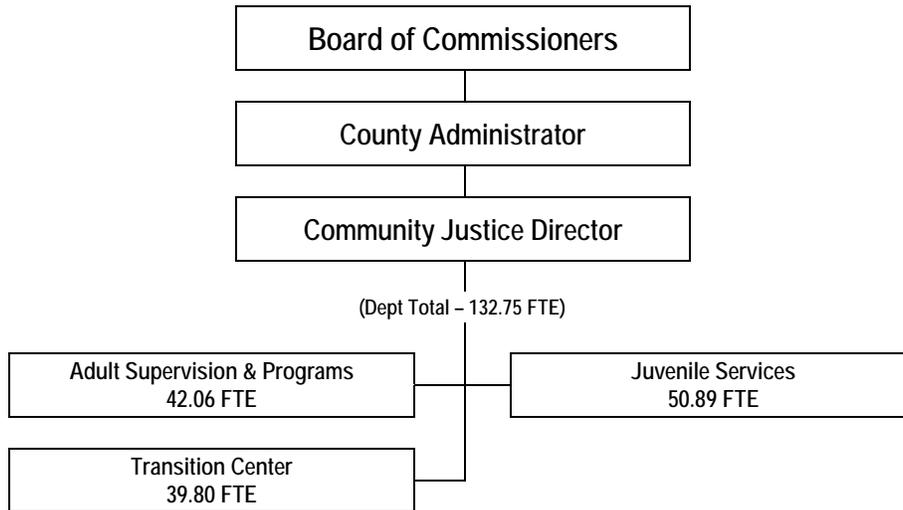
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>PERSONNEL</b>	\$8,855,072	\$9,335,649	\$9,673,807	\$10,683,313	\$10,929,227
<b>MATERIALS</b>	\$3,666,909	\$3,750,908	\$3,943,637	\$4,086,817	\$4,218,316
<b>CAPITAL</b>	\$118,299	\$12,477	\$0	\$0	\$0
<b>OTHER</b>	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXP</b>	\$12,640,280	\$13,099,034	\$13,617,444	\$14,770,130	\$15,147,543
<b>TOTAL REV</b>	\$8,929,537	\$8,948,368	\$8,734,860	\$10,204,671	\$9,624,762
<b>FULL-TIME EQUIVALENT</b>	139.00	141.00	138.00	131.50	132.75

Numbers for FY 08-09 through FY 10-11 are actual revenues and expenditures. FY 11-12 and FY 12-13 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.



# COMMUNITY JUSTICE

## Organization Chart



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

# COMMUNITY JUSTICE

## Highlights and Challenges

### 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 2012-2013

- The Department is again facing the dilemma of developing the budget without knowing what level of State funding will be received for a large part of the budget. Current budget numbers were generated based on available information. There may be a need to submit a supplemental budget after the Oregon Legislature finalizes the State budget process.
- Collaboration with community and State partners will continue to be of increased importance. As State and local resources become increasingly more scarce, partnerships in developing new solutions for serving at-risk populations in Jackson County become more important than ever.
- Jackson County has made the re-integration (reach-in) process a priority in both the adult and juvenile systems. Research indicates that working with incarcerated individuals prior to their release from jail/prison is very beneficial in breaking the recidivism cycle that many of them fall into.
- Jackson County will continue to enhance the “reach-in” program by identifying service needs for offenders returning to the community from prison and jail. The Department created a “re-entry council” made up of community partners with the goal of collaborative service delivery, partnerships, and overall education about what each entity’s role, mission, and limitations are with regard to the re-entry process. The goal is to continue the expansion of this forum to better educate the public, and to further assist with the successful reintegration of offenders. This goal will be achieved through the 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, the Community Justice Transition Center, and other economic initiatives will be a central focus for the upcoming year.
- The Department will continue to pursue grant opportunities as they come available and are consistent with our goals around public safety and offender rehabilitation. One of the Department’s goals is to collaborate with community partners whenever possible on grant opportunities that allow us to work together towards a common goal.



# COMMUNITY JUSTICE

- The Department has struggled in the past with the collection of restitution for crime victims. A goal for the upcoming year is to make improvements in this area. The County recently applied for, and received, a Federal grant to work in collaboration with the District Attorney's Office and the State courts to focus on restitution collection. The involved agencies will work as a team to identify, track, and collect outstanding debt owed to crime victims that are currently being supervised by Community Justice.
- Community Justice had to make modifications to the alcohol and drug treatment contract in an effort to meet budget parameters. This process forced staff to "right size" the contract and prioritize our resources toward the individuals with the greatest need. One of the Department's continued goals is to provide both juvenile and adult offenders with a therapeutic component to their supervision.
- The outside contract for caseload audits was eliminated in the adult division. Department managers have absorbed this function and the goal is to have a newly developed case audit program operational and in place going into this next budget year. The juvenile division is currently performing case audits internally and will make modifications to the process as needed.

## **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 continues to be an integral part of the corrections system in Jackson County. In a collaborative role with the Sheriff's Office, the Department continues to provide an option to assist with the jail overcrowding issues and provide an evidence based approach to offender reintegration.
- 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 and Juvenile Services use "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, Oregon Youth Authority; and to the jail custody clients to the degree possible.
- 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 are 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.

# COMMUNITY JUSTICE

- Offender employment this past year 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 Department's K-9 unit has played an increasingly more important role in assisting other law enforcement agencies in the valley. Staff participates as a member of the local narcotics enforcement team and has been responsible for locating and seizing large quantities of illegal narcotics, which have led to the arrest of many felony offenders.
- The Department has coordinated and developed a local "re-entry council" to assist offenders returning to the community. The council consists of local agencies and resource providers that meet regularly to develop programs and resources which will assist offenders returning to the community.

## Benchmark

On a statewide comparison, the benchmarks for the Adult Division put Jackson County above the statewide average on half of the outcomes and slightly below the statewide average on the other half. The Division is doing exceptionally well in treatment, community service, and positive case closures. The areas that dropped below the statewide average were employment, restitution collection, and recidivism. To better understand why the Division scored below the State averages in some areas, a closer look needs to be taken into the local dynamics.

**Employment:** Jackson County has an unemployment rate that is higher than the State or national average. Although it is improving, it is still very difficult for individuals with limited skills, education, and a criminal conviction to find employment. Job development classes are offered through the Transition Center in Talent. Additionally, jobs skills classes are offered through the Day Reporting/Day Management Program in Medford. Individual Probation and Parole Officers, as well as Community Justice Officers, are also available for clients to work with individually on job placement resources. Assisting corrections clients with employment opportunities has been a focal point for Community Justice and will continue to be in the future.

**Restitution:** Restitution collection in Jackson County has been a problem area for several years. The County currently ranks toward the bottom of the State in restitution collection, but also ranks at the top of the State in restitution orders. These two issues have together proven to be a factor in the poor outcomes in this area. In an effort to correct this outcome and work to better restore victims, the Department has recently been included in a pilot restitution grant through the Oregon Department of Justice to work collaboratively with the State courts and the District Attorney's Office to more effectively collect these outstanding fees for crime victims.



# COMMUNITY JUSTICE

**Recidivism:** Jackson County's recidivism rates for both juvenile and adult offenders fall below the State average. As staff looks deeper into the causes behind these numbers, one thing stands out as a contributing factor - Jackson County has a very active and collaborative criminal justice system. Beginning with law enforcement, the County has very well trained and active patrol and specialty units which include highly trained Special Weapons and Tactical (SWAT) teams, homicide units, traffic enforcement and accident reconstruction teams, gang and narcotics teams, school resource officers, computer crimes and forensics units, sexual assault units, etc. Then there is a District Attorney's Office that moves large volumes of cases through the system at a very rapid pace coupled with a court system that is very progressive and operates two individual Drug Courts and a Family Court. In addition, the County is fortunate enough to have a 230 bed County Jail which is backed up by 172 transitional/work release beds to meet the correctional needs. And finally, a probation and parole department that is very progressive and has officers that are consistently out in the community making sure correctional clients are following the conditions of their supervision, and working collaboratively with the local treatment providers to provide them with the tools they need for successful community re-integration.

When a county has an overall system that works together as well as Jackson County's does, there is a greater chance that individuals will get caught when they violate the conditions of their supervision than they would in a county where resources are scarcer. To put it simply, it is easier to avoid getting caught when no one is looking.



# Adult Supervision and Programs

## Program Purpose

The Adult Supervision and Programs' purpose is to protect the community through the supervision and reformation of criminal offenders placed on probation, parole, or post-prison supervision with the goal to reduce future criminal conduct. This Program is enhanced by strong cooperation between collaborative public agencies that 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Increase number of probation clients who do not recidivate	62%	60%	70%	75%
Increase positive case closures/ probation	51%	60%	65%	65%
Increase positive case closures for post-prison	78%	90%	80%	85%

The Oregon Department of Corrections focuses their Outcome Measures to reflect only HI and MED level offenders. This measurement is a fluid document and looks at new felony convictions three years after completion of supervision. Jackson County continues to utilize current best practices to provide programs and interventions designed to reduce recidivism and increase successful transition into the community. Jackson County continues to have higher rates of positive case closures than the State average.

In 2011-2012, Jackson County continues to enhance programming and supervision through validated risk tools, evidence based offender management, and appropriate treatment referrals. Community Justice continues to work closely with local law enforcement to improve offender accountability as well as maximize resources through the use of alternative custody options.



## Adult Supervision and Programs

- **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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Increase percentage of clients engaged in treatment	42%	45%	45%	50%

Offender supervision best practices are 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 as well as dealing with addictive and destructive behavior. In Jackson County, we utilize treatment services and encourage offenders to use these resources to change their behavior. Currently, Jackson County is significantly above the statewide average for supervised medium and hi risk clients involved in treatment programming.

- **Offender Accountability for Supervision Costs**

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

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Increase percentage of supervision fees collected	37.2%	40%	40%	45%

Economic concerns, financial obligations, payment of restitution, treatment fees, and high rates of unemployment have made the collection of supervision fees very difficult in the past year.

- **Home Detention**

Strategic Objective: Increase the number of people served in Home Detention which will allow offenders to continue to remain employed.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of offenders served by home detention program	354	460	400	400

## *Adult Supervision and Programs*

In the past year, jail overcrowding along with financial hardships allowed inmates to be released earlier and made home detention less of an option for many. For those populations that were eligible, this continued to be an option that reduced the need for jail or transition center beds. Efforts to expand the population and move toward alternative custody options will continue in 2012.

- **Community Services**

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

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Increase offender community service hours completed per year	103,420	85,000	110,000	115,000

- **Restitution**

Strategic Objective: Through collaborative efforts with local agencies, increase the amount of restitution collected and returned to victims.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Increase percentage of restitution collected	6%	n/a	15%	20%

Jackson County Community Justice has traditionally had a difficult time with the collection of restitution. Implementation of specialized supervision, along with improved partner and agency collaboration, should increase rates significantly.

### **Significant Issues in the Year Ahead**

In the next year, Jackson County Community Justice will implement a restitution program designed to focus supervision efforts on offenders who owe restitution to victims of their criminal activity. Probation Officers, along with the Courts, District Attorney and Department of Justice will work collaboratively to increase the amount of restitution collected and returned to victims.

Jackson County continues to see development and growth in regard to the "Reach In" program which offers services and structure to those inmates coming to the community from prison. Collaborative efforts this year with



## *Adult Supervision and Programs*

the Department of Corrections, Mental Health, local employment and housing authorities, and treatment agencies have provided resources and efficiency to the transition process. The Jackson County Re-Entry Council continues to make great strides in coordinating and communicating efforts between partner agencies. The goal and vision is to reduce the probability of future crime and criminal recidivism by matching offender needs with available resources.

Adult Supervision and Programs continues 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 dwindling 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 through audits and program evaluations.

### *Financial Condition*

The Adult Supervision and Programs receive the majority (42 percent) of funding from the Community Corrections Act (CCA). Other funding streams include fees (23 percent), grants (21 percent), and jail assessments (3 percent). The remaining 11 percent is from the County's General Fund.

Program: 480101	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$2,868,333	\$3,039,291	\$3,033,885	\$3,319,773	\$2,950,855
Federal Gov't	\$150,069	\$224,894	\$271,487	\$315,000	\$484,877
Fees & Charges	\$1,069,299	\$1,011,978	\$958,869	\$841,200	\$1,178,200
Other	\$0	\$59,886	\$50,169	\$0	\$0
<b>Total</b>	<b>\$4,087,701</b>	<b>\$4,336,049</b>	<b>\$4,314,410</b>	<b>\$4,475,973</b>	<b>\$4,613,932</b>
<b>EXPENDITURES</b>					
Personal Services	\$2,955,394	\$3,161,106	\$3,340,903	\$3,520,344	\$3,713,621
Materials & Services	\$1,052,889	\$1,126,837	\$1,306,920	\$1,452,571	\$1,467,646
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$4,008,283</b>	<b>\$4,287,943</b>	<b>\$4,647,823</b>	<b>\$4,972,915</b>	<b>\$5,181,267</b>
<b>Full-Time Equivalent</b>	<b>39.55</b>	<b>42.69</b>	<b>41.94</b>	<b>38.94</b>	<b>42.06</b>



# Juvenile Services

## Program Purpose

The Juvenile Services Program's 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: Reduce juvenile repeat offenders.

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

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percentage of youth who do not re-offend during supervision*	69%	68%	70%	71%

\*Re-offending is defined as any new referral to juvenile services from law enforcement.

The majority of crimes committed by juveniles are committed by a small percentage who offend repeatedly. Community safety is enhanced by reducing the number or frequency of juvenile offenders who re-offend.

Strategic Objective: Reduce the risk level for juveniles at the time of probation closure.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percentage of reduction in risk level of youth at time of probation closure	n/a	n/a	82%	83%

Through learning new pro-social skills and activities, youth offenders can leave supervision at a lower risk to re-offend.

- **Community Service**

Strategic Objective: Provide opportunities for juveniles to repair harm to individuals and the community through community service.



## Juvenile Services

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Community service hours completed by juvenile offenders	n/a	n/a	6,800	7,000

State statute requires that the Juvenile Department develop opportunities for juvenile offenders to satisfy community service obligations. Performing community service holds juveniles accountable and allows them to repair the harm they have caused the community they live in.

### Significant Issues in the Year Ahead

The potential loss of further statewide Youth Correctional Facility beds (150 eliminated since July, 2011) and reductions in State funding will result in the need to keep more high risk youth in the community and under local supervision.

Closure of juvenile detention facilities in neighboring counties has resulted in an increase in revenue for the rental of detention beds.

### Financial Condition

The Juvenile Services Program receives 74 percent of its funding from the County's General Fund and the remaining 26 percent from other sources.

Program: 480109	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$527,073	\$574,387	\$622,704	\$1,118,486	\$1,159,291
Federal Gov't	\$24,815	\$14,180	\$16,161	\$16,000	\$20,318
Fees & Charges	\$743,721	\$743,414	\$492,333	\$66,398	\$270,252
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,295,609</b>	<b>\$1,331,981</b>	<b>\$1,131,198</b>	<b>\$1,200,884</b>	<b>\$1,449,861</b>
<b>EXPENDITURES</b>					
Personal Services	\$3,424,280	\$3,432,129	\$3,504,590	\$4,009,910	\$4,177,150
Materials & Services	\$1,180,613	\$1,162,927	\$1,207,282	\$1,259,478	\$1,292,849
Capital Outlay	\$0	\$7,940	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$4,604,893</b>	<b>\$4,602,996</b>	<b>\$4,711,872</b>	<b>\$5,269,388</b>	<b>\$5,469,999</b>
<b>Full-Time Equivalent</b>	<b>55.74</b>	<b>55.66</b>	<b>53.16</b>	<b>51.16</b>	<b>50.89</b>



# 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 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 includes fuel reduction, fire fighting, culvert improvement, sign making, firewood cutting, garbage debris collecting, grounds maintenance, and building improvement, etc.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Revenue generated from work crews	\$885,403	\$1,100,000	\$942,072	\$1,000,000

- **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.



## *Transition Center*

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percentage of offenders participating in treatment who continue treatment upon release from the program	n/a	n/a	n/a	50%

- **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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percentage of clients successfully transitioning to community housing	48.8%	n/a	50.3%	55%

### **Significant Issues in the Year Ahead**

The Transition Center has maintained capacity over the past year and has conducted over 2,874 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, averaging 126.4 clients per day over the past fiscal year to complement the Jackson County Jail capacity of 230 beds.

The Transition Center provided \$315,827 worth of contracted work services for Jackson County departments. 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.

### **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 Transition Center Program receives the majority (37 percent) of funding from contracts completed by the clientele; other funding streams include Community Corrections Act (CCA) (21 percent), fees (3 percent), other sources (15 percent). The remaining 24 percent is from the County's General Fund.



## *Transition Center*

<b>Program: 480104</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Adopted</b>	<b>2012-2013 Adopted</b>
<b>REVENUES</b>					
State/Local Gov't	\$1,695,522	\$1,318,177	\$1,272,700	\$1,479,492	\$1,198,931
Federal Gov't	\$432,061	\$634,508	\$604,244	\$498,000	\$605,788
Fees & Charges	\$1,418,622	\$1,327,632	\$1,412,285	\$2,550,322	\$1,756,250
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$3,546,205</b>	<b>\$3,280,317</b>	<b>\$3,289,229</b>	<b>\$4,527,814</b>	<b>\$3,560,969</b>
<b>EXPENDITURES</b>					
Personal Services	\$2,475,248	\$2,742,287	\$2,828,211	\$3,153,059	\$3,038,456
Materials & Services	\$1,433,307	\$1,461,047	\$1,429,344	\$1,374,768	\$1,457,821
Capital Outlay	\$118,298	\$4,537	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$4,026,853</b>	<b>\$4,207,871</b>	<b>\$4,257,555</b>	<b>\$4,527,827</b>	<b>\$4,496,277</b>
<b>Full-Time Equivalent</b>	<b>43.71</b>	<b>42.65</b>	<b>42.90</b>	<b>41.40</b>	<b>39.80</b>

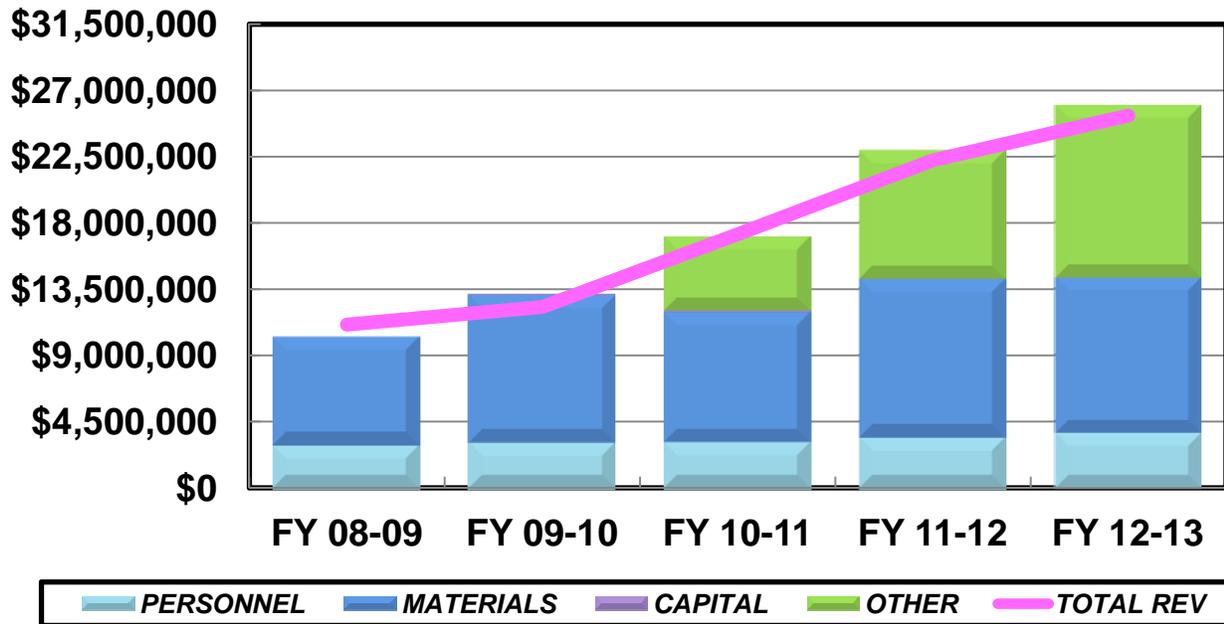


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# COUNTY ADMINISTRATION

## 2008-2009 to 2012-2013



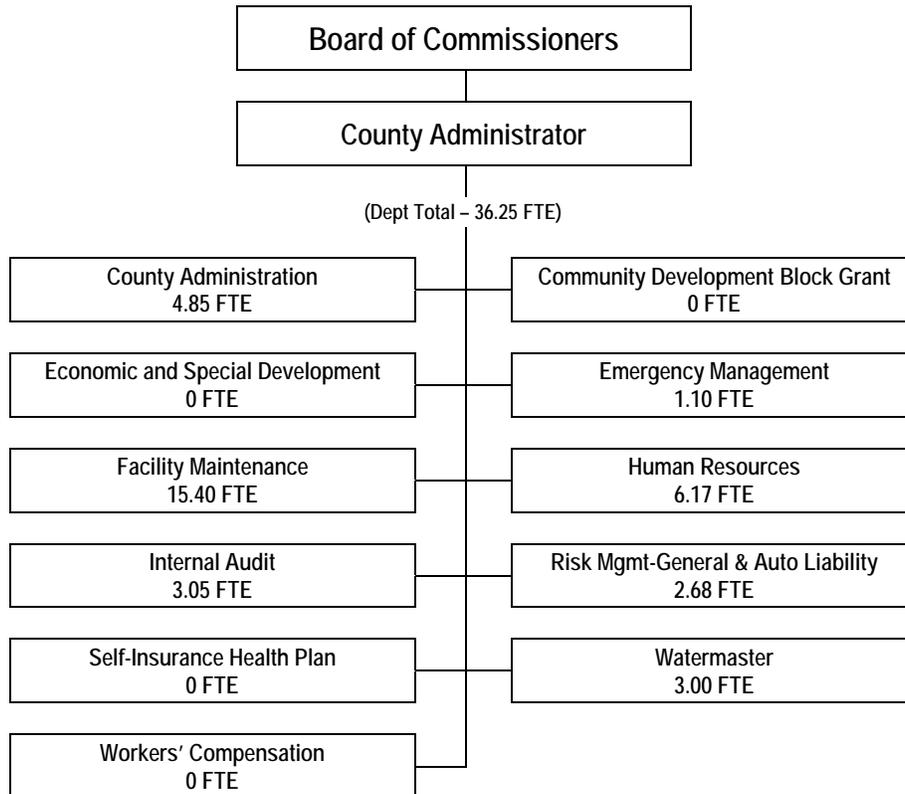
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>PERSONNEL</b>	\$2,883,017	\$3,064,686	\$3,092,322	\$3,406,434	\$3,703,365
<b>MATERIALS</b>	\$7,337,172	\$9,961,308	\$8,782,024	\$10,726,193	\$10,541,839
<b>CAPITAL</b>	\$15,637	\$77,296	\$138,181	\$25,024	\$0
<b>OTHER</b>	\$0	\$20,012	\$5,029,588	\$8,711,473	\$11,688,641
<b>TOTAL EXP</b>	\$10,235,826	\$13,123,302	\$17,042,115	\$22,869,124	\$25,933,845
<b>TOTAL REV</b>	\$11,096,427	\$12,289,511	\$17,236,078	\$22,253,087	\$25,300,078
<b>FULL-TIME EQUIVALENT</b>	35.45	35.70	35.95	34.95	36.25

Numbers for FY 08-09 through FY 10-11 are actual revenues and expenditures. FY 11-12 and FY 12-13 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 is an increase of 1.30 FTEs in this Department's budget. Of that increase, 0.30 FTE is a result of moving that portion of the County Administrator that was previously included in Fiduciary and other fund departments into this Department. The remaining 1.00 FTE is added to the Facility Maintenance Program as a result of the new Sheriff's facility.



# COUNTY ADMINISTRATION

## 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 2012-2013

- Fiscal year 2011-2012 was the final year of O & C and Federal forest land payments under Public Law 110-343. 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 2012-2013.
- 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 2012-2013.
- The Facility Maintenance Program will increase its maintenance of County facilities to include the newly remodeled Sheriff's Depot. The new facility will increase the maintenance expenditures by an estimated \$100,000 annually. Additionally, a new Senior Maintenance Worker will be hired to alleviate the increasing work load of the Program; the Facility Maintenance Program will maintain 111,253 square feet per Maintenance Worker. Other Oregon counties of similar size or larger maintain 80,000 square feet or less per Maintenance Worker.
- The Facility Maintenance Program will manage the next phase of remodeling the County Courthouse and the remodel and parking garage construction at the new location for Health and Human Services. Facility Maintenance will continue the upgrade to the Jail by converting the basement office space into dormitory cells as well as several smaller projects.



# COUNTY ADMINISTRATION

## Major Issues and Service Level Accomplishments for Prior Year

- Conducted internal audit work in the following areas: Parks oval track concessionaire agreement, Parks Howard Prairie Resort concessionaire agreement, Sheriff's Search and Rescue Program, Board of Commissioners' and County Administrator's administrative workload and workforce levels, cash and investments, expenditure and capital outlay, payroll transactions, Federal financial assistance, and required municipal audit law Oregon Revised Statutes compliance.
- Facility Maintenance completed retrofits of the lighting systems in the County office buildings, managed remodels of the Jail Sally Port and new Sheriff's Depot and Evidence Building, and oversaw the remodeling of the third floor (third phase) of the County Courthouse. Facility Maintenance worked with Information Technology staff to develop and implement a Ticket System to track requested maintenance and preventative maintenance requests.
- Awarded the Government Finance Officers' prestigious "distinguished budget presentation" award for Fiscal Year 2011-2012 and the distinguished financial reporting award for Fiscal Year 2010-2011.

# 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. County 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. County 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 County 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



# County Administration

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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$540	\$845	\$501	\$300	\$500
Federal Gov't	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Fees & Charges	\$608,278	\$629,030	\$699,552	\$702,095	\$826,477
Other	\$30,921	\$35,378	\$37,213	\$43,189	\$55,591
<b>Total</b>	<b>\$644,739</b>	<b>\$670,253</b>	<b>\$742,266</b>	<b>\$750,584</b>	<b>\$887,568</b>
<b>EXPENDITURES</b>					
Personal Services	\$586,134	\$657,305	\$687,421	\$677,486	\$815,703
Materials & Services	\$52,459	\$54,427	\$50,565	\$83,645	\$82,412
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$638,593</b>	<b>\$711,732</b>	<b>\$737,986</b>	<b>\$761,131</b>	<b>\$898,115</b>
<b>Full-Time Equivalent</b>	<b>5.05</b>	<b>5.05</b>	<b>5.05</b>	<b>4.55</b>	<b>4.85</b>



# Community Development Block Grant

**Program Purpose**

The Community Development Block Grant (CDBG) Program houses State pass-through dollars for 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:

- **House CDBG Pass-Through Dollars According to State Standards**

Strategic Objective: Manage CDBG payments in accordance with State Standards. County Administration serves as the grant administrator for housing and economic-related CDBG funds awarded to Jackson County.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent of grant monitoring findings cleared	100%	100%	100%	100%
Percent of payments made to subgrantees within three days of receipt of State Funds	100%	100%	100%	100%

- **Enable Project Subgrantees to Successfully Execute Grant Activities**

Strategic Objective: Provide efficient services to associated non-profits so they can in turn be effective in the execution of grant activities. This involves being timely, accurate, consistent, and thorough in grant administration activities.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent change in housing rehabilitation waiting list	100%	0%	-30%	-30%
Number of low/moderate income homeowners receiving zero interest loans per \$10,000 award	0	1	1	1
Number of microenterprises served per \$2,500 of fund awarded	0	1	1	0



# Community Development Block Grant

- **Manage Requests for Reconveyances From Old CDBG Projects**

Strategic Objective: Efficiently manage requests for reconveyance from houses which received assistance from past CDBG housing rehabilitation funding.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent of requests for reconveyance processed within 48 hours	0%	100%	100%	100%

**Significant Issues in the Year Ahead**

In the years ahead, the County will continue to participate in and apply for housing rehabilitation and microenterprise development programs for low and moderate income citizens. Currently, the County has one active housing rehabilitation grant. It is anticipated that this grant will provide \$400,000 over the next two years to provide zero-interest loans to 30 low and moderate income homeowners in need of vital housing rehabilitation.

**Financial Condition**

CDBG projects are 100 percent funded by the State of Oregon Infrastructure Finance Authority pass-through dollars. Grant administration costs are housed within the Economic and Special Development Program.

<b>Program: 080303</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Adopted</b>	<b>2012-2013 Adopted</b>
<b>REVENUES</b>					
State/Local Gov't	\$270,391	\$15,135	\$64,085	\$348,000	\$200,000
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$270,391</b>	<b>\$15,135</b>	<b>\$64,085</b>	<b>\$348,000</b>	<b>\$200,000</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$270,931	\$15,347	\$64,084	\$348,000	\$200,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$270,931</b>	<b>\$15,347</b>	<b>\$64,084</b>	<b>\$348,000</b>	<b>\$200,000</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



## *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 economic development, cultural awareness, education, and agricultural development; and (3) to provide staff support with the Jackson County organization on economic development issues. 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 \$20,190 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 \$22,585 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 \$205,644 to the Southern Oregon Research and Extension Center. The Oregon State University's Southern Oregon Research and Extension Center provides people with a



## Economic and Special Development

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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent of total contributions made according to budget	100%	100%	100%	100%

- **Provide Grant Administration for Community Development Block Grant (CDBG) Projects in Accordance with State Standards**

Strategic Objective: Provide \$22,390 in overhead, staff support, and miscellaneous costs associated with the Economic and Special Development Program, particularly the administrative portions of the Community Development Block Grant Program which are not reimbursable by the United States Department of Housing and Urban Development.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent compliance with grant management handbook procedures	100%	100%	100%	100%
Number of quarters where Jackson County is eligible for new projects	0	4	4	4

### 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



## *Economic and Special Development*

has also made contributions to Southern Oregon Regional Economic Development, Inc. (SORED) and the Sustainable Valley Technology Group (SVTG). Both organizations have continued to work hard to promote Jackson County and Southern Oregon as a good home for sustainable product and technology businesses. The SVTG is helping 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. Additionally, in fiscal year 2011-2012 Jackson County established a grant program to create jobs in the County. SORED assists in facilitating the grant program and coordinating corresponding grant awards. The first grant was approved to CORE Business Services, LLC, from which an estimated 13 jobs will be created over the next two years.

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 microenterprise development block grants and working with ACCESS and the Housing Authority of Jackson County to provide a revolving loan program for housing rehabilitation for moderate income households within the County. Such programs will continue to be a vital resource to the low and moderate income needs of Jackson County.

### *Financial Condition*

This Program is funded 100 percent by the General Fund. 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.



## *Economic and Special Development*

Program: 080302	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$110,442	-\$2,391	\$0	\$0	\$0
Federal Gov't	\$197,882	\$0	\$0	\$0	\$0
Fees & Charges	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$308,324</b>	<b>\$-2,391</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>EXPENDITURES</b>					
Personal Services	\$129,788	\$0	\$0	\$0	\$0
Materials & Services	\$478,314	\$266,370	\$296,222	\$290,203	\$302,937
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$608,102</b>	<b>\$266,370</b>	<b>\$296,222</b>	<b>\$290,203</b>	<b>\$302,937</b>
<b>Full-Time Equivalent</b>	<b>0.75</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent of plans complete	30%	35%	35%	40%

The actual number of plans in fiscal year 2012-2013 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 and the Natural Hazards Mitigation Plan will be revised during this year. Both plans have completed many short and long term action items. 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 continues to grow and there are now three Community Emergency Response Teams (CERT) under the Jackson County Citizen Corps umbrella. Jackson County Medical Reserve Corps (MRC) is now formed into a functional tool for medical assistance within the County. 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.



# Emergency Management

- **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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent of critical agencies participating in exercises	40%	50%	50%	50%

The number of multi-agency exercises is 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent of County residents having access to disaster assistance	100%	100%	100%	100%

- **Reducing the Potential Impact of Disasters**

Strategic Objective: Reduce the potential impact of disasters by utilizing the new alert and warning system, by Everbridge. Continue communicating with the public about disaster preparedness for individuals



# Emergency Management

and family, and implementing hazard mitigation measures.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent of increase in total population enrolled in alert system	n/a	100%	100%	100%

### Significant Issues in the Year Ahead

The United States' war against terrorism has 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 population 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, alert and warning, grant management 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 2011 calendar year, Jackson County received over \$85,000 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.



## *Emergency Management*

Program: 080301	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$341,668	\$167,766	\$44,332	\$8,200	\$110,076
Federal Gov't	\$95,115	\$85,841	\$73,382	\$85,000	\$106,000
Fees & Charges	\$6,600	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$443,383</b>	<b>\$253,607</b>	<b>\$117,714</b>	<b>\$93,200</b>	<b>\$216,076</b>
<b>EXPENDITURES</b>					
Personal Services	\$95,842	\$113,553	\$123,503	\$127,898	\$128,000
Materials & Services	\$138,196	\$227,385	\$135,481	\$102,331	\$227,108
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$234,038</b>	<b>\$340,938</b>	<b>\$258,984</b>	<b>\$230,229</b>	<b>\$355,108</b>
<b>Full-Time Equivalent</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.10</b>



# 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 (maintaining over 1,223,785 square feet of building) 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Annual square foot costs	\$3.36	\$3.65	\$3.65	\$3.66

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.



## Facility Maintenance

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Buildings cleaned	35	35	35	36

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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 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.



## *Facility Maintenance*

### *Financial Condition*

The Facility Maintenance Program is funded by chargebacks to departments. Currently, 32 percent is received from General Fund departments.

Program: 080103	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$56,696	\$60,603	\$106,854	\$66,093	\$70,251
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$2,373,608	\$2,352,561	\$1,924,561	\$2,033,857	\$2,142,905
Other	\$737,475	\$1,057,923	\$1,110,872	\$1,125,397	\$1,146,263
<b>Total</b>	<b>\$3,167,779</b>	<b>\$3,471,087</b>	<b>\$3,142,287</b>	<b>\$3,225,347</b>	<b>\$3,359,419</b>
<b>EXPENDITURES</b>					
Personal Services	\$953,553	\$998,625	\$983,334	\$1,105,052	\$1,217,327
Materials & Services	\$1,727,762	\$2,271,290	\$2,017,457	\$2,135,889	\$2,157,686
Capital Outlay	\$15,636	\$77,295	\$128,555	\$0	\$0
Other	\$0	\$20,011	\$0	\$0	\$0
<b>Total</b>	<b>\$2,696,951</b>	<b>\$3,367,221</b>	<b>\$3,129,346</b>	<b>\$3,240,941</b>	<b>\$3,375,013</b>
<b>Full-Time Equivalent</b>	<b>13.90</b>	<b>14.90</b>	<b>14.90</b>	<b>14.40</b>	<b>15.40</b>



# 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent of applicants screened in a competitive process	100%	100%	100%	100%

- **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**



# Human Resources

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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of County employees attending HR-sponsored training	1,898	1,200	2,500	2,500

- **Expedite the Hiring Process for Employees by Forwarding Applications to the Departments Within Three Days of Recruitment Closing 100 Percent of the Time**

Strategic Objective: Provide applications to departments in a timely manner in order to fill open positions as quickly as possible.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of applications forwarded to departments within three days of recruitment closing	85%	90%	90%	95%

- **Provide Increased "Quality of Life" Training for Staff and Their Spouses/Significant Others**

Strategic Objective: Provide specific classes for both employees and their significant others in order to assist in creating a more cohesive work environment for all.



## *Human Resources*

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of classes provided to employees and their spouses/significant others	n/a	2	2	3

### **Significant Issues in the Year Ahead**

The Human Resources Office has been charged with continuous improvement of the work culture of Jackson County in support of the vision and objectives of the County Commissioners. As such, we have increased training for County employees in numerous areas of interpersonal communications, customer service, ethics, and conflict resolution. Human Resources also recognizes that life outside of work can affect an employee's work performance so training and programs have been made available for employees and their spouses/significant others that aid in the communications at home and provide resources for resolution of personal issues.

In June of 2011, Human Resources implemented NeoGov, a recruitment software package. Since the implementation, the County's application process is automated and paperless, making it easier, faster, and more efficient for applicants applying for positions; managers are also able to make decisions easier. Other advantages are that the storage costs have been cut down tremendously and this helps the County save resources and stay "Green." NeoGov is a nationwide provider which enables Jackson County to be recognized in the NeoGov community throughout the country, which assists in marketing the County's jobs. In fiscal year 2011-2012, Human Resources collected, screened, and reviewed 7,874 employment applications; this shows a trend upward of nearly 1,000 applications over the prior year.

Contract negotiations with two of the County's bargaining units, Jackson County Employees Association and the Federation of Oregon Parole and Probation Officers, will begin in 2013

### ***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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$1,240	\$570	\$0	\$0	\$0
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$843,446	\$813,272	\$845,882	\$781,971	\$787,931
Other	\$64,040	\$65,672	\$67,299	\$65,854	\$67,538
<b>Total</b>	<b>\$908,726</b>	<b>\$879,514</b>	<b>\$913,181</b>	<b>\$847,825</b>	<b>\$855,469</b>
<b>EXPENDITURES</b>					
Personal Services	\$607,249	\$618,501	\$641,331	\$658,739	\$665,921
Materials & Services	\$294,748	\$300,764	\$149,886	\$199,187	\$199,649
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$901,997</b>	<b>\$919,265</b>	<b>\$791,217</b>	<b>\$857,926</b>	<b>\$865,570</b>
<b>Full-Time Equivalent</b>	<b>6.55</b>	<b>6.55</b>	<b>6.30</b>	<b>6.91</b>	<b>6.17</b>



# 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of recommendations accepted by management	93%	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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Dollars of fraud, waste, mismanagement, or abuse investigated	\$262,100*	\$10,000	\$357,000	\$10,000

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



# Internal Audit

- **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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Maintain stability of audit costs relative to County expenditures	.21%	.19%	.19%	.19%

- **Compliance with Government Auditing Standards**

Strategic Objective: Comply with Government Auditing Standards issued by the Comptroller General of the United States Government Accountability Office as demonstrated by successful completion of an External Quality Control Review every three years.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent of audits completed complying with Government Auditing Standards	100%	100%	100%	100%

### Significant Issues in the Year Ahead

If Congress does not reauthorize Federal payments from Public Law 110-343 (Oregon & California Lands and Federal Forest timber replacement funds), departments dependent on County general funds will face scarcer resources. This in turn will generate a need to reevaluate, reprioritize, reorganize, and possibly reduce services. Internal Audit will assess the impact of resulting organizational changes to help ensure internal controls are not compromised and that remaining resources are utilized in a manner that maximizes efficiency and effectiveness of operations.

### 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



## *Internal Audit*

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.

Program: 080102	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$0	\$7,033	\$6,260	\$6,483	\$5,842
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$205,139	\$197,232	\$230,936	\$288,337	\$295,292
Other	\$160,801	\$177,218	\$185,064	\$190,160	\$193,919
<b>Total</b>	<b>\$365,940</b>	<b>\$381,483</b>	<b>\$422,260</b>	<b>\$484,980</b>	<b>\$495,053</b>
<b>EXPENDITURES</b>					
Personal Services	\$271,633	\$307,791	\$281,028	\$359,179	\$373,195
Materials & Services	\$88,777	\$103,798	\$95,156	\$130,690	\$126,747
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$360,410</b>	<b>\$411,589</b>	<b>\$376,184</b>	<b>\$489,869</b>	<b>\$499,942</b>
<b>Full-Time Equivalent</b>	<b>3.15</b>	<b>3.15</b>	<b>3.15</b>	<b>3.15</b>	<b>3.05</b>



# 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; and Manage Excess Insurance Coverage to Not Increase by More Than 10 Percent Each Year**

Strategic Objective: Identify, through competitive procurement processes, the best value insurance policies.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Change percentage of excess insurance coverage cost	-14%	-9%	-9%	6%

- **Manage Claims' Expenditures to a Level That Maintains an Aggregate Loss Ratio of Less Than 80 Percent**

Strategic Objective: Process claims promptly and accurately and represent the County's interest in approving, denying or settling claims.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Aggregate loss ratio	93%	80%	80%	80%

- **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.



## Risk Management-General and Auto Liability

### Significant Issues in the Year Ahead

An actuarial evaluation of the County's general liability and auto liability programs will be conducted in fiscal year 2012-2013 to project for adequate and stable reserve funding, as well as cost allocation distributions through fiscal year 2014-2015.

In the prior fiscal year, fund balances were distributed between the self-insurance plans from a previously pooled fund balance utilizing our best estimates. Upon further evaluation, the decision was made to make one final adjustment of \$1,500,000 from the Workers' Compensation fund balance to the General Liability/Auto fund balance in order to accurately reflect the property reserves for each account.

### 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 the assumption that the County continues at an 80 percent confidence level for general liability auto liability.

Program: 080201	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$3,349	\$14,614	\$5,222	\$0	\$1,741
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$4,585,087	\$6,158,867	\$2,001,412	\$2,338,965	\$2,469,013
Other	\$330,576	\$258,117	\$133,260	\$3,899,502	\$3,867,739
<b>Total</b>	<b>\$4,919,012</b>	<b>\$6,431,598</b>	<b>\$2,139,894</b>	<b>\$6,238,467</b>	<b>\$6,338,493</b>
<b>EXPENDITURES</b>					
Personal Services	\$164,721	\$195,014	\$195,770	\$280,440	\$293,695
Materials & Services	\$4,317,670	\$6,597,682	\$1,945,188	\$2,593,602	\$2,139,156
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$5,029,588	\$3,364,425	\$3,905,642
<b>Total</b>	<b>\$4,482,391</b>	<b>\$6,792,696</b>	<b>\$7,170,546</b>	<b>\$6,238,467</b>	<b>\$6,338,493</b>
<b>Full-Time Equivalent</b>	<b>2.05</b>	<b>2.05</b>	<b>2.55</b>	<b>1.94</b>	<b>2.68</b>



# 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:

- **Manage Health Care Claims to a Level That Maintains an Aggregate Loss Ratio of Less Than 80 Percent**

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

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Average loss ratio	77%	75%	75%	75%

- **Manage Prescription Claims to a Level That They Do Not Exceed 24 Percent of the Self-Insurance Health Plan's Total Paid Medical Claims**

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

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percentage of claims that are for prescriptions	22.9%	18.5%	22%	18%

- **Manage Total Plan Costs to Not Increase by More Than 10 Percent Each Year**

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

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent increase in health care costs	3.5%	12%	3.9%	5.5%

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



## *Self-Insurance Health Plan*

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**

In November, 2011, a request for proposals for an Agent-of-Record was distributed and advertised. An Agent-of-Record will be chosen for the beginning of the 2012-2013 plan year.

Due to the new health care reform law change in 2010, individuals whose coverage ended, or who were denied coverage (or who were not eligible for coverage) because of the availability of dependent coverage ended prior to reaching the age of 26, became eligible to enroll in the plan in 2011.

The County plans to have an increased amount of involvement with the Management Health Insurance Committee and the employees. Regularly scheduled meetings will occur quarterly and be facilitated by the Human Resources staff and the Agent-of-Record. The Committee members will make recommendations and provide employee feedback and reporting pertaining to the health insurance 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 2012-2013 includes an increase of 5.5 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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$0	\$0	\$245,463	\$0	\$0
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$0	\$0	\$3,157,524	\$3,848,431	\$4,080,156
Other	\$0	\$0	\$2,542,468	\$3,582,103	\$3,273,988
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$5,945,455</b>	<b>\$7,430,534</b>	<b>\$7,354,144</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$0	\$0	\$3,274,968	\$3,907,921	\$4,064,186
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$3,522,613	\$3,289,958
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$3,274,968</b>	<b>\$7,430,534</b>	<b>\$7,354,144</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# Watermaster

## *Program Purpose*

The purpose of the Watermaster Program is to provide staff support for Jackson County on issues related to the use of water resources; to manage the County's surface and ground water resources; and to help protect water quality; and enhance the quality of life for Jackson County's citizens, agricultural community, 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 Water Resources in Jackson County**

Strategic Objective: Ensure that residents are adhering to the guidelines set out by Oregon law for the use of water resources, including the parameters of individual water rights.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent of the 26 water monitoring stations operable	100%	100%	100%	100%

Strategic Objective: Partner with local irrigation districts and staff of the Federal Corps of Engineers to protect Jackson County citizens during high flow events by monitoring and regulating winter water storage. Ensure that the 120 water storage facilities in Jackson County are maintained per State law.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent of water storage facilities inspected per State law	100%	100%	100%	100%

Strategic Objective: Plan for the future by working with the Water for Irrigation, Streams and Economy (WISE) project by helping to guarantee that water is available for uses in the future.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent of WISE meetings attended	90%	90%	100%	100%



## Watermaster

Strategic Objective: Work to gather and disseminate vital information on existing surface and ground water resources through maintaining an active role on the Natural Resources Advisory Committee (NRAC) of Jackson County. Participation on NRAC provides updated information and helps plan around existing conditions and for possible future problems with this diminishing resource.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Percentage of NRAC meetings attended	90%	90%	100%	100%

- **Protect Habitat for Fish That Are Listed as Federally Endangered**

Strategic Objective: Use stream gauge network to continuously monitor flow of streams that have been identified as critical habitat for endangered fish species. This information is used to regulate for in-stream water rights to protect the stream flow on these high priority sites.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Total number of stream gauges used to monitor stream flows	19	24	26	28

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

Strategic Objective: Implementation of the monitoring component of the Total Maximum Daily Load (TMDL) plan through the operation and maintenance of 26 stream gauges that continuously collect stream flow and temperature data..

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Upgrade, operation, and maintenance of the 26 water monitoring stations	4	5	1	2



# Watermaster

## Significant Issues in the Year Ahead

Jackson County's water resource will continue to be a significant issue in the year ahead. There is a risk that the U.S. Bureau of Reclamation could be sued for diverting Klamath Basin water for use in the Rogue Basin. Working through the WISE program, staff from the Watermaster's Office will monitor the legal discussion and participate locally in any discussion related to this topic.

The Watermaster's Office will operate and maintain the stream flow monitoring program set up with funds granted under Title III. Continued funding for the coming year will allow for on-going operation and maintenance of the 26 existing stations. Several of the stations are due for upgrade in their equipment so they may continue to actively monitor stream flows, assisting the County to quantify the resource and help in the identification of any shortfalls.

Jackson County has adopted a Rogue River TMDL Plan. The Watermaster's Office will continue to coordinate the monitoring component of the plan at no additional cost to the County.

## Financial Condition

Fiscal year 2012-2013 will be the last year of reliable funding from Title III. As a result, 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. This contract was expanded in fiscal year 2010-2011 to include five more stream gauges.

An on-going partnership with the Medford Water Commission has resulted in a five year water quality monitoring agreement. This agreement provides funding for operation and maintenance of one stream gauge. Currently, 19 of 26 stream gauges are funded through these contracts/agreements. Early in fiscal year 2007-2008, field staff began coordinating with the National Weather Service to install rain gauges at existing monitoring stations in the northern part of Jackson County. 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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$42,510	\$8,500	\$14,085	\$14,000	\$14,500
Federal Gov't	\$56,885	\$58,129	\$54,268	\$60,478	\$87,686
Fees & Charges	\$121,631	\$122,573	\$131,090	\$139,737	\$139,741
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$221,026</b>	<b>\$189,202</b>	<b>\$199,443</b>	<b>\$214,215</b>	<b>\$241,927</b>
<b>EXPENDITURES</b>					
Personal Services	\$138,849	\$173,760	\$179,824	\$197,640	\$209,524
Materials & Services	\$116,198	\$124,104	\$140,726	\$139,225	\$183,070
Capital Outlay	\$0	\$0	\$9,625	\$25,024	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$255,047</b>	<b>\$297,864</b>	<b>\$330,175</b>	<b>\$361,889</b>	<b>\$392,594</b>
<b>Full-Time Equivalent</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>



# 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. Who will process claims promptly and accurately, and represent the County's interest in claim administration.

During 2011, the County's workers' compensation claims were audited by the State of Oregon and were found to be in excellent compliance with Oregon Revised Statutes and Administrative Rules.

- **Manage Workers' Compensation Claims to a Level That Maintains an Aggregate Loss Ratio of Less Than 80 Percent From Budgeted Claims**

Strategic Objective: Lower workers' compensation costs while providing employees with a quality workers' compensation program.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Aggregate loss ratio	51%	75%	75%	75%

- **Provide at Least Four Safety-Based Training Sessions for Employees Each Year**

Strategic Objective: Increase worker knowledge and practice of safe work habits.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of safety trainings	2	4	4	5



## ***Workers' Compensation***

- **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.

With the assistance of the Managed Care Organization, the County has been able to effectively close outstanding claims which had been open for several years. The anticipated trend with respect to the County's claims processing is to effectively close claims within six months of reporting.

- **Promote Safety Throughout the Organization**

Strategic Objective: Work with Departments and the Safety Committee to complete workplace inspections, hazard assessments, incident/accident investigation and analysis, written safety programs, 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**

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 Program will be conducted in fiscal year 2012-2013 to project for adequate and stable reserve funding, as well as cost allocation distributions through fiscal year 2013-2014.

The County adopted an Officer Resilience Program which began in August, 2011. This program will provide Sheriff's Officers and Adult Parole and Probation Officers a program to better address the cumulative and critical incident impact on employees in this field. This program is expected to promote a healthier workplace culture and will continue to become more effective during the 2012-2013 fiscal year.

In the prior fiscal year, fund balances were distributed between the self-insurance plans from a previously pooled fund balance utilizing our best estimates. Upon further evaluation, the decision was made to make one final adjustment of \$1,500,000 from the Workers' Compensation Fund balance to the Risk Management-General and Auto Liability Fund balance in order to accurately reflect the property reserves for each fund.



## Workers' Compensation

### Financial Condition

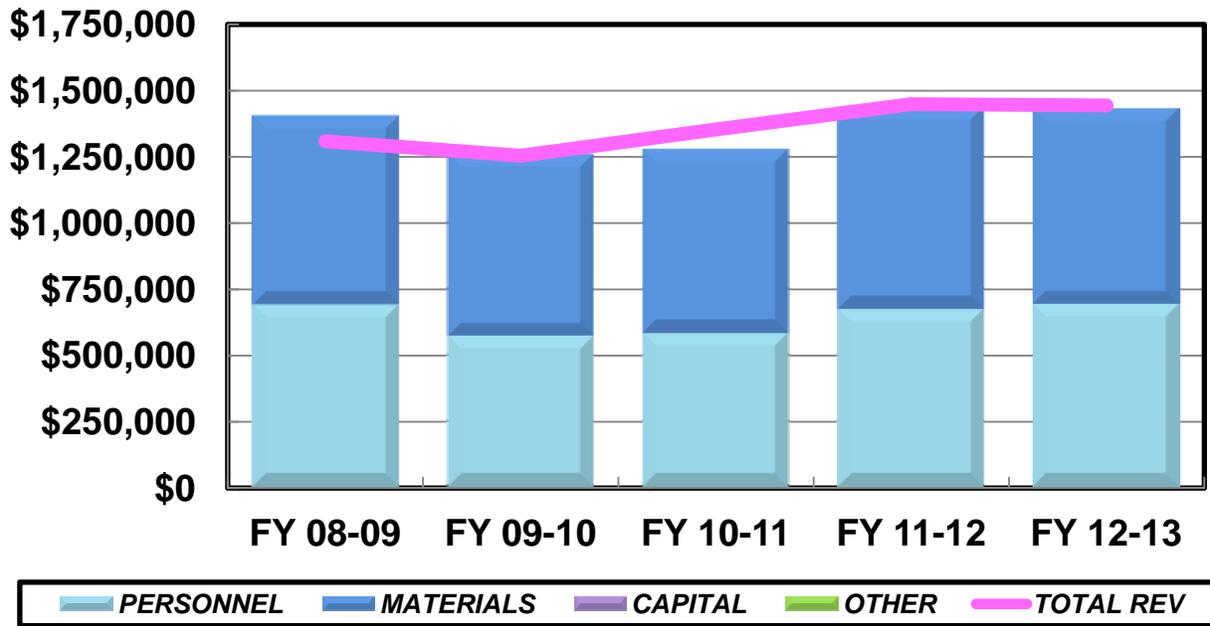
The County's Workers' Compensation Fund remains in sound financial condition. This Program is funded by chargebacks to the General Fund and the operating funds. For fiscal year 2012-2013, chargebacks to Departments reflect the recommended reserve funding as outlined in the actuarial evaluation. A reduction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

Program: 080501	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$0	\$0	\$0	\$14,000	\$14,000
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$0	\$0	\$976,913	\$768,343	\$806,488
Other	\$0	\$0	\$2,572,557	\$1,837,592	\$4,531,441
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$3,549,470</b>	<b>\$2,619,935</b>	<b>\$5,351,929</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$0	\$0	\$612,146	\$795,500	\$858,888
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$1,824,435	\$4,493,041
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$612,146</b>	<b>\$2,619,935</b>	<b>\$5,351,929</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# COUNTY CLERK

## 2008-2009 to 2012-2013



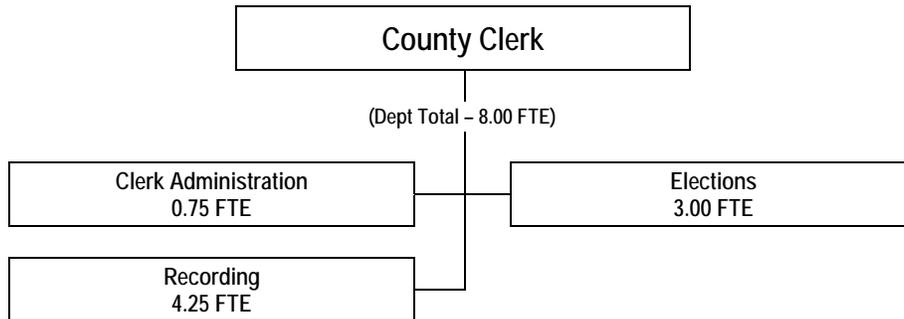
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>PERSONNEL</b>	\$689,226	\$570,222	\$582,303	\$672,132	\$690,821
<b>MATERIALS</b>	\$713,742	\$687,562	\$695,289	\$763,504	\$740,070
<b>CAPITAL</b>	\$0	\$0	\$0	\$0	\$0
<b>OTHER</b>	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXP</b>	\$1,402,968	\$1,257,784	\$1,277,592	\$1,435,636	\$1,430,891
<b>TOTAL REV</b>	\$1,308,943	\$1,254,672	\$1,353,954	\$1,448,973	\$1,444,361
<b>FULL-TIME EQUIVALENT</b>	12.00	8.00	8.00	8.00	8.00

Numbers for FY 08-09 through FY 10-11 are actual revenues and expenditures. FY 11-12 and FY 12-13 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.



# COUNTY CLERK

## 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 2012-2013

- Conduct four regular, scheduled, elections which will include a countywide Presidential General election in November, 2012, and subsequent mandatory recounts to follow.
- Record 42,375 documents and issue approximately 1,400 marriage licenses.
- Process 650+ petitions for the BoPTA program requesting a reduction of property values. Conduct 650+ hearings for the BoPTA program.
- Challenges concerning the conversion of the Oregon Counties Assessment and Taxation System (ORCATS) to Manitron during fiscal year 2012-2013 for both the Elections and BoPTA Programs.
- Continued mandatory training of the Oregon Centralized Voter Registration (OCVR) system.
- Continued staff training on the Bell and Howell ballot sorter along with upgrades that follow installation and beta testing.
- Process and/or update 100,000+ voter registration cards by paper or digital format.
- Continued training and upgrades of the e-Recording program.
- Further monitoring of work load, performance, and revenue (ongoing).
- Perform 160+ 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 Presidential Primary and a City Recall Election.
- Processed, updated, and scanned approximately 100,000 voter registration cards both electronically or paper format.
- Recorded approximately 42,000 documents and issued approximately 1,350 marriage licenses.
- Processed 657 petitions equal to 858 accounts with the Board of Property Tax Appeals requesting a reduction in property values and held appropriate hearings.
- Continued updates of the BoPTA management program, including scanning capabilities and digital recording functions.
- Continued success in the Recording Program along with contract approvals to e-Record Level 3 documents.
- Performed over 160 marriage ceremonies.



# COUNTY CLERK

- 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, 2011, through December 31, 2011, 10 cards were received and counted, with a 95 percent approval rating. The Department has created a new user-friendly card in hopes of having more citizens give important feedback concerning the Clerk's Elections and Recording Programs.

# 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 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 along with performance measures to ensure productivity.

Staff attends training conferences, seminars, and continuing education classes. Continue to refine existing computer programs into the various Clerk's Office programs; privatization of Recording's microfilm operation and digital archive storage is an on-going example. Continued implementation of performance measures as recommended in the 2009 audit.



## *Clerk Administration*

- **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 utilize more cost efficient 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 General Election will be held in November 2012. The Clerk's Office will also continue to update Oregon Centralized Voter Registration (OCVR) and vote tabulation equipment. Jackson County will be the beta test site for the Bell and Howell sorter solution through the 2012 Primary and General Elections.

Expanding e-Recording to include Level 3 recordings with a goal of at least 80 percent of our recordings being submitted through the e-Recording Program. Continue to utilize technology advances in our Board of Property Tax Appeals program. With the Oregon Counties Assessment and Taxation System (ORCATS) being phased out in the Assessor's Office, the Clerk's Office will be challenged during the conversion phase and will make accommodations during this time to ensure successful implementation. 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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$2,787	\$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
<b>Total</b>	<b>\$2,787</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>EXPENDITURES</b>					
Personal Services	\$104,699	\$104,445	\$84,790	\$125,657	\$96,808
Materials & Services	\$38,750	\$52,248	\$91,089	\$59,181	\$54,199
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$143,449</b>	<b>\$156,693</b>	<b>\$175,879</b>	<b>\$184,838</b>	<b>\$151,007</b>
<b>Full-Time Equivalent</b>	<b>1.00</b>	<b>1.00</b>	<b>0.65</b>	<b>1.00</b>	<b>0.75</b>



# 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 and cancelled 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 2012-2013 are projected to increase 5 percent over fiscal year 2011-2012 due to the upcoming Presidential election.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of voters	113,500	115,000	115,000	120,750

- **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.



# *Elections*

- **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, perform mandatory and statutory recounts, 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 alternate format ballots, HTML ballots, and overseas e-mail ballots will require training as these requirements increase; ongoing training and upgrades will take place continually. There will be four regularly scheduled elections during fiscal year 2012-2013, including a November, 2012, Election.

The Elections Program will be the beta test site of a ballot sorter supplied by Bell and Howell and supported by the Secretary of State. All costs associated with the beta test will be funded by Bell and Howell. Jackson County Elections will have exclusive use of this equipment for both the Primary and General Elections in 2012. This Program looks forward to receiving a ballot sorter after the beta test with funding from HAVA during the 2012-2013 fiscal year. Benefits of this important technology will be faster and more accurate election results as processing times will lessen creating better efficiencies within the Elections Program. With ongoing anticipated increases in registration based on population of Jackson County, we look for ways to use technology to further aid us in the challenges of the voting process. There will be ongoing and additional training for full-time staff members as well as the temporary election workers on this new technology.

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

### *Financial Condition*



## *Elections*

Program: 150103	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$125,488	\$107,129	\$127,304	\$104,352	\$115,637
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$11,404	\$7,958	\$10,142	\$11,039	\$10,892
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$136,892</b>	<b>\$115,087</b>	<b>\$137,446</b>	<b>\$115,391</b>	<b>\$126,529</b>
<b>EXPENDITURES</b>					
Personal Services	\$282,852	\$243,587	\$253,957	\$280,814	\$282,750
Materials & Services	\$491,375	\$393,859	\$399,528	\$464,872	\$464,577
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$774,227</b>	<b>\$637,446</b>	<b>\$653,485</b>	<b>\$745,686</b>	<b>\$747,327</b>
<b>Full-Time Equivalent</b>	<b>4.00</b>	<b>3.11</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>



# 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of documents	42,500	45,000	42,000	42,375

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

- **Scanning Files/E-Recording**

Strategic Objective: Reduce costs and increase productivity when servicing requests for documents or information from documents by citizens. E-Recording has streamlined recording processes by providing faster service to citizens, while reducing staff time to complete other statutory office duties.

Recording continues to provide images of documents both by digital means and producing microfilm in accordance with Oregon Revised Statutes. Each employee station has scanner capabilities further improving performance within the office and committing to green technologies.



# Recording

- **Marriage Licenses**

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

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of marriage licenses issued	1,340	1,500	1,350	1,400

The Clerk's Office is the only County office authorized to issue 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of marriages solemnized	165	160	160	160

- **Domestic Partnership Registry**

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

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of partnership forms received	20	25	24	24

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



# Recording

hearings, issue orders based on Board decisions, and scan petitions for preservation in accordance with Oregon records retention instructions.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of petitions filed	496	450	657	650+

## Significant Issues in the Year Ahead

Continue updates and training on the Helion software recording program. This program performs the functions of billing, cashiering, indexing, e-Recording, and scanning of recorded documents at the same time, along with marriage licenses and declarations of domestic partnership.

The Helion BoPTA software package is being utilized to support the BoPTA Program. This Program will track petitions, scan petitions for digital presentation and aide Board members and Appraisers, schedule petitioners for hearings, issue orders, and work in conjunction with the Assessor's Oregon Counties Assessment and Taxation System (ORCATS) and taxation system converting to Manitron in the upcoming fiscal years. Implementation of the new system will be challenging during the conversion phase.

The County Clerk's Office will continue to implement and seek further cost reducing measures throughout the fiscal year and work with Internal Auditors comparing work load reports to full-time equivalents ensuring property staffing in all programs

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. Until normal market conditions resume, the housing market and recording revenues will continue to be strained.

The Recording Program is 100 percent funded by charges to users. The primary users are title insurance companies; the Federal, State, and local governments; and the general public. The revenues are dependent upon mortgage interest rates and the general state of the economy, especially concerning the housing market.

## Financial Condition



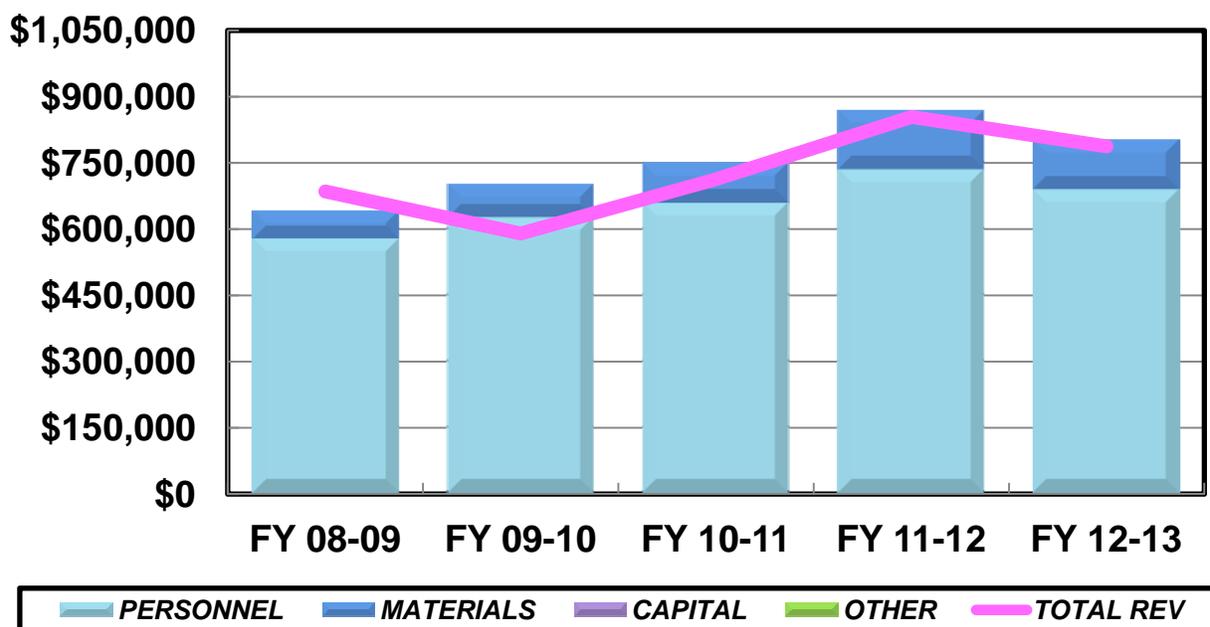
## *Recording*

<b>Program: 150102</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Adopted</b>	<b>2012-2013 Adopted</b>
<b>REVENUES</b>					
State/Local Gov't	\$6,678	\$7,282	\$11,266	\$7,000	\$8,050
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$1,162,581	\$1,132,299	\$1,205,238	\$1,326,582	\$1,309,782
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,169,259</b>	<b>\$1,139,581</b>	<b>\$1,216,504</b>	<b>\$1,333,582</b>	<b>\$1,317,832</b>
<b>EXPENDITURES</b>					
Personal Services	\$301,650	\$222,166	\$243,532	\$265,661	\$311,263
Materials & Services	\$183,588	\$241,438	\$204,645	\$239,451	\$221,294
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$485,238</b>	<b>\$463,604</b>	<b>\$448,177</b>	<b>\$505,112</b>	<b>\$532,557</b>
<b>Full-Time Equivalent</b>	<b>7.00</b>	<b>3.89</b>	<b>4.35</b>	<b>4.00</b>	<b>4.25</b>



# COUNTY COUNSEL

## 2008-2009 to 2012-2013



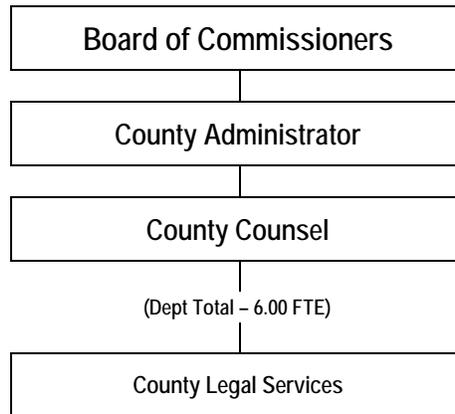
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>PERSONNEL</b>	\$575,190	\$623,637	\$656,794	\$732,194	\$686,612
<b>MATERIALS</b>	\$64,179	\$76,254	\$90,554	\$133,975	\$112,739
<b>CAPITAL</b>	\$0	\$0	\$0	\$0	\$0
<b>OTHER</b>	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXP</b>	\$639,369	\$699,891	\$747,348	\$866,169	\$799,351
<b>TOTAL REV</b>	\$685,519	\$590,361	\$713,285	\$854,057	\$787,243
<b>FULL-TIME EQUIVALENT</b>	7.00	6.00	7.00	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; the reduction in FY 12-13 is due to some staff turnovers.



# COUNTY COUNSEL

## Organization Chart



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

# COUNTY COUNSEL

## Highlights and Challenges

### Department Summary

**Purpose Statement:** To provide legal advice and representation to assist Jackson County Government and affiliated agencies in achieving their goals and resolving problems.

### Major Issues and Service Level Goals for Fiscal Year 2012-2013

- Provide up-to-date, comprehensive, and timely legal advice to Jackson County Government, its Elected and Appointed Officials, and its departments.
- Continue to build upon specialty practice areas within the Office.
- Review all Ordinances, contracts, and business transactions.
- Identify, address, and defuse potential litigation; aiming towards putting fires out before they start without compromising the interest and ability of the County to assert its rights and defend its interests.
- Directly handle, as well as manage, litigation involving the County in both State and Federal trial and appellate courts.
- Represent the County in public hearings, committees, and administrative tribunals.
- Provide legal training for County officials and employees.
- Codify changes to the County code and help with major revisions.

### Major Issues and Service Level Accomplishments for Prior Year

- Provided high quality and cost effective legal representation regarding a wide range of legal matters.
- Initiated reorganization of Counsel's Office to improve and streamline the structure of law practice.
- Handled a significant amount of litigation in-house.
- Successfully obtained discretionary review in the Oregon Supreme Court in *Willis v. Winters*; prepared in-house and presented a Petition for Writ of Certiorari to the United States Supreme Court.
- Established a labor and employment in-house practice.
- Presented a variety of pertinent trainings to the Board of Commissioners, advisory committees, and departments.

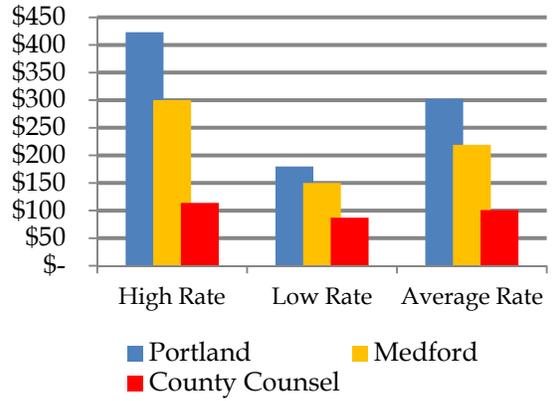


# COUNTY COUNSEL

## Benchmark

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

**Jackson County Counsel**  
Billing Rate Comparison 2010-2011



## County Legal Services

### *Program Purpose*

The County Counsel Office provides legal advice and representation to assist Jackson County Government and affiliated agencies in achieving their goals and resolving problems. The Office either directly handles or manages outside counsel in the representation of the County, its officials and employees in litigation and administrative proceedings, and proactively works with departments to minimize risk and assist in policy development and implementation. It accomplishes its mission by delivering cost effective, quality legal services and creative solutions while adhering to the highest ethical standards. The County 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 Counsel**

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

- **Contracts and Transactions**

Strategic Objective: Review and provide counsel regarding all County contracts as well as a broad range of transactions concerning County business.

- **Litigation**

Strategic Objective: Directly represent, or manage outside counsel, in the representation of the County in all litigation involving the County in both State and Federal courts.

- **Legal Representation in Public Meetings and Administrative Proceedings**

Strategic Objective: Represent the County in public hearings and appearing before administrative tribunals and committees.

- **Legal Training and Policy Implementation**

Strategic Objective: Provide training for County officials and employees regarding a variety of areas of legal concern affecting the County.



## County Legal Services

### Significant Issues in the Year Ahead

County Counsel anticipates continuing demand for legal counsel regarding a broad range of County operations, strategic planning and policies, including but not limited to, providing legal advice and support regarding Regional Problem Solving (RPS), capital improvements and various operational issues, the implementation of the Federal Coordination Policy, risk management, public records policies, economic development, and potential insolvencies of surrounding counties.

County Counsel also anticipates continuing demand for legal services relating to new and existing litigation. County Counsel will continue to directly handle as much of that litigation as possible, and will continue to manage the litigation assigned to outside counsel.

### Financial Condition

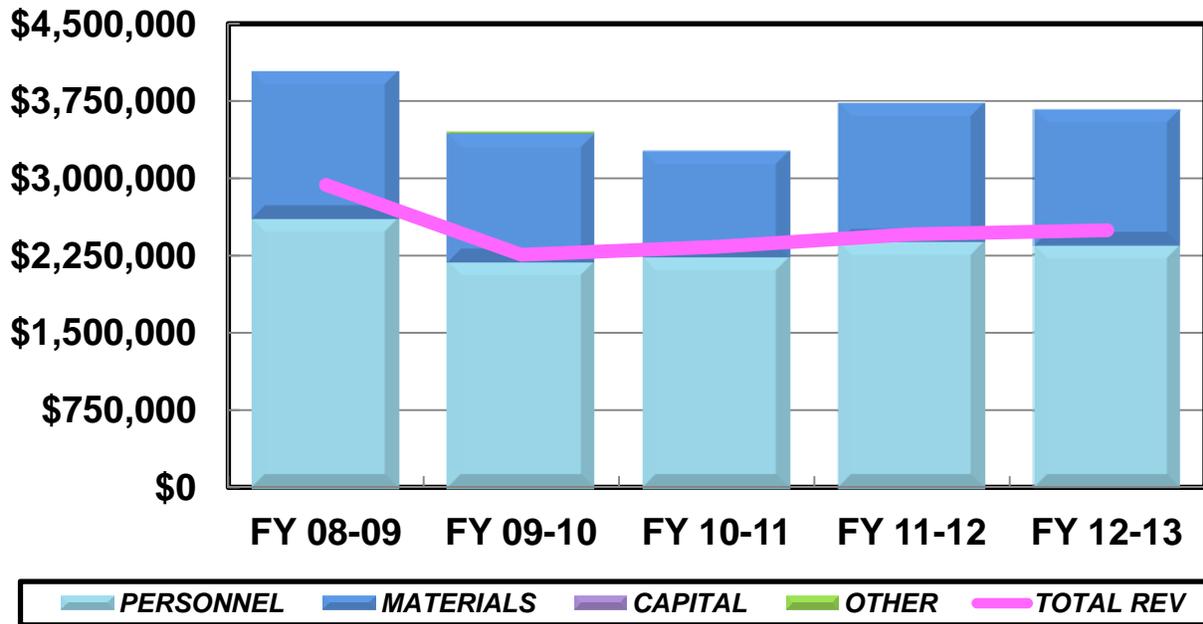
County Counsel derives its revenues from internal charges based on their percentage of usage and by chargebacks to Risk Management on particular litigation matters. The strategy of this Office is to continue to manage operating costs effectively while providing high quality legal services.

Program: 070101	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$133	\$2,130	-\$144	\$0	\$0
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$479,335	\$372,905	\$541,550	\$696,328	\$632,907
Other	\$206,051	\$215,325	\$171,879	\$157,729	\$154,336
<b>Total</b>	<b>\$685,519</b>	<b>\$590,360</b>	<b>\$713,285</b>	<b>\$854,057</b>	<b>\$787,243</b>
<b>EXPENDITURES</b>					
Personal Services	\$575,184	\$623,630	\$656,789	\$732,194	\$686,612
Materials & Services	\$64,169	\$76,245	\$90,542	\$133,975	\$112,739
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$639,353</b>	<b>\$699,875</b>	<b>\$747,331</b>	<b>\$866,169</b>	<b>\$799,351</b>
<b>Full-Time Equivalent</b>	<b>7.00</b>	<b>6.00</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>



# DEVELOPMENT SERVICES

## 2008-2009 to 2012-2013



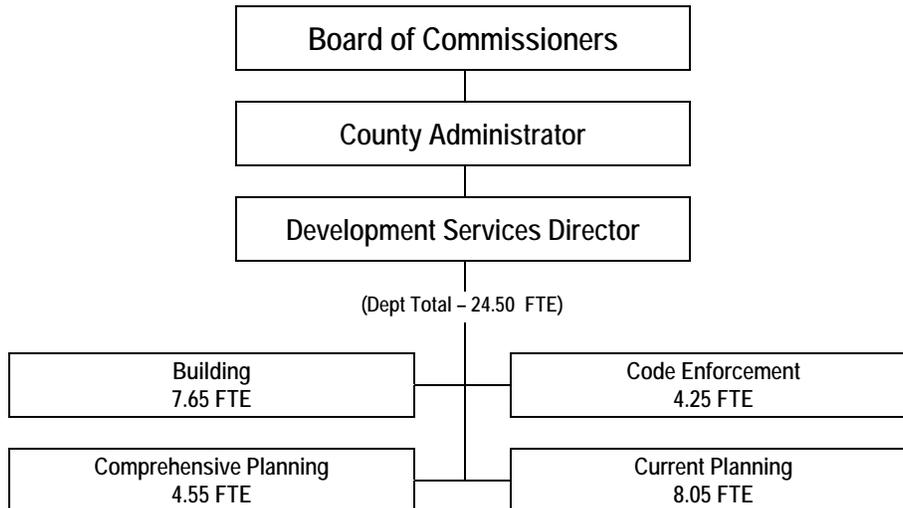
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>PERSONNEL</b>	\$2,597,712	\$2,179,819	\$2,222,947	\$2,372,839	\$2,341,214
<b>MATERIALS</b>	\$1,429,818	\$1,240,728	\$1,033,674	\$1,348,493	\$1,317,253
<b>CAPITAL</b>	\$0	\$0	\$0	\$0	\$0
<b>OTHER</b>	\$0	\$19,996	\$0	\$0	\$0
<b>TOTAL EXP</b>	\$4,027,530	\$3,440,543	\$3,256,621	\$3,721,332	\$3,658,467
<b>TOTAL REV</b>	\$2,936,133	\$2,258,050	\$2,334,940	\$2,457,503	\$2,495,128
<b>FULL-TIME EQUIVALENT</b>	44.00	30.50	29.50	25.50	24.50

Numbers for FY 08-09 through FY 10-11 are actual revenues and expenditures. FY 11-12 and FY 12-13 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.



# DEVELOPMENT SERVICES

## Organization Chart



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

# DEVELOPMENT SERVICES

## Highlights and Challenges

### 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.

### Major Issues and Service Level Goals for Fiscal Year 2012-2013

- The "Great Recession" continues, and while it appears that the economy is leveling out and may be even improving slightly, any significant increase in development activity is likely many years away. As such, the Department has projected revenues conservatively with an anticipated 2 percent increase in the Community Development Fee from what was budgeted during the 2011-2012 fiscal year. The Department continues to rely on the General Fund to balance the budget. The Department has been allocated \$1,163,339 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's future long term overall budget picture, this reliance is not sustainable. Therefore, staff may recommend to the Board of Commissioners an increase in fees during the 2012-2013 fiscal year to better meet the Budget Committee's goal of increasing the fee support for the Department.
- Efforts to contain or reduce costs continue to be exercised during the 2012-2013 fiscal year. The budget for the Department as a whole has been reduced approximately 1 percent from the 2011-2012 fiscal year. However, this was primarily due to the loss of the Associate Building Official's position. As future personnel costs increase, it is expected that total Department costs will increase as well. This is due not only to increased costs for the Department's direct service personnel, but also because of personnel cost increases in the Central Services departments.
- The Development Services Department's permit tracking software system will cease to be supported in the next three to five years. This program tracks all of the building and planning permits as well as all code enforcement cases. During the 2012-2013 fiscal year, Department staff will work with Information technology staff to investigate and plan for this software upgrade.
- Develop improved site plan review procedures.
- Provide staffing for the Agricultural Task Force as agreed to in the Regional Problem Solving (RPS) Plan.
- Should legislation pass that would allow Jackson, Josephine, and Douglas Counties to create regional definitions of agricultural land and forest land, the Comprehensive Planning Program will participate in the preparation of an Intergovernmental Agreement between the three counties.

# DEVELOPMENT SERVICES

- Update subjects of policy significance within the Land Development Ordinance (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 Type 2 applications and create corresponding check lists for customers and staff.
- The Comprehensive and Current Planning Programs will continue active involvement in the RPS process as the cities move to implement their portions of the County's RPS Plan through Comprehensive Plan Amendments, and subsequently the process moves on for acknowledgment to the State Land Conservation and Development Commission.
- Continue to monitor performance measures for all land use application processes in the Current Planning Program and performance measures in the Building Program.
- Utilize temporary part-time assistance in the Building Program to augment the plans review and inspection functions on an as-needed basis to ensure the Program meets its performance measures.
- 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

- The Department, due to a decrease in anticipated revenue, experienced a reduction in staff. Staff reductions are expressed primarily in not filling vacant positions. However, one position was eliminated in the Department and the result was a redistribution of work load among administrative staff.
- Implemented recommendations from the 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 was on creating standards for farm stands that would allow some farm stands to be processed as a Type 1 review.
- 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.

# 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.

- **Plan Review**

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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent of time residential plan reviews are completed within a ten-day period	55%	45%	50%	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 2011-2012 fiscal year necessitated hiring of a temporary extra-help position to help the Program from falling behind in plan review requirements. The 2012-2013 budget provides funding for an extra-help temporary position to improve the cycle time of plan review.

- **Inspections**

Strategic Objective: Inspections will be performed within 48 hours in all areas that are not defined as a remote location



# Building

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 web site 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Building inspections*	99	100%	99%	99%
Mechanical inspections*	100%	100%	100%	100%
Electrical inspections*	98%	100%	98%	98%
Plumbing inspections*	99%	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.

### Significant Issues in the Year Ahead

Building Program revenue was up slightly during the 2011-2012 fiscal year and it is hopeful that trend will continue. It is anticipated that temporary extra-help will be required during the busier months to keep the Department service levels and statutory requirements at acceptable levels. This is especially true during times when other inspectors or counter staff may be out due to vacation or illness.

The Development Services Department's permit tracking software system will cease to be supported in the next three to five years. This program tracks all of the building and planning permits as well as all code enforcement cases. During the 2012-2013 fiscal year, Department staff will work with Information Technology staff to investigate and plan for the software upgrade.

The goal for the 2012-2013 fiscal year continues be to provide efficient customer service at the current reduced staffing levels. To this end, completion of the cross-training certification testing was vital to the



## *Building*

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*

While it continues to be difficult to predict Development Services' revenue, expectations are slightly more hopeful this year than previous. Even with that optimism, it is still a given that any recovery is still years out to get back to "normal" levels. 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 both Planning programs within the Development Services Department. The Building Program has typically paid for itself through building permit fees, yet for the past four fiscal years, the Building Program has been subsidized by the General Fund. To minimize the General Fund subsidy during the 2010-2011 fiscal year, plumbing and electrical permit fees were increased 20 percent and building permit fees were increased 10 percent. Depending on actual revenue collection, staff may recommend an additional building fee increase during the 2012-2013 fiscal year.

The Building Program's expenditures remain frugal. This approach coupled with the permit fee increases has cut the Program's reliance on General Fund monies from \$362,603, which was budgeted during the 2011-2012 fiscal year, to a projected \$253,894 in the 2012-2013 fiscal year, or a 30 percent decrease.

The Building Program is 79 percent funded by permit fees and 21 percent funded by the General Fund.



## *Building*

Program: 370102	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$0	\$0	\$0	\$0	\$0
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$920,724	\$814,012	\$813,768	\$900,000	\$931,028
Other	\$126,751	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,047,475</b>	<b>\$814,012</b>	<b>\$813,768</b>	<b>\$900,000</b>	<b>\$931,028</b>
<b>EXPENDITURES</b>					
Personal Services	\$1,005,018	\$895,474	\$827,928	\$889,051	\$834,809
Materials & Services	\$427,276	\$436,875	\$371,980	\$373,552	\$350,113
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,432,294</b>	<b>\$1,332,349</b>	<b>\$1,199,908</b>	<b>\$1,262,603</b>	<b>\$1,184,922</b>
<b>Full-Time Equivalent</b>	<b>14.70</b>	<b>11.30</b>	<b>10.90</b>	<b>8.50</b>	<b>7.65</b>



## 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;



## *Code Enforcement*

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 that 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**

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*

During the 2010-2011 fiscal year, the Board of Commissioners 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 focus on active case work as opposed to paperwork. At that time, General Fund monies were used to pay for this increase. The Program is now funded by a transfer from the Solid Waste Fund and no longer relies on General Fund monies. The nexus between funding and Program duties is that the majority of Program cases are solid waste related. This is a positive step in stabilizing funding for this Program.



## Code Enforcement

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.

The Program has always 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. At the time of writing and the midway point of the 2011-2012 fiscal year, fine collections were up to a historic high of \$26,945. It is expected that revenues from previously uncollected and new fines will continue this upward trend into the 2012 -2013 fiscal year. This increase will reduce dependence on the Solid Waste Fund in continuing years.

The Code Enforcement Program revenue is made up of White City Enhanced Law Enforcement District funding which accounts for 14 percent, and fines which account for 5 percent of the Program's revenue. A transfer from the Solid Waste Fund accounts for 81 percent of the Program's revenue. This Program receives no funding from the Community Development Fee.

Program: 370105	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$0	\$0	\$0	\$0	\$0
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$41,417	\$76,420	\$98,269	\$191,706	\$111,205
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$41,417</b>	<b>\$76,420</b>	<b>\$98,269</b>	<b>\$191,706</b>	<b>\$111,205</b>
<b>EXPENDITURES</b>					
Personal Services	\$132,214	\$177,808	\$286,730	\$317,571	\$326,782
Materials & Services	\$106,814	\$154,244	\$185,523	\$232,106	\$242,452
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$19,996	\$0	\$0	\$0
<b>Total</b>	<b>\$239,028</b>	<b>\$352,048</b>	<b>\$472,253</b>	<b>\$549,677</b>	<b>\$569,234</b>
<b>Full-Time Equivalent</b>	<b>3.55</b>	<b>3.60</b>	<b>4.40</b>	<b>4.30</b>	<b>4.25</b>



# 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.

The County's Regional Problem Solving (RPS) process should be completed and acknowledged by the State during the 2012-2013 fiscal year. The project includes Comprehensive Plan map and text amendments, Land Development Ordinance zoning map and text amendments, as well as 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.

Program staff will provide staff support to the Agricultural Task Force, committed to during the RPS process, and continue working with the



## *Comprehensive Planning*

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 appears that the economy is leveling out, and even improving slightly. However, it is likely that significant improvements in the economy are 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 exceed the fees it collects. Fees for service make up only 4 percent of the Comprehensive Planning Program's revenue. The reason for this is that the overall majority of the work conducted by the Program is generated by the Board of Commissioners and does not yield a fee.

Nine 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. This will be the first fiscal year since 2007 that the Department has budgeted an increase, albeit only 2 percent, in the Community Development Fee.

In an effort to minimize the Program's reliance on the General Fund, the Program's budget has increased less than 2 percent or \$9,203 from what was budgeted during the 2011-2012 fiscal year. Over the past three fiscal years, expenditures in this Program have increased less than 1 percent. 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 88 percent of the budgeted amount. The remaining 8 percent is provided by transfers for the cost of the Transportation Planner.

During the 2012-2013 fiscal year fees will be assessed based upon the average actual cost of processing the various types of land use applications and adjusted accordingly.



## Comprehensive Planning

Program: 370101	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$42,922	\$49,337	\$55,618	\$0	\$0
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$46,982	\$22,380	\$26,166	\$614,635	\$667,571
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$89,904</b>	<b>\$71,717</b>	<b>\$81,784</b>	<b>\$614,635</b>	<b>\$667,571</b>
<b>EXPENDITURES</b>					
Personal Services	\$438,776	\$423,112	\$403,927	\$433,727	\$435,033
Materials & Services	\$186,317	\$209,867	\$149,173	\$222,595	\$227,818
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$625,093</b>	<b>\$632,979</b>	<b>\$553,100</b>	<b>\$656,322</b>	<b>\$662,851</b>
<b>Full-Time Equivalent</b>	<b>5.85</b>	<b>5.15</b>	<b>4.60</b>	<b>4.55</b>	<b>4.55</b>



# 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent of Type 1 administrative land use permits completed in 20 days or less	72%	73%	73%	75%
Average number of processing days	18	20	20	20

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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent of Type 2 discretionary land use permits completed in 50 days or less	79%	80%	80%	80%
Average number of processing days	40	50	50	50

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.



## Current Planning

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent of complex Type 2 discretionary land use permits completed in 65 days or less	70%	71%	71%	72%
Average number of processing days	57	65	65	65

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: The number of Type 3 applications processed during the 2010-2011 fiscal year was statistically insignificant.

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: the constant fluctuation of staff's work load levels, 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 telephone and email 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**

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.

## *Current Planning*

The Development Services Department's permit tracking software system will cease to be supported in the next three to five years. This program tracks all of the building and planning permits as well as all code enforcement cases. During the 2012-2013 fiscal year, Department staff will work with Information Technology staff to investigate and plan for this software upgrade.

During the 2010-2011 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 2012-2013 fiscal year, staff will continue to work on bringing forward key site plan review improvements 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 appears that the economy is leveling out, and even improving slightly. However, it is likely that significant improvements in the economy are 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 inquiries 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.

Nine 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. This will be the first fiscal year since 2007 that the Department has budgeted an increase, albeit only 2 percent, in the Community Development Fee. The Current Planning Program continues to need to utilize General Fund revenue to maintain desired service levels.

In an effort to minimize the Program's reliance on the General Fund, yet continue with desired service levels, the Program's budget has decreased less than 1 percent or \$6,784 from what was budgeted during the 2011-2012 fiscal year. Over the past three fiscal years, expenditure reductions in this Program total just over 2 percent or \$27,687.

Fees generate only 37 percent of this Program's revenue. In addition, a Title III grant provides 6 percent additional funding; the Community



## *Current Planning*

Development Fee provides 21 percent; and the remaining 36 percent is General Fund support.

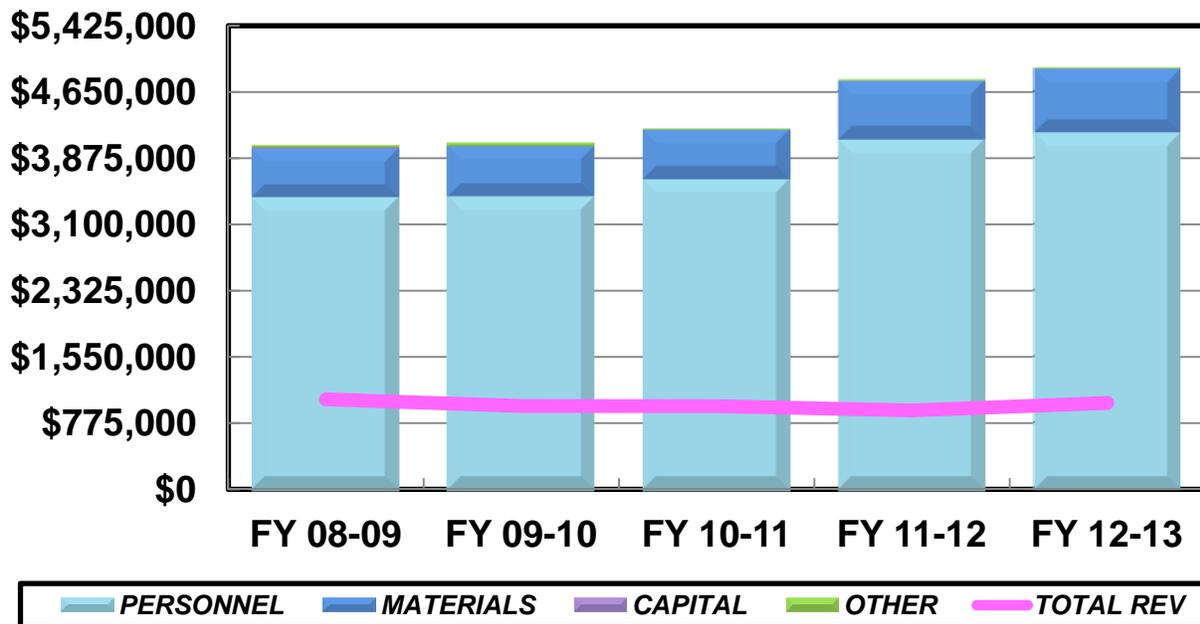
During the 2012-2013 fiscal year, fees will be assessed based upon the average actual cost of processing the various types of land use applications and adjusted accordingly.

Program: 370104	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$0	\$0	\$0	\$0	\$0
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$1,626,845	\$1,295,890	\$1,341,103	\$751,162	\$785,324
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,626,845</b>	<b>\$1,295,890</b>	<b>\$1,341,103</b>	<b>\$751,162</b>	<b>\$785,324</b>
<b>EXPENDITURES</b>					
Personal Services	\$758,322	\$683,377	\$704,311	\$732,490	\$744,590
Materials & Services	\$590,867	\$439,647	\$326,895	\$520,240	\$496,870
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,349,189</b>	<b>\$1,123,024</b>	<b>\$1,031,206</b>	<b>\$1,252,730</b>	<b>\$1,241,460</b>
<b>Full-Time Equivalent</b>	<b>14.20</b>	<b>10.45</b>	<b>9.60</b>	<b>8.15</b>	<b>8.05</b>



# DISTRICT ATTORNEY

## 2008-2009 to 2012-2013



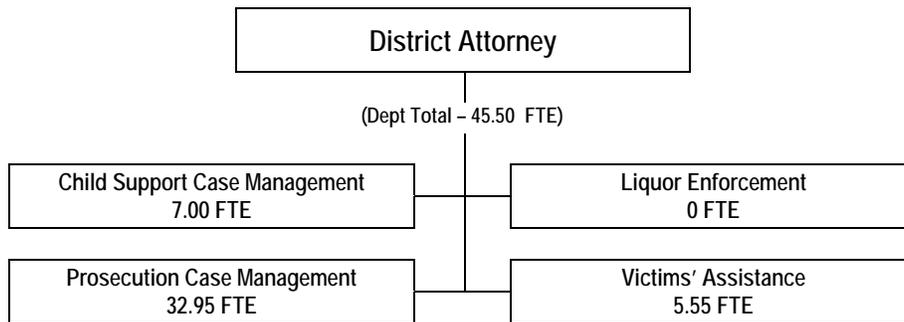
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>PERSONNEL</b>	\$3,409,233	\$3,423,237	\$3,621,382	\$4,084,755	\$4,165,128
<b>MATERIALS</b>	\$569,931	\$587,168	\$576,069	\$685,971	\$743,245
<b>CAPITAL</b>	\$11,500	\$0	\$0	\$0	\$0
<b>OTHER</b>	\$31,482	\$39,704	\$18,827	\$17,000	\$15,000
<b>TOTAL EXP</b>	\$4,022,146	\$4,050,109	\$4,216,278	\$4,787,726	\$4,923,373
<b>TOTAL REV</b>	\$1,053,360	\$975,274	\$973,953	\$923,952	\$1,011,487
<b>FULL-TIME EQUIVALENT</b>	46.00	44.50	46.00	45.50	45.50

Numbers for FY 08-09 through FY 10-11 are actual revenues and expenditures. FY 11-12 and FY 12-13 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 11-12 and FY 12-13 are attributable to general cost increases.



# DISTRICT ATTORNEY

## Organization Chart



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

# DISTRICT ATTORNEY

## Department Summary

### Highlights and Challenges

**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.

### Major Issues and Service Level Goals for Fiscal Year 2012-2013

- The ongoing 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 remainder of the 2011-2013 State biennium remains to be seen.
- 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 2012-2013 fiscal year.
- The Governor's Commission on Public Safety held four full-day meetings around the State in the Fall of 2011. The Commission was tasked by Executive Order with collecting, reviewing and evaluating arrest, conviction, sentencing and recidivism data, and then issuing a final report with recommendations. It is not expected that any significant recommendations for change will be presented to the February, 2012, session of the legislature. However, over the longer term, recommendations generated by the Commission and adopted by the legislature may affect the work that is done at the county level, and could impact local jail beds and probation services, as well as prosecution.
- Plans are being discussed for a new building for the District Attorney's Office due to a lack of space and inefficient use of resources in the present building.
- Ballot Measure 57 (M57) 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 increases the potential sentences for certain repeat property



# DISTRICT ATTORNEY

offenders, major drug dealers and manufacturers, and some cases of theft from elderly victims. As a result of 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. The legislators then put M57 on hold and 13 months later, on December 31, 2011, the “get out of jail early” card expired and repeat property offenders once again face the harsher penalties of M57.

- 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. As far as Driving While Under the Influence of Intoxicants (DUIIs), the District Attorney’s Office has seen a substantial increase in the number of felony DUIIs prosecuted, which increases the time and expense in prosecuting these serious cases.
- 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 existing outdated case management system to a more modern version. The Department is currently waiting for an upgrade to the current case management system which was written over ten years ago. The expense of purchasing a data case management system such as Karpel or Justware did not fit within the Department’s budget target, so the purchase of this system was not included in the District Attorney’s proposed budget for fiscal year 2011-2012, nor does it fit within the fiscal year 2012-2013 budget target.

## Major Issues and Service Level Accomplishments for Prior Year

- The number of felony cases opened by the court increased 21 percent and misdemeanors increased 7 percent for 2011, which reflects the number of cases the District Attorney’s Criminal Division filed.
- The addition of a new Deputy District Attorney for the Juvenile Court four 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.
- 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) has proved to be a worthwhile investment. The HTCTF investigated two Intellectual Property



# DISTRICT ATTORNEY

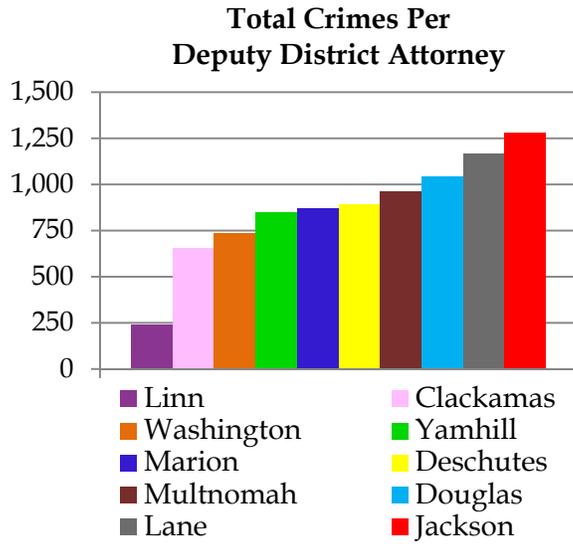
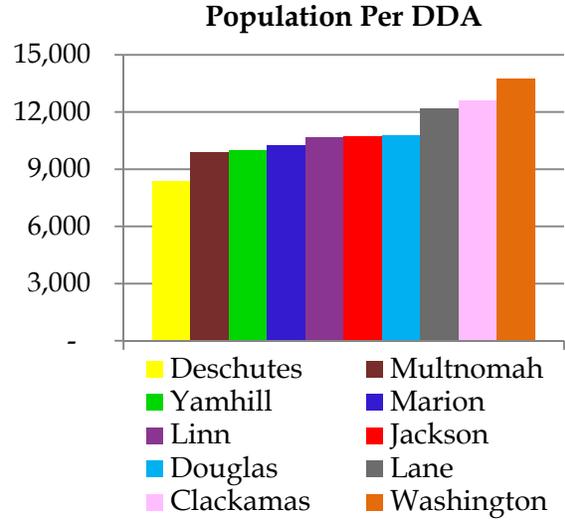
Rights cases and 86 child exploitation cases since January 1, 2009. The assigned prosecutor has worked on these cases and is also the District Attorney's representative to the area gang task force.

- 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. 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, 2012, 102 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 2010-2011 fiscal year, volunteers donated 2,289 hours of service to the Victims' Assistance Program. The volunteer force is very important to this Program because volunteers save the Department money and allows the community to be involved in the work that is done here. It is hoped that this Program helps citizens feel involved in their local government at a very tangible level.
- In the 2010-2011 fiscal year the Victims' Assistance Program submitted restitution information to the court which resulted in court orders requiring the payment by criminal defendants of over \$119,000 in restitution to reimburse the State Criminal Injuries Compensation Fund for medical and other expenses paid out to crime victims.
- Despite current economic difficulties and high unemployment in Jackson County, the Family Support Division has achieved many successes over the past year. Collections for fiscal year 2011-2012 increased to a four-year high of \$9,106,198. The increase may be a result of several factors, including new laws that allow license suspension for arrears-only cases, and increased obligor cooperation in making payment arrangements before legal court actions are taken. The percentage of cases with support orders increased to 97 percent, which is the highest level achieved and a 2 percent increase over the previous year. The Family Support Division continues to focus on modifying child support orders in a timely manner. Currently, modifications are initiated within a two to four week time frame after all relevant documentation has been received. Improvements attributed to the Program's new customer service plan include a new intake process, more timely returned phone calls, and full office coverage of phones and the customer service counter at all times.



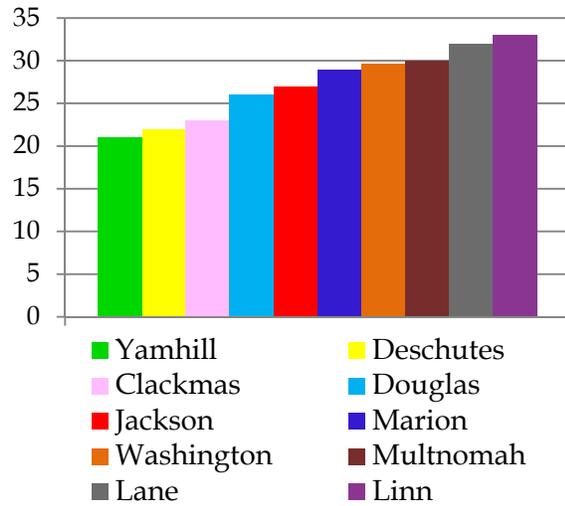
# DISTRICT ATTORNEY

## Benchmark

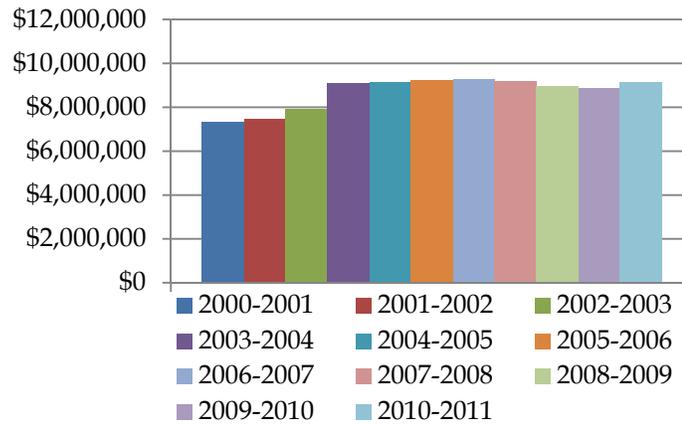


# DISTRICT ATTORNEY

**# of Law Enforcement Officers Per DDA**



**Child Support Division \$ Collected**



# 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 Child Support Case Management Program is helping to meet 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, Garnishments and License Suspension**

Strategic Objective: Increase child support dollars collected and program performance levels on collections, and maintain a record of accruing child support and payment on any arrearage amount owed by obligors on their child support cases.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Increase child support collected	\$9,106,198	\$9,000,000	\$8,850,000	\$9,050,000
Cases with current/ongoing collections	70.2%	70.2%	69.7%	69.7%
Cases with arrears receiving payment on the arrears	71.8%	72%	71.8%	72%

In Federal Fiscal Year 2011, the Jackson County Family Support Office exceeded collections expectations and reach a four year high. Due to continued economic uncertainty, it is difficult to assess what direction collections will take in the next couple of years. This Program anticipates collections to benefit from recent legislative changes that allow for additional withholding on unemployment and on lump sum payments. Staff understands the reality of the current economy on those obligors who are willing but unable to pay child support. In those situations, obligors now have the option to request a reduced withholding order to meet their own basic personal and household needs.

- **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.



## Child Support Case Management

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Utilize contempt/criminal non-support actions as an enforcement mechanism	160	250	200	200

Contempt actions were lower this year as more obligors were willing to make voluntary payment arrangements and avoid court sanctions. The license suspension process also routinely used to encourage obligors to pay support reduces the need for contempt action in some cases.

- **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. Obligor 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 establish child support and/or medical insurance orders on all cases without an order and maintain an 80 percent or higher performance level.

The Federal government awards incentive monies to child support programs based on specific performance measurements which compare the percentage of cases with orders relative to the overall percentage of cases. The Child Support Case Management Program has prioritized its work to deliver timely services when an application for services is received, and to initiate up front discovery and legal actions promptly on cases needing new child support orders. This measurement has been far exceeded and 100 percent of the available funding has been received.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Increase cases with support and/or medical insurance orders	97%	95.6%	95.6%	97%



## Child Support Case Management

- **Modifications of Existing Orders and Paternity Establishment**

Strategic Objective: To provide services to families who need a modification of their order, and review and confirm that existing support orders are in compliance with the current child support guidelines promulgated by the State of Oregon.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Provide services to modify child support orders	n/a*	250	225	225
Increase paternity orders established	n/a*	30	20	20

\*Due to the 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 were put in place in fiscal year 2011-2012.

To ensure child support orders are appropriate based on families changing economic and situational circumstances, the Child Support Case Management Program provides services to modify existing child support orders. The processing time to initiate a modification legal action is within two to four weeks of the time receive all requested financial data is received from the parties. A January, 2012, legislative change that allows an order to provide appropriate health care coverage against a party with an income of Oregon minimum wage or less may increase the need to modify orders in the future.

The Child Support Case Management Program establishes paternity on those cases where the child has no legal father so a child support and/or medical order can be taken. Staff educates parents on the benefits of having a legal father and arranges for genetic testing if requested. Customers are referred to the annual "Paternity Saturday" event where they can receive free genetic testing at the partner child support office, Division of Child Support.

## *Child Support Case Management*

### **Significant Issues in the Year Ahead**

The Child Support Case Management Program works collaboratively with the State's Division of Child Support to deliver consistent child support services and participates in joint professional, committee, and training opportunities. Approximately 200 customers visit this office monthly and meet with a case worker and the assigned Deputy District Attorney. Customer service is staff's priority and every effort is made to return phone calls quickly and process new cases and modification requests timely. Staff continues to examine workload efficiencies that will help to process the workload faster, ensure accuracy, and meet customer expectations.

To help increase support to children the Oregon Child Support Program and the District Attorney Family Support continues to look for ways to overcome some of the barriers to paying child support. To make it easier for obligors to make payments in 2012, system changes will be implemented to allow for online payments and the use of credit and debit cards. Automated text messages are now being sent to remind obligors to pay prior to the support due date and following a missed payment. Legislation effective January, 2012, increased the amount of unemployment benefits collectible in a month and increased withholding on lump sum payments such as bonuses, disability, workers' compensation, insurance settlements, and retirement from 25 percent to 50 percent. Despite economic uncertainty, staff is hopeful to experience an upward collections movement and bring more child support to families in the coming year.

### ***Financial Condition***

Although the Child Support Case Management Program anticipates substantial funding as in prior years, staff continues to be aware of potential funding cuts as the State and Federal governments continue to deal with tight budget constraints. 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 performance based "incentive funds" which are anticipated to be approximately \$82,459 for fiscal year 2012-2013. In addition to the mentioned Federal and State funds, this Program anticipates \$47,076 from the State's General Fund which is a backfill to replace the lost Federal Stimulus monies received in the past.

Approximately 17 percent of the Child Support Case Management Program is funded by the County General Fund.



## *Child Support Case Management*

<b>Program: 170102</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Adopted</b>	<b>2012-2013 Adopted</b>
<b>REVENUES</b>					
State/Local Gov't	\$431,004	\$441,746	\$494,836	\$474,652	\$482,819
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$431,004</b>	<b>\$441,746</b>	<b>\$494,836</b>	<b>\$474,652</b>	<b>\$482,819</b>
<b>EXPENDITURES</b>					
Personal Services	\$417,591	\$441,582	\$447,485	\$489,210	\$475,936
Materials & Services	\$81,183	\$92,778	\$89,058	\$98,107	\$103,622
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$498,774</b>	<b>\$534,360</b>	<b>\$536,543</b>	<b>\$587,317</b>	<b>\$579,558</b>
<b>Full-Time Equivalent</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>



## *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 Liquor Enforcement Program is helping to meet 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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$0	\$0	\$0	\$0	\$0
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$32,830	\$37,774	\$18,021	\$17,000	\$15,000
Other	\$432	\$410	\$187	\$0	\$0
<b>Total</b>	<b>\$33,262</b>	<b>\$38,184</b>	<b>\$18,208</b>	<b>\$17,000</b>	<b>\$15,000</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$31,482	\$39,704	\$18,827	\$17,000	\$15,000
<b>Total</b>	<b>\$31,482</b>	<b>\$39,704</b>	<b>\$18,827</b>	<b>\$17,000</b>	<b>\$15,000</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# 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 Prosecution Case Management 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of adult criminal cases prosecuted	7,485	6,750	8,112	7,866

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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of hours of training provided	36	40	40	45

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.



## Prosecution Case Management

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of delinquency cases opened	438	425	276	350
Number of dependency cases opened	212	200	113	200

Track juvenile delinquency and dependency cases opened within the Department.

### **Significant Issues in the Year Ahead**

The ongoing 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 remainder of the 2011-2013 State biennium remains to be seen.

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 2012-2013 fiscal year.

The Governor's Commission on Public Safety held four full-day meetings around the State in the Fall of 2011. The Commission was tasked by Executive Order with collecting, reviewing, and evaluating arrest, conviction, sentencing, and recidivism data, and then issuing a final report with recommendations. It is not expected that any significant recommendations for change will be presented to the February, 2012, session of the legislature. However, over the longer term, recommendations generated by the Commission and adopted by the legislature may affect the work that is done at the County level, and could impact local jail beds and probation services, as well as prosecution.

Plans are being discussed for a new building for the District Attorney's Office due to lack of space and inefficient use of resources in the present building.



## *Prosecution Case Management*

Ballot Measure 57 (M57) 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 increases the potential sentences for certain repeat property offenders, major drug dealers and manufacturers, and some cases of theft from elderly victims. As a result of 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. The legislators then put M57 on hold and 13 months later, on December 31, 2011, the “get out of jail early” card expired and repeat property offenders once again face the harsher penalties of M57.

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. As far as Driving While Under the Influence of Intoxicants (DUII), the District Attorney’s Office has seen a substantial increase in the number of DUIIs prosecuted, which increases the time and expense in prosecuting these serious cases.

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’s Office is currently waiting for an upgrade to the current case management system which was written over ten years ago. The expense of purchasing a datacase management system such as Karpel or Justware 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 for fiscal year 2011-2012, nor does it fit within the fiscal year 2012-2013 budget target.

### *Financial Condition*

The Prosecution Case Management Program is funded primarily by the County General Fund (95 percent of total Program revenue). Support from the General Fund is offset by: fees for discovery; expungements; proceeds from police agencies for criminal forfeiture; and a grant from the Department of Justice for partial support of a Juvenile Dependency Deputy. During the 2012-2013 fiscal year, the Criminal Division will receive one-time pass through grant funding of \$22,500 from the City of Central Point for our participation in the Southern Oregon High Tech Crime Unit.



## *Prosecution Case Management*

Program: 170101	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$95,985	\$69,644	\$67,805	\$148,940	\$84,904
Federal Gov't	\$109,338	\$0	\$0	\$0	\$0
Fees & Charges	\$88,021	\$107,337	\$96,074	\$0	\$94,000
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$293,344</b>	<b>\$176,981</b>	<b>\$163,879</b>	<b>\$148,940</b>	<b>\$178,904</b>
<b>EXPENDITURES</b>					
Personal Services	\$2,654,578	\$2,624,360	\$2,832,758	\$3,216,574	\$3,294,077
Materials & Services	\$408,032	\$416,841	\$403,003	\$510,506	\$552,946
Capital Outlay	\$11,500	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$3,074,110</b>	<b>\$3,041,201</b>	<b>\$3,235,761</b>	<b>\$3,727,080</b>	<b>\$3,847,023</b>
<b>Full-Time Equivalent</b>	<b>32.95</b>	<b>31.95</b>	<b>32.95</b>	<b>32.95</b>	<b>32.95</b>



# Victims' Assistance

**Program Purpose**

The Victims' Assistance 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 helping to meet County goal: (1) Protect the health, safety, and well-being of all citizens.

**Program Information**

The Victims' Assistance 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 2011 calendar year, the Victims' Assistance Program provided services to nearly 2,000 crime victims; this included 725 victims of domestic violence, 39 adult victims of sexual abuse, and over 100 children who were sexually abused and/or physically assaulted at the hands of adults. The Program also assisted in over 300 cases where the offender was under the age of 18.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Over 80 percent of clients will report that the services they received helped them better understand the criminal justice system*	78%	n/a	82%	90%

\*As evidenced by a satisfaction survey.

- **Prepare Restitution Orders**

Strategic Objective: Hold convicted criminals accountable for the fiscal losses sustained by the victim.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Complete 60 percent of restitution orders by the time of sentencing	32%	55%	50%	70%

The Victims' Assistance Program now has 2.0 full-time equivalent (FTE) employees dedicated to restitution. There were 965 restitution orders



## Victims' Assistance

prepared by the Program in fiscal year 2010-2011. The District Attorney's Office works closely with the courts in an effort to order prompt and accurate restitution against offenders and collect those dollars for the victims. However, the Program is still struggling to get restitution ordered prior to sentencing and to get those funds collected once the order is prepared. In the Fall of 2011, the Program applied for a grant to assist in addressing this issue with more resources for staff throughout the system. The grant was awarded and began in January of 2012. The Program is excited about new possibilities in the area of restitution.

- **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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
100 percent of citizens subpoenaed to Grand Jury are escorted	98%	100%	97%	100%

The Victims' Assistance 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 718 victims and witnesses to Grand Jury during the 2010-2011 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.



## *Victims' Assistance*

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Have at least 50 percent of the Program staff consist of community volunteers	50%	50%	50%	50%

The Program had a strong volunteer force. Volunteers are a vital part of the Program as well as a requirement of many of the Program's grants. Volunteers provided 2,288.75 hours of service to the Program and performed such tasks as notifying victims of upcoming hearings and escorting victims to Grand Jury. The Victims' Assistance Program strives to continue to recruit and retain volunteers.

### **Significant Issues in the Year Ahead**

In 2012, an 18-month pilot project began that increases the collection of restitution for victims in Jackson County. This comes as the result of a grant award from the Oregon Department of Justice in the Fall of 2011. Jackson is one of only five counties involved in this pilot and the Program hopes to be very successful and see positive results during this grant period.

The Program does not anticipate any other major changes or challenges in the coming year.

### ***Financial Condition***

The Victims' Assistance Program has received grant funding associated with the restitution pilot project. These funds will help keep the 2.00 FTE restitution specialists. The remainder of the funding, which includes State, local, and Federal funds; remains stable at this time. The Program will continue to apply for grant funds as they become available. Approximately 31 percent of the Victims' Assistance Program is funded by the County General Fund.



## *Victims' Assistance*

Program: 170103	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$0	\$0	\$0	\$0	\$51,385
Federal Gov't	\$154,531	\$168,926	\$166,534	\$154,697	\$156,715
Fees & Charges	\$109,729	\$109,728	\$111,663	\$111,663	\$111,664
Other	\$31,482	\$39,704	\$18,827	\$17,000	\$15,000
<b>Total</b>	<b>\$295,742</b>	<b>\$318,358</b>	<b>\$297,024</b>	<b>\$283,360</b>	<b>\$334,764</b>
<b>EXPENDITURES</b>					
Personal Services	\$337,019	\$357,254	\$341,098	\$378,971	\$395,115
Materials & Services	\$80,678	\$77,507	\$83,980	\$77,358	\$86,677
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$417,697</b>	<b>\$434,761</b>	<b>\$425,078</b>	<b>\$456,329</b>	<b>\$481,792</b>
<b>Full-Time Equivalent</b>	<b>6.05</b>	<b>5.55</b>	<b>6.05</b>	<b>5.55</b>	<b>5.55</b>

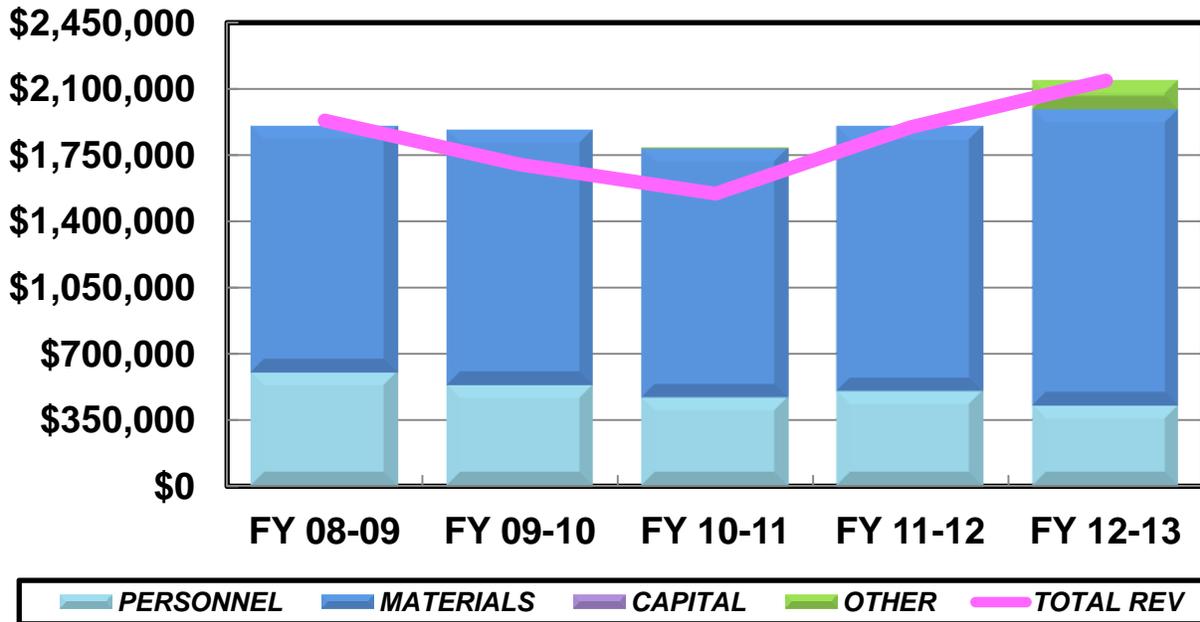


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# EXPO

## 2008-2009 to 2012-2013



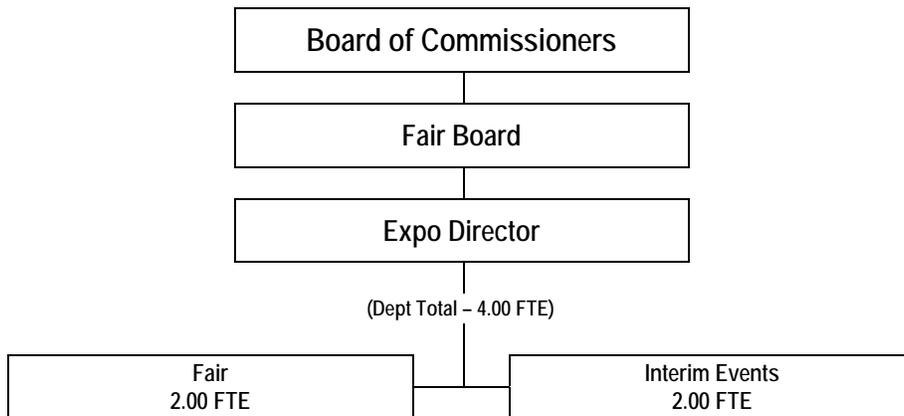
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>PERSONNEL</b>	\$597,855	\$530,480	\$464,473	\$498,570	\$422,222
<b>MATERIALS</b>	\$1,301,939	\$1,350,600	\$1,318,142	\$1,399,404	\$1,566,559
<b>CAPITAL</b>	\$0	\$0	\$0	\$0	\$0
<b>OTHER</b>	\$0	\$0	\$5,000	\$0	\$154,884
<b>TOTAL EXP</b>	\$1,899,794	\$1,881,080	\$1,787,615	\$1,897,974	\$2,143,665
<b>TOTAL REV</b>	\$1,932,598	\$1,699,959	\$1,546,195	\$1,897,974	\$2,143,665
<b>FULL-TIME EQUIVALENT</b>	6.75	6.75	5.00	5.00	4.00

Numbers for FY 08-09 through FY 10-11 are actual revenues and expenditures. FY 11-12 and FY 12-13 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. The increase between FY 11-12 and FY 12-13 is due to budgeted transfers to pay off loans from the General Fund in prior years.



# EXPO

## 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 a fiscally sound social, cultural, recreational, agricultural, commercial, and educational opportunity for the citizens of Jackson County and the region at large.

**Purpose Statement:** The Fairgrounds achieves its mission 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 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 development of the facility.

### Major Issues and Service Level Goals for Fiscal Year 2012-2013

- The Fairgrounds is in transition with staffing changes and new members of the Fair Board. Identifying the financial issues and applying a series of corrective actions to reverse recent trends in revenue reduction is a major focus area. This process is ongoing. This will lead to stabilization of the organization where staff can then address the second major issue of attaining financial sustainability.
- Develop and implement a strategy to achieve financial stability. The Jackson County Fairgrounds and Expo Park, like counterparts across the United States, faces a re-invention dilemma. Staff and Fair Board are re-addressing vision, mission, and business plan options as we go forward. Currently under investigation are alternative models that are used successfully around the country to enable the Fairgrounds achieve this goal. The Fairgrounds' facilities are in an excellent position to win in what is likely to be a form of industry consolidation.
- Event sponsorship has historically played a role in financial results on the Fairgrounds. There is great opportunity to expand sponsorship involvement and public/private partnerships as staff works to add more sponsors, add significant new partners, and add event co-producers.

# EXPO

- To broaden the patron base and appeal, future Expo-produced events will continue the process of re-inventing what had become a tired product offering to help create favorable public attitudes toward event attendance. Additionally, marketing to specific target markets to encompass a broader audience base will enhance event attendance.
- Increase utilization of the facility for interim events. There is a capacity to have additional events at the facility during the interim months. Increasing the utilization of the facility will provide additional needed revenue.
- An organized program for volunteer coordination will be needed as will contracting 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.
- Expanding the planning horizon for all events and tasks.
- Improved citizen volunteer committee work on Fairgrounds-produced events operating on more effective timelines.
- Customer retention efforts directed at producers of mini events in light of economic downturn.

## **Benchmark**

Meet budget plans and balance operating revenues with operating expenditures.

# Fair

## Program Purpose

The Fair Program encompasses the annual County, Spring, and Harvest Fairs. The Fairgrounds is focused on area youth encompassing the responsibility and stewardship training of future generations through 4-H, Future Farmers of America (FFA), and other youth activities. Family-friendly educational and entertainment activities are provided to the community as a major goal of these events. The educational, historical, and entertainment opportunities attract participants which, as an additional goal, provides a positive 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 objective is to provide an educational and entertainment opportunity for an ever expanding region wide population, while focusing on the responsibility of promoting sound fiscal management.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Attendance	86,000	83,000	83,530	86,000
Increase over prior year	n/a*	n/a*	n/a*	3%

\*Prior year data not available.

A multi-year effort continues to enhance event attendance through improvement of the product offering which will enable the Fair to better compete with the multitude of entertainment options currently available. The challenge is to be able to each year provide a new and different experience to the participant so that the product does not become stale. Areas of continual focus include an easier to use pricing model; a change in physical layout; upgrades to vendors, entertainers, and acts at the event; widening the product offering to appeal to different market segments by recruitment of added venues; higher quality professional concerts; and operational enhancements to improve the customer experience. Secondary changes include a change in marketing philosophy from a County scale event and scope to regional focus. Marketing will be expanded by making



# Fair

increased usage of sales tool development, an upgraded web experience, and introduction of social media for marketing. Timing of marketing activities is being moved much earlier in the planning cycle to have an effective effort. A concerted effort for added sponsorships continues along with a review of major contractor's terms and conditions. Daily promotions will be provided to target groups to provide marketing opportunities and to promote attendance.

- **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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Paid attendance	3,677	5,780	5,780	5,900
Increase over prior year	n/a*	n/a*	n/a*	3%

\*Prior year data not available.

Of primary importance is expanding the marketing reach of the event by attracting a region wide rodeo audience. Minor enhancements to the operations and program content will continue. Efforts are being made to expand sponsorship involvement. Successful models such as the Pendleton and St. Paul Rodeos will be used to plan future events.

- **Harvest Fair**

Strategic Objective: The goal is to grow this event into a region wide harvest and food event while maintaining the youth activities historically associated with it.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Paid attendance	2,687	3,300	3,300	3,400
Increase over prior year	n/a*	n/a*	n/a*	3%

\*Prior year data not available.

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 Harvest Fair includes an



## *Fair*

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.

Significant shifts in the Program will continue to 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. The partnering of the event with the Rogue Run Half Marathon along the Bear Creek Greenway, starting in Talent and finishing at the Fairgrounds, provides an excellent opportunity to expand the event audience.

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.

### **Significant Issues in the Year Ahead**

In the Fall, when the event occurs, there are numerous "Harvest Events" in the local area that patrons can choose from. A significant challenge is how to provide product differentiation to be able to compete with the multitude of other events. Changing the timing of marketing efforts for the event will be key in order to have more effective execution of the marketing effort. Factors on achieving 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, the Fair Program generates most of its revenues from fees collected through gate admission and concession fees from attendees. The primary challenge of the Fair experience is to remain relevant in a rapidly changing world of leisure, on-line entertainment, and technology changes. Since attendance is the source of revenue, the events need to be priced competitively with the other options available to the public. 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.



## *Fair*

Program: 210101	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$191,180	\$114,922	\$104,690	\$108,400	\$79,500
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$867,762	\$693,608	\$739,353	\$878,364	\$1,034,682
Other	-\$184	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,058,758</b>	<b>\$808,530</b>	<b>\$844,043</b>	<b>\$986,764</b>	<b>\$1,114,182</b>
<b>EXPENDITURES</b>					
Personal Services	\$203,555	\$193,569	\$171,685	\$249,336	\$211,084
Materials & Services	\$833,601	\$793,358	\$826,717	\$646,647	\$829,905
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,037,156</b>	<b>\$986,927</b>	<b>\$998,402</b>	<b>\$895,983</b>	<b>\$1,040,989</b>
<b>Full-Time Equivalent</b>	<b>1.90</b>	<b>1.90</b>	<b>1.90</b>	<b>2.50</b>	<b>2.00</b>



## *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 to meet County goals: (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; and (7) Make recreational, learning, and cultural opportunities accessible and available.

### *Program Information*

The Interim Events Program provides the following services:

- **Facility Usage by the Public Through Rentals**

Strategic Objective: Promotion of year round usage of the Fairgrounds facilities and to provide economic activity to the region during non-Fair periods of time.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Interim attendance	177,712	169,000	170,000	175,000
Increase over prior year	n/a*	n/a*	n/a*	3%

\*Prior year data not available.

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**

A continuing 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. The continuing economic down turn has an effect on the attractiveness of private industry to rent facilities to market and showcase their products. Concert ticket purchases having endured their worst years on record recently, and the expectation is that these rentals will continue at a reduced level. Equine events for some of the smaller groups have been declining as these groups struggle financially. Professional equine events are stable. 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.



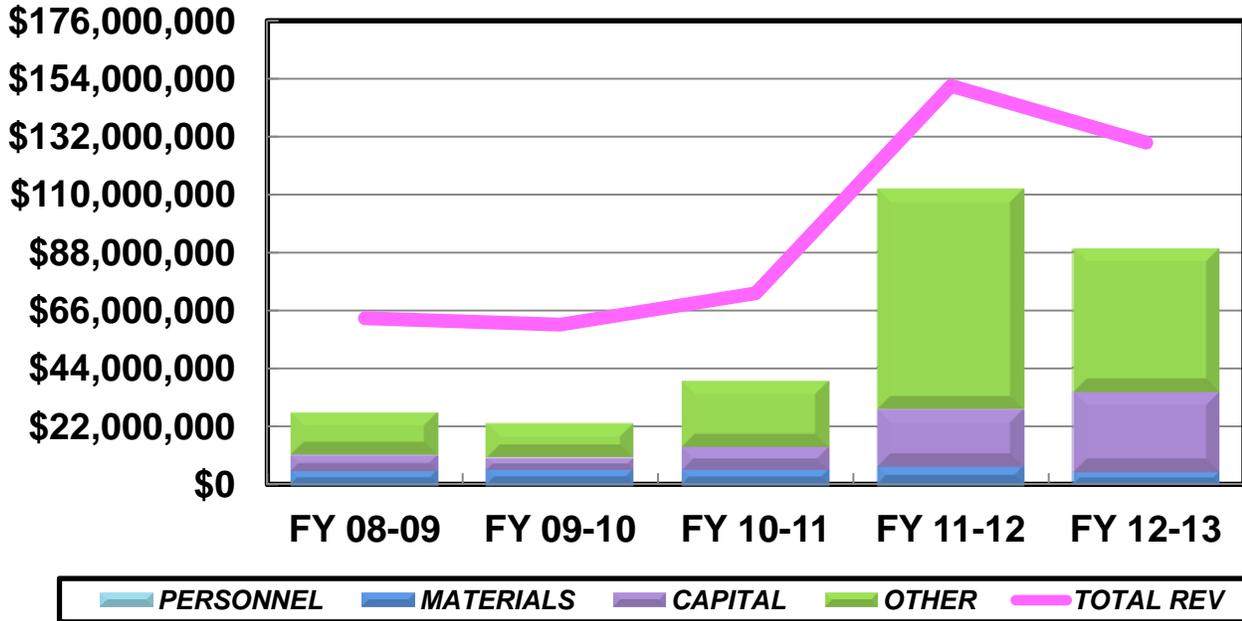
## *Interim Events*

Program: 210102	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$191,256	\$182,658	\$113,796	\$204,715	\$182,823
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$659,096	\$683,579	\$574,598	\$686,163	\$616,192
Other	\$23,479	\$25,175	\$13,773	\$20,332	\$230,468
<b>Total</b>	<b>\$873,831</b>	<b>\$891,412</b>	<b>\$702,167</b>	<b>\$911,210</b>	<b>\$1,029,483</b>
<b>EXPENDITURES</b>					
Personal Services	\$394,270	\$336,825	\$292,774	\$249,234	\$211,138
Materials & Services	\$468,295	\$557,200	\$491,382	\$752,757	\$736,654
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$5,000	\$0	\$154,884
<b>Total</b>	<b>\$862,565</b>	<b>\$894,025</b>	<b>\$789,156</b>	<b>\$1,001,991</b>	<b>\$1,102,676</b>
<b>Full-Time Equivalent</b>	<b>4.85</b>	<b>4.85</b>	<b>3.10</b>	<b>2.50</b>	<b>2.00</b>



# FIDUCIARY & SPECIAL FUNDS

2008-2009 to 2012-2013



	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
PERSONNEL	\$74,653	\$85,092	\$103,570	\$91,358	\$0
MATERIALS	\$5,098,600	\$5,598,003	\$5,311,798	\$6,585,181	\$4,708,007
CAPITAL	\$5,947,884	\$4,410,969	\$8,657,170	\$21,701,943	\$30,175,779
OTHER	\$16,107,740	\$12,913,539	\$25,009,063	\$83,366,827	\$54,465,401
<b>TOTAL EXP</b>	<b>\$27,228,877</b>	<b>\$23,007,603</b>	<b>\$39,081,601</b>	<b>\$111,745,309</b>	<b>\$89,349,187</b>
<b>TOTAL REV</b>	<b>\$65,039,399</b>	<b>\$60,659,151</b>	<b>\$72,535,037</b>	<b>\$151,279,402</b>	<b>\$129,759,225</b>
FULL-TIME EQUIVALENT	0.30	0.30	0.30	0.30	0.00

Numbers for FY 08-09 through FY 10-11 are actual revenues and expenditures. FY 11-12 and FY 12-13 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. Reductions in budgets in FY 12-13 are a result of the reduction in O&C revenue, Title II and III, and reductions and spending down of the General Fund Fiduciary Rainy Day Reserves on capital projects and the operations of libraries and Development Services. For a detailed discussion of the status of revenues presented in this chart, please refer to the "Total County Revenue" projection on page 38 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:

• Courthouse Annex 1 <sup>st</sup> and 3 <sup>rd</sup> Floor Remodel	\$ 1,300,000
• Courthouse Service Elevator Upgrade	\$ 170,000
• Health Building Remodel	\$ 18,051,753
• Health Parking Garage Construction (PY Carryover)	\$ 8,262,026
• Jail Basement Remodel (PY Carryover)	\$ 1,392,000
• Juvenile-Seal Exterior Masonry and Paint	\$ 55,000
• Roads 904 Roof Repair	\$ 50,000
	<b>\$ 29,280,779</b>

Program: 091201	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$0	\$13,808	\$65,512	\$0	\$0
Federal Gov't	\$0	\$113,755	\$411,044	\$0	\$0
Fees & Charges	\$0	\$0	\$0	\$0	\$0
Other	\$6,419,806	\$2,061,885	\$4,034,581	\$20,401,943	\$29,280,779
<b>Total</b>	<b>\$6,419,806</b>	<b>\$2,189,448</b>	<b>\$4,511,137</b>	<b>\$20,401,943</b>	<b>\$29,280,779</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$39,878	\$294,186	\$476,058	\$200,000	\$105,000
Capital Outlay	\$5,947,876	\$4,257,375	\$4,475,817	\$20,201,943	\$29,175,779
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$5,987,754</b>	<b>\$4,551,561</b>	<b>\$4,951,875</b>	<b>\$20,401,943</b>	<b>\$29,280,779</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



## Central Services Fiduciary

**Program Purpose**

The Central Services Fiduciary 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 amount are as follows:

Interest Income	36,870
Beginning Fund Balance	3,351,826
<b>TOTAL</b>	<b>\$3,388,696</b>

Expenditures in the Central Services Fiduciary account are as follows:

Reserves	3,272,720
<b>TOTAL</b>	<b>\$3,272,720</b>

Program: 090901	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
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	\$217,433	\$164,569	\$141,393	\$2,846,581	\$3,388,696
<b>Total</b>	<b>\$217,433</b>	<b>\$164,569</b>	<b>\$141,393</b>	<b>\$2,846,581</b>	<b>\$3,388,696</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$6,994	\$3,063	\$54,235	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$2,730,601	\$3,272,720
<b>Total</b>	<b>\$6,994</b>	<b>\$3,063</b>	<b>\$54,235</b>	<b>\$2,730,601</b>	<b>\$3,272,720</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



## County Schools Fund

### Program Purpose

The County Schools Fund Program is a pass-through fund for distribution of special revenues to local school districts. The Program 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 Program is not used for the distribution of current tax revenues; current tax revenues are distributed to the individual school districts. The County Schools Fund Program is helping to meet County goal: (4) Strengthen cooperation between public agencies.

Program: 091301	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$0	\$0	\$0	\$0	\$0
Federal Gov't	\$1,230,134	\$1,107,025	\$997,216	\$1,000,000	\$1,000,000
Fees & Charges	\$400	\$0	\$0	\$0	\$0
Other	\$691	\$386	\$1,601	\$0	\$0
<b>Total</b>	<b>\$1,231,225</b>	<b>\$1,107,411</b>	<b>\$998,817</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$1,245,312	\$1,106,544	\$997,216	\$1,000,000	\$1,000,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,245,312</b>	<b>\$1,106,544</b>	<b>\$997,216</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



## Court Security

### *Program Purpose*

The Court Security Program was established as required by Oregon Revised Statute (ORS) 1.182. A portion of all fines that are 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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$217,254	\$193,894	\$163,654	\$163,902	\$130,000
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$0	\$0	\$0	\$0	\$0
Other	\$14,462	\$9,938	\$8,273	\$360,532	\$262,771
<b>Total</b>	<b>\$231,716</b>	<b>\$203,832</b>	<b>\$171,927</b>	<b>\$524,434</b>	<b>\$392,771</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$259,108	\$202,842	\$200,875	\$254,600	\$225,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$269,834	\$167,771
<b>Total</b>	<b>\$259,108</b>	<b>\$202,842</b>	<b>\$200,875</b>	<b>\$524,434</b>	<b>\$392,771</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



## *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 2012-2013 those revenues are:

Revenues in the Central Services Fiduciary amount are as follows:

O & C Timber Receipts Replacement Funds	1,420,378
Beginning Fund Balance for 2012-2013	46,451,306
Current and Prior Year Property Taxes	32,550,720
Liquor Tax Proceeds (State-shared Revenue)	895,000
Cigarette Tax Proceeds (State-shared Revenue)	210,000
Exposition Park Fund	154,884
Solid Waste Fund	638,029
Bureau of Land Management Entitlement Payment in Lieu of Taxes	294,000
Taylor Grazing Fee	700
Amusement Device Tax (State-shared Revenue)	51,000
Cable Franchise Fee	245,000
Prior Year Carryover	1,803,378
Interest	510,964
<b>TOTAL</b>	<b>\$85,225,359</b>

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:

Operating Expenses	35,000
Contracted Services	
Communications Agreements	60,000
Wildlife Service Agent	44,944
RV Television	90,000
Video on Demand	20,000
Accounting (Special Project)	41,997
Treasurer (Special Project)	1,013
4-H/FFA	20,000
Reserves	
General Fund Reserves	2,000,000
Countywide Phone System	1,000,000
Transfers to Other Funds	
Health & Human Services	2,651,434
Board of Commissioners (General Fund Costs for Central Services)	42,362



## General Fund Fiduciary

IT/GIS (General Fund Costs for Central Services)	271,209
Accounting/Treasurer (General Fund Costs for Central Services)	72,327
Counsel (General Fund Costs for Central Services)	154,336
Administration (General Fund Costs for Central Services)	55,591
Internal Audit (General Fund Costs for Central Services)	193,919
Human Resources (General Fund Costs for Central Services)	67,538
Facility Maintenance (General Fund Costs for Central Services)	1,064,236
Expo	223,701
Mail Services (General Fund Costs for Central Services)	19,005
Capital Projects	7,065,166
Contingency	200,000
Ending Fund Balance (General Fund)	9,769,252
Rainy Day Fund	19,758,167
Library - EJ Smith	8,500
Library - Ted Gerlock	1,600

**TOTAL**

**\$44,931,297**

Program: 091102	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$2,478,351	\$1,689,491	\$1,762,637	\$1,768,132	\$1,156,000
Federal Gov't	\$14,955,780	\$12,819,816	\$11,583,054	\$7,106,031	\$1,715,078
Fees & Charges	\$342,949	\$406,706	\$289,048	\$288,000	\$245,000
Other	\$31,494,558	\$32,442,033	\$33,595,631	\$105,440,100	\$82,109,281
<b>Total</b>	<b>\$49,271,638</b>	<b>\$47,358,046</b>	<b>\$47,230,370</b>	<b>\$114,602,263</b>	<b>\$85,225,359</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$16,436	\$0	\$0
Materials & Services	\$303,809	\$346,249	\$170,018	\$268,896	\$312,954
Capital Outlay	\$0	\$10,000	\$4,181,349	\$1,500,000	\$1,000,000
Other	\$10,160,258	\$6,558,584	\$8,162,043	\$73,415,254	\$43,618,343
<b>Total</b>	<b>\$10,464,067</b>	<b>\$6,914,833</b>	<b>\$12,529,846</b>	<b>\$75,184,150</b>	<b>\$44,931,297</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



## *Library Debt Service - 1<sup>st</sup> 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 in May, 2000. The Library Debt Service Program is helping to meet County goals: (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-2<sup>nd</sup> 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
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 2012-2013

Total Payment	Principal	Interest	Remaining Principal
\$1,514,365	\$1,110,000	\$404,365	\$9,305,000



## *Library Debt Service - 1<sup>st</sup> Bond Issue*

Program: 090801	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
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	\$1,348,130	\$1,848,201	\$12,581,174	\$1,922,348	\$1,900,481
<b>Total</b>	<b>\$1,348,130</b>	<b>\$1,848,201</b>	<b>\$12,581,174</b>	<b>\$1,922,348</b>	<b>\$1,900,481</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$0	\$0	\$87,079	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$1,469,265	\$1,474,765	\$12,471,379	\$1,922,348	\$1,900,481
<b>Total</b>	<b>\$1,469,265</b>	<b>\$1,474,765</b>	<b>\$12,558,458</b>	<b>\$1,922,348</b>	<b>\$1,900,481</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



## Library Debt Service – 2<sup>nd</sup> 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 in May, 2000. The Library Debt Service Program is helping to meet County goals: (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 2010 (Refunding)

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 2012-2013

Total Payment	Principal	Interest	Remaining Principal
\$1,526,600	\$1,140,000	\$386,600	\$9,070,000



## Library Debt Service – 2<sup>nd</sup> Bond Issue

Program: 090701	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
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	\$1,427,986	\$1,965,998	\$1,595,665	\$1,897,862	\$1,869,813
<b>Total</b>	<b>\$1,427,986</b>	<b>\$1,965,998</b>	<b>\$1,595,665</b>	<b>\$1,897,862</b>	<b>\$1,869,813</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$1,591,935	\$1,592,985	\$1,585,183	\$1,897,862	\$1,869,813
<b>Total</b>	<b>\$1,591,935</b>	<b>\$1,592,985</b>	<b>\$1,585,183</b>	<b>\$1,897,862</b>	<b>\$1,869,813</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# 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:

- **Administer Programs Which Help Jackson County Achieve Solid Waste Recovery Goals**

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 similar volumes of solid waste. Jackson County's 2010 Recycling Recovery Rate is 48.1 percent.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Recycling recovery rate	48.1%	42%	42%	40%

- **Participate in Programs Which Educate Citizens About Solid Waste Recover**

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 (2 percent backyard composting education; 2 percent reuse education; and 2 percent waste prevention education). Programs such as the Jackson County Master Recycler Program, which is a group of volunteers that provides critical education and recycling services at significant events throughout the County, help Jackson County achieve those credits.



## Solid Waste

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Recycling credits earned	6%	6%	6%	6%
Average number of volunteer service hours completed per Master Recycler	5	10	10	10

- **Provide Resource Recovery Consulting Services to Organizations Throughout Jackson County**

Strategic Objective: Assist private sector businesses, schools, non-profits, and other organizations in Jackson County to reduce waste by providing consulting services thereby enabling Jackson County to accomplish its State-mandated recycling goals.

Outcome: The Saving Money and Resources Together (SMART) Works Program provides outreach to organizations by providing technical assistance and training to increase resource conservation behaviors. It also assists with management of the Jackson County Master Recycler Program.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent of Jackson County schools participating in the "Adopt A School" recycling program	43%	45%	45%	50%
Recycling services (provided by SMART Works and Master Recyclers) provided to community events that request it	85%	85%	85%	90%

- **Offset Solid Waste Disposal and Recycling Costs for Jackson County Departments**

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.



## *Solid Waste*

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent of reimbursements made	90%	90%	90%	90%

### **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. In 2011, this goal was achieved again with a recovery rate of 48.1 percent, the highest the County has ever received. The County will, therefore, continue to provide the program services so this success can be achieved. 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 by solid waste franchise fees and State grants. The fund is currently very healthy and enables Jackson County to effectively provide the services listed above.



## *Solid Waste*

Program: 091401	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$8,991	\$13,128	\$16,738	\$18,344	\$0
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$754,875	\$718,415	\$738,999	\$670,272	\$784,713
Other	\$86,339	\$67,292	\$56,075	\$2,076,309	\$2,327,396
<b>Total</b>	<b>\$850,205</b>	<b>\$798,835</b>	<b>\$811,812</b>	<b>\$2,764,925</b>	<b>\$3,112,109</b>
<b>EXPENDITURES</b>					
Personal Services	\$74,281	\$85,086	\$87,128	\$91,358	\$0
Materials & Services	\$73,594	\$69,581	\$91,306	\$164,636	\$147,762
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$447,681	\$446,785	\$706,206	\$2,508,931	\$2,964,347
<b>Total</b>	<b>\$595,556</b>	<b>\$601,452</b>	<b>\$884,640</b>	<b>\$2,764,925</b>	<b>\$3,112,109</b>
<b>Full-Time Equivalent</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.00</b>



## 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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$0	\$0	\$0	\$0	\$0
Federal Gov't	\$1,772,589	\$1,595,404	\$1,437,177	\$1,500,000	\$1,000,000
Fees & Charges	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,772,589</b>	<b>\$1,595,404</b>	<b>\$1,437,177</b>	<b>\$1,500,000</b>	<b>\$1,000,000</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$1,772,589	\$1,595,404	\$1,437,177	\$1,500,000	\$1,000,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,772,589</b>	<b>\$1,595,404</b>	<b>\$1,437,177</b>	<b>\$1,500,000</b>	<b>\$1,000,000</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



## 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 wildfire planning.

<i>Outcome(s)</i>	FY 2019-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 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
Percent audit recommendations completed	100%	100%	100%	100%
Percent fund balance spent down	34%	53%	53%	91%

### **Significant Issues in the Year Ahead**

As of fiscal year 2008-2009, PL 106-393 expired and was 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. PL 106-393 reserves can carry forward into future fiscal years until all funds are spent, which is estimated to be fiscal year 2012-2013.



## Title III/PL 106-393

### *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. This Program receives no General Fund dollars.

Program: 091501	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$5,000	\$15,000	\$0	\$0	\$0
Federal Gov't	\$0	\$2,500	\$16,658	\$0	\$0
Fees & Charges	\$0	\$0	\$0	\$0	\$0
Other	\$174,035	\$216,220	\$98,044	\$1,612,742	\$843,817
<b>Total</b>	<b>\$179,035</b>	<b>\$233,720</b>	<b>\$114,702</b>	<b>\$1,612,742</b>	<b>\$843,817</b>
<b>EXPENDITURES</b>					
Personal Services	\$362	\$0	\$0	\$0	\$0
Materials & Services	\$1,031,563	\$1,082,970	\$800,361	\$990,745	\$796,154
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$621,997	\$47,663
<b>Total</b>	<b>\$1,031,925</b>	<b>\$1,082,970</b>	<b>\$800,361</b>	<b>\$1,612,742</b>	<b>\$843,817</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



## 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Search, rescue, and other emergency services	3	3	3	3
Community wildfire protection plans	12	13	13	11
Firewise communities program	2	3	3	4
Percent audit recommendations completed	100%	100%	100%	100%
Percent expenditures certified	100%	100%	100%	100%

### **Significant Issues in the Year Ahead**

The fund balance for this Program exceeds the total costs for fiscal year 2012-2013 project applications. Two-year contracts have been implemented to obligate all of the fund balance into fiscal year 2013-2014, enabling Jackson County to spend it locally instead of having to return it to the U.S. Treasury. This has all been done according to the provisions of PL 110-343.

### *Financial Condition*

Fiscal year 2011-2012 was the final year of funding for this Program. All requests for funding are paid for by the Program fund balance, which will expire at the end of fiscal year 2013-2014. This Program receives no General Fund dollars.



## Title III/PL 110-343

Program: 091502	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$0	\$30,000	\$60,000	\$0	\$0
Federal Gov't	\$53,894	\$842,464	\$937,462	\$0	\$0
Fees & Charges	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$2,206,304	\$1,121,137
<b>Total</b>	<b>\$53,894</b>	<b>\$872,464</b>	<b>\$997,462</b>	<b>\$2,206,304</b>	<b>\$1,121,137</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$53,893	\$872,463	\$997,459	\$2,206,304	\$1,121,137
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$53,893</b>	<b>\$872,463</b>	<b>\$997,459</b>	<b>\$2,206,304</b>	<b>\$1,121,137</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



## Video Lottery

### Program Purpose

Oregon Revised Statute (ORS) 461.547 **“Distribution of certain video lottery revenues to counties for economic development.** (1) The Oregon State Lottery Commission shall transfer an amount equal to 2.5 percent of the net receipts from video lottery games allocated to the Administrative Services Economic Development Fund to counties for economic development activities. Ninety percent of the moneys shall be distributed to each county in proportion to the gross receipts from video lottery games from each county. Ten percent of the moneys shall be distributed in equal amounts to each county.”

These funds are required to be deposited in a separate fund and transferred to the appropriate fund for use. The County transfers this money to support Library Services and some travel and training expenses for the Board of Commissioners. The Video Lottery Fund Program is helping to meet County goal: (4) Strengthen cooperation between public agencies.

Program: 091601	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$0	\$0	\$0	\$0	\$624,263
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$624,263</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$624,263
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$624,263</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

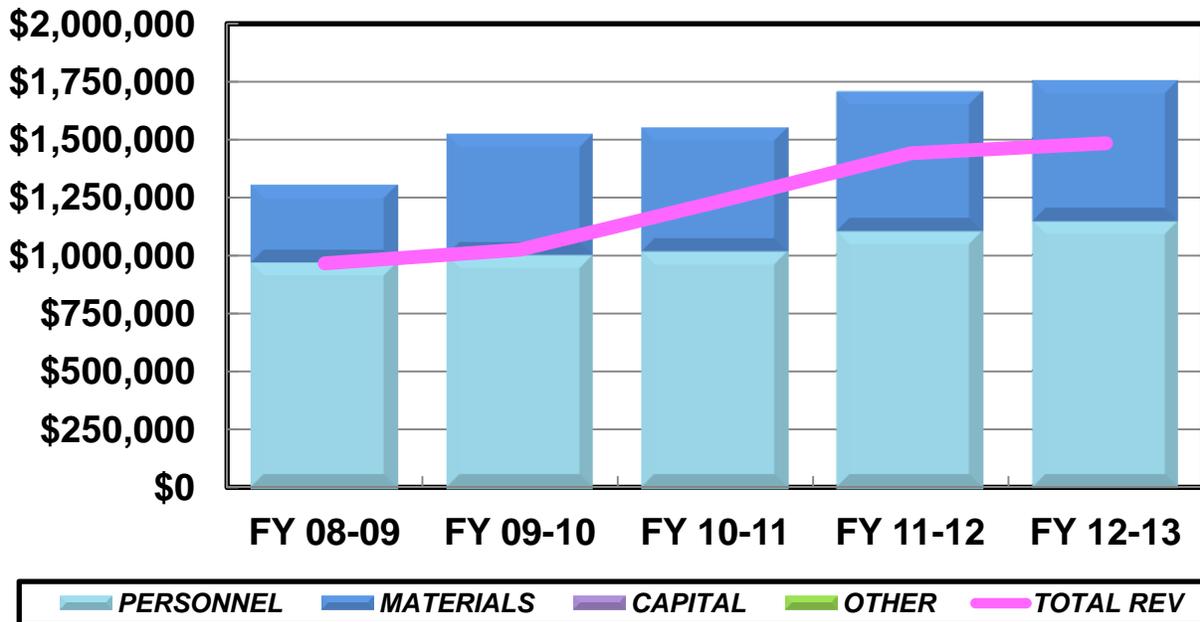


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# FINANCE

## 2008-2009 to 2012-2013



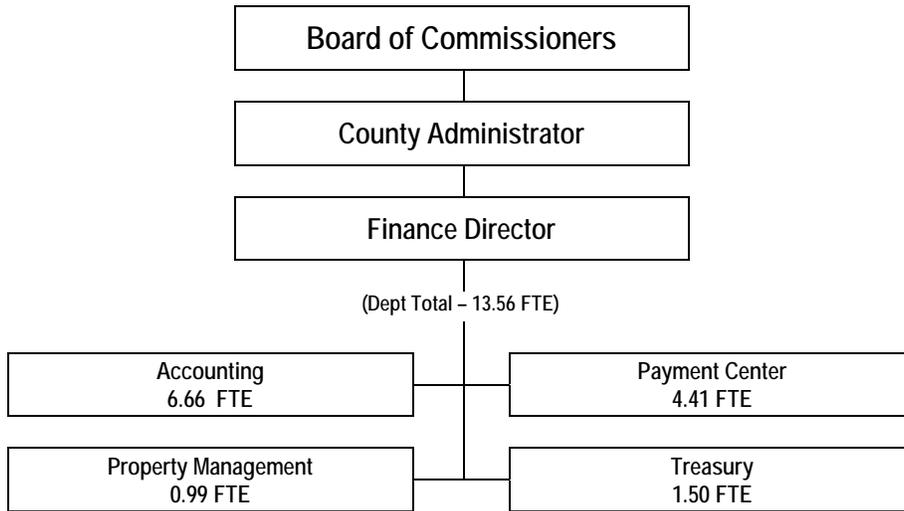
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>PERSONNEL</b>	\$965,786	\$998,466	\$1,014,458	\$1,101,363	\$1,144,513
<b>MATERIALS</b>	\$334,718	\$520,477	\$532,209	\$601,319	\$606,214
<b>CAPITAL</b>	\$0	\$0	\$0	\$0	\$0
<b>OTHER</b>	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXP</b>	\$1,300,504	\$1,518,943	\$1,546,667	\$1,702,682	\$1,750,727
<b>TOTAL REV</b>	\$966,316	\$1,025,722	\$1,229,768	\$1,441,520	\$1,484,551
<b>FULL-TIME EQUIVALENT</b>	14.09	15.09	14.09	13.56	13.56

Numbers for FY 08-09 through FY 10-11 are actual revenues and expenditures. FY 11-12 and FY 12-13 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.



# FINANCE

## 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 2012-2013

- Implementation of a new assessment and taxation software program. This new program should reduce or eliminate many manual reconciliation processes as well as increase efficiency and accuracy in the Payment Center Program.
- Expand the use of in-house electronic scanning of tax vouchers to increase efficiency in tax and treasury and reduce lock box charges.
- Continue the use of electronic payment solutions for accounts payable to reduce costs and increase efficiency.
- Implement Bill Pay consolidator services to eliminate the need to manually post these types of receipts for tax payments.
- 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.

### Major Issues and Service Level Accomplishments for Prior Year

- Implementation of a new chart of accounts for the EnterpriseOne (E1) system which resulted in improved reporting capabilities.
- Implementation of an electronic remittance system for the Payment Center which resulted in reduced posting time of payments with more accuracy.
- Expansion of the Bank of America purchase card program to ePayables to increase the County's electronic payments to vendors and participation rebate.

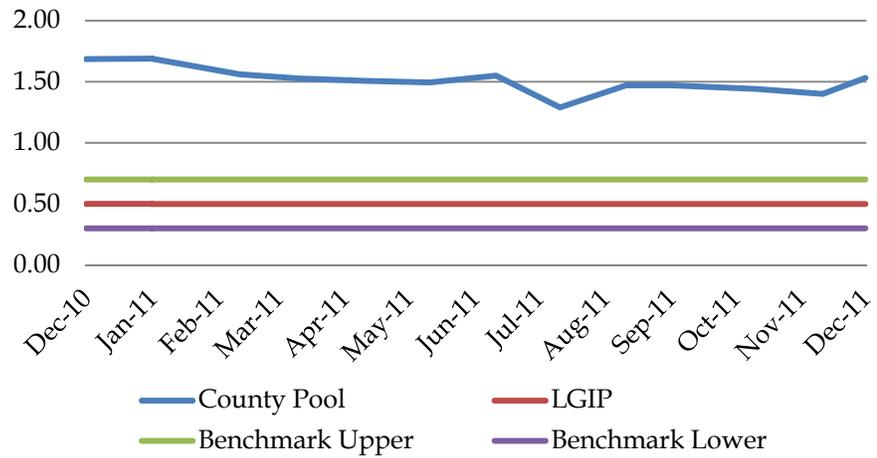
### Benchmark

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.



# FINANCE

## Interest Rates by Month



# 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:

- **Provide Technical Guidance and Oversight in Fiscal Management Practices**

Strategic Objective: Provide technical oversight of accounting and payroll records by reviewing and analyzing financial records of all County agencies so that the County earns an unqualified audit opinion and the Government Financial Officers Association's (GFOA) award.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of funds maintained	58	58	58	58
Number of journal entry transactions posted	52,410	50,849	52,000	52,000
Number of payroll transactions created	31,868	31,131	31,500	31,500
Unqualified audit opinion	Yes	Yes	Yes	Yes
Awarded GFOA's "Certificate of Achievement for Excellence in Financial Reporting" (FY 10-11 is 27 <sup>th</sup> year)	Yes	Yes	Yes	Yes

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.



# Accounting

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Checks written	16,275	15,398	14,000	13,000
Electronic payments	0	24	300	1,200
Purchase card transactions	7,523	9,043	10,000	10,000
Purchase card rebate (earned based on volume of transactions)	\$12,962	\$24,290	\$25,000	\$30,000

### Significant Issues in the Year Ahead

The overall emphasis this year will be the continued focus on implementing best practices to maximize the efficiency of the Department with the primary focus being on accounts payable.

### Financial Condition

This Program is 95 percent funded by chargebacks to other County programs; 56 percent of those County programs are supported by the General Fund. The remaining 5 percent of funding for the Accounting Program is from miscellaneous revenues.

Program: 060101	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$17,896	\$17,031	\$24,648	\$27,696	\$30,000
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$445,295	\$443,717	\$494,174	\$568,000	\$574,066
Other	\$59,069	\$62,451	\$65,513	\$66,838	\$66,393
<b>Total</b>	<b>\$522,260</b>	<b>\$523,199</b>	<b>\$584,335</b>	<b>\$662,534</b>	<b>\$670,459</b>
<b>EXPENDITURES</b>					
Personal Services	\$493,202	\$520,339	\$534,068	\$610,089	\$609,549
Materials & Services	\$43,695	\$45,851	\$54,018	\$62,907	\$60,910
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$536,897</b>	<b>\$566,190</b>	<b>\$588,086</b>	<b>\$672,996</b>	<b>\$670,459</b>
<b>Full-Time Equivalent</b>	<b>6.38</b>	<b>7.33</b>	<b>7.38</b>	<b>6.85</b>	<b>6.66</b>



# 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:

- **Collection and Processing of Property Tax Receipts and Related Activity**

Strategic Objective: Process all collections in an efficient and cost effective manner by using best practices and modern equipment.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Projected	FY 2012-2013 Budgeted
Number of tax statements	97,957	97,853	98,480	98,500
Number of accounts handled per full time employee	17,974	18,324	23,171	23,176
Outside printing/postage costs per statement	0.60	0.57	0.40	0.40

- **Collection of Miscellaneous Revenues From Other County Departments**

Strategic Objective: Process all collections in an efficient manner to record other County collections in a timely manner.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Projected	FY 2012-2013 Budgeted
Number of dog licenses issued	1,481	1,365	1,600	1,800
Number of Parks' bags counted	0*	187	200	200

\*In fiscal year 2009-2010, the Parks Program counted their own bags.

### Significant Issues in the Year Ahead

The Assessment and Payment Center Programs are working together to implement a new Assessment and Taxation software package. This will be



## *Payment Center*

a time consuming endeavor that is anticipated to take two to three years. It is anticipated that efficiencies will be realized with the new software as well as improved accuracy and the need for less manual reconciliation processes.

During the 2012-2013 fiscal year the Payment Center will continue to look for opportunities for efficiency and implementation of best practices to reduce costs and increase production. The Payment Center recently implemented electronic remittance software for the 2011 tax season and plans to expand the usage in future tax years and reduce the dependency on a third party lockbox service.

### *Financial Condition*

Payment Center expenses are covered 25 percent by the County Assessment and Tax Fund (CATF) grant from the State and approximately 28 percent is covered by other miscellaneous revenues; the remainder is from the General Fund.

Program: 060201	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$124,560	\$131,967	\$130,486	\$166,536	\$146,484
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$91,789	\$113,207	\$112,692	\$150,385	\$155,773
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$216,349</b>	<b>\$245,174</b>	<b>\$243,178</b>	<b>\$316,921</b>	<b>\$302,257</b>
<b>EXPENDITURES</b>					
Personal Services	\$298,392	\$294,772	\$304,071	\$306,695	\$308,615
Materials & Services	\$234,828	\$213,603	\$247,720	\$289,579	\$249,356
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$533,220</b>	<b>\$508,375</b>	<b>\$551,791</b>	<b>\$596,274</b>	<b>\$557,971</b>
<b>Full-Time Equivalent</b>	<b>5.41</b>	<b>5.45</b>	<b>4.84</b>	<b>4.81</b>	<b>4.41</b>



# 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 "judgment" 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 collecting as many accounts as possible to avoid judgment.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of "Intent to Foreclose" notices sent	262	300	348	400
Number of judgments on properties	47	60	106	100
Percent collected before judgment	82.06%	80%	69.5%	75%

- **Management of County Properties**

Strategic Objective: Obtain the highest return on properties that the County does acquire. Property can be sold either through lease or disposal. Maintain County database of properties.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of properties held for sale	140	145	146	150
Number of properties sold	1	1	4	5



# Property Management

- **Management of Contract Payment Collections**

Strategic Objective: 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of contracts	1	1	1	2
Dollar value collected	\$6,572	\$6,572	\$6,572	\$13,620

- **Management of Lease on County-Owned Property**

Strategic Objective: The Program provides property management services for Jackson County properties that are leased by third parties.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of contracts	5	5	4	4
Total revenue	\$221,513	\$221,552	\$209,292	\$235,500
Total direct expenditures	\$155,353	\$192,168	\$192,168	\$189,875

### 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 outright sales. The Program took over the service of leases associated with the Rogue Family Center last 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 increased in 2011 and 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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	-\$355	\$0	\$0	\$57,798	\$57,850
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$51,883	\$56,676	\$223,786	\$223,497	\$271,506
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$51,528</b>	<b>\$56,676</b>	<b>\$223,786</b>	<b>\$281,295</b>	<b>\$329,356</b>
<b>EXPENDITURES</b>					
Personal Services	\$32,685	\$31,922	\$33,557	\$31,591	\$65,889
Materials & Services	\$14,698	\$235,880	\$202,022	\$221,051	\$263,467
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$47,383</b>	<b>\$267,802</b>	<b>\$235,579</b>	<b>\$252,642</b>	<b>\$329,356</b>
<b>Full-Time Equivalent</b>	<b>0.43</b>	<b>0.43</b>	<b>0.43</b>	<b>0.40</b>	<b>0.99</b>



# 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:

- **Custodian of Public Funds – To Ensure the Safety and Liquidity of Public Funds**

Strategic Objective: Protect invested principal.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Invested principal lost during the year	\$0	\$0	\$0	\$0
Percentage of investments held in 3 <sup>rd</sup> party safekeeping	100%	100%	100%	100%
Percentage of deposits in qualified financial institutions	100%	100%	100%	100%

Strategic Objective: Diversify investments.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Percentage of investments in compliance with investment policy diversification criteria	100%	100%	100%	100%

Strategic Objective: Ladder investments to meet cash flow needs with a maximum duration of five years (three years prior to fiscal year 2011-2012).

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Portfolio weighted average maturity at June 30	1.20	1.98	2.50	2.50
Number of months portfolio exceeded maturity policy	0	0	0	0



# Treasury

- **Maximize Return on Investment - Invest Pooled Portfolio in Fixed Income At Competitive Rates**

Strategic Objective: Invest portfolio in fixed income instruments at competitive rates.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Average monthly balance invested funds	\$161,900,000	\$168,400,000	\$160,000,000	\$160,000,000
Percentage of total portfolio invested	95.6%	94.35%	95%	95%
Average portfolio rate of return for Jackson County portfolio	2.46%	1.69%	1.40%	1.50%
Benchmark - average rate of return for Local Government Investment Pool	0.65%	0.51%	0.50%	0.55%
Benchmark - average rate of return three year Treasury notes	1.45%	0.92%	0.30%	0.35%

- **Cash Management Integrity**

Strategic Objective: To ensure that all cash transactions with the County are properly recorded.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Total cash receipts verified	7,081	7,944	8,000	8,000
Percent of bank accounts reconciled within 30 days	100%	100%	100%	100%
Un-reconciled items at June 30	\$1,636	\$12	\$0	\$0
Percent of balance at June 30	0.06%	0%	0%	0%

### 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.

## *Treasury*

### *Financial Condition*

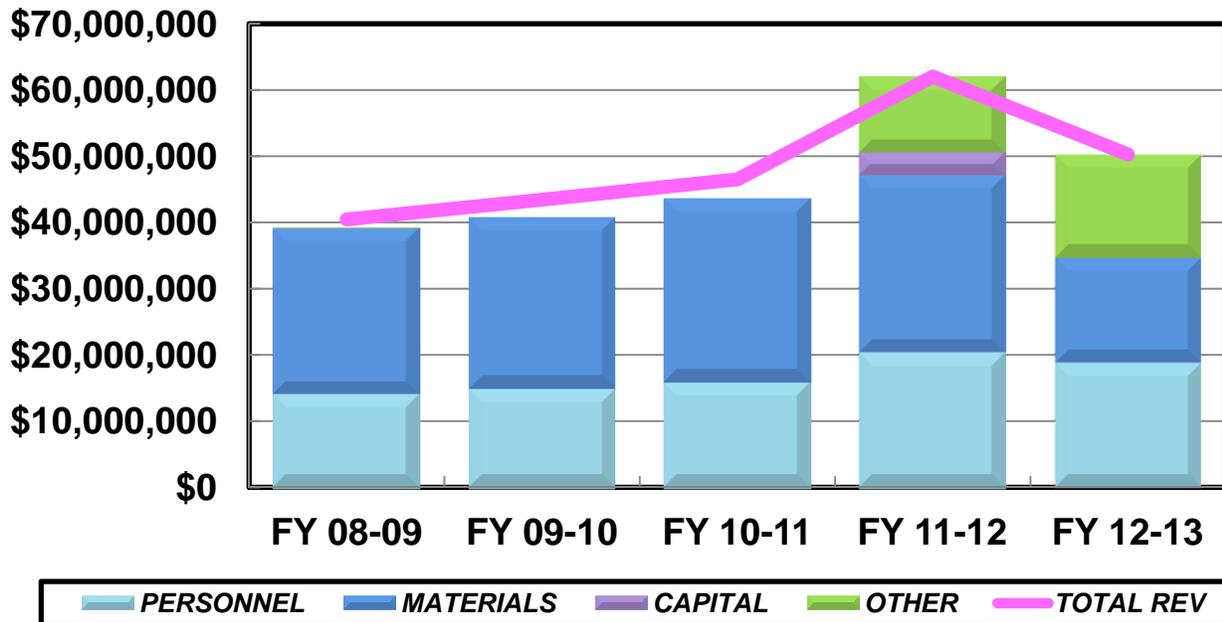
This Program is funded primarily through chargebacks to other Departments based on actual workload statistics. Chargebacks account for 99.2 percent of the Treasurer's budget. An additional 0.8 percent in revenue is received through the State County Assessment and Tax Fund (CATF) grant. Approximately 40 percent of chargebacks are attributed to the General Fund.

Program: 060102	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$3,014	\$2,419	\$1,934	\$1,608	\$1,423
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$169,652	\$193,789	\$173,456	\$174,098	\$175,122
Other	\$3,507	\$4,461	\$3,072	\$5,064	\$5,934
<b>Total</b>	<b>\$176,173</b>	<b>\$200,669</b>	<b>\$178,462</b>	<b>\$180,770</b>	<b>\$182,479</b>
<b>EXPENDITURES</b>					
Personal Services	\$141,459	\$151,390	\$142,719	\$152,988	\$160,460
Materials & Services	\$41,475	\$25,120	\$28,416	\$27,782	\$32,481
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$182,934</b>	<b>\$176,510</b>	<b>\$171,135</b>	<b>\$180,770</b>	<b>\$192,941</b>
<b>Full-Time Equivalent</b>	<b>1.87</b>	<b>1.88</b>	<b>1.44</b>	<b>1.50</b>	<b>1.50</b>



# HEALTH & HUMAN SERVICES

## 2008-2009 to 2012-2013



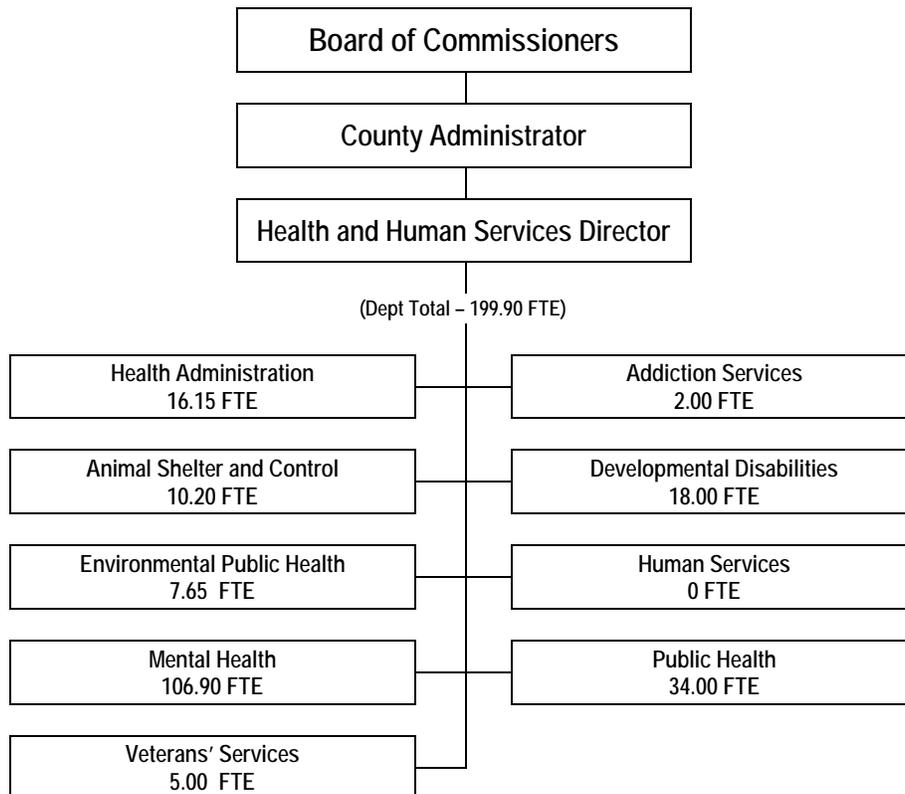
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>PERSONNEL</b>	\$14,004,563	\$14,834,852	\$15,831,047	\$20,314,003	\$18,763,737
<b>MATERIALS</b>	\$25,086,771	\$25,919,391	\$27,724,234	\$26,751,064	\$15,892,110
<b>CAPITAL</b>	\$57,147	\$20,050	\$0	\$3,500,000	\$80,000
<b>OTHER</b>	\$58,268	\$12,963	\$0	\$11,450,260	\$15,535,813
<b>TOTAL EXP</b>	\$39,206,749	\$40,787,256	\$43,555,281	\$62,015,327	\$50,271,660
<b>TOTAL REV</b>	\$40,464,443	\$43,422,212	\$46,512,350	\$62,015,327	\$50,271,660
<b>FULL-TIME EQUIVALENT</b>	197.95	205.90	236.75	233.50	199.90

Numbers for FY 08-09 through FY 10-11 are actual revenues and expenditures. FY 11-12 and FY 12-13 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, and staff was reduced in FY 12-13 due to reductions in State funding and turning responsibility for housing those who are innocent by reason of insanity.



# HEALTH AND HUMAN SERVICES

## Organization Chart



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

# HEALTH AND HUMAN SERVICES

## 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 2012-2013

- Approximately 52.9 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.
- In order to unify efforts, streamline administrative costs, and commit resources to a sustained strategy of early childhood investment, with measurable results, the Early Learning Council was created in the 2011-2013 Governor's Balanced Budget. Programs were slated to operate in their current form for the first year of the biennium, moving to the new system design in the second year of the biennium. This indicates that the process will continue to evolve in the coming year. It is still not clear which Health and Human Services' programs will be affected; however, likely to be impacted are: Maternal and 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 45.60 less than in fiscal year 2011-2012 due, primarily, to program reductions that will be outsourced and also due to flat State funding.
- The demand for services is greater than it has been in most program areas throughout the Department. The WIC caseload is serving 6,984 individuals. This is 107 more than last year. The program peaked in August, serving nearly 7,100 individuals.

#### Major Issues and Service Level Accomplishments for Prior Year

- In 2011, Mental Health saw an increase in demand for services with 4,800 individuals being served over the course of the year. At the end of the year, 2,410 individuals (965 children and 1,445 adults) were in active treatment. In 2011, Mental Health served 117 individuals in foster care and successfully moved 12 into independent living in the community.



# HEALTH AND HUMAN SERVICES

- In 2011, Animal Control's volunteers averaged close to 1,000 hours per month. There were 2,800 stray and surrendered cats and 2,150 stray and surrendered dogs taken in last year. Just over 1,700 of those animals were reunited with owners or adopted.
- Women, Infants and Children (WIC) - the nutritional supplement program for low income pregnant women and those with children (under the age of five) - has seen a dramatic increase in caseload from 6,877 to 6,984 in the last year. The program peaked in August, serving 7,099 individuals.
- In the Environmental Public 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.
- The Developmental Disabilities Program currently has approximately 960 children and adults with developmental disabilities enrolled in services. 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.
- 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 and past 30 day non-medical use of prescription pain medication among youth ages 12-21.
- 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*

The Health Administration Program provides direction and administrative support, including budgeting, compliance, 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 to include budgeting, contracts, personnel, program planning, and compliance.

- **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 the 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. There is no General Fund support to this Program.



## *Health Administration*

Program: 240101	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$10,427,274	\$11,273,832	\$12,293,002	\$11,050,000	\$233,600
Federal Gov't	\$30,815	\$144,294	\$68,285	\$0	\$0
Fees & Charges	\$24,835	\$426,253	\$420,106	\$1,575,930	\$2,265,338
Other	\$380,831	\$1,264,080	\$1,029,923	\$15,746,169	\$16,946,585
<b>Total</b>	<b>\$10,863,755</b>	<b>\$13,108,459</b>	<b>\$13,811,316</b>	<b>\$28,372,099</b>	<b>\$19,445,523</b>
<b>EXPENDITURES</b>					
Personal Services	\$129,742	\$99,253	\$32,317	\$1,018,801	\$1,592,880
Materials & Services	\$10,443,018	\$12,601,445	\$13,449,503	\$12,397,379	\$2,316,830
Capital Outlay	\$57,146	\$0	\$0	\$3,500,000	\$0
Other	\$37,204	\$0	\$0	\$11,450,260	\$15,535,813
<b>Total</b>	<b>\$10,667,110</b>	<b>\$12,700,698</b>	<b>\$13,481,820</b>	<b>\$28,366,440</b>	<b>\$19,445,523</b>
<b>Full-Time Equivalent</b>	<b>5.71</b>	<b>6.19</b>	<b>8.53</b>	<b>12.75</b>	<b>16.15</b>



# Addiction Services

## *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, aims 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 Addiction Services Program is helping to meet County goal: (1) Protect the health, safety, and well-being of all citizens.

## *Program Information*

The Addiction Services Program provides the following services:

- **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 services include sobering; 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 3,500 sobering and treatment episodes are publically funded through the County each year. This represents only a fraction of the total number of individuals receiving services in the County, as many individuals access services through insurance, self-pay, or other means.

**Projected Episodes of Care by Service Level:  
Fiscal Year 2011-2012**

Level of Care	# of Treatment Episodes	% of Episodes
Sobering	2,112	59.3
Outpatient Treatment	559	15.7
Child Welfare Outpatient	71	1.9
Youth Residential	22	0.6
Adult Residential	319	8.9
Dependent Children-Adult Res	104	2.9
Medication Assisted Treatment	392	11
Total	3,579	100



## Addiction Services

The initiation of treatment itself functions as an intervention, with individuals experiencing any treatment showing improved results over individuals who do not access treatment. Individuals who complete treatment consistently demonstrate lower rates of substance abuse, criminal recidivism, and higher median incomes and employment.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent of adults completing residential treatment successfully	n/a	59%	64%	64%

- **Gambling Treatment**

Strategic Objective: Provide problem gambling treatment services to the problem gambler and affected family members to reduce the harm caused by problem gambling.

Problem gambling services are provided free of charge to the problem gambler and affected family members. In fiscal year 2010-2011, Jackson County providers delivered services to 64 adults. Of these, 86 percent completed treatment successfully. In the first two quarters of fiscal year 2011-2012, services were provided to 62 individuals, suggesting that the need for problem gambling treatment may be increasing.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Percent of adults completing residential treatment successfully	n/a	86%	84%	86%

- **Prevention**

Strategic Objective: Implement prevention activities designed to raise the level of knowledge about the risks associated with substance abuse, problem gambling, and other high-risk behavior, through collaborative planning, community and provider coordination, and outcome based community services.

Alcohol, drug, and problem gambling prevention services are delivered at all three levels indicated by the Institute of Medicine: universal, selected, and indicated.

## *Addiction Services*

Direct services are provided, using evidence-based programs, to students in at least six area schools, reaching over 2,000 youth (universal prevention). Students at increased risk of substance use, referred by school personnel or probation, are invited to participate in prevention groups (selected prevention), and those who have initiated use are referred for individual screening (indicated prevention).

Prevention services also include community-wide initiatives and education campaigns. In fiscal year 2010-2011, Jackson County hosted a *Southern Oregon Prescription Drug Summit*, in conjunction with Oregon Partnership, U.S. Attorney Dwight Holton, OnTrack treatment agency, and long-time community partner, KOBI-TV. The summit brought together professionals, students, and community members, from diverse sectors of our community, for a day-long exposition of the impact of prescription drug abuse.

From the recognition that the abuse of prescription medication has increased significantly in our State and region, Jackson County also partnered with our local Public Health Officer to outreach to physicians, dentists, and pharmacists about this problem. Two community meetings, attended by an average of 18 medical professionals, yielded the formation of an online forum to facilitate the sharing of resources and information related to screening for substance use disorders in primary care settings, adopting protocol for managing opiate abusing patients, and developing a community standard for safe and responsible opiate prescribing. This coalition has continued to meet in fiscal year 2011-2012 and will be sponsoring a Southern Oregon Pain Conference as well as developing a local "standard of care" for safe opiate prescribing.

In addition to maintaining a presence in our public middle and high schools, the Jackson County Prevention Program initiated collaboration with Southern Oregon University and assisted in the development of the new Campus Alcohol and Drug Taskforce, as well as the Healthy Campus Campaign. The Healthy Campus Campaign launched a media campaign focused on encouraging help-seeking and pro-social behaviors.

Prevention workforce development is a priority for fiscal year 2011-2012. The Substance Abuse Prevention Specialist Training will be offered free of charge to individuals working in the field who wish to pursue licensure as certified prevention specialists. Jackson County will support a minimum of ten individuals to be trained.



## Addiction Services

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Increase frequency and diversity of macro-level prevention activities	n/a	3*	5**	5**
Increase workforce development and prevention	n/a	3*	5**	5**

\*Opiate Prescribers Group, Healthy Campus Campaign, LIFE Art Suicide Prevention.

\*\*Marijuana Civility Talks, Secondary School Marijuana Policy Summit, Marijuana Media Campaign, Strengthening Families, Youth Warriors.

### Significant Issues in the Year Ahead

The Local Alcohol and Drug Planning Committee has identified three priorities for fiscal year 2011-2012 that will likely continue into the next year: workforce development, prescription drug misuse, and the rise in marijuana use, particularly among youth. A community-wide media campaign will be launched to increase the public awareness of the health risks associated with marijuana and the Addiction Services Program will collaborate with schools and other community efforts to address this problem.

How Health System Transformation will affect the Addiction Services Program is uncertain; it is likely that the funding structure will change, from separate funding streams for each level of service, to a global funding model. Services are expected to continue as currently provided through fiscal year 2012-2013, but may look very different with the implementation of Coordinated Care Organizations in 2014.

### Financial Condition

The Addiction Services Program is funded primarily through State and Federal funds, with other funding dedicated through the beer and wine tax and drug forfeitures. Continuing economic uncertainties may affect the State funding for treatment services. Research has shown that Oregon 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. Treatment and prevention funding will likely be merged through a flexible, global funding model. This Program will receive \$162,828 in General Fund support.



## *Addiction Services*

Program: 240103	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$3,926,523	\$3,265,074	\$3,381,757	\$3,144,150	\$3,173,084
Federal Gov't	\$567,927	\$340,164	\$317,928	\$84,000	\$180,000
Fees & Charges	\$39,950	\$44,819	\$57,725	\$276,444	\$31,801
Other	\$243,795	\$172,991	\$328,260	\$172,204	\$162,828
<b>Total</b>	<b>\$4,778,195</b>	<b>\$3,823,048</b>	<b>\$4,085,670</b>	<b>\$3,676,798</b>	<b>\$3,547,713</b>
<b>EXPENDITURES</b>					
Personal Services	\$353,128	\$342,309	\$398,996	\$444,823	\$230,374
Materials & Services	\$4,228,400	\$3,612,822	\$3,716,758	\$3,231,975	\$3,317,339
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$4,581,528</b>	<b>\$3,955,131</b>	<b>\$4,115,754</b>	<b>\$3,676,798</b>	<b>\$3,547,713</b>
<b>Full-Time Equivalent</b>	<b>3.26</b>	<b>4.20</b>	<b>3.55</b>	<b>2.05</b>	<b>2.00</b>



# 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Dogs handled	2,212	2,300	2,200	2,100
Cats handled	2,945	3,200	2,950	2,800
Dogs/cats returned/adopted (5 year average - 2,090)	1,871	2,000	1,750	1,900

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 5,304 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 2,090 program dogs and program cats. The remaining dogs and 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 Investigation**

Strategic Objective: Investigate dangerous dog complaints, potential livestock damage by dogs, nuisance dog complaints, and concerns of companion animal neglect/abuse. Take necessary actions to prevent ongoing problems.



## *Animal Shelter and Control*

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Dangerous dog/livestock	374	380	340	350
Nuisance	340	370	400	430
Cruelty/neglect	242	360	320	350
Animal bites to humans	374	460	550	575

There is a continued growing need for our services. There are 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 6,500 cases per year.

- **Licensing**

Strategic Objective: Assure current rabies vaccination and licensure of all dogs over six months of age. Increase the number of licensed cats (currently voluntary) and the number of cats vaccinated against rabies.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Annual dog licenses	20,560	25,000	20,600	21,000

Our primary goal is to continue to protect human and animal health and safety. Our secondary goal is to strongly encourage voluntary license compliance for dogs and to have an increased number of licensed cats. We will reach this goal through awareness and education programs and enforcement action, as warranted. This will be necessary to increase our primary funding source. More importantly it will assure dogs and cats are properly vaccinated against rabies, which is deadly and transferable to other animals and humans. We will also be able to quickly return dogs and cats that are wearing a license to the owner. This will reduce the cost of care by reducing the time spent in the shelter. It will also be an assurance to the citizens of Jackson County when they see licensed dogs or cats 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 are also benefits for owners of a licensed dog which includes a reduced fee to redeem their dog. Owners of non-licensed dogs will pay a higher fee that includes a penalty. The hope is that this will encourage voluntary compliance. More



## *Animal Shelter and Control*

licensed dogs and cats will also increase our redemption numbers, getting more dogs and cats 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Calls to remove a dead animal from the roadway	448	500	460	470
Deer and wildlife disposed of	314	450	320	320
Dogs and cats	194	280	250	250
Animals disposed of for veterinarians	1,352	2,000	1,450	1,400

The five-year average is 2,670 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 and the changing needs of our citizens. 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.

Animal Care and Control has recently formed an alliance with our local shelters and welfare organizations. We will be working together to find ways to share resources and to reach a combined goal of reducing the number of dogs and cats that enter our shelters each year. This will be a new challenge for each group. We are all committed to finding ways to reduce the growing conflicts between pets and people in our County.

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 affect the amount of both financial and volunteer help that is being received. Staff continues to look at finding more creative ways to utilize the resources that are available, to enhance services, and to provide for the needs of animals in the care of this Program.



## *Animal Shelter and Control*

### *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 and fines, and, in some areas, through donations. There is no General Fund support for Animal Shelter and Control.

Program: 240107	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$159,937	\$381,086	\$214,127	\$259,339	\$401,693
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$745,047	\$657,163	\$665,333	\$807,010	\$818,796
Other	\$169,226	\$180,118	\$155,865	\$366,049	\$437,292
<b>Total</b>	<b>\$1,074,210</b>	<b>\$1,218,367</b>	<b>\$1,035,325</b>	<b>\$1,432,398</b>	<b>\$1,657,781</b>
<b>EXPENDITURES</b>					
Personal Services	\$622,751	\$576,594	\$569,037	\$714,128	\$753,431
Materials & Services	\$579,479	\$535,608	\$609,313	\$718,270	\$824,350
Capital Outlay	\$0	\$0	\$0	\$0	\$80,000
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,202,230</b>	<b>\$1,112,202</b>	<b>\$1,178,350</b>	<b>\$1,432,398</b>	<b>\$1,657,781</b>
<b>Full-Time Equivalent</b>	<b>10.35</b>	<b>10.23</b>	<b>10.25</b>	<b>10.20</b>	<b>10.20</b>



# Developmental Disabilities

## 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 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 that is enrolled in case-management, 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, while spared in the 2011-2012 budget, was slated for removal from the State's budget in April, 2012.)*

- **Employment**

Strategic Objective: Provide developmentally disabled adults, in comprehensive and support services, with the opportunity to be competitively employed in community settings with supports as necessary.



## *Developmental Disabilities*

- **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**

The Developmental Disabilities Program currently has 960 children and adults enrolled in services. That is a 5 percent increase over the past 12 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.

One specific area of development will be in the kids' residential system. Currently, any child in Jackson County, or within our six-county region that goes into crisis and requires placement in a children's residential bed, must be placed in facilities in the Willamette Valley, in the Portland/Metro area. This places a strain on both the child and the family and has had an obvious negative impact on the relationship between the two. Currently, the State has only three potential beds within our region and those are in Jackson County. Unfortunately those beds have been full for several years. It is our goal to decrease the numbers of kids that must be placed both out-of-county and out of our region during the next year.

Along with the increase in caseload, the Developmental Disabilities Program continues to experience 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 training for the purpose of ensuring providers are better able to maintain client placements long term.

With the loss of short term crisis funds to support those we serve, we are continuing to re-evaluate the purpose of the regional crisis program housed at Jefferson Behavioral Health. 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



## *Developmental Disabilities*

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 is often more expensive to resolve.

The Developmental Disabilities Program 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 is 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. In the 2011-2012 Department of Human Services’ (DHS) budget, the State set aside \$600,000 for starting family to family networks, largely based on our own local Parent to Parent program. The local Community Developmental Disabilities Program (CDDP) and partners were looking forward to pursuing some of the funding and working together to make this a reality. As of January 2012, families are at risk of losing the funding for this valuable program. If it is revived at some point, we expect to, once again, work with our community partners to make this a reality.

### *Financial Condition*

Historically, the State of Oregon funds the operations of CDDPs across the State at 95 percent of what the State believes it would cost them if they were to provide the same service themselves. Due to the current economic conditions in the State of Oregon, the funding formula for Targeted Case Management (TCM) this biennium was cut by 2 percent and administrative funds reduced by 10 percent. However, because of the growth of our caseload in recent years, we realized an actual increase in funding between our administrative funds and TCM. This increase allowed us to increase our full-time equivalent (FTE) positions by 2.0, bringing us to a total of 19.0 FTE. This is still short of the 24.0 FTE that the State funded in their budget model. As of April 2012, we will have taken yet another cut of 8 percent in our TCM funds, bringing us to 85 percent of funding in administrative and Targeted Case Management.

These cuts to our operational budget are also in addition to significant cuts to service dollars paid to local providers of residential, vocational, and in-home supports for children and adults.

The Developmental Disabilities Program once again entered fiscal year 2011-2012 in solid financial condition, due to the hard work of the dedicated employees, to ensure that the State’s contractual obligation is met for case management contacts even with significantly less staff than the State had provided funding for. As with many human services organizations, fiscal year 2012-2013 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.



## *Developmental Disabilities*

Program: 240109	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$2,021,902	\$2,280,751	\$2,084,987	\$1,974,941	\$2,687,643
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$0	\$0	\$0	\$0	\$0
Other	\$23,437	\$29,146	\$15,759	\$87,148	\$0
<b>Total</b>	<b>\$2,045,339</b>	<b>\$2,309,897</b>	<b>\$2,100,746</b>	<b>\$2,062,089</b>	<b>\$2,687,643</b>
<b>EXPENDITURES</b>					
Personal Services	\$947,828	\$1,168,696	\$1,221,575	\$1,285,728	\$1,575,199
Materials & Services	\$869,331	\$893,197	\$937,117	\$776,361	\$1,112,444
Capital Outlay	\$0	\$6,760	\$0	\$0	\$0
Other	\$21,063	\$12,963	\$0	\$0	\$0
<b>Total</b>	<b>\$1,838,222</b>	<b>\$2,081,616</b>	<b>\$2,158,692</b>	<b>\$2,062,089</b>	<b>\$2,687,643</b>
<b>Full-Time Equivalent</b>	<b>17.00</b>	<b>18.00</b>	<b>18.00</b>	<b>16.00</b>	<b>18.00</b>



# Environmental Public Health

## *Program Purpose*

The Environmental Public 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 Public 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 food borne and water borne illness.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Annual inspections completed	2,436	2,436	2,351	2,351
Drinking water systems	42	41	42	41
Food handlers tested	5,481	5,500	5,662	5,700

- **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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of citizen complaints that require response	67	90	60	60



# Environmental Public 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.

## 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 that 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. Funding was reduced by 50 percent beginning in fiscal year 2011-2012, with no indication that it will increase in future years. There is no General Fund support for this Program.

Program: 240106	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$141,630	\$137,388	\$121,835	\$123,000	\$127,715
Federal Gov't	\$31,202	\$30,000	\$23,555	\$30,000	\$15,000
Fees & Charges	\$728,815	\$766,699	\$767,352	\$761,600	\$895,380
Other	\$9,830	\$8,508	\$7,045	\$33,157	\$0
<b>Total</b>	<b>\$911,477</b>	<b>\$942,595</b>	<b>\$919,787</b>	<b>\$947,757</b>	<b>\$1,038,095</b>
<b>EXPENDITURES</b>					
Personal Services	\$584,036	\$609,864	\$629,910	\$703,167	\$757,829
Materials & Services	\$186,037	\$184,319	\$207,953	\$250,249	\$280,266
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$770,073</b>	<b>\$794,183</b>	<b>\$837,863</b>	<b>\$953,416</b>	<b>\$1,038,095</b>
<b>Full-Time Equivalent</b>	<b>8.27</b>	<b>7.58</b>	<b>7.55</b>	<b>7.65</b>	<b>7.65</b>



# 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.

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 Commission on Children and Families 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.



## *Human Services*

Program: 240102	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$1,705,244	\$1,532,649	\$1,319,658	\$1,400,273	\$865,396
Federal Gov't	\$513,183	\$365,251	\$425,823	\$380,949	\$348,765
Fees & Charges	\$0	-\$210	-\$35	\$0	\$0
Other	\$582,651	\$578,278	\$579,125	\$577,340	\$0
<b>Total</b>	<b>\$2,801,078</b>	<b>\$2,475,968</b>	<b>\$2,324,571</b>	<b>\$2,358,562</b>	<b>\$1,214,161</b>
<b>EXPENDITURES</b>					
Personal Services	\$267,961	\$203,294	\$208,714	\$160,367	\$52,865
Materials & Services	\$2,486,079	\$2,263,625	\$2,261,232	\$2,198,195	\$1,161,296
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$2,754,040</b>	<b>\$2,466,919</b>	<b>\$2,469,946</b>	<b>\$2,358,562</b>	<b>\$1,214,161</b>
<b>Full-Time Equivalent</b>	<b>3.20</b>	<b>3.20</b>	<b>2.50</b>	<b>1.50</b>	<b>0.00</b>



# 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.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Individuals served	3,069	4,636	4,900	4,800
Crisis interventions provided	884	1,927	2,100	2,100
Pre-commitment investigation completed	462	798	688	700

The Mental Health Program continues to experience increased demand for services, with 4,800 clients served over the course of the year. At the end of the year, 2,410 individuals (965 children and 1445 adults) were in active treatment. The Access Team receives over 400 calls for services each month. This year we implemented an open access process whereby individuals can come to the clinic and be seen for an assessment that same day. Crisis interventions have also increased by around 9 percent. Enhancement of crisis intervention strategies include increased mobile crisis response and expanded diversion options.

- **Adult Outpatient Services**

Strategic Objective: Provide a comprehensive continuum of evidence-based outpatient treatment services to reduce



## Mental Health

mental health symptoms and foster improved daily living and stability in the community.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Individuals with severe mental illness receiving intensive community support services to sustain capacity to live in the community	n/a	130	220	200

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.

- **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.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Reduction in behavioral problems by parent report following PCIT	n/a	79%	88%	85%
Improvement in housing status, school performance, social network, and reduction in self-harm from entry to wraparound program	n/a	n/a	65%	75%

Services include: 1) crisis intervention, assessment, psychiatric services, and psychotherapy; 2) evidence-based practices in children's mental health, including Parent-Child Interaction Therapy (PCIT) and collaborative problem solving; and 3) intensive community-based



## *Mental Health*

treatment supports to families raising children with serious emotional disorders.

Staff continues to see good outcomes from Parent-Child Interaction Therapy and continue to train other providers in the community in the use of this intervention. 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. The program involves regular measurement of progress in school attendance and improved behavior at home and in the community. The data for Josephine and Jackson County reflect that children show a significant improvement in the first year of the program.

- **Residential Services**

Strategic Objective: Provide mentally ill adults with a comprehensive continuum of residential options and housing supports.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Successful transition from foster care to the community	7	9	12	23

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 and at imminent risk of hospitalization.

In 2011, the Mental Health Program served 117 individuals in foster care and successfully moved 12 into independent living in the community. The transitional-supported housing program served 32 individuals and moved 13 into their own stable housing. Staff successfully accepted four 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.

## *Mental Health*

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Discharge from SRTF to lower level of care	4	2	8	8

Services include: 1) the Hazel Center Secure Residential Treatment Facility (SRTF) which houses and treats 16 clients, eight under the PSRB, 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.

In 2011, three adults with serious mental illness were successfully transitioned to a lower level of care from the 16 bed secure residential treatment facility. In 2011 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, 12 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, two individuals successfully completed their supervision and two moved into independent living with two gaining regular employment.

### **Significant Issues in the Year Ahead**

The coming year will see significant changes in how health care is provided to the Medicaid population. Coordinated Care Organizations will aim to significantly reduce health care costs through the integration of physical and behavioral health, a focus on prevention, primary care homes, and community outreach to individuals with high utilization. For the Mental Health Program this will mean a change in funding streams and the development of new approaches to addressing the multiple medical needs of individuals who have complex chronic health conditions that often involve mental health and substance abuse components. Current efforts to develop a collaborative health care delivery system in partnership with hospitals, primary care clinics, physician groups, and managed care organizations will continue as Coordinated Care Organizations become established in the County.

It will be a challenge to respond to these changes in the context of shrinking budget revenues and increasing costs. The Mental Health Program will focus on its key program areas and aim to ensure the continuity of services and infrastructure through the transition. Essential elements of the community mental health program include: community crisis response; specialty psychiatric care; specialized, evidence based psychotherapeutic interventions; and community support services to those with severe mental illness.



## *Mental Health*

In response to an increased demand for services, the past year has seen a significant increase in clinical staff and expansion of our services to additional facilities. In the year ahead, this expansion will be consolidated through program and staff development and more efficient models of service delivery.

The community, as a whole, has seen a significant increase in mental health crises to which the Mental Health Program is challenged to respond. In dialogue with a mental health subcommittee of the Public Safety Coordinating Council, several initiatives have been proposed and will be implemented in the coming year. These include: a monthly, interagency Community Crisis staffing meeting; recruitment of a social worker to work with mentally ill offenders; expanded mobile crisis intervention in the community by program staff; and development of locations that can provide stabilization and observation for individuals in crisis.

Major efforts will continue to improve the effective use of the current electronic health records. Building on significant improvements in billing and payment functions in the past year, the focus will be on improving the quality of clinical documentation. Significant training initiatives, as well as increased monitoring and enforcement of standards, will be the goals of management and an expanded quality management staff.

### *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.



## *Mental Health*

Program: 240112	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$11,500,637	\$13,605,344	\$16,303,050	\$16,898,160	\$15,098,903
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$356,988	\$309,860	\$230,700	\$185,460	\$218,000
Other	\$147,489	\$106,892	\$124,665	\$404,261	\$0
<b>Total</b>	<b>\$12,005,114</b>	<b>\$14,022,096</b>	<b>\$16,658,415</b>	<b>\$17,487,881</b>	<b>\$15,316,903</b>
<b>EXPENDITURES</b>					
Personal Services	\$7,865,686	\$8,331,148	\$9,097,193	\$12,154,872	\$10,249,322
Materials & Services	\$3,606,783	\$3,900,066	\$4,572,995	\$5,333,009	\$5,067,581
Capital Outlay	\$0	\$6,300	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$11,472,469</b>	<b>\$12,237,514</b>	<b>\$13,670,188</b>	<b>\$17,487,881</b>	<b>\$15,316,903</b>
<b>Full-Time Equivalent</b>	<b>105.18</b>	<b>110.15</b>	<b>137.77</b>	<b>138.20</b>	<b>106.90</b>



# Public Health

## *Program Purpose*

The focus of the Public Health Program is to protect and promote the health of all Jackson County citizens. Services include immunizations, communicable disease investigation and education, maternal and child health, reproductive health clinic, tobacco prevention and education, teen pregnancy and HIV/AIDS prevention, school-based health centers; Women, Infants, and Children (WIC), and chronic disease prevention education and interventions. 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:

- **Communicable Disease Investigation, Education, and Resources**

Strategic Objective: Investigate 100 percent of reportable diseases, screen and test contacts when appropriate, provide information and resources to health care community and public on communicable diseases.

In 2011, Public Health investigated 127 reports of communicable diseases, not including Sexually Transmitted Diseases (STD's) and Hepatitis C. Of those 127, the most common were Campylobacter and Salmonella, with E. coli and Giardia as other common diseases. There were four documented outbreaks in the same time frame. Investigations and outbreaks can involve multiple days of follow-up, for even just one client, depending on the health of the client, resource needs of the physician or lab, or other demographic factors that may affect the investigation. There was one active Tuberculosis (TB) case in 2011 that required daily, Directly Observed Therapy (DOT) by a clinic nurse, for six months.

- **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. Services are prioritized for families with multiple barriers, including drug and alcohol dependency, teen parents, homeless families, issues of Domestic Violence, and language barriers.



## *Public Health*

In 2011, Maternal Child Health staff increased education in areas of maternal mental health, domestic violence screening and support and increased linkages to external partners through attendance at local meetings of the Multi-Disciplinary Team (MDT), Child Abuse Network (CAN), and the Early Childhood Partnership Team (ECPT). These linkages, along with internal strengthening of relationships, help support more efficient referral and service systems for our families.

- **Family Planning**

Strategic Objective: Provide contraceptive services and education to low income men and women to prevent unintended pregnancies. Reduce teen pregnancy rates.

In 2011, Jackson County's Public Health Reproductive Health Clinic served 34 percent (2,845) of those seeking family planning services under a Federal waiver program, CCare. Clients seeking services at Public Health can access STD testing and counseling, free pregnancy testing, a full spectrum of birth control, and are provided a "warm hand-off" to other services like WIC, maternal child health, immunizations and HIV case management. Jackson County has the 10<sup>th</sup> highest teen pregnancy rate in Oregon, and the 13<sup>th</sup> highest Latina teen pregnancy rate. In 2012, Public Health will focus on education programs aimed at reducing these rates

- **Immunization**

Strategic Objective: Provide comprehensive immunization services for infants, children, and adults to decrease the incidence of vaccine-preventable diseases. The immunization program also works closely with local schools to assure compliance with Oregon vaccination laws, and works with Communicable Disease to assure the reduction of vaccine preventable diseases.

The immunization program meets all mandates of tracking, forecasting, and assuring vaccines are managed as required. In addition, the program does outreach and education to local providers and communities to assure up to date information is shared. Recent activities have included work with schools in Ashland to address low immunization rates, in pockets of that community, either through increased immunizations or through education of what to do in an impending outbreak situation.

- **Women, Infants, and Children (WIC)**

Strategic Objective: The Women, Infants and Children program is a Federally funded nutrition based program focused on improving the health of pregnant



## *Public Health*

women and children up to age five, through the provision of nutritional foods, education, and support services like nutrition and breastfeeding counseling. WIC also works closely with other internal programs to assure that WIC clients access immunizations, maternal child health services, and family planning, as needed.

In the 2010-2011 fiscal year, Jackson County's WIC program served 57.6 percent of all pregnant women in the County and saw 10,671 clients. Of these families, 64 percent have one or more parents working; however, they still met income or nutrition guidelines for the program. The community also benefits from this program in that \$3,759,483 was redistributed to local retailers in the form of food coupon payments.

### **Significant Issues in the Year Ahead**

Jackson County Public Health, like many other programs, has many opportunities and challenges in the year to come. Opportunities include efficiency and increased service delivery changes, as fueled by Coordinated Care Organizations and the development of the Early Learning Council. The success of these opportunities will be based on efforts to improve efficiencies, collaborations, and the focus on preventative efforts to improve health and learning in our citizens, all that are tenants of the foundation of Public Health. In addition, the Public Health Program is looking forward to the success of new programs: Cuidate! (take care of yourself), a Latino Health Education program to reduce HIV/AIDS and teen pregnancy, and a Climate Health focused grant. Both of these programs fuel new collaborations and, therefore, increased promotion of Public Health ideas.

As far as challenges, the Public Health Program mirrors other communities and agencies that are at risk of losing local, State, and Federal funding that support traditionally funded programs. These losses in funding do not necessarily equate with less requests for services, as Public Health programs often swell during economic downturns. Despite these challenges, this Program is primed to work collaboratively with local, State and regional partners to mitigate the effect on our clients and the community as a whole.

### ***Financial Condition***

The County General Fund pays 15.2 percent of the cost of providing public health services. The majority of the Public Health Program is fully funded 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. In addition, many critical health and safety services, like communicable disease investigation and immunizations, are not fully funded or billable to adequately protect the public.



## *Public Health*

<b>Program: 240105</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Adopted</b>	<b>2012-2013 Adopted</b>
<b>REVENUES</b>					
State/Local Gov't	\$2,673,519	\$2,994,130	\$2,892,565	\$2,433,705	\$2,438,066
Federal Gov't	\$839,896	\$1,132,942	\$1,162,549	\$1,155,500	\$1,136,441
Fees & Charges	\$948,148	\$578,131	\$560,822	\$621,220	\$567,916
Other	\$1,041,167	\$328,457	\$415,826	\$860,062	\$742,521
<b>Total</b>	<b>\$5,502,730</b>	<b>\$5,033,660</b>	<b>\$5,031,762</b>	<b>\$5,070,487</b>	<b>\$4,884,944</b>
<b>EXPENDITURES</b>					
Personal Services	\$2,811,979	\$3,105,817	\$3,250,152	\$3,331,915	\$3,184,001
Materials & Services	\$2,567,170	\$1,799,514	\$1,839,790	\$1,738,572	\$1,700,943
Capital Outlay	\$0	\$6,990	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$5,379,149</b>	<b>\$4,912,321</b>	<b>\$5,089,942</b>	<b>\$5,070,487</b>	<b>\$4,884,944</b>
<b>Full-Time Equivalent</b>	<b>38.88</b>	<b>40.15</b>	<b>42.40</b>	<b>38.20</b>	<b>34.00</b>



# 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 to them from the Federal government because they were wounded, became ill or injured while in the military, or because they are now disabled and low income, or because they are in need of the care and assistance of another person.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Interviews completed	5,010	6,001	6,350	6,350

**Significant Issues in the Year Ahead**

Fulfill the requirements of Senate Bill 1100 and Senate Bill 5629-A which stipulate that County Veterans' Services 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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$108,889	\$98,440	\$91,498	\$91,509	\$92,397
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$9,396	\$9,942	\$8,462	\$10,000	\$10,000
Other	\$154,691	\$173,789	\$237,144	\$298,747	\$376,500
<b>Total</b>	<b>\$272,976</b>	<b>\$282,171</b>	<b>\$337,104</b>	<b>\$400,256</b>	<b>\$478,897</b>
<b>EXPENDITURES</b>					
Personal Services	\$211,133	\$187,335	\$231,359	\$313,206	\$367,836
Materials & Services	\$95,293	\$107,530	\$105,719	\$87,050	\$111,061
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$306,426</b>	<b>\$294,865</b>	<b>\$337,078</b>	<b>\$400,256</b>	<b>\$478,897</b>
<b>Full-Time Equivalent</b>	<b>3.80</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>

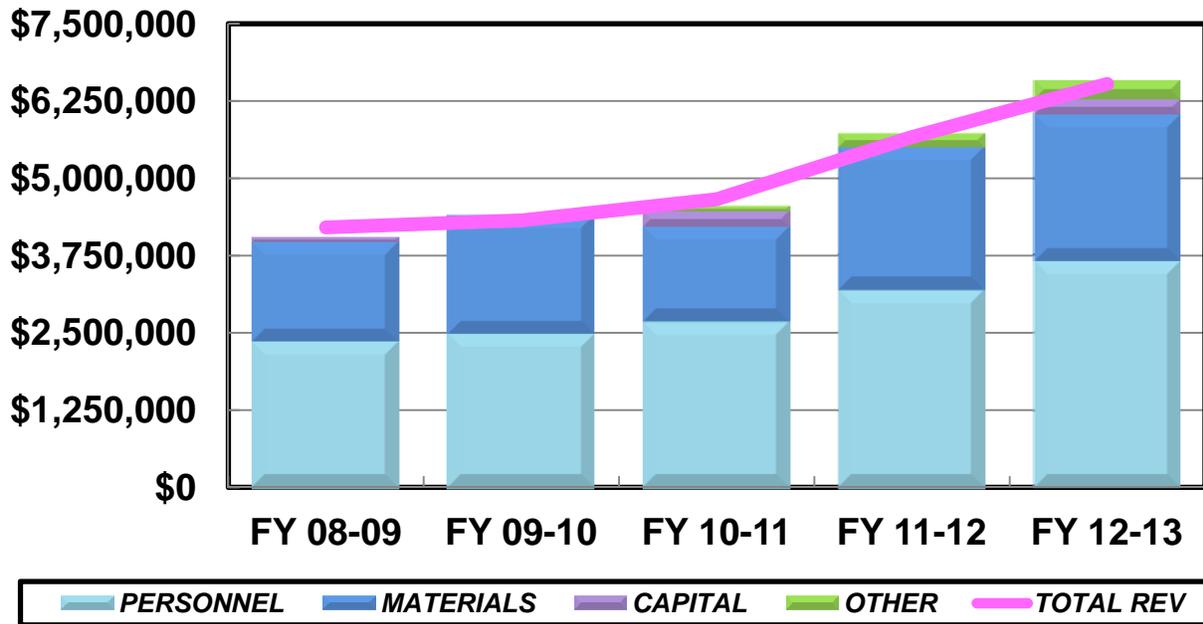


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# INFORMATION TECHNOLOGY

## 2008-2009 to 2012-2013



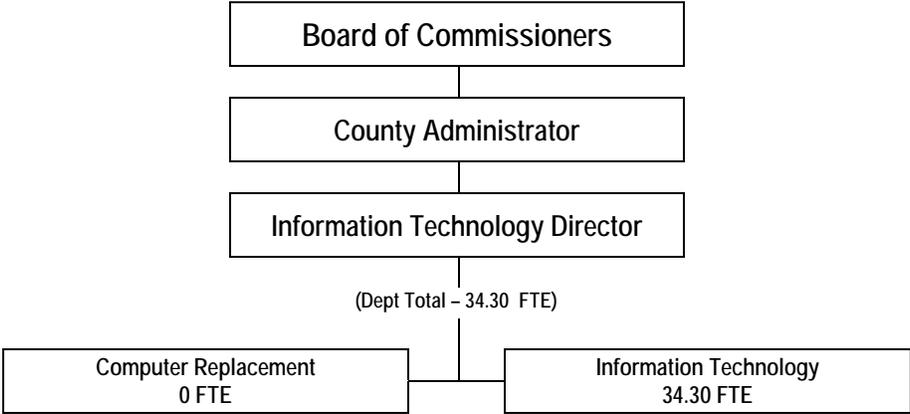
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>PERSONNEL</b>	\$2,344,605	\$2,470,735	\$2,668,352	\$3,177,770	\$3,641,393
<b>MATERIALS</b>	\$1,609,321	\$1,919,540	\$1,533,658	\$2,308,919	\$2,366,110
<b>CAPITAL</b>	\$87,185	\$0	\$260,916	\$0	\$249,713
<b>OTHER</b>	\$0	\$0	\$84,144	\$224,883	\$309,036
<b>TOTAL EXP</b>	\$4,041,111	\$4,390,275	\$4,547,070	\$5,711,572	\$6,566,252
<b>TOTAL REV</b>	\$4,205,668	\$4,318,487	\$4,662,374	\$5,668,684	\$6,523,364
<b>FULL-TIME EQUIVALENT</b>	28.00	26.00	30.00	30.50	34.30

Numbers for FY 08-09 through FY 10-11 are actual revenues and expenditures. FY 11-12 and FY 12-13 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 new software being installed in the Assessor's Office will require 3.80 additional FTE. Since the new system will be operated and maintained in-house when the project has been implemented, some of the FTE will be reduced and some will be retained.



# INFORMATION TECHNOLOGY

## 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 2012-2013

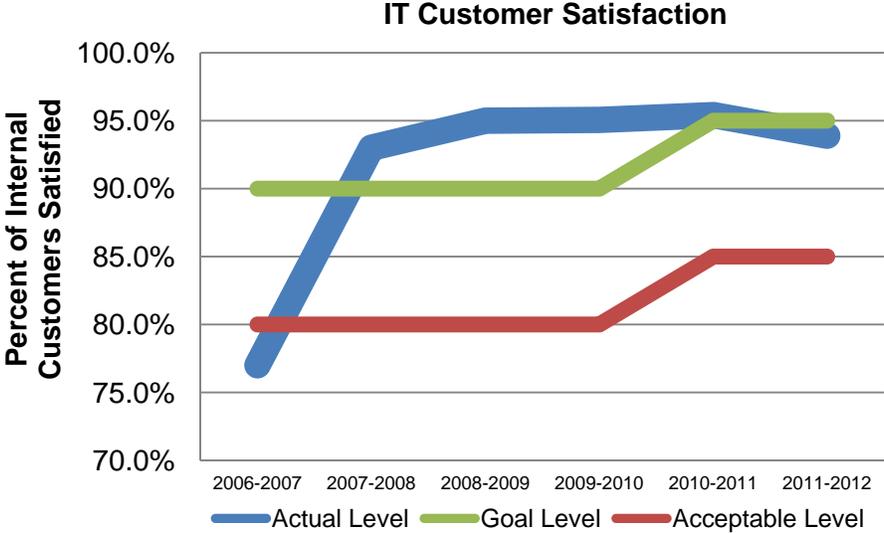
- Finish migration to a new email system and begin replacement of the County's telephone system in order to maintain reliable voice and electronic communication, and to position the County to reduce future operating costs and improve staff productivity by taking advantage of Unified Communications.
- Complete remaining Windows 7 deployments to County computers.
- Implement Electronic Document Management for Health and Human Services' records to save paper and improve productivity of staff.
- Continue converting old database systems to modern software.
- Continue to use Federal grant funds to update the County's geospatial data for use by firefighters and the public.
- Begin planning the replacement of the Tidemark software used by Development Services.
- Continue the work of replacing the County's Assessment and Taxation system, targeting project completion in January, 2014.

### Major Issues and Service Level Accomplishments for Prior Year

- Converted core County network systems from Novell to Microsoft, laying the foundation for deployment of the County's new email system.
- Deployed Windows 7 to most County computers.
- Implemented Electronic Document Management for the Sheriff's and Assessor's Offices to save paper and improve productivity of the Sheriff's Office staff.
- 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.
- Began a project to replace the County's Assessment and Taxation system.

# INFORMATION TECHNOLOGY

## Benchmark



# 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 2012-2013 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Average hardware contribution per PC	\$216	\$213	\$213	\$226
Average hardware replacement cost per PC	\$218	\$213	\$226	\$226

- **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).

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
PCs in service	880	905	1,003	1,003
PCs replaced	163	240	215	219
Percent replaced	19%	27%	21%	22%

- **Software Replacement Cost Control**

Strategic Objective: Maintain the annual contribution rate per PC consistent with the project cost of replacement.



## Computer Replacement

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Average software contribution per PC	\$71	\$71	\$71	\$71
Average software replacement cost per PC	\$71	\$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 new version approximately every four years.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Years behind latest version	3	4	4	5

### Significant Issues in the Year Ahead

In the year ahead, the Computer Replacement Program will focus on the following priorities: 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; and 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 2/3 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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$158,969	\$993	\$601	\$0	\$500
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$274,570	\$249,675	\$291,304	\$258,601	\$296,899
Other	\$13,950	\$17,518	\$15,424	\$500,521	\$655,956
<b>Total</b>	<b>\$447,489</b>	<b>\$268,186</b>	<b>\$307,329</b>	<b>\$759,122</b>	<b>\$953,355</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$214,876	\$178,660	\$306,432	\$534,239	\$644,319
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$84,144	\$224,883	\$309,036
<b>Total</b>	<b>\$214,876</b>	<b>\$178,660</b>	<b>\$390,576</b>	<b>\$759,122</b>	<b>\$953,355</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# 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 to 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.



# Information Technology

## Significant Issues in the Year Ahead

In the year ahead, IT will be focused on the following projects and/or priorities: implement a new property assessment and taxation system for the Assessor; finish replacement of the obsolete telephone system and migration to a new email system in order to maintain reliable voice and electronic communication; expand use of Electronic Document Management by more Departments to save paper and improve productivity of staff; continue improving the County's intranet; 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, and core infrastructure costs, will remain relatively steady for most Departments on a per-computer basis, increasing slightly on average. A significant exception is the Assessment Department, which will see its IT charges roughly double as a result of the project to replace its assessment and taxation system. 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 2012-2013, the Information Technology Program will receive roughly 94 percent of its revenue through charges to other Departments and 6 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.



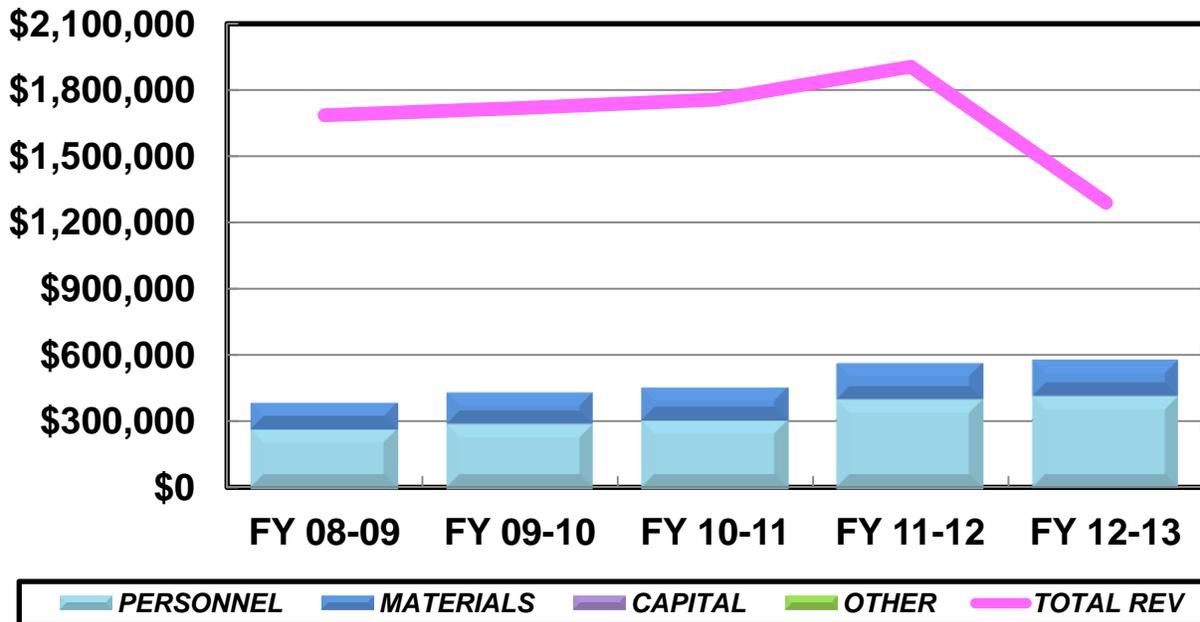
## Information Technology

Program: 030201	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$30,406	\$8,738	\$12	\$30	\$0
Federal Gov't	\$4,271	\$266,148	\$64,760	\$110,000	\$205,142
Fees & Charges	\$3,462,116	\$3,454,684	\$3,948,421	\$4,533,262	\$5,093,658
Other	\$261,381	\$320,728	\$341,848	\$266,270	\$271,209
<b>Total</b>	<b>\$3,758,174</b>	<b>\$4,050,298</b>	<b>\$4,355,041</b>	<b>\$4,909,562</b>	<b>\$5,570,009</b>
<b>EXPENDITURES</b>					
Personal Services	\$2,344,366	\$2,470,651	\$2,668,237	\$3,177,770	\$3,641,393
Materials & Services	\$1,394,383	\$1,740,817	\$1,227,154	\$1,774,680	\$1,721,791
Capital Outlay	\$87,185	\$0	\$260,912	\$0	\$249,713
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$3,825,934</b>	<b>\$4,211,468</b>	<b>\$4,156,303</b>	<b>\$4,952,450</b>	<b>\$5,612,897</b>
<b>Full-Time Equivalent</b>	<b>28.00</b>	<b>26.00</b>	<b>30.00</b>	<b>30.50</b>	<b>34.30</b>



# JUSTICE COURT DISTRICT

## 2008-2009 to 2012-2013



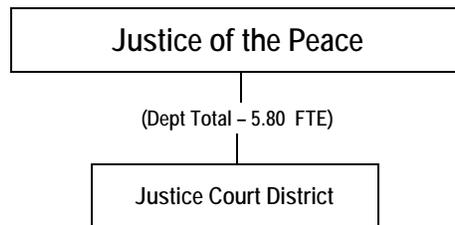
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>PERSONNEL</b>	\$261,575	\$285,076	\$302,701	\$394,648	\$410,857
<b>MATERIALS</b>	\$119,019	\$142,909	\$146,914	\$164,255	\$162,134
<b>OTHER</b>	\$0	\$0	\$0	\$0	\$0
<b>CAPITAL</b>	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXP</b>	\$380,594	\$427,985	\$449,615	\$558,903	\$572,991
<b>TOTAL REV</b>	\$1,685,758	\$1,717,823	\$1,756,413	\$1,905,585	\$1,289,625
<b>FULL-TIME EQUIVALENT</b>	4.80	5.80	5.80	5.80	5.80

Numbers for FY 08-09 through FY 10-11 are actual revenues and expenditures. FY 11-12 and FY 12-13 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 in revenue is a direct result of House Bill 2712 which increased the portion of fines that goes to the State.



# 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 2012-2013

- 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 and resulting revenue impacts.
- Implement mandatory section 6b priority payment to State.

### Major Issues and Service Level Accomplishments for Prior Year

- Legislative involvement to mitigate the effects of House Bill (HB) 2712 and facilitate 2012 legislative session amendments.
- Managed and processed a high volume caseload from the Traffic Team and the State Weighmaster.
- Implemented telephone voice payment system.
- Decreased Visa/Mastercard process fee by 50 percent.



# 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 Statutes (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.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Total number of case filings per fiscal year	14,052	15,470	15,000	15,000
Cases filed per FTE	4,153	3,600	4,057	4,000
Percent increase in traffic school attendance	52%	6%	32%	10%

### **Significant Issues in the Year Ahead**

The most significant issue facing the Justice Court in fiscal year 2012-2013 will be navigating through the uncertain revenue effects of House Bill 2712, Section 6b, which eliminates assessments and substitutes a mandatory \$60 priority payment to the State. This in turn creates lower presumptive fines. In spite of this, the Justice Court will still strive to efficiently process the high volume caseload and encourage continued staff training, development and public education.

## *Financial Condition*

The Justice Court District is self-supported though fines collected from traffic and other violations.



## *Justice Court District*

Program: 280101	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	-\$2,922	\$0	\$0	\$0	\$0
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$1,688,677	\$1,717,820	\$1,756,410	\$1,905,585	\$1,289,625
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,685,755</b>	<b>\$1,717,820</b>	<b>\$1,756,410</b>	<b>\$1,905,585</b>	<b>\$1,289,625</b>
<b>EXPENDITURES</b>					
Personal Services	\$261,567	\$285,069	\$302,695	\$394,648	\$410,857
Materials & Services	\$119,008	\$142,897	\$146,898	\$164,255	\$162,134
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$380,575</b>	<b>\$427,966</b>	<b>\$449,593</b>	<b>\$558,903</b>	<b>\$572,991</b>
<b>Full-Time Equivalent</b>	<b>4.80</b>	<b>5.80</b>	<b>5.80</b>	<b>5.80</b>	<b>5.80</b>

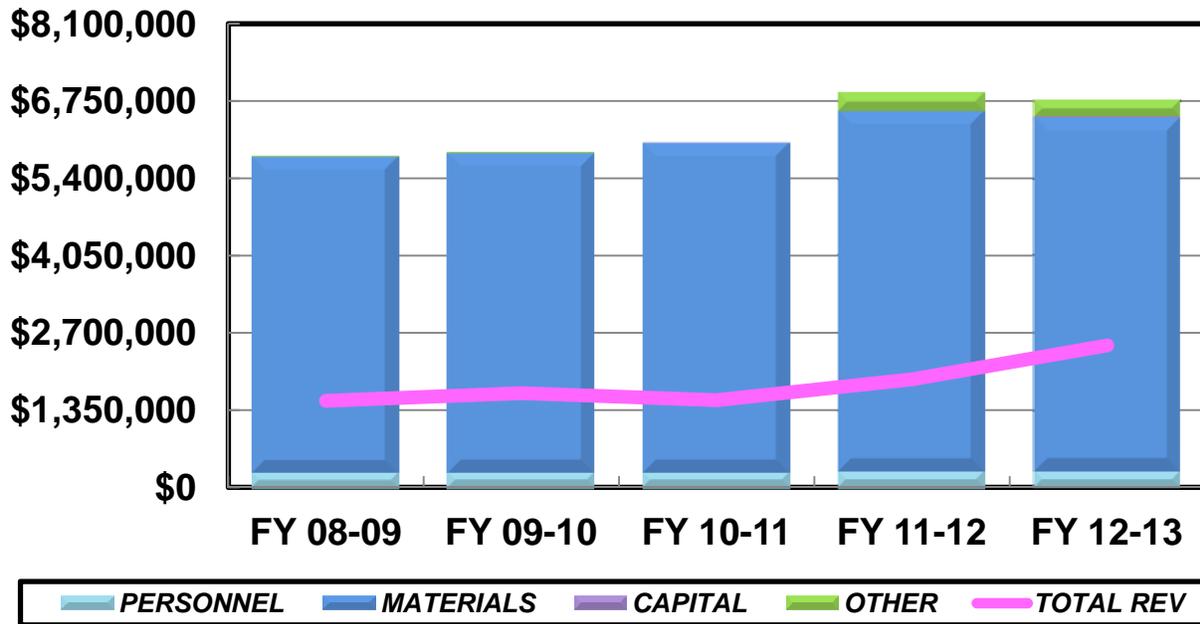


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# LIBRARY

## 2008-2009 to 2012-2013



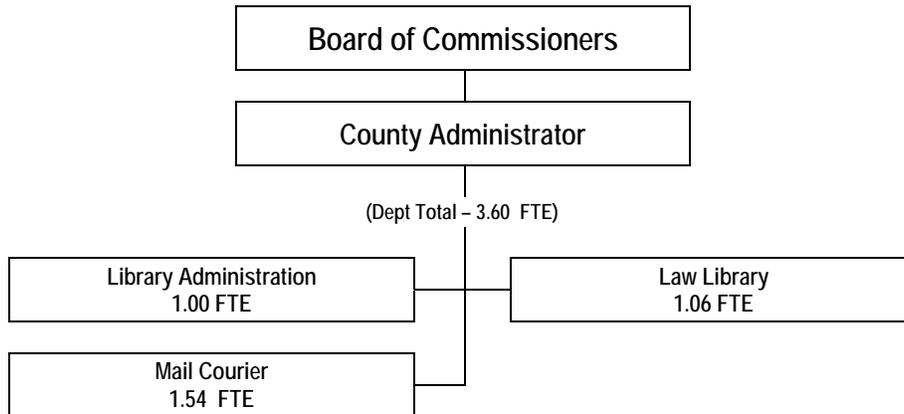
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>PERSONNEL</b>	\$244,822	\$248,627	\$249,004	\$272,124	\$275,463
<b>MATERIALS</b>	\$5,520,733	\$5,577,562	\$5,755,730	\$6,286,274	\$6,174,257
<b>CAPITAL</b>	\$0	\$0	\$15,719	\$0	\$11,000
<b>OTHER</b>	\$10,419	\$27,174	\$0	\$320,157	\$290,990
<b>TOTAL EXP</b>	\$5,775,974	\$5,853,363	\$6,020,453	\$6,878,555	\$6,751,710
<b>TOTAL REV</b>	\$1,512,064	\$1,645,537	\$1,524,959	\$1,888,643	\$2,480,299
<b>FULL-TIME EQUIVALENT</b>	3.60	3.60	3.60	3.60	3.60

Numbers for FY 08-09 through FY 10-11 are actual revenues and expenditures. FY 11-12 and FY 12-13 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.



# LIBRARY

## Organization Chart



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

# LIBRARY

## Highlights and Challenges

### Department Summary

**Purpose Statement:** To strengthen and enrich individual and community life by providing and encouraging the use of library resources and services to meet evolving educational, recreational, informational, and technological needs of Jackson County residents.

### Major Issues and Service Level Goals for Fiscal Year 2012-2013

- The Library will apply upgrades to Polaris, the Library's computerized catalog and checkout system, as well-tested versions become available. Planned for the first half of 2012-2013 is implementation of Polaris E-Commerce, which will allow patrons to make online payments with credit cards.
- Jackson County Library Services (JCLS) will continually update its web site and add information and interesting visual content. In addition, it will continue its administration of the Facebook Page and increase the fan base to 800. JCLS is investigating the best approaches to keeping patrons informed of "goings on" in the library. In fiscal year 2011-2012, a calendar was added to the homepage, but a system-wide newsletter is also being considered as are paper and online suggested reading lists. A biannual user survey will assist in keeping the web site responsive to user interest.
- The very popular booktalks to middle schools across the County will continue in fiscal year 2012-2013. Support for booktalks 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, Facebook and other social networking sites, downloading e-materials, loading digital photos, and more.
- 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 and Wobblers in the Library 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.

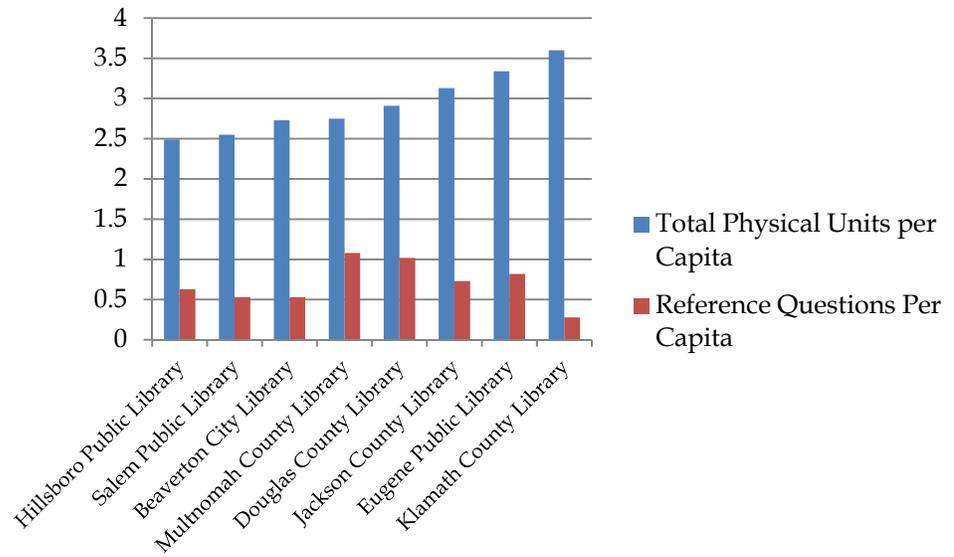
# LIBRARY

## 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 is rolling out a new curriculum for a Basics 3 class.
- The JCLS web site is continually updated with new information. 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, White City, and now expanded to Rogue River and Eagle Point.
- JCLS continues to engage 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 Día de los Niños/Día de los Libros, and becoming an active member of the Hispanic Interagency Committee. In addition, JCLS continues to add staff persons who are fluent in Spanish. Adult computer courses are taught in Spanish as well as English.
- 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.
- More than 300 volunteers provide services to JCLS. JCLS optimizes volunteer use by careful placement, training, and 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 enjoy heavy use 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. The emphasis on patron support has resulted in an average of more than 3,000 downloads on a monthly basis.
- JCLS continues with its Winter Reads program.

# LIBRARY

## Benchmark



# Library Administration

## *Program Purpose*

Library Administration strives to ensure positive interaction with Jackson County residents and the libraries. The Program also provides leadership, coordination, and administrative support necessary to deliver efficient and cost-effective library services to the County and its residents. The Library Administration 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: 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 the Library program and corresponding strategic responses, including specific, measurable goals and objectives.

- **Planning and Policy**

Strategic Objective: Develop and assist in the implementation of a strategic plan 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



## Library Administration

aspects of library operation and service for efficiency and cost-effectiveness, making changes as needed.

- **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.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Babies and wobblers program attendees	5,080	7,343	7,490	7,630
Percent of increase	187%	45%	2%	2%
Number of preschool story times	1,776	1,912	1,969	2,028
Percent of increase	64%	8%	3%	3%
Number of outreach attendees	9,762	8,433	9,238	9,515
Percent of increase	408%	-14%	10%	3%
Annual circulation of materials (0-5 years)	218,000	224,540	234,300	241,329
Percent of increase	3%	3%	4%	3%

Preschool story times, in or out of the Library, support skills development and foster a love of reading and library use.

The Babies and Wobblers Program began in January, 2009, and weekly story time sessions were established and/or increased at each branch location in fiscal year 2009-2010. Also in fiscal year 2009-2010, Outreach to Child Care was expanded to include story times, as well as book deliveries, on a regular basis to more than 50 residential child care sites.

- **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.

## Library Administration

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Summer reading program attendees	5,488	4,553	4,621	4,690
Percent of increase	-1%	-17%	1%	1%
Latino outreach program attendees	327	761	844	861
Percent of increase	-35%	133%	11%	2%
Other multi-cultural program attendees	156	451	1,448	750
Percent of increase	n/a	189%	221%	-48%
Middle school booktalk students reached	n/a	2,401	4,070	4,151
Percent of increase	n/a	n/a	70%	2%
Adult computer class attendees	571	2,077	2,104	2,146
Percent of increase	223%	264%	1%	2%

In an effort to be fiscally prudent, major Summer Reading Programs were held on a regional, rather than branch, level. While the number of sign-ups in Summer Reading has been decreasing since fiscal year 2008-2009, the total number of participants completing the program has increased.

In fiscal year 2008-2009, Jackson County Library Services (JCLS) held its first ever Día de los Niños celebration which drew high audience participation. The 2011 Summer Reading Program theme emphasized world-wide cultures.

The Middle School Booktalk Program and systemwide computer classes both started in 2010 and are funded by the Hulburt Bequest.

- **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.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of programs held	2,758	3,325	3,425	3,527
Percent of increase	45%	21%	3%	3%



## Library Administration

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of persons attending programs	20,090	25,334	26,400	27,456
Percent of increase	30%	26%	4%	4%
Number of items in collection	645,317	612,232	629,594	648,482
Percent of increase	6%	-5%	3%	3%

JCLS achieved momentum in all areas of adult, child, and young adult programming and will continue to offer programming on a wide variety of topics sponsored by Friends groups and other organizations.

Staff selects items to add to the Library collection including books, audio books, music CDs, periodicals, DVDs, databases, and electronic materials.

Miscellaneous cash gifts from individuals and Friends groups supplement the book budget. Donations of used books also add to the collection.

- **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.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of registered card holders	109,374	118,763	124,456	125,000
Percent of increase	10%	9%	5%	0%
Number of library items circulated	1,528,568	1,594,624	1,642,462	1,691,736
Percent of increase	8%	4%	3%	3%
Number of reading program attendees	469	1,716	1,800	1,890
Percent of increase	n/a	266%	5%	5%
Library walk-in visits (Medford only)	254,968	250,472	232,206	235,689
Percent of increase	5%	-2%	-7%	1%



## *Library Administration*

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.

Self-checkout machines in many of the branches allow patrons to checkout their own library materials rather than wait in line. Circulation in fiscal year 2010-2011 was the highest it had been since fiscal year 2005-2006 and continues to rise.

The number of reading program attendees includes adult and young adult programs, forums, and discussions that promote reading, viewing, and listening for pleasure. No baseline goal had been established in fiscal year 2008-2009.

Programs such as Summer Reading, Winter Reads, and Reading-on-the-Road will generate interest in reading among adults, children, and young adults throughout the year.

- **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.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Community commons use	4,326	4,170	4,038	4,119
Percent of increase	19%	-4%	-3%	2%
Community commons attendees	73,770	76,943	79,251	80,000
Percent of increase	107%	4%	-12%	2%

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.

## *Library Administration*

- **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.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of public internet sessions	179,061	175,682	178,424	178,424
Percent of increase	-1%	-2%	2%	0%
Number of web site visits (system total)	444,712	479,472	447,762	454,778
Percent of increase	24%	8%	-7%	2%
Technology-related workshop attendees	n/a	72	396	408
Percent of increase	n/a	n/a	450%	3%

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.

Wireless connectivity allows patrons to use their own laptops to access the internet at all libraries. A finite number of machines and limited open hours place a cap on public internet session growth, but staff is investigating ways to track the number of wireless internet sessions which will offer a true picture of internet use at the libraries.

Funded by the Hulburt Bequest, an LSSI technical support staff person was added to assist patrons with technology.

The most recent regular update to the Polaris Integrated Library System now allows users to receive notifications by e-mail or text message.

# Library Administration

- **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..

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Service hours open to the public	15,624	15,627	15,640	15,676
Annual number of reference/ information transactions	150,670	143,648	145,002	146,452
Percent of increase (transactions)	4%	-5%	1%	1%

### **Significant Issues in the Year Ahead**

Open hours in most of the branches remain at approximately half of what they were prior to the libraries closing in April, 2007, yet circulation and program attendance continues to increase. Jackson County's libraries will need to use their resources very effectively and monitor the focus to those services and programs outlined in their goals, objectives, and work plans to continue serving patrons efficiently.

As use by the public, public schools, and flourishing homeschooling families continues to increase, staffing levels remain constant; the Library will have to meet growing demand through new technologies (particularly related to mobile devices, library applications, and patron use instruction) and aggressive recruitment of volunteers in order to meet the requirements of the strategic plan.

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 now on a replacement schedule to keep current with the 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. Downloadable music will be available from the JCLS web site before the end of fiscal year 2011-2012. Downloadable video is another format that will be in demand in public libraries, as well as apps for using



## *Library Administration*

JCLS via portable devices. In addition, funding options for newer technologies (such as Radio Frequency Identification/RFID or automated access systems) that could provide more cost-effective core services will be investigated.

### *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 2012-2013. Telecommunications and telephone costs are subsidized through the Schools and Libraries Universal Service Program. Interest from a testamentary gift will provide approximately \$120,000 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.

Results of a survey conducted in October, 2011, revealed an expensive campaign would be necessary to facilitate an amendment so that County Commissioners may establish special, non-statutory, taxing districts for public vote; this with a future Library District in mind. It is clear that libraries are a needed and sought after resource for communities and Jackson County is fortunate that voters approved the construction or remodel of library buildings in 15 Jackson County communities.

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 and Wobblers in the Library," a lapsit program series which encourages parents to support their children's language skills and love of books, are provided through a grant whose funds were depleted at the end of calendar year 2011. Currently, the program is being funded with the "Ready to Read" grant from the State of Oregon. This grant supports early literacy and is an appropriate use of the grant money. However, the grant is also used to support Summer Reading for Jackson County so both programs may need to be curtailed in fiscal year 2012-2013 if no new funds are available.

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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$781,522	\$912,772	\$790,198	\$757,933	\$792,865
Federal Gov't	\$32,500	\$7,500	\$26,677	\$40,000	\$40,000
Fees & Charges	\$289,024	\$286,625	\$287,500	\$282,996	\$280,946
Other	\$10,417	\$27,186	\$0	\$0	\$622,000
<b>Total</b>	<b>\$1,113,463</b>	<b>\$1,234,083</b>	<b>\$1,104,375</b>	<b>\$1,080,929</b>	<b>\$1,735,811</b>
<b>EXPENDITURES</b>					
Personal Services	\$81,174	\$80,907	\$78,819	\$93,576	\$98,837
Materials & Services	\$5,316,374	\$5,355,385	\$5,521,576	\$5,975,965	\$5,907,085
Capital Outlay	\$0	\$0	\$8,541	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$5,397,548</b>	<b>\$5,436,292</b>	<b>\$5,608,936</b>	<b>\$6,069,541</b>	<b>\$6,005,922</b>
<b>Full-Time Equivalent</b>	<b>0.90</b>	<b>0.90</b>	<b>0.90</b>	<b>1.00</b>	<b>1.00</b>



# Law Library

**Program Purpose**

Help make the legal system work effectively in Jackson County by providing access to legal research materials. The Law Library 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Expenditures for collection	\$159,151	\$180,000	\$163,000	\$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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 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.



## *Law Library*

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Reference questions answered	1,323	1,401	1,300	1,300
Number of uses by attorneys and/or judges	1,649	845	980	980
Number of uses by the general public	1,316	1,423	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 2010-2011 increased over the prior years’ pattern of decline. While persons are able to find much of the information they need on the internet, staff saw a slight increase in the reference questions answered.

Basic software programs (Word and Excel) were added to the public computers making research and filling out forms more convenient for patrons. In addition to purchasing copies, thumb drives and CDs are now available for purchase by patrons.

A major cataloging project was completed and implemented making the Law Library’s collection searchable via an internet based, automated catalog. The new catalog system provides a higher level of service to attorneys and lay persons.

The Jackson County Law Library is now officially on the County’s web site, providing contact information and a link to the newly automated catalog system.

### **Significant Issues in the Year Ahead**

\*House Bills 2710, 2712, and 5056 have reduced filing fees to the Jackson County Law Library as well as other Law Libraries in Oregon. Under the legislative changes, Jackson County Law Library receives a percentage of \$7.4 million for the 2011-2013 Biennium. It is unknown at this time if further reductions in revenue are planned for the next biennium. If the filing fees received continue to be 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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$18,072	\$5,554	\$6,860	\$6,692	\$7,027
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$247,341	\$285,323	\$296,564	\$221,650	\$214,747
Other	\$14,722	\$12,468	\$9,578	\$471,213	\$408,079
<b>Total</b>	<b>\$280,135</b>	<b>\$303,345</b>	<b>\$313,002</b>	<b>\$699,555</b>	<b>\$629,853</b>
<b>EXPENDITURES</b>					
Personal Services	\$73,184	\$74,034	\$74,278	\$82,667	\$77,287
Materials & Services	\$169,257	\$207,181	\$218,244	\$296,731	\$250,576
Capital Outlay	\$0	\$0	\$7,178	\$0	\$11,000
Other	\$0	\$0	\$0	\$320,157	\$290,990
<b>Total</b>	<b>\$242,441</b>	<b>\$281,215</b>	<b>\$299,700</b>	<b>\$699,555</b>	<b>\$629,853</b>
<b>Full-Time Equivalent</b>	<b>1.12</b>	<b>1.12</b>	<b>1.12</b>	<b>1.06</b>	<b>1.06</b>



# Mail Courier

**Program Purpose**

To provide mail services to County departments in order to meet their distribution, delivery, and communication needs. The Mail Courier 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:

- **Delivery To/From County Departments**

Strategic Objective: Maintain the percentage of incoming U.S. mail distributed within one day of receipt at 99 percent; maintain the percentage of discounted outgoing U.S. mail at a minimum of 25 percent; and deliver 99 percent of inter-office mail by the next business day.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Items delivered	111,800	123,136	101,088	111,800

- **Prepare Outgoing Mail and Parcels**

Strategic Objective: Prepare outgoing items for the U.S. Postal Service and United Parcel Service; and utilize discount by presetting outgoing U.S. mail on days when mail volumes are guaranteed to be at or above the presort minimum of 500.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Items prepared	229,372	219,024	166,000	175,000

*Outgoing mail can fluctuate widely from year to year as volume is largely dependent on election activity in the County Clerk’s Office.*

**Significant Issues in the Year Ahead**

Courier staff and management continually examine routes and practices to ensure the efficient operations of the County’s mail room. In fiscal year 2012-2013, routes will be examined as the Sheriff’s Office consolidates some of their locations and the U.S. Postal Service headquarters is relocated.

**Financial Condition**

This Program is funded by chargebacks to the County departments that use the services. The amount of each department’s chargeback is based on



## *Mail Courier*

the volume of outgoing mail from the department and interoffice deliveries made to and from the department; counts are taken quarterly each year. Numbers are decreasing each year due to e-mail, scanned documents, etc., thereby increasing the chargeback distributions.

Program: 310501	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$1,587	\$1,158	\$870	\$1,036	\$1,224
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$95,708	\$86,776	\$87,208	\$88,491	\$94,406
Other	\$19,903	\$19,566	\$19,477	\$18,632	\$19,005
<b>Total</b>	<b>\$117,198</b>	<b>\$107,500</b>	<b>\$107,555</b>	<b>\$108,159</b>	<b>\$114,635</b>
<b>EXPENDITURES</b>					
Personal Services	\$90,440	\$93,663	\$95,884	\$95,881	\$99,339
Materials & Services	\$19,024	\$14,891	\$15,826	\$13,578	\$16,596
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$109,464</b>	<b>\$108,554</b>	<b>\$111,710</b>	<b>\$109,459</b>	<b>\$115,935</b>
<b>Full-Time Equivalent</b>	<b>1.58</b>	<b>1.58</b>	<b>1.58</b>	<b>1.54</b>	<b>1.54</b>

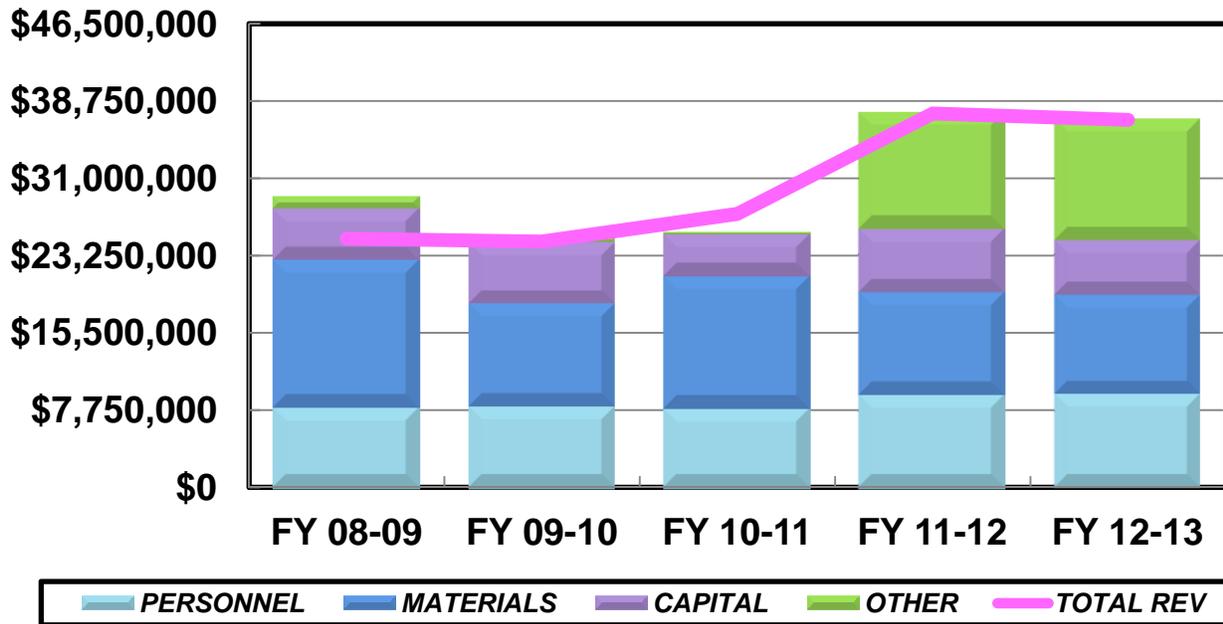


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# ROADS & PARKS

## 2008-2009 to 2012-2013



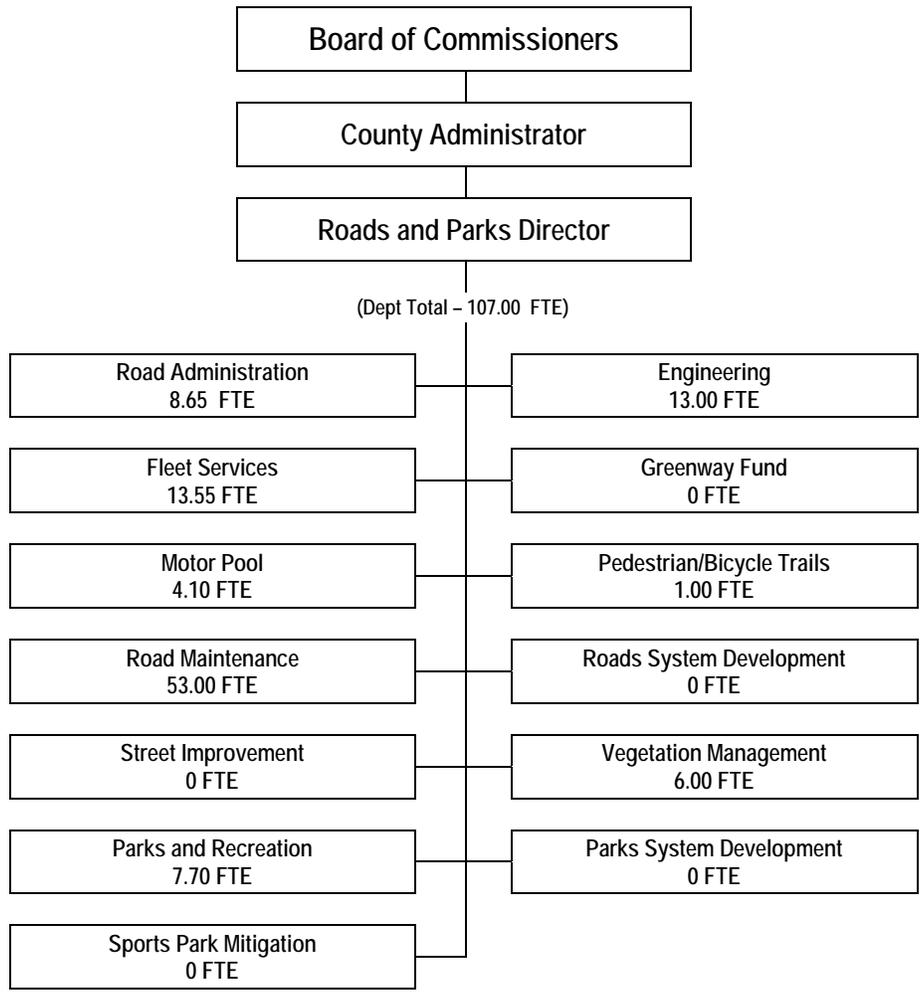
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
PERSONNEL	\$7,996,778	\$8,100,537	\$7,878,975	\$9,250,660	\$9,350,894
MATERIALS	\$14,720,923	\$10,295,455	\$13,223,152	\$10,254,396	\$9,910,290
CAPITAL	\$5,174,549	\$6,107,823	\$4,222,537	\$6,342,169	\$5,463,275
OTHER	\$1,169,347	\$598,723	\$199,423	\$11,655,605	\$12,133,412
<b>TOTAL EXP</b>	<b>\$29,061,597</b>	<b>\$25,102,538</b>	<b>\$25,524,087</b>	<b>\$37,502,830</b>	<b>\$36,857,871</b>
<b>TOTAL REV</b>	<b>\$24,944,877</b>	<b>\$24,659,614</b>	<b>\$27,434,063</b>	<b>\$37,502,830</b>	<b>\$36,857,871</b>
<b>FULL-TIME EQUIVALENT</b>	<b>116.00</b>	<b>111.00</b>	<b>113.00</b>	<b>108.00</b>	<b>107.00</b>

Numbers for FY 08-09 through FY 10-11 are actual revenues and expenditures. FY 11-12 and FY 12-13 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. FTEs have been reduced over the past years as a result of reduced Federal funding related to timber harvest on Federal forest lands (Secure Rural Schools and Community Self-Determination Act 2012).



# ROADS AND PARKS

## Organization Chart



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



# ROADS AND PARKS

## 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 2012-2013

- 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 60 miles/year to 70 miles/year. This increase in chip sealing follows an increase last year from 45 miles to 60 miles.
- Continue to 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 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 the construction of the capital improvement contract to improve curves on Blackwell Road over Blackwell Hill. This \$1.5 million Federally funded safety project will improve safety on this heavily traveled route from Gold Hill to Medford.
- Complete the rehabilitation of the Mill Creek Bridge #736 in Prospect. Rehabilitation of this picturesque 1923 bridge spanning the Rogue River is funded through a \$2.1 million grant from the Oregon Department of Transportation (ODOT).
- Complete design work on a capital improvement project to widen Lozier Lane to include three lanes, curb, gutter sidewalk, and bike lanes.
- Complete a \$1.4 million project to repair and reconstruct approximately seven and three quarters ( $7\frac{3}{4}$ ) miles of the oldest sections of the Bear Creek Greenway. Funding has been secured through ODOT to reconstruct these sections of path during fiscal year 2012-2013.
- 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 the construction of a capital improvement project at Willow Lake Campground to replace the restroom/shower complex and construct a new playground.

## Highlights and Challenges



# ROADS AND PARKS

- Start the park master planning process to complete a plan for Givan Park.
- Continue to refine and develop the overnight camping reservation system for the Parks Program.
- Complete the Rogue River Recreation Access and Management Plan which establishes plans for a long-term river access from Givan Ranch Park to the Nugget Falls recreation area.

## 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 mitigation and restoration projects at the site of the former Gold Ray Dam to comply with regulatory permits and enhance the stability of the area. Included in this mitigation was the completion of a comprehensive interpretative area at the former dam site which includes powerhouse equipment and interpretative panels.
- Completed chip seal paving on over 60 miles of County roads in 12 days. This is an increase of 15 miles (33 percent) over previous years. This increase is part of a Department strategy to ensure the investment in our pavements continues and efforts to improve pavement condition are increased.
- Completed the North Ross Lane capital construction contract ahead of schedule. 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 the East Pine capital improvement project near the Central Point Interchange. This project improved traffic flow and reduced congestion by adding right turn lanes at three locations.
- Completed the design, bid letting, and award of a capital improvement contract to improve Kirtland Road at Avenue G. This project will realign the two 90 degree curves at the corners of Pacific Avenue and Avenue G, and Kirtland Road and Pacific Avenue and will create a continuous route from Avenue G to Kirtland Road. This project will complete construction during the 2012 summer.
- Completed a \$500,000 pavement overlay project on Riley Road and East Antelope Road. This project was a partnership project between County forces and the contractor where the contractor primarily laid the pavement and County staff completed all preparatory work, shoulder rebuilding, mailbox replacement, and striping.
- Operated the Willow Lake Campground with County forces rather than through a concessionaire. This resulted in an increased level of service to the public and increased revenue to the County. The County also obtained a State grant to replace the shower and bathroom facilities at Willow Lake which will be completed during the 2012 summer.
- Continued to refine the 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 continues to be well received by the public as it provided users a guarantee of a reserved camp site.

# ROADS AND PARKS

- Completed new boat launching docks and large repairs to the fishing jetty at Howard Prairie Resort.
- Britt Festivals and Rogue Valley Shooting Sports Association completed significant capital improvements to the Britt grounds and to the shooting areas of the Jackson County Sports Park. These improvements were financed with no County funding.
- Secured grant funding from ODOT to complete the Bear Creek Greenway Trail from Pine Street to Upton Road in Central point. Design work for this section will be completed during fiscal year 2012-2013.
- Continued to cooperate with the Rogue River Greenway Foundation and Oregon State Parks toward the establishment of the Rogue River Recreation Corridor and Greenway.

## Benchmark

Many 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 modeled pavement condition rating has declined to 69 as of the last inspection cycle in November, 2011. This pavement condition is lower than the desirable condition of 80, and has now fallen below the range of "good" pavement condition which is defined as a PCI between 75 and 85. The budget request for fiscal year 2012-2013 increases funding for asphalt products to further attempt to hold and possibly raise the pavement condition back toward historic levels. This includes increasing chip seal miles from 60 miles to 70 miles.

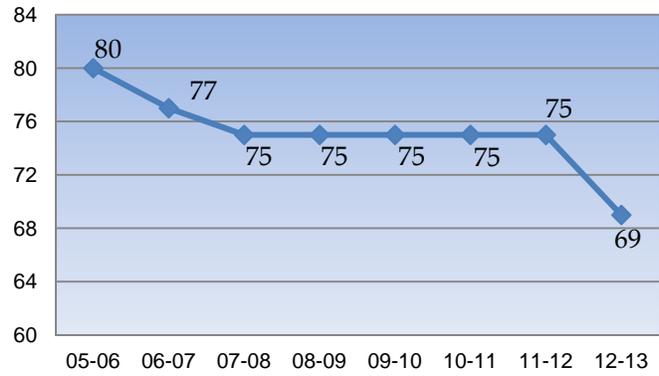
Current policy is to try and maintain pavements in the Jackson County road system near an overall 80 PCI rating. An overall rating too much above 80 PCI may indicate higher than necessary maintenance has been performed. An overall system rating too far below 80 PCI could indicate less than necessary maintenance is being performed and deterioration may be getting ahead of maintenance.

While the software model that predicts pavement condition shows a significant drop from a PCI of 75 to 69 in fiscal year 2012-2013, it is clear that the algorithms which predict pavement condition are underestimating the County's true pavement condition. Analysis has shown that the model is not giving proper predicted pavement condition ratings to chip sealed roads and during fiscal year 2012-2013, Department engineers, working along with other counties utilizing this software, will adjust the model's algorithms to better reflect true pavement condition.



# ROADS AND PARKS

Jackson County Pavement Condition



# 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.



## *Roads Administration*

### **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.

### *Financial Condition*

Road Fund revenues are primarily funded through the State gas tax, vehicle registration fees, and Federal timber payments. The final Federal timber payment of the last extension was received in January, 2012. Additional Federal timber payment extensions are uncertain which means we are likely to return to a revenue number based on actual timber harvested. This revenue is estimated at \$174,196 in fiscal year 2012-2013, a significant reduction from the most recent payment of \$1,470,871.

The State gas tax and vehicle registration fees have now become the Road Fund's primary source of revenue. 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 is estimated in fiscal year 2012-2013 to be \$11,250,000 which, when compared to historic levels of revenue, will replace the majority of the lost Federal timber revenue. However, challenges to HB 2001 have the potential to invalidate the tax increase. Additionally, reduced miles driven and vehicle registration receipts, coupled with more fuel efficient and electric vehicles, combine to make for an uncertain future of the Road Fund revenue stream.

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, have been 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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$10,973,760	\$11,678,643	\$12,097,294	\$12,028,574	\$13,583,468
Federal Gov't	\$3,692,221	\$3,319,577	\$3,108,362	\$1,317,428	\$184,196
Fees & Charges	\$497,189	\$526,438	\$602,057	\$459,000	\$465,500
Other	\$1,122,580	\$589,442	\$245,685	\$13,223,941	\$12,815,477
<b>Total</b>	<b>\$16,285,750</b>	<b>\$16,114,100</b>	<b>\$16,053,398</b>	<b>\$27,028,943</b>	<b>\$27,048,641</b>
<b>EXPENDITURES</b>					
Personal Services	\$645,453	\$683,867	\$702,134	\$755,488	\$805,960
Materials & Services	\$1,173,316	\$1,200,447	\$1,178,642	\$1,388,568	\$1,003,226
Capital Outlay	\$5,980	\$0	\$13,510	\$0	\$0
Other	\$0	\$0	\$0	\$8,245,198	\$8,001,465
<b>Total</b>	<b>\$1,824,749</b>	<b>\$1,884,314</b>	<b>\$1,894,286</b>	<b>\$10,389,254</b>	<b>\$9,810,651</b>
<b>Full-Time Equivalent</b>	<b>8.40</b>	<b>8.40</b>	<b>8.40</b>	<b>8.35</b>	<b>8.65</b>



# 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.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Average pavement condition index (PCI) rating for the County road system	75 PCI	75 PCI	69PCI*	69PCI*

\*See NOTE under Significant Issues in the Year Ahead.

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



# Engineering

engineered and constructed to provide the most efficient balance of service, life, and cost.

## Significant Issues in the Year Ahead

The modeled pavement condition rating has declined to 69 as of the last inspection cycle in November, 2011. This pavement condition is lower than the desirable condition of 80, and has now fallen below the range of "good" pavement condition which is defined as a PCI between 75 and 85. During fiscal year 2012-2013, additional funding is being directed towards pavement maintenance in an attempt to increase PCI ratings back to the "good" category. This includes increasing chip seal miles from 60 miles to 70 miles.

\*NOTE: While the software model that predicts pavement condition shows a significant drop from a PCI of 75 to 69 in fiscal year 2012-2013, it is clear that the algorithms which predict pavement condition are underestimating the County's true pavement condition. Analysis has shown that the model is not giving proper predicted pavement condition ratings to chip sealed roads and during fiscal year 2012-2013, Department Engineers will adjust the model's algorithms to better reflect true pavement condition.

During fiscal year 2012-2013, the County will oversee the completion of the Kirtland Road at Avenue G project which will realign 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. Additionally, the Department will continue working with stakeholders on the upcoming Lozier Lane project. This project will widen Lozier Lane between West Main Street and Stewart Avenue and will include sidewalks and bike lanes. Funding is primarily from State grant funds and additional funding is being applied to ensure a timely finish of this large project.

Without additional revenue, the construction of major projects will remain low 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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
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	\$1,124	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,124</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>EXPENDITURES</b>					
Personal Services	\$1,188,814	\$1,197,260	\$1,117,209	\$1,445,744	\$1,389,852
Materials & Services	\$143,669	\$180,011	\$121,897	\$197,428	\$175,563
Capital Outlay	\$1,206,389	\$3,518,761	\$2,856,240	\$3,648,669	\$3,606,175
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$2,538,872</b>	<b>\$4,896,032</b>	<b>\$4,095,346</b>	<b>\$5,291,841</b>	<b>\$5,171,590</b>
<b>Full-Time Equivalent</b>	<b>15.20</b>	<b>15.20</b>	<b>16.40</b>	<b>14.40</b>	<b>13.00</b>



# 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, 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.

- **Provide Preventative Maintenance and Repair to Fleet Vehicles**

Strategic Objective: Maintain vehicles using an aggressive preventative maintenance program to minimize down time due to repair.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percentage of work orders written as preventative maintenance	27%	37%	34%	34%

Maintaining fleet vehicles using preventative maintenance techniques which are scheduled ahead of time as opposed to repairs is preferred. Costs are kept low by identifying and addressing maintenance issues either ahead of time or by using a planned approach in contrast to waiting until repairs are needed due to breakdown. The overall goal is to increase the work done on a preventative basis. Utilize flexible shop scheduling techniques to perform service when vehicles are not needed.



## *Fleet Services*

### **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 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.

### *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.



## *Fleet Services*

Program: 390206	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$545,841	\$502,186	\$476,680	\$450,000	\$300,000
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$455,594	\$421,425	\$573,548	\$410,000	\$485,000
Other	\$1	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,001,436</b>	<b>\$923,611</b>	<b>\$1,050,228</b>	<b>\$860,000</b>	<b>\$785,000</b>
<b>EXPENDITURES</b>					
Personal Services	\$1,046,387	\$1,044,433	\$1,011,022	\$1,183,073	\$1,134,478
Materials & Services	\$2,015,732	\$2,209,425	\$2,291,191	\$2,389,147	\$2,304,845
Capital Outlay	\$0	\$0	\$0	\$0	\$5,500
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$3,062,119</b>	<b>\$3,253,858</b>	<b>\$3,302,213</b>	<b>\$3,572,220</b>	<b>\$3,444,823</b>
<b>Full-Time Equivalent</b>	<b>15.70</b>	<b>15.60</b>	<b>15.60</b>	<b>14.55</b>	<b>13.55</b>



## *Greenway Fund*

### *Program Purpose*

The Greenway Fund 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 Bear Creek Greenway Foundation continues to assist with fund raising for future improvements and new trail construction. During fiscal year 2012-2013, work will continue to procure funding sources to complete the section of the Greenway Trail from Pine Street to Upton Road. This section will go around and through portions of the Jackson County Expo grounds 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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$105,470	\$0	\$0	\$0	\$0
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$0	\$0	\$0	\$0	\$0
Other	\$1,940	\$778	\$71	\$1,100	\$20,100
<b>Total</b>	<b>\$107,410</b>	<b>\$ 778</b>	<b>\$ 71</b>	<b>\$1,100</b>	<b>\$20,100</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$0	\$45	\$0	\$0	\$0
Capital Outlay	\$261	\$21,310	\$68,186	\$0	\$20,100
Other	\$6,600	\$0	\$0	\$1,100	\$0
<b>Total</b>	<b>\$6,861</b>	<b>\$21,355</b>	<b>\$68,186</b>	<b>\$1,100</b>	<b>\$20,100</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# 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 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.

- **Provide Preventative Maintenance and Repair to Fleet Vehicles**

Strategic Objective: Maintain vehicles using an aggressive preventative maintenance program to minimize down time due to repair.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percentage of work orders written as preventative maintenance	50%	52%	53%	53%

Maintaining fleet vehicles using preventative maintenance techniques which are scheduled ahead of time as opposed to repairs is preferred. Costs are kept low by identifying and addressing maintenance issues either ahead of time or by using a planned approach in contrast to waiting until repairs are needed due to breakdown. The overall goal is to increase the work done on a preventative basis.

- **Cost Effective Transportation**

Strategic Objective: Provide vehicles to user departments at a cost comparable to the reimbursement rate allowed by the IRS (currently \$0.55½ per mile) .



## *Motor Pool*

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Cost per mile average	\$0.76	\$0.70	\$0.64	\$0.74

The purchase of specialized law enforcement patrol vehicles, animal control trucks, and 12-passenger vans for inmate work crews, as well as the fixed maintenance and operational costs of a centralized on-demand rental fleet tend to push cost per mile rates above the Internal Revenue Service (IRS) reimbursable level. Additionally, a factor also influencing the cost per mile rate is the number of vehicles being purchased in a given year. During fiscal year 2012-2013, Motor Pool will procure 16 replacement vehicles for the County; this is the fewest number of vehicles planned to be purchased over the last several fiscal years. Two primary factors which have influenced this smaller purchase include: (1) the 2012-2013 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.

The total Motor Pool fleet size for fiscal year 2012-2013 has increased by five vehicles from the prior year. This increase occurred primarily in the Health and Human Services Department due to increased staffing levels to provide greater service levels. The centralized on-demand rental fleet increased by one vehicle 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 138 vehicles (1:138).

### **Significant Issues in the Year Ahead**

The Sheriff's Office is building a new facility on Highway 62, between Medford and 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 staff to ensure proper levels of service are maintained.

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.

## *Motor Pool*

### *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 79 percent of this Program's revenue comes from General Fund departments.

Program: 390401	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$83,738	\$66,808	\$95,462	\$50,000	\$60,000
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$1,957,543	\$2,082,870	\$2,137,506	\$1,857,742	\$1,688,881
Other	\$331,938	\$449,488	\$110,810	\$907,979	\$1,200,000
<b>Total</b>	<b>\$2,373,219</b>	<b>\$2,599,166</b>	<b>\$2,343,778</b>	<b>\$2,815,721</b>	<b>\$2,948,881</b>
<b>EXPENDITURES</b>					
Personal Services	\$236,455	\$263,505	\$279,684	\$305,295	\$334,519
Materials & Services	\$796,256	\$836,264	\$1,006,517	\$907,753	\$1,024,548
Capital Outlay	\$1,008,159	\$1,395,035	\$715,351	\$646,000	\$653,000
Other	\$126,751	\$108,800	\$82,439	\$956,673	\$936,814
<b>Total</b>	<b>\$2,167,621</b>	<b>\$2,603,604</b>	<b>\$2,083,991</b>	<b>\$2,815,721</b>	<b>\$2,948,881</b>
<b>Full-Time Equivalent</b>	<b>3.80</b>	<b>3.90</b>	<b>3.90</b>	<b>4.00</b>	<b>4.10</b>



## ***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 primarily through 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.

- **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. The renewal has allowed funding sources to remain consistent and a large Oregon Department of Transportation grant for maintenance of approximately 7.5 miles of trail has been obtained using the Joint Powers funding as the required match.

A major success of the Joint Powers Committee was securing a \$1.4 million State grant to repair the Bear Creek Greenway. This project will repair three of the oldest sections of the Bear Creek Greenway path totaling



## Pedestrian/Bicycle Trails

approximately seven and one-half miles and will be completed during the 2012 Summer construction season. These areas show severe asphalt deterioration and pavement heaving due to tree root intrusion. Matching funds for this project were provided through the Joint Powers Committee.

### *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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$147,385	\$152,669	\$172,423	\$167,249	\$169,749
Federal Gov't	\$0	\$42,274	\$0	\$0	\$0
Fees & Charges	\$14,446	\$18,958	\$14,362	\$14,500	\$14,500
Other	\$15,532	\$7,963	\$13,971	\$179,730	\$168,500
<b>Total</b>	<b>\$177,363</b>	<b>\$221,864</b>	<b>\$200,756</b>	<b>\$361,479</b>	<b>\$352,749</b>
<b>EXPENDITURES</b>					
Personal Services	\$77,906	\$81,889	\$86,996	\$99,942	\$105,240
Materials & Services	\$136,733	\$71,895	\$44,113	\$109,860	\$131,429
Capital Outlay	\$0	\$0	\$8,400	\$0	\$0
Other	\$0	\$0	\$0	\$151,677	\$116,080
<b>Total</b>	<b>\$214,639</b>	<b>\$153,784</b>	<b>\$139,509</b>	<b>\$361,479</b>	<b>\$352,749</b>
<b>Full-Time Equivalent</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>



# 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 929 miles of road, 342 bridges, over 13,820 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 \$19,500. 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



## Road Maintenance

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 60 miles per year to 70 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 maintaining a higher 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 keeping the brightness of the road stripes and signs make the roads safer for all users.

The need for increased maintenance funding for existing roads is growing. Continued efforts to increase efficiency of core maintenance activities 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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
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
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>EXPENDITURES</b>					
Personal Services	\$3,593,335	\$3,578,761	\$3,452,019	\$4,065,855	\$4,232,420
Materials & Services	\$2,356,716	\$2,593,743	\$2,720,190	\$3,642,849	\$3,866,643
Capital Outlay	\$200,896	\$842,449	\$316,139	\$432,500	\$798,500
Other	\$0	\$15,450	\$0	\$0	\$0
<b>Total</b>	<b>\$6,150,947</b>	<b>\$7,030,403</b>	<b>\$6,488,348</b>	<b>\$8,141,204</b>	<b>\$8,897,563</b>
<b>Full-Time Equivalent</b>	<b>58.37</b>	<b>53.20</b>	<b>53.00</b>	<b>52.00</b>	<b>53.00</b>



# 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 2012-2013 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 three years. Future revenues will be used to assist delivering other projects in upcoming 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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$0	\$0	\$0	\$0	\$0
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$456,495	\$325,511	\$260,352	\$340,000	\$350,000
Other	\$20,180	\$5,593	\$2,544	\$309,000	\$275,600
<b>Total</b>	<b>\$476,675</b>	<b>\$331,104</b>	<b>\$262,896</b>	<b>\$649,000</b>	<b>\$625,600</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$42,922	\$46,807	\$45,920	\$49,000	\$49,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$750,000	\$300,000	\$0	\$600,000	\$576,600
<b>Total</b>	<b>\$792,922</b>	<b>\$346,807</b>	<b>\$45,920</b>	<b>\$649,000</b>	<b>\$625,600</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# *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 2012-2013 fiscal year, no LID projects are funded or fully planned to go to construction. However, preliminary cost feasibility studies are being completed by the Department for potential future LIDs on Wedgewood Drive and Flamingo Avenue in the Sams Valley area and for West Jackson Road located in the north Ashland area.

## *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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$223,727	\$342,674	\$321,230	\$150,000	\$110,000
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$0	\$0	\$0	\$0	\$0
Other	\$1,051,560	\$20,561	\$20,113	\$1,015,000	\$1,293,000
<b>Total</b>	<b>\$1,275,287</b>	<b>\$363,235</b>	<b>\$341,343</b>	<b>\$1,165,000</b>	<b>\$1,403,000</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$18,632	\$0	\$0	\$0	\$0
Capital Outlay	\$1,068,326	\$0	\$0	\$0	\$0
Other	\$0	\$150,419	\$91,938	\$1,165,000	\$1,403,000
<b>Total</b>	<b>\$1,086,958</b>	<b>\$150,419</b>	<b>\$91,938</b>	<b>\$1,165,000</b>	<b>\$1,403,000</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# 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 929 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 2012-2013 fiscal year will see the level of service of roadside vegetation management remain at current service levels. This service level remains a reduction from historic 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.

### *Financial Condition*

The Landscape Maintenance Subprogram receives 25 percent of its revenue by providing service to General Fund departments. The remaining 75 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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$139,991	\$165,620	\$195,760	\$211,119	\$238,536
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$239,255	\$202,864	\$178,003	\$196,091	\$202,731
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$379,246</b>	<b>\$368,484</b>	<b>\$373,763</b>	<b>\$407,210</b>	<b>\$441,267</b>
<b>EXPENDITURES</b>					
Personal Services	\$521,329	\$515,931	\$524,314	\$570,181	\$584,899
Materials & Services	\$209,135	\$193,801	\$197,086	\$241,453	\$245,382
Capital Outlay	\$0	\$0	\$13,000	\$90,000	\$120,000
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$730,464</b>	<b>\$709,732</b>	<b>\$734,400</b>	<b>\$901,634</b>	<b>\$950,281</b>
<b>Full-Time Equivalent</b>	<b>5.83</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>



# *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 2011 season had a favorable affect on park use levels. The general outlook for the 2012 recreational season appears to be questionable with low snow pack and below average precipitation levels.

The Parks and Recreation Program receives considerable support from the State of Oregon as recreational vehicle registration fees are shared with counties that provide overnight camping facilities. While Jackson County



## *Parks and Recreation*

receives the largest county portion of these funds, recreational vehicle (RV) fees have declined and the Department has seen a 10 percent decrease in these funds compared to fiscal year 2009-2010.

### **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 2012-2013, this program will continue to be expanded into additional areas where feasible.

Other major projects which will be undertaken during fiscal year 2012-2013 include starting the master planning process for the Givan Park properties, the construction of a replacement restroom/shower complex at Willow Lake, as well as the addition of a playground structure at Willow Lake.

Major maintenance on the park facilities will continue at reduced levels of service during the 2012-2013 fiscal year in part 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 2012-2013 fiscal year is the fourth year that this Program has not been supported by the General Fund.



## *Parks and Recreation*

Program: 390501	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$1,389,007	\$821,211	\$1,851,522	\$811,679	\$1,112,608
Federal Gov't	\$47,289	\$1,898,593	\$4,011,947	\$315,000	\$35,000
Fees & Charges	\$618,787	\$616,082	\$750,048	\$664,600	\$753,150
Other	\$476,804	\$281,401	\$113,668	\$690,598	\$987,875
<b>Total</b>	<b>\$2,531,887</b>	<b>\$3,617,287</b>	<b>\$6,727,185</b>	<b>\$2,481,877</b>	<b>\$2,888,633</b>
<b>EXPENDITURES</b>					
Personal Services	\$686,867	\$734,656	\$705,358	\$825,082	\$763,526
Materials & Services	\$709,001	\$2,783,456	\$5,617,409	\$1,100,338	\$1,079,654
Capital Outlay	\$1,056,862	\$110,822	\$231,702	\$175,000	\$260,000
Other	\$0	\$0	\$0	\$381,457	\$785,453
<b>Total</b>	<b>\$2,452,730</b>	<b>\$3,628,934</b>	<b>\$6,554,469</b>	<b>\$2,481,877</b>	<b>\$2,888,633</b>
<b>Full-Time Equivalent</b>	<b>7.70</b>	<b>7.70</b>	<b>8.72</b>	<b>7.81</b>	<b>7.70</b>



# 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 2012-2013 fiscal year is estimated to be \$50,000. This modest level of funding will be partially used as matching funds for a playground installation at Willow Lake and to assist in the master planning process 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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$0	\$0	\$0	\$0	\$0
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$82,269	\$79,581	\$44,593	\$50,000	\$50,000
Other	\$4,788	\$2,314	\$2,408	\$104,500	\$172,000
<b>Total</b>	<b>\$87,057</b>	<b>\$81,895</b>	<b>\$47,001</b>	<b>\$154,500</b>	<b>\$222,000</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$285,995	\$24,052	\$22,989	\$154,500	\$222,000
<b>Total</b>	<b>\$285,995</b>	<b>\$24,052</b>	<b>\$22,989</b>	<b>\$154,500</b>	<b>\$222,000</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



## *Sports Park Mitigation*

### *Program Purpose*

The goal of the Sports Park Mitigation Program is to provide funding for long term maintenance and monitoring associated with the vernal pool mitigation site at the Jackson County Sports Park. The vernal pool restoration area was identified as a key component in the 2011 Sports Park Master Plan, as adopted by the Jackson County Board of Commissioners.

The Sports Park Mitigation Program is funded through agreements with third parties in which vernal pool enhancement projects are completed at the park, and funds are set aside for future services, as required by permitting agencies. The Sports Park Mitigation 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 Sports Park Mitigation Program provides the following service:

- **Fund Maintenance and Monitoring of the Sports Park Vernal Pool Mitigation Site**

Strategic Objective: Provide funding for maintenance and monitoring of the vernal pool restoration site at the Jackson County Sports Park to meet permitting agency requirements.

#### **Significant Issues in the Year Ahead**

Sports Park Mitigation Program revenues will be used to cover expenses for the first full year of maintenance and monitoring of the vernal pool restoration site. It is expected that the site will need intensive vegetation control management, in addition to the monitoring services provided by the County contractor.

### *Financial Condition*

There is no General Fund money utilized for this Program. Revenues are generated from agreements with parties needing off-site mitigation credits for projects impacting vernal pools.



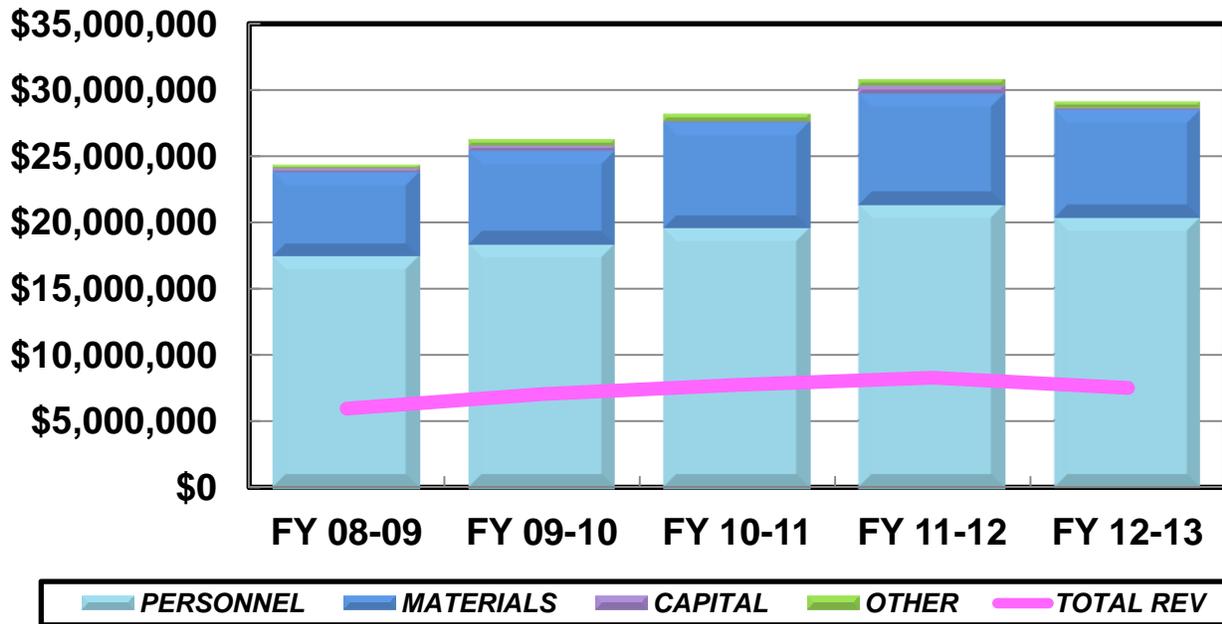
## Sports Park Mitigation

Program: 391401	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
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	\$43	\$0	\$122,000
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 43</b>	<b>\$ 0</b>	<b>\$122,000</b>
<b>EXPENDITURES</b>					
Personal Services	\$0	\$0	\$0	\$0	\$0
Materials & Services	\$0	\$0	\$0	\$0	\$30,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$92,000
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$122,000</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# SHERIFF

## 2008-2009 to 2012-2013



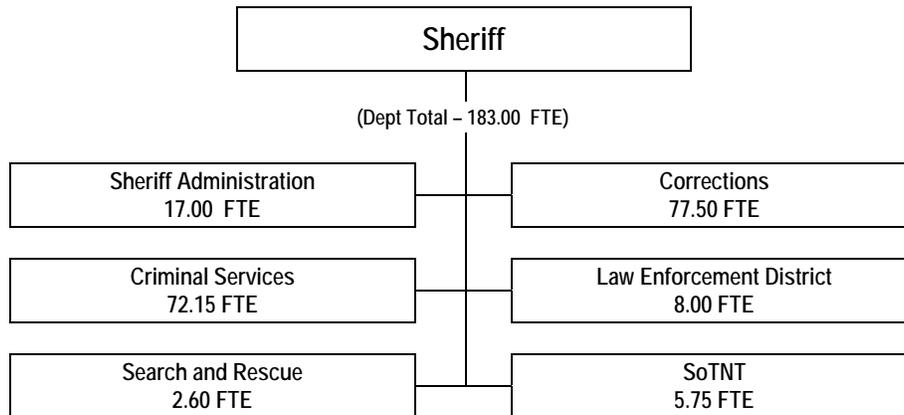
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>PERSONNEL</b>	\$17,383,330	\$18,297,564	\$19,496,521	\$21,270,187	\$20,292,177
<b>MATERIALS</b>	\$6,345,450	\$7,047,947	\$8,024,656	\$8,383,828	\$8,127,028
<b>CAPITAL</b>	\$316,320	\$397,119	\$69,831	\$581,500	\$176,000
<b>OTHER</b>	\$276,588	\$507,124	\$551,022	\$530,000	\$475,795
<b>TOTAL EXP</b>	\$24,321,688	\$26,249,754	\$28,142,030	\$30,765,515	\$29,071,000
<b>TOTAL REV</b>	\$5,947,569	\$7,038,863	\$7,733,681	\$8,276,437	\$7,511,956
<b>FULL-TIME EQUIVALENT</b>	175.00	183.25	183.00	183.00	183.00

Numbers for FY 08-09 through FY 10-11 are actual revenues and expenditures. FY 11-12 and FY 12-13 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.



# SHERIFF

## 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 2012-2013

- Nationally, all are experiencing financial hardships. With reductions in Federal and State funding, the careful monitoring of the Jackson County Sheriff's Office (JCSO) portion of the General Fund is crucial. The absolute mission of this agency will continue to be customer service, while effectively reviewing spending throughout the fiscal year, by limiting costs in all ways possible.
- JCSO is in the final stages of completing the new main office on Crater Lake Highway, near Vilas Road. The co-location of divisions will also allow these programs to act cooperatively on cases. Moving the office from downtown will allow quicker access to outlying portions of the County, and in the event of an emergency, the building has been outfitted to house other critical County functions.
- When JCSO moves its administrative and criminal functions to the new offices, the Jackson County Jail has the potential to remodel portions of the basement area to house more inmates.
- With up to 90 percent of administration and patrol personnel moving to the new facility, reviewing the logistics of current processes will be essential. The emphasis will be to allow for the most efficient use of existing employees while limiting new hires and reducing overtime hours.

### Major Issues and Service Level Accomplishments for Prior Year

- A new recordkeeping system was initiated, where documents are scanned for storage. The data-searchable, paperless method will be used by several divisions.
- Partially due to the impact of Southern Oregon Multi-Agency Marijuana Eradication and Reclamation (SOMMER) on illegal marijuana grows in 2010, and partially due to an adjusted philosophy in spending, contracted flight expenses were reduced for marijuana eradications.
- A cross-training period was established for Sergeants. The approach of "fresh eyes" and cross-training resulted in some effective revisions to established processes.
- Working with the County's Information Technology Department, a Technology Specialist and a Programmer were hired to trouble-shoot, provide maintenance and program interactive communications between diverse technologies in our critical incident response equipment.
- The hiring of a part-time Latent Print Fingerprint Examiner resulted in arrests. Whereas in the past it took up to one and one-half years to receive results from the overburdened Oregon State Police (OSP) crime lab, outcomes are now seen in days.
- The new Sally Port for the jail was completed, thereby increasing safety and reducing the time taken to process lodgings.

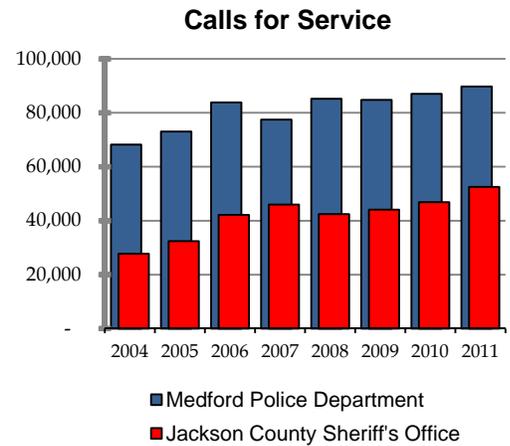


# SHERIFF

- Patrol services were improved within the White City Enhanced Law Enforcement District (WCELED) by adding cameras to the patrols vehicles in that area. This enhances the adjudication of crimes, increases officer safety, and provides immediate feedback to complaints.

## Benchmark

The graph shows 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 fiscal year 2011, MPD had 56 Patrol Officers and JCSO had 36 Patrol Deputies. Since 2004, JCSO has seen a large increase in its calls for service, rising from 27,759 in 2004 to 52,522 in 2011.



# Sheriff Administration

## Program Purpose

The Sheriff Administration Program provides for citizen safety by developing and implementing programs that protect the County from liability. It works to increase and ensure officer safety and takes care that the Department's legal mandates are met while presenting a positive image to the public and 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:

- **Implement the Citizen's Academy**

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.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of participants	35	20	20	20
Number of academies offered	2	1	1	1

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.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of Deputies receiving training	130	124	124	125
Total hours of training received	12,098	10,262	10,500	11,000



# Sheriff Administration

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.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of civil documents received	18,271	22,818	22,500	23,000

The service of civil documents became the sole duty of the Sheriff's Office several years ago and that responsibility increases with every year as the population grows within the County and encompassed municipalities.

Strategic Objective: To meet mandated requirements for concealed weapon application and issuance.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of concealed handgun licenses issued	2,580	2,894	2,900	2,950

The process for obtaining a concealed handgun license includes the completion of a gun safety course and certification of such, a criminal history check, and fingerprinting of the applicant. 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.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of fingerprints taken	4,368	4,665	4,700	4,800



# Sheriff Administration

The variation in fingerprints taken year-to-date is reflective of growth in the number of companies and licensing agencies requiring fingerprints as part of their employment and certification process. Additionally, other agencies have discontinued fingerprinting services to the public.

### Significant Issues in the Year Ahead

The Sheriff's Office is experiencing escalating personnel costs while at the same time decreases in funding. As a result, two upper management positions in Administration (and one in Search and Rescue) will not be filled when the incumbents retire in December, 2012. Department wide, a total of 10 vacant positions will not be filled. Authority for these unfunded positions will still be retained. The challenge will then be to maintain overall Department service levels in light of budget constraints and increasing calls for services. The JCSO has taken a proactive stance by streamlining processes to reduce costs. In the Spring of 2011, JCSO began the implementation of 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 92 percent 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	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$13,850	\$34,849	\$51,231	\$11,000	\$0
Federal Gov't	\$103,760	\$0	\$0	\$0	\$0
Fees & Charges	\$305,752	\$295,092	\$353,049	\$339,100	\$336,500
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$423,362</b>	<b>\$329,941</b>	<b>\$404,280</b>	<b>\$350,100</b>	<b>\$336,500</b>
<b>EXPENDITURES</b>					
Personal Services	\$2,435,022	\$2,624,321	\$2,865,796	\$3,178,629	\$2,968,672
Materials & Services	\$2,140,186	\$2,459,266	\$776,421	\$918,734	\$1,070,228
Capital Outlay	\$107,435	\$68,714	\$0	\$300,000	\$0
Other	\$0	\$118,944	\$476,669	\$30,000	\$0
<b>Total</b>	<b>\$4,682,643</b>	<b>\$5,271,245</b>	<b>\$4,118,886</b>	<b>\$4,427,363</b>	<b>\$4,038,900</b>
<b>Full-Time Equivalent</b>	<b>13.91</b>	<b>16.08</b>	<b>22.00</b>	<b>17.00</b>	<b>17.00</b>



# 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.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Forced releases	854	1,740	2,998	5,157

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. This did not prove to have the intended results and the cap was returned to 230 in May, 2010. The projected increase in forced releases is related to economic downturns and subsequent escalation in property-related crimes. The lodgings for the jail are rising and the number of people being sent from the court for processing only (not lodged) is decreasing.

- **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.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Transfers to the Community Justice Work Center	1,564	1,826	1,960	2,097



# Corrections

The Corrections Program uses a matrix created by the Oregon Department of Corrections to identify 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 ensures that inmates are serving their appropriate sanctions while reducing the number of forced releases.

### Significant Issues in the Year Ahead

Adequate staffing, especially of female Deputies, continues to be a concern for the Program. Given the budget constraints, five vacant positions will not be filled in fiscal year 2012-2013. These positions will be unfounded until resources permit. Increased overtime due to lack of staff increases stress and creates a safety issue for staff and inmates. With the trend of rising arrests and forced releases, adequate bed space will continue to pose issues in the coming year. As a cost savings idea, the jail is moving towards adding closed circuit TV channels. This will drastically reduce the need for printed manuals and open up possibilities for educational programming.

### Financial Condition

The Corrections Program is 70 percent funded by the General Fund with the remainder of the Program financed by contracts with State and Federal agencies and recoverable programs. Unfortunately, a continued reduction in Federal and State funding is anticipated.

Program: 410103	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$3,042,223	\$2,780,663	\$2,818,523	\$2,919,600	\$2,161,100
Federal Gov't	\$521,997	\$721,812	\$896,969	\$694,000	\$712,000
Fees & Charges	\$128,071	\$125,332	\$133,745	\$132,000	\$145,200
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$3,692,291</b>	<b>\$3,627,807</b>	<b>\$3,849,237</b>	<b>\$3,745,600</b>	<b>\$3,018,300</b>
<b>EXPENDITURES</b>					
Personal Services	\$6,898,008	\$6,952,750	\$7,261,476	\$7,998,140	\$7,736,667
Materials & Services	\$1,518,932	\$1,625,100	\$2,420,202	\$2,509,393	\$2,462,433
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$57,185	\$0	\$75,000	\$0
<b>Total</b>	<b>\$8,416,940</b>	<b>\$8,635,035</b>	<b>\$9,681,678</b>	<b>\$10,582,533</b>	<b>\$10,199,100</b>
<b>Full-Time Equivalent</b>	<b>79.00</b>	<b>78.50</b>	<b>71.50</b>	<b>77.50</b>	<b>77.50</b>



## 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.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Average number of calls for services by one Patrol Deputy per year	1,010	1,051	1,311	1,507

With the projected budget cuts, the Patrol Division will attempt to maintain the number of patrol units on duty at any one time and patrol in the rural areas of Jackson County as allowed. The Sheriff's Office will reassess the ability to maintain its patrol fleet, which has enabled enhanced patrol visibility and improved response times to emergencies and critical incidents. 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.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Patrol Deputies on duty at one time (average)	5-6	5-6	4-5	4-5

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. Administration and Deputies assigned to the Marine and Traffic Divisions help supplement patrols when necessary.

The outcome numbers listed above reflect only Deputies assigned to Criminal Patrol. Due to the anticipated budget shortfall, the Sheriff's Office has a self-imposed hiring freeze. There are currently six full-time equivalent (FTE) vacancies within the Patrol Division.



## Criminal Services

Strategic Objective: Address the issue of livestock-related cases with increased efficiency.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of animal/livestock cases investigated by Deputies	1,105	1,226	1,349	1,484

The Sheriff's Office is 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. In addition to the two Deputies who received specialized training in animal/livestock cases in 2010, ten more Deputies received similar training to help investigate horse neglect/abuse complaints in 2011. Through horse-scoring classes, these Deputies now have the ability to determine the health care and nourishment horse have been receiving.

Strategic Objective: Address the increase of burglaries within the County.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of reported burglaries	214	304	334	368

With economic stressors escalating, an increase in burglaries has continued to rise. There are now two Community Service Officers (CSOs) assisting Deputies and Detectives in investigations throughout the County, and another is dedicated specifically to the City of Shady Cove. In addition to the CSOs, the Sheriff's Office hired a latent print fingerprint specialist to assist with criminal cases where latent prints have been lifted. Within a few months of employment, the specialist was able to identify a suspect in a burglary case from prints found at the scene.

Strategic Objective: Address the issue of rising drug law violations throughout the County.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Drug law violations	269	323	388	466



## *Criminal Services*

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 trained, highly-skilled, and well-equipped police tactical team.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
High risk calls for service by the Jackson County SWAT Team	21	15	18	20

Special Weapons and Tactical (SWAT) units have 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, high risk apprehensions, and the seizure of high risk marijuana gardens.

The above numbers reflect 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. The SWAT medics are a group of specially-trained volunteers comprised of medical professionals and paramedics.

- **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.

## Criminal Services

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Traffic Team impact on fatal crashes	14	15	22	15
Victims impact panel (VIP) attendees	1,282	1,283	1,250	1,151
Traffic school attendees	1,683	1,463	1,500	1,870
"Why Seat Belt?" attendees	1,163	1,512	1,100	1,000

The Sheriff's Office maintains traffic safety education programs and specialized traffic enforcement efforts (a traffic team), DUII enforcement, and grant-funded programs for pedestrian safety, seat belt use, and speed enforcement as well as coordinating traffic diversion classes for the County through the courts. 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 number of traffic-related fatalities has steadily declined.

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.

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.

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.



## *Criminal Services*

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Assigned case clearance rate	80%	82%	83%	83%
Digital phone/audio CD requests	147	200	260	240
Investigative Support Unit projects	2,200	2,400	2,500	2,450

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 two Property Evidence Clerks, one Crime Analyst, five Criminal Investigators, and one Sergeant. 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 fashioned police techniques and a high-tech approach to criminal investigations are used by Investigators. One Detective position is currently open. Once filled, the position will be assigned to the Southern Oregon High Tech Crimes Task Force (SOHTCTF) to reduce costs associated with analyzing and prosecuting high tech crimes. Currently those cases are paid for by an hourly rate of usage of the SOHTCTF.

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.



## Criminal Services

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Boat patrol hours	53%	51%	58%	54%
Contract patrol hours	135%	102%	120%	110%
One BER to one BPH	1.02:1	1.09:1	1.05:1	1.03:1

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.

- **Medical Examiner Program**

Strategic Objective: Investigate deaths that fall under the jurisdiction of the Medical Examiner's Program.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of Medical Examiner responses	556	571	590	620
Number of cases accepted as Medical Examiner jurisdiction	207	197	210	230
Number of autopsies	60	54	65	68

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.

## *Criminal Services*

The Medical Examiner Investigators also work cases involving missing persons and support other investigations. This contributes to their caseload, but is an efficient manner to investigate these cases. In addition to two full-time Detectives assigned as Medical Examiner Investigators, a full-time Major Crimes Detective has also been training to respond to death investigations in the capacity of a Medical Examiner Investigator. The position regularly takes the duties of the Medical Examiners, allowing regular days off, vacations, training, and further reducing overtime costs. The Sheriff's Office intends to apply for a U.S. Department of Justice grant to fully fund x-ray equipment to support the Medical Examiner Program. This will eliminate the cost of x-ray services from local hospitals and improve the efficiency of the Program.

### **Significant Issues in the Year Ahead**

As anticipated, the economy continued to decline in the last half of 2011. There are signs of recovery with unemployment slightly down nationally and locally and foreclosure rates have ebbed early in 2012. Our community still faces some hard economic times with poverty levels on the rise and fewer Federal dollars to offset the O&C funds. The Sheriff's Office will have to do more with less. Accordingly, five vacant positions will not be filled, but authority for these unfunded positions will be retained. This will impact the number of Criminal Patrol Deputies actually on the road.

It is expected that the Sheriff's Office will face many challenges in fiscal year 2012-2013, in part due to the reduced budget and increase in calls for service. With the reductions in the budget, overtime will have to be reduced and the ability to dedicate Deputies to special events such as the Jackson County Fair, Red White and Boom celebration, and any Presidential election events will be limited. It is also expected that the ability to target drug trafficking operation (DTO) marijuana gardens, occurring during the summer months, will also be limited.

### *Financial Condition*

The Criminal Services Program receives approximately 88 percent of its fund from 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 and the Federal Title III program.



## *Criminal Services*

<b>Program: 410104</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Adopted</b>	<b>2012-2013 Adopted</b>
<b>REVENUES</b>					
State/Local Gov't	\$361,421	\$431,949	\$692,188	\$713,137	\$804,895
Federal Gov't	\$301,895	\$223,370	\$314,408	\$233,000	\$225,500
Fees & Charges	\$288,570	\$349,506	\$353,302	\$324,400	\$316,061
Other	\$0	\$29,211	\$0	\$0	\$0
<b>Total</b>	<b>\$951,886</b>	<b>\$1,034,036</b>	<b>\$1,359,898</b>	<b>\$1,270,537</b>	<b>\$1,346,456</b>
<b>EXPENDITURES</b>					
Personal Services	\$7,139,224	\$7,370,577	\$7,609,036	\$7,847,898	\$7,587,176
Materials & Services	\$2,258,527	\$2,195,013	\$3,446,025	\$3,369,836	\$3,204,324
Capital Outlay	\$161,403	\$5,800	\$18,473	\$0	\$60,000
Other	\$196,274	\$269,893	\$74,351	\$0	\$0
<b>Total</b>	<b>\$9,755,428</b>	<b>\$9,841,283</b>	<b>\$11,147,885</b>	<b>\$11,217,734</b>	<b>\$10,851,500</b>
<b>Full-Time Equivalent</b>	<b>72.85</b>	<b>74.76</b>	<b>74.90</b>	<b>71.90</b>	<b>72.15</b>



# 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.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of officers/staff assigned	7.43	8.00	8.00	8.00

In the 1990's, White City formed an "enhanced service district," which enabled them to build a community service center, hire paid staff and, along with volunteers, operate offices providing a wide variety of services. Deputies are assigned daily to the White City area and are designated as Community Action Team (CAT) members. They work with the local community under their policing philosophy. In 2010, a full complement of Deputies were trained and assigned to the CAT team. A Sergeant is assigned to supervise the team's activities.

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 additional 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.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Offenses related to theft or vandalism	382	352	335	<300

A Deputy currently rotates between White Mountain Middle School, Mountain View Elementary and White City Elementary as a School Resource Officer (SRO). He works closely with school staff to reduce truancy, assist with a variety of behavior issues, and assists in providing



## *Law Enforcement District*

students and staff with a safe learning environment. This year saw the continuation of the program between the schools and the Sheriff's Office, where Deputies and students work together to clean up a section of the city. Gang graffiti was removed, litter picked up, and shrubs and weeds trimmed or pulled. Multiple TV and print media attended the events. The SRO participated in many outreach programs and events with the Hispanic Community in order gain their support and better learn what the Sheriff's Office could do for them.

Strategic Objective: Reduce the number of juvenile traffic violations and offenses.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Juvenile traffic violations/ offenses	285	133	125	115

With a full complement of assigned Deputies in place, and due to a vigorous enforcement program, members of the community immediately began commenting on the perceived drop in juveniles out late at night while unsupervised. This resulted in fewer traffic complaints and a general reduction in crime. In 2011, the White City CAT team continued partnering with Community Corrections Probation Officers to conduct warrant sweeps.

Gang issues are major concern and targeted area of enforcement for the White City CAT team. While still on a relatively small scale, gang issues such as graffiti and turf skirmishes are a top enforcement priority.

### **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. The District is stable and creates sufficient revenue to support the majority of District costs. The District has a reserve which covers any shortfall in annual revenue. In the years to come, if this reserve drops below 25 percent of the total operating budget then services will be re-evaluated and adjusted as necessary.



## *Law Enforcement District*

Program: 410201	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$388,946	\$1,333,017	\$1,321,270	\$1,325,700	\$1,318,315
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$0	\$0	\$207	\$0	\$0
Other	\$14,860	\$21,140	\$18,375	\$600,000	\$666,685
<b>Total</b>	<b>\$403,806</b>	<b>\$1,354,157</b>	<b>\$1,339,852</b>	<b>\$1,925,700</b>	<b>\$1,985,000</b>
<b>EXPENDITURES</b>					
Personal Services	\$257,616	\$585,132	\$883,528	\$933,680	\$957,080
Materials & Services	\$81,649	\$339,288	\$479,568	\$567,020	\$552,125
Capital Outlay	\$0	\$0	\$5,702	\$0	\$0
Other	\$0	\$54,551	\$0	\$425,000	\$475,795
<b>Total</b>	<b>\$339,265</b>	<b>\$978,971</b>	<b>\$1,368,798</b>	<b>\$1,925,700</b>	<b>\$1,985,000</b>
<b>Full-Time Equivalent</b>	<b>2.97</b>	<b>7.43</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>



# Search and Rescue

## Program Purpose

The Search and Rescue (SAR) Program provides service 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 lands within Jackson County.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
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.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Volunteer hours contributed	23,614	16,978	15,000	18,000

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 a regional organization 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.



# 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.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Attendees of "Lost but Found" program	7,500	8,000	9,000	10,000

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**

JCSO SAR will conduct targeted recruitments to increase and improve the SAR volunteer pool. SAR volunteer hours will be monitored, looking for increased exposure opportunities. Lieutenant Rowland, who heads this Program, was 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 69 percent funded by the General Fund. As in prior years, it is hopeful that approximately 30 percent of this Program will be supported with Title III dollars.



## *Search and Rescue*

Program: 410105	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$5,532	\$7,674	\$12,166	\$6,000	\$6,448
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$187,011	\$394,712	\$237,755	\$393,500	\$203,052
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$192,543</b>	<b>\$402,386</b>	<b>\$249,921</b>	<b>\$399,500</b>	<b>\$209,500</b>
<b>EXPENDITURES</b>					
Personal Services	\$148,391	\$196,306	\$258,907	\$339,147	\$299,170
Materials & Services	\$201,543	\$273,742	\$392,920	\$299,531	\$263,830
Capital Outlay	\$34,590	\$285,868	\$45,656	\$281,500	\$116,000
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$384,524</b>	<b>\$755,916</b>	<b>\$697,483</b>	<b>\$920,178</b>	<b>\$679,000</b>
<b>Full-Time Equivalent</b>	<b>1.30</b>	<b>1.40</b>	<b>1.60</b>	<b>2.60</b>	<b>2.60</b>



# 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.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of criminal cases	419	535	550	560
Number of intelligence cases	574	1,431	1,470	1,480

SoTNT has combined with the Medford Area Drug and Gang Enforcement (MADGE) sharing available resources to combat drug trafficking and gang related offenses occurring in Jackson County. By enforcing narcotics laws and prosecuting offenders in both State and Federal court, SoTNT intends to continue to reduce the availability of illegal narcotics in Jackson County.

- **Gather Intelligence**

Strategic Objective: Investigate all information received concerning illegal DTO marijuana operations.

<i>Outcome(s)</i>	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of outdoor marijuana grows	16	7	24	10
Number of marijuana plants seized	30,971	27,129	4,000	28,000

These results arise from the total number of plants seized by the Sheriff's Office on publicly owned and private 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. SoTNT has become the State leader in identifying, disrupting, dismantling,



## *Southern Oregon Tactical Narcotics Team (SoTNT)*

and prosecuting illegal drug trafficking organizations (DTO) marijuana growing operations. 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). SOMMER also partners with the U.S. Drug Enforcement Agency (DEA), U.S. Forest Service (USFS), Bureau of Land Management (BLM), and U.S. Immigration and Customs Enforcement (ICE). Through this collaborative effort, SOMMER eradicated 125,787 marijuana plants from Southern Oregon (70 percent of the State total) and arrested 23 suspects in 2010. SOMMER receives funding through the Oregon Department of Justice (DOJ) Domestic Cannabis Eradication/Suppression Program (DCE/SP). The Sheriff's Office will continue its aggressive approach in dealing with DTO marijuana 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 DEA.

### *Financial Condition*

More agencies continue to compete for limited grant funds while personnel costs have increased without any significant increase in drug interdiction grant opportunities. Funding for operations will need to be increased by local agencies to ensure the operations do not decrease. SoTNT is 53 percent funded by the General Fund.



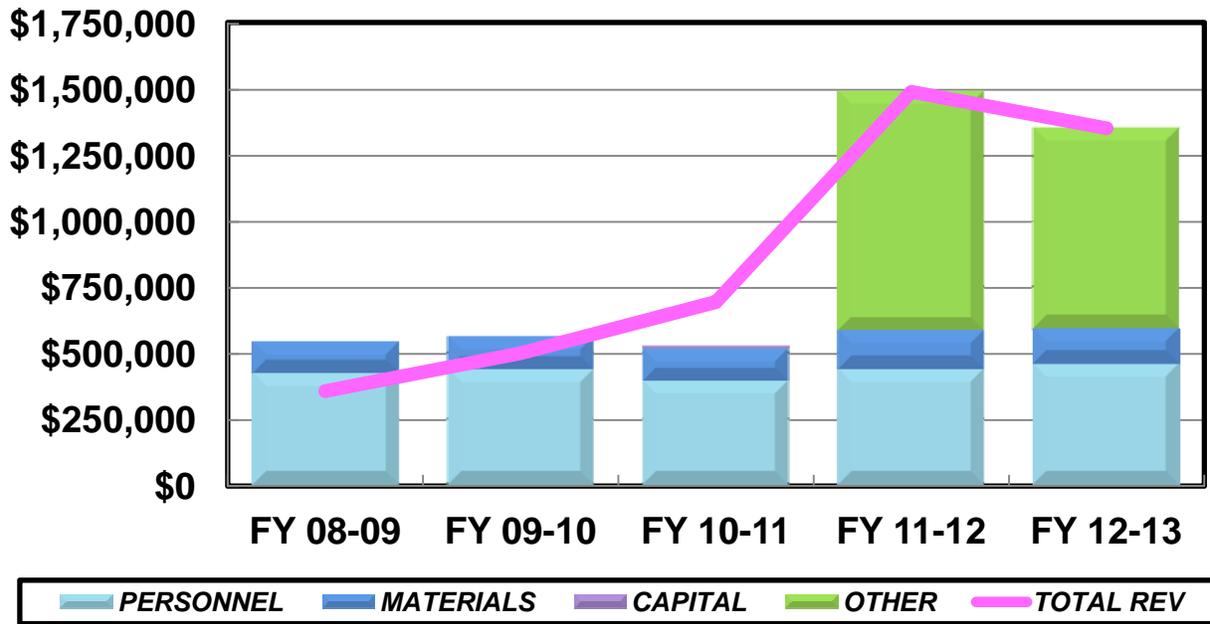
## Southern Oregon Tactical Narcotics Team (SoTNT)

Program: 410106	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$0	\$0	\$69	\$0	\$0
Federal Gov't	\$234,813	\$289,967	\$574,616	\$550,000	\$616,200
Fees & Charges	\$48,844	\$549	-\$44,225	\$35,000	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$283,657</b>	<b>\$290,516</b>	<b>\$530,460</b>	<b>\$585,000</b>	<b>\$616,200</b>
<b>EXPENDITURES</b>					
Personal Services	\$504,916	\$568,312	\$617,611	\$972,693	\$743,412
Materials & Services	\$144,479	\$155,387	\$509,337	\$719,314	\$574,088
Capital Outlay	\$12,890	\$36,735	\$0	\$0	\$0
Other	\$80,314	\$6,547	\$0	\$0	\$0
<b>Total</b>	<b>\$742,599</b>	<b>\$766,981</b>	<b>\$1,126,948</b>	<b>\$1,692,007</b>	<b>\$1,317,500</b>
<b>Full-Time Equivalent</b>	<b>4.97</b>	<b>5.08</b>	<b>5.00</b>	<b>6.00</b>	<b>5.75</b>



# SURVEYOR

## 2008-2009 to 2012-2013



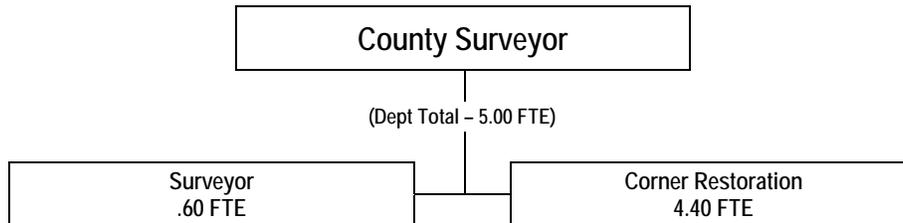
	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>PERSONNEL</b>	\$423,116	\$437,198	\$393,674	\$438,219	\$458,378
<b>MATERIALS</b>	\$119,451	\$125,573	\$123,023	\$147,777	\$135,278
<b>CAPITAL</b>	\$0	\$0	\$8,400	\$0	\$0
<b>OTHER</b>	\$0	\$0	\$0	\$906,601	\$760,668
<b>TOTAL EXP</b>	\$542,567	\$562,772	\$525,097	\$1,492,597	\$1,354,324
<b>TOTAL REV</b>	\$359,698	\$502,880	\$696,948	\$1,492,597	\$1,354,324
<b>FULL-TIME EQUIVALENT</b>	6.00	6.00	6.00	5.00	5.00

Numbers for FY 08-09 through FY 10-11 are actual revenues and expenditures. FY 11-12 and FY 12-13 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 11-12 and FY 12-13 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. 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:** To provide the most accurate, efficient, and comprehensive boundary and corner information to the citizens of Jackson County. Also, in accordance with Oregon Revised Statutes (ORS) 209.070, to preserve the 9,000 Public Land Corners of Jackson County. These corners are vital for defining the County's land division system, and this in turn allows for accurate mapping and taxation.

### Major Issues and Service Level Goals for Fiscal Year 2012-2013

- Continue to digitally preserve and archive historic and irreplaceable road and property information.
- Ensure that all maps of survey, subdivision, and partitions meet State and local law requirements and are evaluated quickly and efficiently.
- Identify areas which are in danger of having corners destroyed through road construction and development.
- Acquisition and integration of a large body of valuable historic surveying records, previously owned by Mark Boyden.
- Continue with progress on the Surveyor's proposed online mapping services project.
- Devote more time and resources to technical training of personnel.
- Continue to be self-supporting.

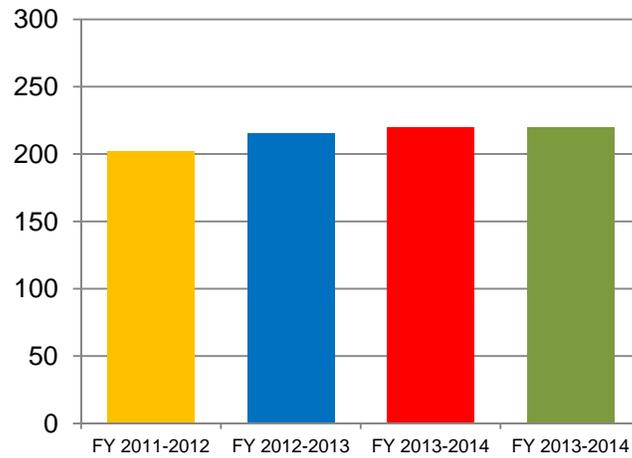
### Major Issues and Service Level Accomplishments for Prior Year

- There has been a slight increase in fees collected from maps being filed, although far fewer than the Surveyor's Office was receiving several years ago.
- Staff has taken the initiative to gain additional training on technical practices and software.
- Staff has been able to maintain a high level of efficiency in re-establishing government corners.
- 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 on important government corner positions.
- The Surveyor's Office has participated in cooperative efforts with other public agencies on several facility development projects.

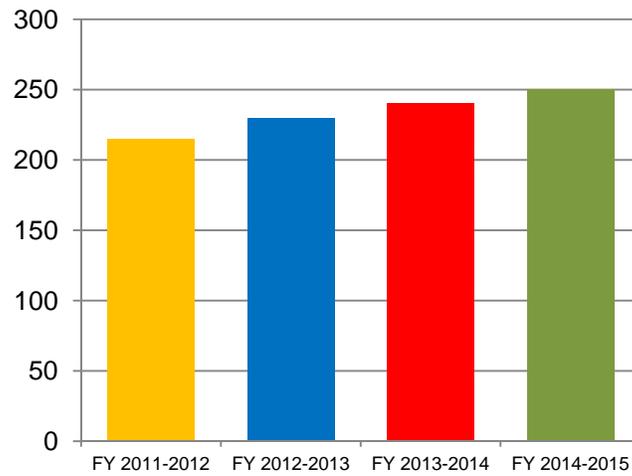
# SURVEYOR

## Benchmarks

### Trend of Filed Maps and Plats



### Restored Corners Trend



# Surveyor

## Program Purpose

The Surveyor Program reviews all maps of survey and property divisions for Jackson County to ascertain that they accurately present all of the information required by Oregon Revised Statute (ORS). Subdivisions additionally require a field check of all the individual pins as set by the project surveyor. Once maps have been submitted, they are filed in the official County records, indexed in a protected environment, and made accessible to the public. 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: Review maps of survey within 24 hours of submission, and review subdivisions and partitions within two days.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Filed survey maps and subdivision plats reviewed within targeted time	191	275	202	215
Percent of change in document sales	0%	5%	18%	-7%

- Boundary and Topographic Surveys of County Property**

Strategic Objective: To supply efficient, cost-effective, and accurate surveying services to other County departments as needed for facility development, easements, and boundary location issues.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Easements and descriptions reviewed for other County departments	n/a	n/a	n/a	30

Staff is currently developing a method to measure our efforts in this area and do not have current data at this time.

### Significant Issues in the Year Ahead

Improvement projects undertaken by the County have provided several opportunities for the Surveyor's Office to work in cooperation with other departments. Large projects, such as the new Sheriff's Office building and



## *Surveyor*

the sally-port at the Jail make it necessary to accurately locate boundaries and easements. The Surveyor's Office is uniquely suited to doing these tasks, and doing so helps us continue to be self-supporting. These opportunities will continue to be sought out.

The Office is benefiting from a slight increase in surveying activity in the community. This is resulting in a slight increase in fees collected for filing survey maps, but is somewhat offset by a decline in document sales. The Surveyor's Office continues to be aware of an increasing demand for digital records and works to meet this demand as resources permit.

### *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.

Since then, the Surveyor's Office has been able to operate on a self-supporting basis, even though the financial climate has been a challenging one. Greater utilization of services by other departments has helped to offset the modest activity in filing fees. The staff has worked hard to become more efficient with one less person in the field crew, and to use technology whenever possible to streamline our processes.



# Surveyor

Program: 430101	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$0	\$0	\$4,020	\$0	\$0
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$91,136	\$78,560	\$61,188	\$70,034	\$72,196
Other	-\$4,275	\$3,106	\$241,344	\$1,962	\$0
<b>Total</b>	<b>\$86,861</b>	<b>\$81,666</b>	<b>\$306,552</b>	<b>\$71,996</b>	<b>\$72,196</b>
<b>EXPENDITURES</b>					
Personal Services	\$224,043	\$28,417	\$44,886	\$50,019	\$52,407
Materials & Services	\$50,751	\$32,123	\$1,342	\$21,977	\$19,789
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$274,794</b>	<b>\$60,540</b>	<b>\$46,228</b>	<b>\$71,996</b>	<b>\$72,196</b>
<b>Full-Time Equivalent</b>	<b>2.01</b>	<b>0.75</b>	<b>0.60</b>	<b>0.60</b>	<b>0.60</b>



# Corner Restoration

## *Program Purpose*

The Corner Restoration Program monitors and maintains all Public Land Corners within Jackson County (Oregon Revised Statute 203.148). The nearly 9,000 corners in our area were established in the 1800's and continue to form the basis of all land ownership boundaries in Jackson County to this day; this in turn affects what area is taxed. As further development and population growth take place, the preservation of these corners becomes increasingly essential to maintaining and documenting the accurate boundaries of all local properties. 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: To visit and restore Public Land Corners that are in danger of being destroyed by logging, fire, construction, and exposure to the elements.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of visited corners	199	250	216	230
Percentage of corners needing to be re-established	75%	80%	80%	90%

- **Enhanced Technical Training**

Strategic Objective: To obtain technical training in the use of equipment, software, and recognized professional procedures; this in turn enhances the accuracy and efficiency in restoring Public Land Corners.

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Number of technical training hours	4	32	35	40
Technical training hours per FTE	1	8	8.75	10

- **Revenue Diversification**

Strategic Objective: To diversify program revenue sources.



## *Corner Restoration*

<i>Outcome(s)</i>	FY 2010-2011 Actual	FY 2011-2012 Budgeted	FY 2011-2012 Expected	FY 2012-2013 Projected
Percentage of revenue from other County departments	n/a	1%	2%	5%

### **Significant Issues in the Year Ahead**

Corner Restoration productivity was adversely affected when one full-time position was eliminated in 2010; however, a focus on reinforcing the resources still present has actually resulted in a slight gain in the number of corners restored. Staff continues to focus on corners that are in danger of being destroyed plan to continue improving our efficiency. The vast number of Public Land 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 has been negatively affected by the economy, the impact has been lessened by reducing one full-time position at the end of fiscal year 2009-2010. Staff has also had the privilege of assisting and being reimbursed by several other departments as they develop their site projects, which resulted in channeling additional revenue into the Corner Fund.

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.

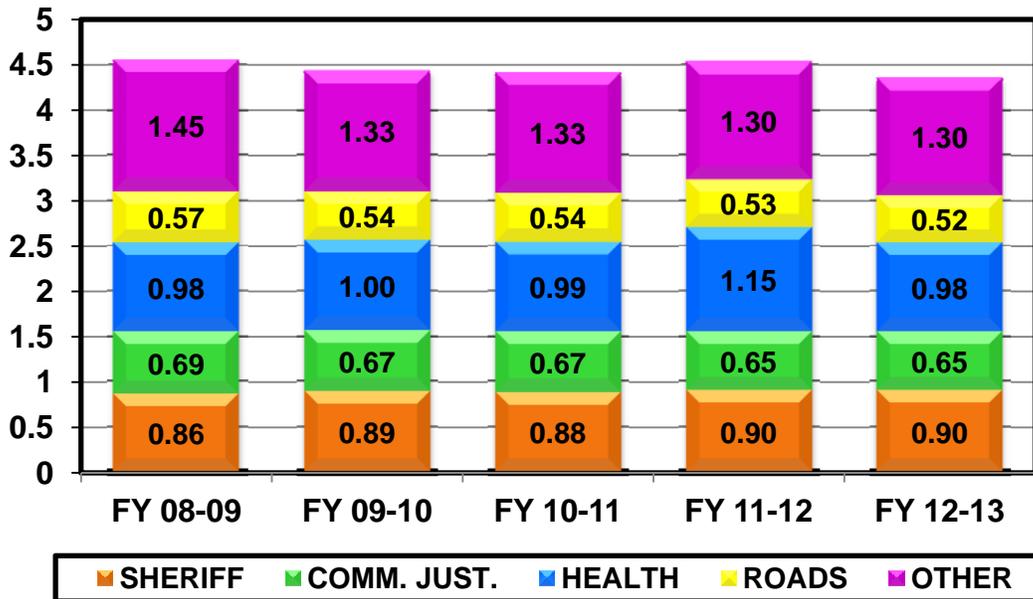


## *Corner Restoration*

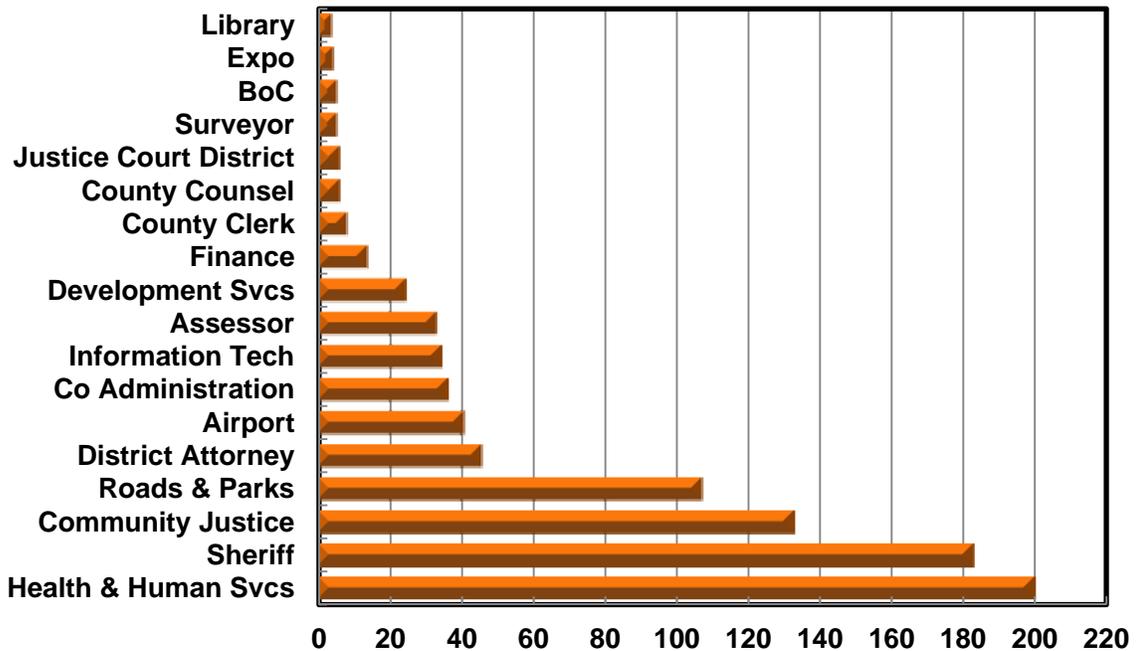
Program: 430102	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Adopted	2012-2013 Adopted
<b>REVENUES</b>					
State/Local Gov't	\$0	\$0	\$0	\$0	\$0
Federal Gov't	\$0	\$0	\$0	\$0	\$0
Fees & Charges	\$226,339	\$397,772	\$390,392	\$377,192	\$358,122
Other	\$46,495	\$23,439	\$0	\$1,043,409	\$924,006
<b>Total</b>	<b>\$272,834</b>	<b>\$421,211</b>	<b>\$390,392</b>	<b>\$1,420,601</b>	<b>\$1,282,128</b>
<b>EXPENDITURES</b>					
Personal Services	\$199,059	\$408,773	\$348,775	\$388,200	\$405,971
Materials & Services	\$68,687	\$93,441	\$121,663	\$125,800	\$115,489
Capital Outlay	\$0	\$0	\$8,400	\$0	\$0
Other	\$0	\$0	\$0	\$906,601	\$760,668
<b>Total</b>	<b>\$267,746</b>	<b>\$502,214</b>	<b>\$478,838</b>	<b>\$1,420,601</b>	<b>\$1,282,128</b>
<b>Full-Time Equivalent</b>	<b>3.99</b>	<b>5.25</b>	<b>5.40</b>	<b>4.40</b>	<b>4.40</b>



# FTE PER THOUSAND POPULATION



# FTE BY DEPARTMENT FY 2012-2013



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ACTUAL	2011 - 2012 ADOPTED	2012 - 2013 ADOPTED
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### AIRPORT

AIRPORT							
	Admin Secretary	R2-1/4	1.00	1.00			
	Airport Security Supervisor	R3-1/4	1.00	1.00			
	Program Manager I	R3-4/7	1.00	1.00			
	Maintenance Manager	R3-5/8	1.00	1.00			
	Airport Director	R5-1/4	1.00	1.00			
	Accountant I	M0002			1.00	1.00	1.00
	Administrative Assistant II	M0002			1.00	1.00	1.00
	Maintenance Supervisor	M0006			0.00	0.00	1.00
	Program Manager II	M0009			2.00	2.00	2.00
	Senior Maintenance Manager	M0009			1.00	1.00	1.00
	Airport Director	M0018			1.00	1.00	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	1.00
	Airport Enf Officer	E0011	12.20	12.20	11.95	11.95	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	0.00	0.00	0.00
	Office Assistant III	E0012	1.00	1.00	1.00	1.00	1.00
	Project Specialist	E0013	1.75	1.75	2.00	2.00	2.00
	Accounting Clerk III	E0015	1.00	1.00	0.00	0.00	0.00
	Airport Protection Specialist	E0015	0.00	0.00	4.20	4.20	4.20
	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	7.00	7.00	7.00	7.00
	Electrician	E0022	1.00	1.00	1.00	1.00	1.00
	<b>TOTAL DEPARTMENT</b>		<b>38.75</b>	<b>40.75</b>	<b>40.75</b>	<b>40.75</b>	<b>40.75</b>

### ASSESSOR

ASSESSOR							
	Secretary	R1-3/6	1.00	1.00			
	Program Manager I	R3-4/7	2.00	3.00			
	Program Manager II	R3-5/8	1.00	1.00			
	Chief Appraiser	R4-3/6	1.00	1.00			
	Administrative Assistant I	M0001			1.00	1.00	1.00
	Project/Program Coordinator II	M0005			1.00	0.00	1.00
	Project/Program Coordinator IV	M0007			0.00	0.00	1.00
	Supervisor V	M0007			2.00	2.00	0.00
	Program Manager V	M0012			1.00	1.00	1.00
	Chief Appraiser	M0013			1.00	1.00	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	5.00	0.00
	Office Assistant III	E0012	5.00	5.00	5.00	4.00	8.00
	Office Assistant IV	E0015	2.00	2.00	2.00	2.00	2.00
	Cartographer	E0017	4.00	3.00	2.00	1.60	1.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ACTUAL	2011 - 2012 ADOPTED	2012 - 2013 ADOPTED
ASSESSOR	Property Appraiser I	E0019	3.00	3.00	1.00	1.00	0.00
	Sr Cartographer	E0019	1.00	1.00	1.00	1.00	1.00
	Data/Property Analyst I	E0021	0.00	0.00	0.00	0.00	1.00
	Property Appraiser II	E0021	8.00	8.00	10.00	10.00	8.00
	Commercial Appraiser	E0023	2.00	2.00	2.00	2.00	2.00
	Data/Property Analyst II	E0023	2.00	2.00	2.00	2.00	1.00
	Lead Appraiser/Appraiser Spec	E0024	2.00	1.00	1.00	1.00	3.00
TOTAL DEPARTMENT			41.00	40.00	39.00	35.60	33.00

### BOARD OF COMMISSIONERS

BOARD OF COMMISSIONERS	Secretary	R1-3/6	1.00	0.00			
	Executive Secretary	R2-2/5	2.00	2.00			
	Administrative Assistant II	M0002			2.00	1.80	1.80
	Project/Program Coordinator III	M0006			0.00	0.20	0.20
	County Commissioner	C0098	3.00	3.00	3.00	3.00	3.00
TOTAL DEPARTMENT			6.00	5.00	5.00	5.00	5.00

### COMMUNITY JUSTICE

COMMUNITY JUSTICE	Admin Secretary	R2-1/4	1.00	1.00			
	Supervisor I	R2-5/8	5.00	5.00			
	Fiscal/Adm Mgr	R3-2/5	1.00	1.00			
	Research/Projects Analyst - CJ	R3-3/6	1.00	1.00			
	Supervisor II	R3-3/6	1.00	1.00			
	Program Manager II	R3-5/8	3.00	3.00			
	Program Manager III	R4-1/4	3.00	3.00			
	Program Manager IV	R4-2/5	1.00	1.00			
	Program Manager V	R4-3/6	1.00	1.00			
	Community Justice Dir	R5-5/8	1.00	1.00			
	Supervisor I	M0003			4.00	4.00	4.00
	Supervisor II	M0004			1.00	1.00	1.00
	Project/Program Coordinator II	M0005			1.00	1.00	1.00
	Supervisor III	M0005			2.00	2.00	2.00
	Project/Program Coordinator IV	M0007			1.00	1.00	1.00
	Program Manager II	M0009			3.00	3.00	3.00
	Program Manager III	M0010			2.00	2.00	2.00
	Program Manager V	M0012			1.00	1.00	0.00
	Program Manager VIII	M0015			2.00	2.00	3.00
	Community Justice Director	M0019			1.00	1.00	1.00
	Office Assistant II	E0010	2.00	2.00	2.00	2.00	0.00
	Health Assistant I	E0011	0.00	0.00	0.00	0.00	1.00
	Office Assistant III	E0012	14.00	14.00	14.00	12.00	13.00
Com Svc Crew Coord	E0013	11.00	11.00	11.00	11.00	11.00	



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ACTUAL	2011 - 2012 ADOPTED	2012 - 2013 ADOPTED
COMMUNITY JUSTICE	Transition Center Technician	E0013	11.00	11.00	11.00	11.00	11.00
	Lead Com Svc Crew Coor	E0015	3.00	2.00	2.00	0.00	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	0.00
	Juvenile Justice Specialist I	E0017	0.00	0.00	0.00	0.00	21.00
	Program Specialist - Comm Just	E0017	5.00	7.00	6.00	6.00	6.00
	Group Counselor II	E0019	9.00	9.00	7.00	7.00	0.00
	Juvenile Justice Specialist II	E0019	0.00	0.00	0.00	0.00	7.00
	Alcohol and Drug Specialist	E0020	0.00	0.00	0.00	0.00	2.00
	Community Justice Officer	E0020	6.00	6.00	6.00	6.00	6.00
	Sr Program Spec – Comm Just	E0020	3.00	3.00	3.00	3.00	1.00
	Juvenile Probation Officer	E0022	0.00	0.00	0.00	0.00	10.75
	Probation Officer II	E0022	11.00	11.00	11.00	10.50	0.00
	Probation Officer III	E0023	2.00	2.00	2.00	1.00	1.00
	Mental Health Spec III	E0024	0.00	0.00	0.00	0.00	1.00
	Sr Deputy Probation	P0201	21.00	22.00	22.00	21.00	22.00
	TOTAL DEPARTMENT			139.00	141.00	138.00	131.50

### COUNTY ADMINISTRATION

COUNTY ADMINISTRATION	Secretary	R1-3/6	0.50	0.50			
	Admin Secretary	R2-1/4	1.00	1.00			
	Executive Secretary	R2-2/5	1.00	1.00			
	Admin Assistant	R2-3/6	2.00	2.00			
	Sr Admin Assistant	R2-5/8	2.50	2.50			
	Sr Auditor	R3-2/5	2.00	2.00			
	Program Manager I	R3-4/7	1.00	1.00			
	Envir Natural Res Coord	R3-5/8	0.75	0.00			
	Maintenance Manager	R3-5/8	2.00	2.00			
	Management Analyst	R3-5/8	3.00	3.00			
	Facility Maint Supt	R4-2/5	1.00	1.00			
	Sr Management Analyst	R4-2/5	2.00	2.00			
	County Auditor	R4-5/8	1.00	1.00			
	HR and Risk Director	R5-1/4	1.00	1.00			
	Sr Deputy County Administrator	R5-5/8	1.00	1.00			
	Administrative Assistant II	M0002			3.50	3.20	3.20
	Administrative Assistant III	M0003			1.00	1.00	1.00
	Project/Program Coordinator II	M0005			2.00	2.00	2.00
	Project/Program Coordinator III	M0006			1.00	0.80	0.80
	Maintenance Manager	M0007			2.00	2.00	2.00
	Budget Analyst	M0008			1.00	1.00	1.00
	Human Resources Risk Analyst	M0008			1.75	1.75	1.75
	Senior Auditor	M0008			2.00	2.00	2.00
	Emergency Manager	M0009			1.00	1.00	1.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ACTUAL	2011 - 2012 ADOPTED	2012 - 2013 ADOPTED
COUNTY ADMINISTRATION	Sr Human Resources/Risk Analys	M0011			2.00	2.00	2.00
	Program Manager VI	M0013			1.00	1.00	1.00
	County Auditor	M0017			1.00	1.00	1.00
	Human Resources and Risk Dir	M0017			1.00	1.00	1.00
	Sr Deputy County Administrator	M0019			1.00	1.00	1.00
	County Administrator	A0100	0.70	0.70	0.70	0.70	1.00
	Office Assistant II	E0010	0.00	0.00	0.00	0.50	0.50
	Maintenance Assistant	E0012	5.00	5.00	5.00	4.00	4.00
	Office Assistant III	E0012	1.00	1.00	1.00	1.00	1.00
	Project Specialist	E0013	1.00	0.00	0.00	0.00	0.00
	Assistant Watermaster I	E0017	0.00	1.00	1.00	1.00	1.00
	Sr Maintenance Worker	E0018	5.00	6.00	6.00	6.00	7.00
	Assistant Watermaster II	E0021	1.00	1.00	1.00	1.00	1.00
TOTAL DEPARTMENT			35.45	35.70	35.95	34.95	36.25

### COUNTY CLERK

COUNTY CLERK	POSITION TITLE	SALARY RANGE	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ACTUAL	2011 - 2012 ADOPTED	2012 - 2013 ADOPTED
COUNTY CLERK	Supervisor I	R2-5/8	1.00	1.00			
	Program Manager I	R3-4/7	1.00	1.00			
	Supervisor I	M0003			1.00	1.00	1.00
	Program Manager II	M0009			1.00	1.00	1.00
	County Clerk	C0092	1.00	1.00	1.00	1.00	1.00
	Office Assistant II	E0010	3.00	0.00	0.00	0.00	0.00
	Office Assistant III	E0012	4.00	4.00	4.00	4.00	5.00
	Office Assistant IV	E0015	2.00	1.00	1.00	1.00	0.00
TOTAL DEPARTMENT			12.00	8.00	8.00	8.00	8.00

### COUNTY COUNSEL

COUNTY COUNSEL	POSITION TITLE	SALARY RANGE	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ACTUAL	2011 - 2012 ADOPTED	2012 - 2013 ADOPTED
COUNTY COUNSEL	Admin Assistant	R2-3/6	1.00	1.00			
	Sr Admin Assistant	R2-5/8	1.00	1.00			
	Asst County Counsel	R4-1/4	1.00	0.00			
	Sr Assistant Co Counsel	R4-1/6	3.00	3.00			
	County Counsel	R5-5/8	1.00	1.00			
	Administrative Assistant II	M0002			1.00	1.00	1.00
	Project/Program Coordinator II	M0005			1.00	1.00	1.00
	Assistant County Counsel	M0010			1.00	0.00	1.00
	Senior Asst County Counsel I	M0013			2.00	2.00	2.00
	Senior Assistant County Counsel	M0015			1.00	1.00	0.00
	County Counsel	M0018			1.00	1.00	1.00
TOTAL DEPARTMENT			7.00	6.00	7.00	6.00	6.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ACTUAL	2011 - 2012 ADOPTED	2012 - 2013 ADOPTED
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**DEVELOPMENT SERVICES**

DEVELOPMENT SERVICES							
	Fiscal/Adm Mgr	R3-2/5	1.00	1.00			
	Supervisor II	R3-3/6	1.00	0.00			
	Program Manager I	R3-4/7	1.00	1.00			
	Program Manager II	R3-5/8	1.00	0.00			
	Program Manager V	R4-3/6	1.00	1.00			
	Program Manager VI	R4-4/7	1.00	0.00			
	Development Svcs Director	R5-5/8	1.00	1.00			
	Project/Program Coordinator II	M0005			1.00	1.00	1.00
	Project/Program Coordinator IV	M0007			1.00	1.00	0.00
	Program Manager VI	M0013			1.00	1.00	1.00
	Development Services Director	M0018			1.00	1.00	1.00
	Office Assistant II	E0010	1.00	1.00	1.00	0.00	0.00
	Office Assistant III	E0012	1.00	1.50	1.50	1.50	1.50
	Building Technician	E0014	3.00	2.00	2.00	1.00	1.00
	Office Assistant IV	E0015	2.00	2.00	2.00	2.00	2.00
	Office Assistant V	E0017	1.00	1.00	1.00	1.00	1.00
	Planning Technician II	E0018	1.00	1.00	1.00	0.00	0.00
	Planning/Building Specialist	E0019	2.00	1.00	1.00	1.00	1.00
	Code Enforcement Officer	E0020	2.00	3.00	3.00	3.00	3.00
	Envir Health Spec I	E0020	0.50	0.00	0.00	0.00	0.00
	Planner I	E0021	4.00	2.00	1.00	1.00	1.00
	Construction Inspector	E0024	8.00	5.00	5.00	4.00	4.00
	Planner II	E0024	4.00	3.00	3.00	3.00	3.00
	Envir Health Spec II	E0025	3.50	0.00	0.00	0.00	0.00
	Planner III	E0026	4.00	4.00	4.00	4.00	4.00
	<b>TOTAL DEPARTMENT</b>		<b>44.00</b>	<b>30.50</b>	<b>29.50</b>	<b>25.50</b>	<b>24.50</b>

**DISTRICT ATTORNEY**

DISTRICT ATTORNEY							
	Supervisor II	R3-3/6	1.00	1.00			
	Deputy Dist Atty I	R3-4/7	7.00	7.00			
	Program Manager I	R3-4/7	2.00	2.00			
	Deputy Dist Atty II	R4-1/4	7.00	7.00			
	Sr Deputy District Attorney	R4-5/8	4.00	3.00			
	Chief Deputy Dist Attorney	R5-1/4	1.00	1.00			
	Deputy District Attorney I	M0005			7.00	7.00	7.00
	Supervisor III	M0005			1.00	1.00	1.00
	Supervisor IV	M0006			2.00	2.00	2.00
	Deputy District Attorney II	M0010			8.00	8.00	8.00
	Senior Deputy District Attorney	M0013			3.00	3.00	3.00
	Chief Deputy District Attorney	M0015			1.00	1.00	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



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ACTUAL	2011 - 2012 ADOPTED	2012 - 2013 ADOPTED
DISTRICT ATTORNEY	Office Assistant III	E0012	6.00	6.00	6.00	6.00	6.00
	Project Specialist	E0013	2.00	1.50	2.00	1.50	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			46.00	44.50	46.00	45.50	45.50

**EXPO**

EXPO	Fiscal/Adm Mgr	R3-2/5	1.00	1.00			
	Exposition Park Director	R5-1/4	1.00	1.00			
	Project/Program Coordinator III	M0006			1.00	1.00	1.00
	Exposition Park Director	M0017			1.00	1.00	1.00
	Accounting Clerk II	E0012	0.75	0.75	0.00	0.00	0.00
	Project Specialist	E0013	1.00	1.00	1.00	1.00	1.00
	Maintenance Worker	E0015	2.00	2.00	1.00	1.00	0.00
	Sr Maintenance Worker	E0018	1.00	1.00	1.00	1.00	1.00
TOTAL DEPARTMENT			6.75	6.75	5.00	5.00	4.00

**FIDUCIARY**

FIDUCIARY	County Administrator	A0100	0.30	0.30	0.30	0.30	0.00
	TOTAL DEPARTMENT			0.30	0.30	0.30	0.30

**FINANCE**

FINANCE	Accountant I	R2-3/6	1.00	1.00			
	Admin Assistant	R2-3/6	0.00	1.00			
	Payroll Supervisor	R2-4/7	1.00	1.00			
	Accountant II	R2-5/8	2.00	2.00			
	Finance Dir/Treasurer	R5-1/4	1.00	1.00			
	Accountant II	M0003			1.00	1.00	1.00
	Supervisor I	M0003			1.00	1.00	1.00
	Accountant III	M0004			1.00	1.00	1.00
	Project/Program Coordinator IV	M0007			2.00	2.00	2.00
	Finance Director/Treasurer	M0017			1.00	1.00	1.00
	Accounting Clerk II	E0012	0.56	0.56	0.06	0.00	0.00
	Customer Service Specialist	E0012	3.53	3.53	3.03	3.56	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			14.09	15.09	14.09	13.56	13.56



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ACTUAL	2011 - 2012 ADOPTED	2012 - 2013 ADOPTED
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**HEALTH AND HUMAN SERVICES**

HEALTH AND HUMAN SERVICES							
	Admin Secretary	R2-1/4	1.00	1.00			
	Accountant I	R2-3/6	0.80	1.00			
	Admin Assistant	R2-3/6	1.00	1.00			
	Special Projects Manager	R3-2/5	1.00	2.00			
	Supervisor II	R3-3/6	1.00	2.00			
	Program Manager I	R3-4/7	3.00	3.00			
	Mediation Specialist	R3-5/8	1.80	1.70			
	Program Manager II	R3-5/8	0.90	1.00			
	Program Manager III	R4-1/4	2.25	3.00			
	Program Manager IV	R4-2/5	3.00	3.00			
	Program Manager V	R4-3/6	3.00	3.00			
	Program Manager VI	R4-4/7	4.00	3.00			
	Hlth/Human Svcs Dir	R5-5/8	1.00	1.00			
	Psychiatrist	R7-1/4	2.60	3.10			
	Med Director	R7-3/6	1.00	1.00			
	Administrative Assistant I	M0001			1.00	1.00	0.00
	Accountant I	M0002			1.00	1.00	1.00
	Administrative Assistant II	M0002			2.00	2.00	2.00
	Supervisor I	M0003			1.00	1.00	2.00
	Project/Program Coordinator I	M0004			0.00	1.00	0.00
	Supervisor II	M0004			1.00	1.00	1.00
	Project/Program Coordinator II	M0005			1.00	1.00	1.00
	Supervisor III	M0005			3.00	3.00	3.00
	Mediation Specialist	M0006			1.70	1.45	0.00
	Program Manager I	M0008			2.00	2.00	4.00
	Program Manager II	M0009			4.00	4.00	3.00
	Program Manager III	M0010			2.00	2.00	2.00
	Program Manager IV	M0011			1.00	1.00	1.00
	Program Manager V	M0012			4.00	4.00	3.00
	Program Manager VI	M0013			1.00	1.00	1.00
	Program Manager VII	M0014			2.00	2.00	2.00
	Program Manager VIII	M0015			2.00	2.00	2.00
	Program Manager IX	M0016			1.00	1.00	1.00
	Psychiatrist	M0016			3.10	3.10	2.00
	Medical Director	M0017			1.00	1.00	1.00
	Health and Human Services Dir	M0019			1.00	1.00	1.00
	Office Assistant II	E0010	7.80	7.50	6.50	7.50	5.50
	Health Assistant I	E0011	1.10	0.50	0.50	0.50	0.00
	Shelter Technician	E0011	3.00	3.00	3.00	3.00	3.00
	Accounting Clerk II	E0012	3.60	3.60	2.60	2.60	0.00
	Office Assistant III	E0012	16.32	15.45	16.60	16.60	15.60
	Health Assistant II	E0013	10.50	12.30	12.80	11.70	10.10
	Project Specialist	E0013	0.00	0.00	3.00	3.00	3.00
	Skills Trainer	E0014	27.50	27.50	32.50	32.50	16.50
	Accounting Clerk III	E0015	1.00	1.00	2.00	2.00	5.00
	Health Assistant III	E0015	0.00	0.00	0.50	0.50	0.50
	Office Assistant IV	E0015	4.50	5.50	4.50	4.50	2.50



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ACTUAL	2011 - 2012 ADOPTED	2012 - 2013 ADOPTED
HEALTH AND HUMAN SERVICES	Senior Family Advocate	E0015	2.00	1.90	1.90	0.00	0.00
	Veterans Services Officer II	E0015	0.00	0.00	0.00	0.00	3.00
	Animal Control Deputy	E0016	3.00	3.00	3.00	3.00	3.00
	Office Assistant V	E0017	1.00	0.00	0.00	0.00	0.00
	Database Operator	E0018	0.00	1.00	1.00	1.00	1.00
	Sr Animal Control Deputy	E0018	1.00	1.00	0.00	0.00	0.00
	Alcohol and Drug Specialist	E0020	0.00	0.00	0.00	0.00	1.00
	Dev Disability Case Manager	E0020	9.00	9.00	9.00	9.00	11.00
	Disease Intervention Spec	E0020	0.80	0.80	0.80	0.70	0.70
	Envir Health Spec I	E0020	1.00	1.00	0.00	0.00	0.00
	Mental Health Spec I	E0020	15.98	14.00	15.50	16.00	13.00
	Com Outreach Ed	E0021	1.40	1.00	1.00	1.00	1.80
	Dev Disability Investigator	E0022	1.00	1.00	1.00	1.00	1.00
	Dev Disability Specialist	E0022	2.00	2.00	2.00	2.00	2.00
	Mental Health Spec II	E0022	1.00	1.00	3.00	3.00	4.00
	Project/Services Coordinator	E0022	1.00	1.00	1.00	0.00	0.00
	Mental Health Spec III	E0024	26.10	31.30	46.90	46.90	40.15
	Registered Dietitian	E0024	0.70	0.80	0.80	0.80	0.75
	Sr Project/Svcs Coordinator	E0024	3.00	2.00	1.00	0.00	0.00
	Com Health Nurse II	E0025	3.80	4.40	4.70	4.30	4.45
	Envir Health Spec II	E0025	4.00	3.00	4.00	4.00	4.00
	Envir Health Spec III	E0026	0.00	1.00	1.00	1.00	1.00
	Mental Health Spec IV	E0026	3.85	5.85	5.00	5.00	4.90
	Com Health Nurse III	E0027	5.20	4.85	4.50	4.50	3.70
	Mental Health Nurse	E0027	5.35	5.35	5.85	5.85	3.35
	Nurse Practitioner	E0032	3.10	3.50	3.50	3.50	1.40
TOTAL DEPARTMENT			197.95	205.90	236.75	133.50	199.90

### INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY	Computer Support Technician II	R2-2/5	3.00	2.00			
	Com Support Technician III	R2-5/8	1.00	1.00			
	Telecommunications Coordinator	R2-5/8	1.00	1.00			
	Comp Operations Coordinator	R3-1/4	1.00	1.00			
	Programmer Analyst I	R3-2/5	3.00	3.00			
	Computer Specialist	R3-4/7	9.00	9.00			
	Programmer Analyst II	R3-4/7	5.00	4.00			
	Sr. Program Analyst	R3-4/7	1.00	1.00			
	Tech Services Coord	R3-5/8	2.00	2.00			
	Program Manager III	R4-1/4	1.00	1.00			
	Technology Director	R5-1/4	1.00	1.00			
	Administrative Assistant I	M0001			0.00	0.00	1.00
	IT Support Specialist I	M0002			1.00	1.00	2.00
	IT Support Specialist II	M0003			2.00	2.00	2.00
	Programmer Analyst I	M0003			0.00	0.00	1.00
System Administrator I	M0003			1.00	1.00	1.00	



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ACTUAL	2011 - 2012 ADOPTED	2012 - 2013 ADOPTED
INFORMATION TECHNOLOGY	IT Support Specialist III	M0004			6.00	6.00	4.00
	Programmer Analyst II	M0004			2.00	2.00	1.00
	System Administrator II	M0004			1.00	1.00	1.00
	Programmer Analyst III	M0005			2.00	2.00	2.80
	Project/Program Coordinator II	M0005			1.00	1.00	1.00
	System Administrator III	M0005			3.00	2.50	5.00
	Programmer Analyst IV	M0007			0.00	0.00	2.00
	Project/Program Coordinator IV	M0007			0.00	0.00	0.50
	Programmer Analyst V	M0008			2.00	3.00	0.00
	System Administrator IV	M0008			3.00	3.00	3.00
	Program Manager II	M0009			0.00	0.00	2.00
	Programmer Analyst VI	M0009			2.00	2.00	2.00
	System Administrator V	M0010			1.00	1.00	1.00
	Program Manager IV	M0011			1.00	1.00	0.00
	Program Manager VI	M0013			1.00	1.00	1.00
Technology Director	M0018			1.00	1.00	1.00	
TOTAL DEPARTMENT			28.00	26.00	30.00	30.50	34.30

**JUSTICE COURT DISTRICT**

JUSTICE COURT DISTRICT	Supervisor I	M0003			1.00	1.00	1.00
	Justice of the Peace	C0087	1.00	1.00	1.00	1.00	1.00
	Office Assistant II	E0010	2.80	3.80	3.80	3.80	3.80
	Office Assistant III	E0012	1.00	1.00	0.00	0.00	0.00
	TOTAL DEPARTMENT			4.80	5.80	5.80	5.80

**LIBRARY**

LIBRARY	Secretary	R1-3/6	0.10	0.10			
	Program Manager I	R3-4/7	1.00	1.00			
	Administrative Assistant II	M0002			0.10	0.10	0.10
	Program Manager I	M0008			1.00	1.00	1.00
	Library/Mail Courier	E0012	1.50	1.50	1.50	1.50	1.50
	Sr Library Asst	E0016	1.00	1.00	1.00	1.00	1.00
TOTAL DEPARTMENT			3.60	3.60	3.60	3.60	3.60

**ROADS AND PARKS**

ROADS AND PARKS	Admin Assistant	R2-3/6	2.00	2.00			
	Sewer & Water Specialist	R2-5/8	1.00	1.00			
	Sr Admin Assistant	R2-5/8	1.00	1.00			
	Special Projects Manager	R3-2/5	1.00	1.00			
	Park Operations Supv	R3-3/6	2.00	2.00			



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ACTUAL	2011 - 2012 ADOPTED	2012 - 2013 ADOPTED	
ROADS AND PARKS	Maint Supervisor	R3-4/7	1.00	1.00				
	Construction Mgr/Eng	R3-5/8	1.00	1.00				
	Maintenance Manager	R3-5/8	5.00	5.00				
	Program Manager II	R3-5/8	1.00	1.00				
	Survey Chief	R3-5/8	1.00	1.00				
	Traffic/Development Engineer	R3-5/8	1.00	1.00				
	Program Manager III	R4-1/4	1.00	1.00				
	Road Maintenance Engineer	R4-1/4	1.00	0.00				
	Fleet Management Supt	R4-2/5	1.00	1.00				
	Program Manager IV	R4-2/5	1.00	1.00				
	Project Engineer	R4-2/5	1.00	1.00				
	Program Manager VI	R4-4/7	1.00	1.00				
	Roads and Parks Director	R5-5/8	1.00	1.00				
	Administrative Assistant III	M0003				2.00	2.00	2.00
	Project/Program Coordinator II	M0005				2.00	2.00	2.00
	Maintenance Supervisor	M0006				1.00	1.00	1.00
	Parks Operations Supervisor	M0006				1.00	1.00	1.00
	Project/Program Coordinator III	M0006				1.00	1.00	1.00
	Maintenance Manager	M0007				5.00	5.00	4.00
	Survey Chief	M0007				1.00	1.00	1.00
	Construction Manager/Engineer	M0010				2.00	1.00	1.00
	Program Manager V	M0012				3.00	3.00	3.00
	Project Engineer	M0013				1.00	1.00	1.00
	Program Manager VIII	M0015				1.00	1.00	1.00
	Program Manager IX	M0016				1.00	1.00	1.00
	Roads and Parks Director	M0019				1.00	1.00	1.00
	Office Assistant III	E0012	4.00	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	1.00
	Road Maintenance Worker	E0014	12.00	11.00	13.00	13.00	13.00	15.00
	Accounting Clerk III	E0015	1.00	1.00	1.00	1.00	1.00	1.00
	Park Ranger	E0015	2.00	2.00	4.00	3.00	3.00	3.00
	Traffic Control Worker	E0015	4.00	4.00	4.00	4.00	4.00	4.00
	Equipment Operator II	E0016	21.00	19.00	17.00	16.00	16.00	16.00
	Storeskeeper	E0016	1.00	1.00	1.00	1.00	1.00	1.00
	Weighmaster	E0016	1.00	1.00	1.00	1.00	1.00	0.00
	Bridge Carpenter	E0017	1.00	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	3.00
	Herbicide Applicator	E0017	2.00	2.00	2.00	2.00	2.00	2.00
	Landscape Technician	E0017	3.00	3.00	3.00	3.00	3.00	3.00
	Traffic Control Leadworker	E0017	1.00	1.00	0.00	0.00	0.00	0.00
	Eng/Survey Tech I	E0018	1.00	1.00	1.00	1.00	1.00	1.00
	Equipment Operator III	E0018	8.00	7.00	8.00	8.00	8.00	8.00
	Planning Technician II	E0018	1.00	1.00	1.00	1.00	1.00	1.00
Sr Weighmaster	E0018	1.00	1.00	1.00	1.00	1.00	0.00	
Equipment Mechanic	E0019	5.00	5.00	5.00	5.00	5.00	5.00	
Equipment Operator IV	E0019	4.00	4.00	4.00	4.00	4.00	4.00	
Weighmaster/Safety Technician	E0019	0.00	0.00	0.00	0.00	0.00	1.00	
Eng/Survey Tech II	E0020	1.00	1.00	2.00	1.00	1.00	1.00	



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ACTUAL	2011 - 2012 ADOPTED	2012 - 2013 ADOPTED
ROADS AND PARKS	Sr Bridge Carpenter	E0020	1.00	1.00	1.00	1.00	1.00
	Sr Equipment Mechanic	E0020	4.00	4.00	4.00	4.00	4.00
	Welder	E0020	1.00	1.00	1.00	1.00	1.00
	Eng/Survey Tech III	E0022	3.00	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			116.00	111.00	113.00	108.00	107.00

### SHERIFF

SHERIFF	POSITION TITLE	SALARY RANGE	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ACTUAL	2011 - 2012 ADOPTED	2012 - 2013 ADOPTED
	Program Specialist	R2-1/4	0.50	0.75			
	Admin Assistant	R2-3/6	4.00	5.00			
	Sr Admin Assistant	R2-5/8	1.00	1.00			
	Supervisor I	R2-5/8	1.00	1.00			
	Fiscal/Adm Mgr	R3-2/5	0.00	1.00			
	Supervisor II	R3-3/6	2.00	2.00			
	Management Analyst	R3-5/8	1.00	0.00			
	Program Manager III	R4-1/4	16.00	15.00			
	Program Manager V	R4-3/6	5.00	4.00			
	Program Manager VII	R4-4/7	1.00	0.00			
	Captain	R4-5/8	0.00	2.00			
	Undersheriff	R5-2/5	0.00	1.00			
	Administrative Assistant I	M0001			2.00	1.00	2.00
	Administrative Assistant II	M0002			2.50	3.50	2.50
	Project/Program Coordinator II	M0005			3.00	3.00	3.00
	Supervisor IV	M0006			2.00	2.00	2.00
	Sergeant I	M0009			6.00	6.00	6.00
	Sergeant II	M0010			9.00	9.00	9.00
	Lieutenant	M0013			5.00	5.00	5.00
	Captain	M0016			2.00	2.00	2.00
	Undersheriff	M0017			1.00	1.00	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	33.00	33.00	31.00	31.00	31.00
	Criminal Data Tech	F0540	3.00	3.00	4.00	4.00	3.00
	Emer Svcs Assistant	F0542	1.00	1.00	1.00	1.00	1.00
	Community Services Officer	F0545	2.00	3.00	3.00	3.00	3.00
	Property Evidence Clerk	F0550	1.00	1.00	1.00	1.00	2.00
	Corrections Deputy	F0571	48.00	47.00	48.00	48.00	48.00
	Criminal Deputy	F0581	49.00	56.00	56.00	56.00	56.00
	Transportation Deputy	F0581	2.00	2.00	2.00	2.00	2.00
	Corrections Specialist	F566A	1.00	1.00	1.00	1.00	1.00
TOTAL DEPARTMENT			175.00	183.25	183.00	183.00	183.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2008 - 2009 ACTUAL	2009 - 2010 ACTUAL	2010 - 2011 ACTUAL	2011 - 2012 ADOPTED	2012 - 2013 ADOPTED
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**SURVEYOR**

SURVEYOR							
	Admin Secretary	R2-1/4	1.00	1.00			
	Administrative Assistant II	M0002			1.00	1.00	1.00
	County Surveyor	C0095	1.00	1.00	1.00	1.00	1.00
	Eng/Survey Tech I	E0018	1.00	1.00	0.00	0.00	0.00
	Land Surveyor I	E0018	0.00	0.00	1.00	0.00	0.00
	Eng/Survey Tech II	E0020	2.00	2.00	0.00	0.00	0.00
	Land Surveyor II	E0020	0.00	0.00	1.00	1.00	1.00
	Eng/Survey Tech III	E0022	1.00	1.00	0.00	0.00	0.00
	Land Surveyor III	E0022	0.00	0.00	2.00	2.00	2.00
	<b>TOTAL DEPARTMENT</b>		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>

GRAND TOTAL      921.69      915.14      946.74      921.06      887.91

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 2, 2012**

<b>Band</b>	<b>Step 1 (1 Year)</b>	<b>Step 2 (1 Year)</b>	<b>Step 3 (1 Year)</b>	<b>Step 4 (1 Year)</b>	<b>Step 5 (1 Year)</b>	<b>Step 6</b>
1	17.73	18.62	19.55	20.52	21.55	22.63
2	18.93	19.88	20.87	21.91	23.01	24.16
3	20.92	21.97	23.06	24.22	25.43	26.70
4	21.93	23.03	24.18	25.39	26.66	27.99
5	25.68	26.96	28.31	29.73	31.21	32.77
6	27.24	28.60	30.03	31.53	33.11	34.77
7	28.57	30.00	31.50	33.07	34.73	36.46
8	29.90	31.40	32.96	34.61	36.34	38.16
9	31.00	32.55	34.18	35.89	37.68	39.56
10	31.69	33.27	34.94	36.69	38.52	40.45
11	32.99	34.64	36.37	38.19	40.10	42.10
12	34.29	36.00	37.80	39.69	41.68	43.76
13	36.02	37.82	39.71	41.70	43.78	45.97
14	37.77	39.66	41.64	43.72	45.91	48.21
15	38.48	40.40	42.42	44.55	46.77	49.11
16	40.16	42.17	44.28	46.49	48.81	51.26
17	42.72	44.86	47.10	49.45	51.93	54.52
18	45.94	48.24	50.65	53.18	55.84	58.63
19	49.98	52.48	55.10	57.86	60.75	63.79

**Elected Officials  
Salary Schedule  
July 2, 2012**

<b>Title</b>	<b>Class Code</b>	<b>Salary</b>
County Assessor	C0091	42.72
County Clerk	C0092	39.69
County Commissioner	C0098/1	44.86
County Commissioner	C0098/2	48.55
County Sheriff	C0096	60.75
County Surveyor	C0095	39.69
District Attorney (County Portion)	C0078	12.75
Justice of the Peace	C0087	32.96



**Jackson County Service Employees International Union  
Salary Schedule  
July 2, 2012**

<b>Range</b>	<b>Step 1 (1 Year)</b>	<b>Step 2 (1 Year)</b>	<b>Step 3 (1 Year)</b>	<b>Step 4 (1 Year)</b>	<b>Step 5 (1 Year)</b>	<b>Step 6 (1 Year)</b>	<b>Step 7</b>
6	10.20	10.61	11.07	11.53	12.06	12.58	13.21
7	10.61	11.07	11.53	12.06	12.58	13.13	13.78
8	11.07	11.53	12.06	12.58	13.13	13.71	14.39
9	11.53	12.06	12.58	13.13	13.71	14.30	15.01
10	12.06	12.58	13.13	13.71	14.30	14.91	15.65
11	12.58	13.13	13.71	14.30	14.91	15.56	16.34
12	13.13	13.71	14.30	14.91	15.56	16.27	17.08
13	13.71	14.30	14.91	15.56	16.27	17.01	17.86
14	14.30	14.91	15.56	16.27	17.01	17.77	18.66
15	14.91	15.56	16.27	17.01	17.77	18.57	19.50
16	15.56	16.27	17.01	17.77	18.57	19.41	20.38
17	16.27	17.01	17.77	18.57	19.41	20.31	21.32
18	17.01	17.77	18.57	19.41	20.31	21.22	22.28
19	17.77	18.57	19.41	20.31	21.22	22.22	23.33
20	18.57	19.41	20.31	21.22	22.22	23.24	24.41
21	19.41	20.31	21.22	22.22	23.24	24.33	25.54
22	20.31	21.22	22.22	23.24	24.33	25.46	26.73
23	21.22	22.22	23.24	24.33	25.46	26.64	27.98
24	22.22	23.24	24.33	25.46	26.64	27.87	29.27
25	23.24	24.33	25.46	26.64	27.87	29.21	30.67
26	24.33	25.46	26.64	27.87	29.21	30.57	32.09
27	25.46	26.64	27.87	29.21	30.57	32.03	33.63
28	26.64	27.87	29.21	30.57	32.03	33.59	35.27
29	27.87	29.21	30.57	32.03	33.59	35.20	36.96
30	29.21	30.57	32.03	33.59	35.20	36.88	38.72
31	30.57	32.03	33.59	35.20	36.88	38.56	40.49
32	32.03	33.59	35.20	36.88	38.56	40.31	42.33



**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	510	14.02	14.72	15.46	16.23	17.04	17.89
Airport Security Officer	104	515	15.24	16.00	16.80	17.64	18.52	19.45
Records Clerk	100	520		16.55	17.38	18.25	19.16	20.12
Criminal Data Technician	101	540	16.55	17.38	18.25	19.16	20.12	21.12
Search & Rescue Assistant	112	542	17.18	18.04	18.94	19.89	20.88	21.93
Community Services Officer	130	545	18.53	19.46	20.43	21.45	22.52	23.65
Property/Evidence Clerk	190	550	20.09	21.09	22.15	23.26	24.42	25.64
Civil Deputy	115	561	21.98	23.08	24.23	25.44	26.72	28.05
Corrections Specialist	103A	566A	20.09	21.09	22.15	23.26	24.42	25.64
	103B	566B	20.60	21.63	22.71	23.85	25.04	26.29
	103C	566C	21.07	22.12	23.23	24.39	25.61	26.89
	103D	566D	21.58	22.66	23.79	24.98	26.23	27.54
	103E	566E	22.08	23.18	24.34	25.56	26.84	28.18
Corrections Deputy	113A	571	22.70	23.84	25.03	26.28	27.59	28.97
	113B	572	23.28	24.44	25.67	26.95	28.30	29.71
	113C	573	23.84	25.03	26.28	27.60	28.98	30.43
	113D	574	24.42	25.64	26.92	28.27	29.68	31.17
	113E	575	24.96	26.21	27.52	28.89	30.34	31.86
Criminal Deputy	120A-E	581	23.17	24.33	25.54	26.82	28.16	29.57
Transportation Deputy	118A-E	582	23.72	24.91	26.15	27.46	28.83	30.27
		583	24.34	25.56	26.83	28.18	29.59	31.06
		584	24.91	26.16	27.46	28.84	30.28	31.79
		585	25.49	26.76	28.10	29.51	30.98	32.53

**Federation of Oregon Parole and Probation Officers  
Salary Schedule  
July 2, 2012**

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
Senior Deputy Parole and Probation Officer	201	22.51	23.56	24.66	25.81	27.01	28.26	29.68	30.88	32.11



# FIVE-YEAR PROJECTIONS: COMPREHENSIVE LONG-TERM FINANCIAL FORECAST

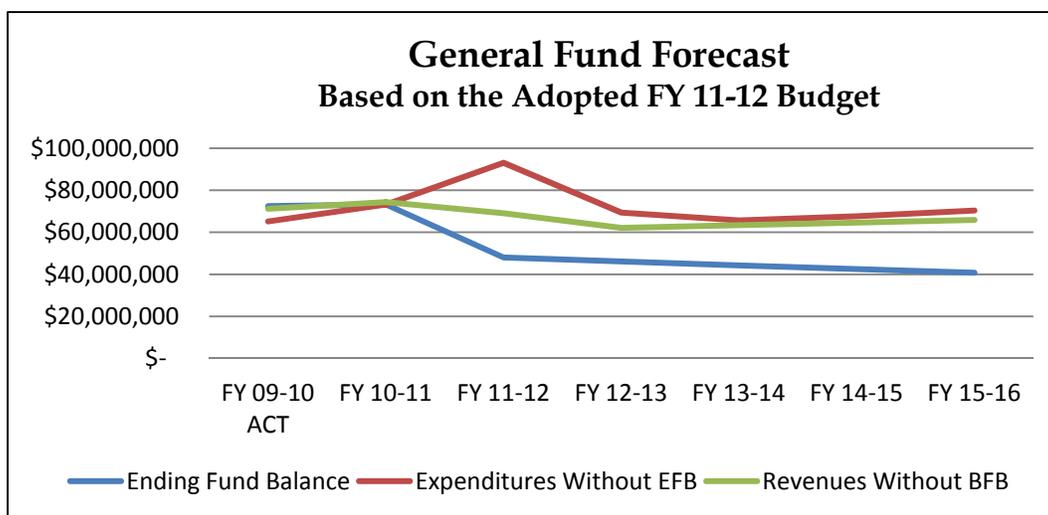
In this forecast, Jackson County projects expected revenues and expenditures for its major funds to help anticipate financial requirements. This tool is central to Jackson County’s financial management strategy and budget planning process. This financial planning process can help shape decisions, and 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 2012-2013 budget: the General Fund (\$110,338,945), the Health and Human Services Fund (\$50,149,080), the Airport Fund (\$29,875,565), the Road Fund (\$28,274,908), and the Central Services Fund (\$17,042,028). 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) have tumbled 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 \$5.8 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. In an effort to balance the State budget, the State passed legislation (House Bill 2712) which will significantly reduce the amount of revenue collected by the Justice Court. Since the stated intent of the legislation was to be revenue neutral to these three departments, staff will not make adjustments until the specific effects are known. 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 years 2012-2013 and beyond, the County has planned capital needs to be significantly less and, therefore, anticipates General Fund reserves to remain constant.

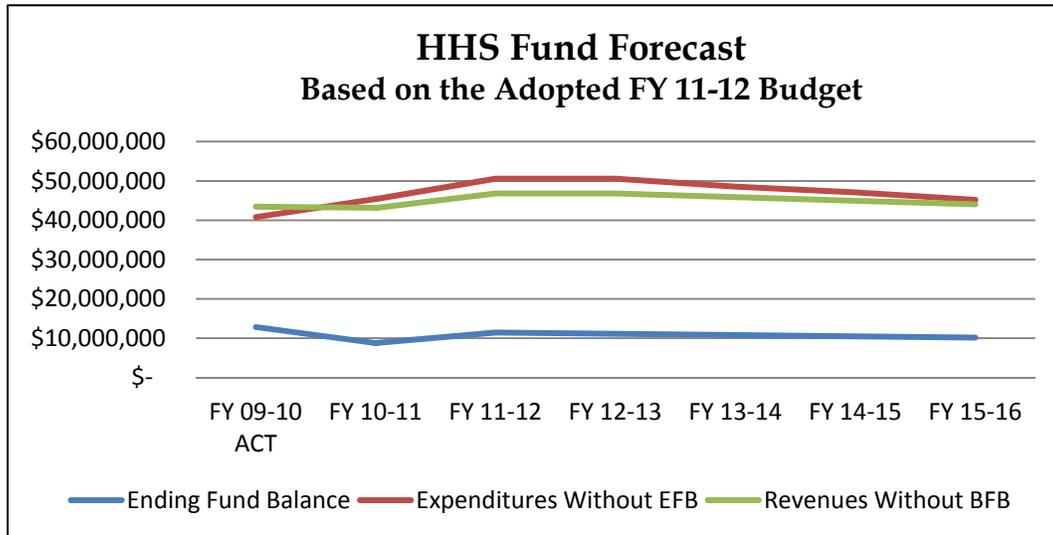
### **The Health and Human Services Fund (033)**

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.

The fiscal year 2012-2013 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.



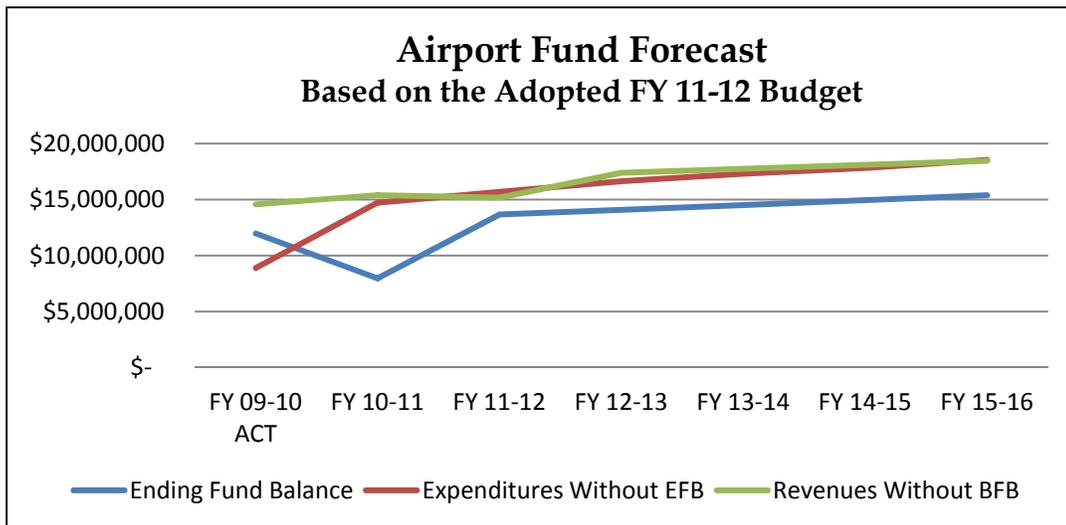
The fiscal year 2012-2013 budget includes funding for a new facility in downtown Medford for the Health and Human Services Department and construction of a new parking garage to serve the facility. This purchase is reflected in a transfer from the Department into the Capital Projects Fund. This accounts for the large decrease in expenditures and fund balance for the Department. Once this project has been completed, revenues and expenditures will flatten out.

**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. The partial completion of these projects is reflected in the fiscal year 2012-2013 increase in expenditures.



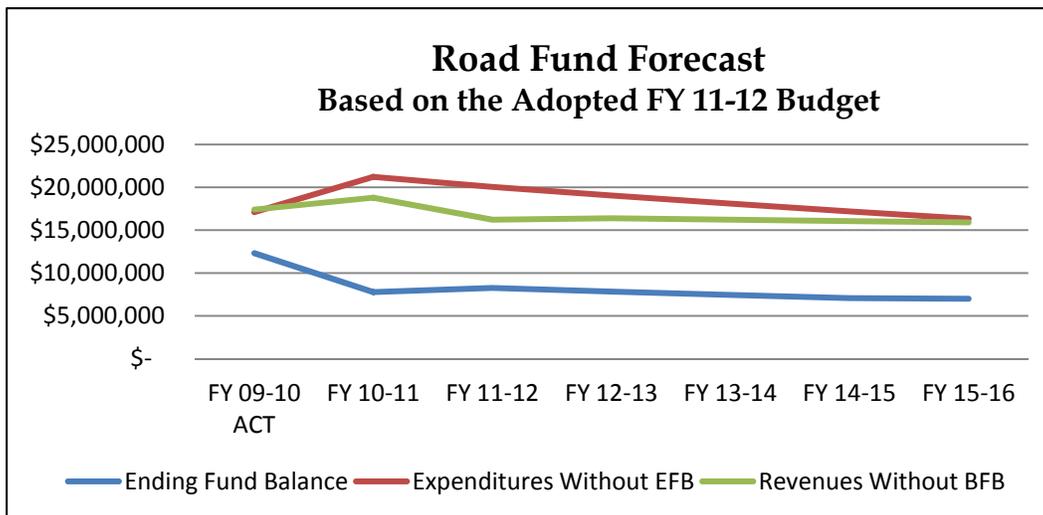


Operationally, the Airport continues to generate new revenues through its fees and charges. In fiscal year 2011-2012, operating revenues were increased due to the anticipated rental of the old Administration Building to the Transportation Security Administration (TSA) and increased use of short and long-term 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 concluded in 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.

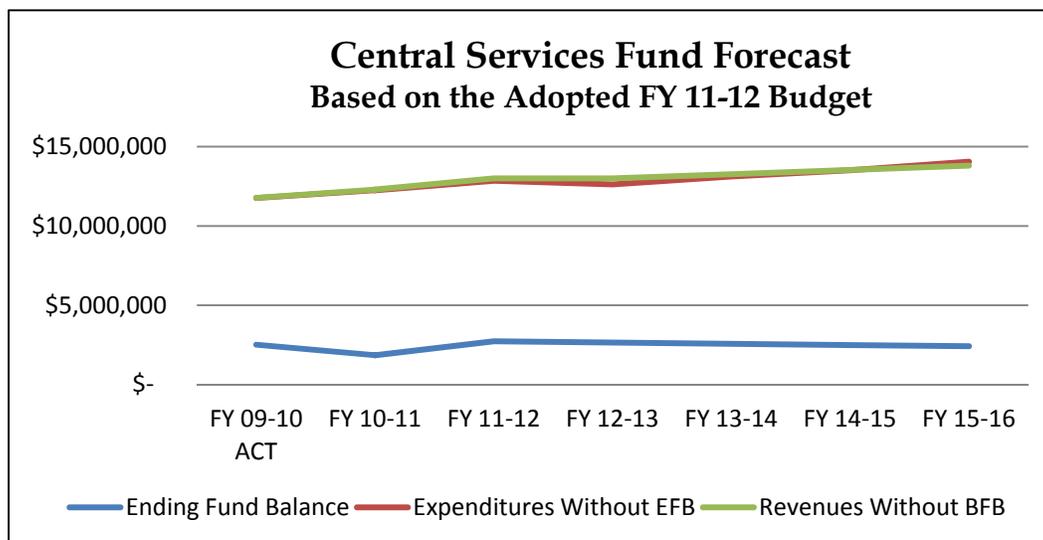
Fiscal year 2008-2009 showed a significant reduction in State gas tax and vehicle registration fees. Oregon House Bill (HB) 2001 increased vehicle registration and titling fees and added 6 cents per gallon to the State gas tax. This bill is now fully implemented and revenue from this program could be 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 2012-2013 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 2012 through 2016 were projected at a 4 percent increase from the 2012-2013 adopted budget. Not all capital outlay has been detailed in this projection. For a full report of capital outlay, see page 234 of this budget document.

## COUNTY ADMINISTRATION/FIDUCIARY & CAPITAL PROJECTS

FISCAL YEAR		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
YEAR PROJECTED	2008-2009	\$120,153,879				
	2009-2010	\$134,079,923	\$139,443,120			
	2010-2011	\$144,804,177	\$150,596,345	\$156,620,198		
	2011-2012	\$139,999,010	\$145,598,971	\$151,422,930	\$157,479,847	
	2012-2013	\$139,619,724	\$145,204,513	\$151,012,693	\$157,053,201	\$163,335,329

### FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

HEALTH PARKING GARAGE CONSTRUCTION	\$8,145,699					
JAIL BASEMENT REMODEL	\$1,392,000					
ANNEX: 1 <sup>ST</sup> AND 3 <sup>RD</sup> FLOOR	\$1,300,000					
COURTHOUSE: SERVICE ELEVATOR UPGRADE	\$170,000					
HEALTH BUILDING REMODEL	\$18,000,000					
JUVENILE: SEAL EXTERIOR MASONRY & PAINTING	\$55,000					
ROADS: REPAIR 904 ROOFING	\$50,000					
COURTHOUSE: COMMON AREA REMODEL			\$450,000			
DA REMODEL: ARCHITECTURAL SERVICES			\$320,000			
JAIL: JVAC UPGRADES			\$150,000			
JUSTICE BUILDING HVAC UPGRADES			\$50,000			
ROGUE FAMILY CENTER: ROOF UPPER LEVEL			\$30,000			
BUILDING 8 EXTERIOR FINISH			\$40,000			
COURTHOUSE: PARKING LOT RESURFACE & REPAIR				\$75,000		
COURTHOUSE: RESEAL EXT LIMESTONE/MASONRY				\$50,000		
DA REMODEL: CONSTRUCTION				\$5,000,000		
JAIL: REPLACE ROOF				\$250,000		
TTC: REPLACE HVAC UNITS PODS				\$45,000		
CORRECTIONS: EXTERIOR REPAIR/PAINT/SEAL					\$75,000	
HEALTH: 1915 HAZEL EXTERIOR REPAIRS/PAINT					\$40,000	
MEDFORD LIBRARY: PAINT & SEAL MASONRY WALLS					\$100,000	
RFC: HVAC SYSTEM REPLACE/REPAIR					\$80,000	
TTC: RE-ROOF MEN'S SECTION					\$100,000	
ASHLAND LIBRARY: EXTERIOR PAINT & SEAL						\$75,000
DETOX: REPLACE HVAC UNITS						\$35,000



JUSTICE: ROOF REPLACEMENT	\$175,000
RFC: EXTERIOR PAINT & SEAL	\$65,000
TTC: UPGRADE/REPLACE SECURITY SYSTEM	\$80,000

**AIRPORT**

FISCAL YEAR		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
YEAR PROJECTED	2008-2009	\$28,476,800				
	2009-2010	\$47,235,080	\$49,124,483			
	2010-2011	\$29,669,226	\$30,855,995	\$32,090,235		
	2011-2012	\$35,224,592	\$36,633,576	\$38,098,919	\$39,622,875	
	2012-2013	\$34,437,631	\$35,815,136	\$37,247,742	\$38,737,651	\$40,287,157

**FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE**

UPGRADE SANITARY SEWER	\$15,000					
SECURITY PROJECTS	\$50,000					
MAINTENANCE VAN	\$30,000					
RIDING LAWN MOWER	\$6,500					
CITY BLDG REQUIREMENTS	\$25,000					
CAR RENTAL MAINTENANCE FACILITY-BUILDING	\$2,500,000					
TOLL BOOTH CANOPY	\$50,000					
TAXIWAY REHAB NORTH HANGAR AREA	\$485,000					
REHAB TAXIWAY C	\$2,300,000					
CONVERT RUNWAY 9/27 TO TAXIWAY	\$3,330,000					
PROPERTY ACQUISITION	\$700,000					
LAWNSDALE RD IMPROVEMENTS - CAR RENTAL PROJECT	\$1,000,000					
SNOW REMOVAL EQUIPMENT	\$600,000					
10% MATCH - AIP 37-TAXIWAY REHAB N HANGAR AREA	\$120,556					
10% MATCH - AIP 38-REHAB TAXIWAY C	\$255,556					
10% MATCH - AIP 39-CONVERT RUNWAY 9/27 TO TW	\$370,000					
CO IV-RUNWAY 14/32 REHAB	\$521,052					
REHABILITATE RUNWAY 14/32 - SOUTH				\$9,014,998		
REHAB HANGAR TAXILANES					\$900,407	
CONSTRUCT SNOW REMOVAL BUILDING					\$1,688,263	
REHAB T/W A, SOUTH OF T/W C						\$3,593,750
REHAB T/W A, NORTH OF T/W C						\$5,100,806
ACQUIRE R/W 14 RPZ LAND						\$2,086,693
CONSTRUCT 28K SF HANGAR ALONG MILLIGAN						\$6,491,935

**ASSESSOR**

FISCAL YEAR		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
YEAR PROJECTED	2008-2009	\$4,542,460				
	2009-2010	\$4,211,016	\$4,379,457			
	2010-2011	\$3,950,371	\$4,108,386	\$4,272,722		
	2011-2012	\$3,839,416	\$3,992,992	\$4,152,712	\$4,318,821	
	2012-2013	\$3,639,495	\$3,785,075	\$3,936,478	\$4,093,937	\$4,257,694

**FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE**

MAINTAIN PROPERTY APPRAISAL SYSTEM	\$504,813	\$525,005	\$546,006	\$567,846	\$590,560
ASSESS ALL MOBILE HOMES	\$115,724	\$120,353	\$125,167	\$130,174	\$135,381
PROCESS ALL SEGREGATIONS, LOT LINE ADJUSTMENTS, ETC	\$35,667	\$37,093	\$38,577	\$40,120	\$41,725

PROCESS CORRECTIONS TO THE ROLL	\$126,247	\$131,297	\$136,549	\$142,011	\$147,691
PROCESS ALL PERSONAL PROPERTY ACCTS CLERICAL/FIELD	\$236,649	\$246,115	\$255,960	\$266,198	\$276,846
MISCELLANEOUS MAPS/RECORDS DRAFTING; RE-MAP	\$306,672	\$318,939	\$331,696	\$344,964	\$358,763
MONITOR SALES, RATIO REPORTS, INDICATE REEVAL AREAS	\$189,093	\$196,657	\$204,523	\$212,704	\$221,212
PROCESS ALL EXEMPT ACCOUNTS	\$417,974	\$434,693	\$452,081	\$470,164	\$488,971
DEVELOP AND MAINTAIN PROPERTY TAX SYSTEM	\$512,534	\$533,035	\$554,357	\$576,531	\$599,592
COUNTER/PUBLIC RELATIONS AND ASSISTANCE	\$387,753	\$403,263	\$419,393	\$436,169	\$453,616
PROCESS ALL NEW CONSTRUCTION	\$486,949	\$506,427	\$526,684	\$547,752	\$569,662
MANATRON SOFTWARE	\$820,680	\$277,360	\$42,360		

**BOARD OF COMMISSIONERS**

FISCAL YEAR		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
YEAR PROJECTED	2008-2009	\$838,557				
	2009-2010	\$884,767	\$920,158			
	2010-2011	\$657,481	\$683,780	\$711,131		
	2011-2012	\$751,119	\$781,164	\$812,411	\$844,907	
	2012-2013	\$739,085	\$768,648	\$799,394	\$831,370	\$864,625

**COMMUNITY JUSTICE**

FISCAL YEAR		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
YEAR PROJECTED	2008-2009	\$15,438,898				
	2009-2010	\$15,572,129	\$16,195,014			
	2010-2011	\$15,102,890	\$15,858,035	\$16,650,937		
	2011-2012	\$15,360,935	\$15,975,373	\$16,614,388	\$17,278,963	
	2012-2013	\$15,147,543	\$15,753,445	\$16,383,583	\$17,038,926	\$17,720,483

**COUNTY CLERK**

FISCAL YEAR		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
YEAR PROJECTED	2008-2009	\$1,786,554				
	2009-2010	\$1,410,317	\$1,466,730			
	2010-2011	\$1,461,806	\$1,520,278	\$1,581,090		
	2011-2012	\$1,493,061	\$1,552,784	\$1,614,895	\$1,679,491	
	2012-2013	\$1,430,891	\$1,488,127	\$1,547,652	\$1,609,558	\$1,673,940

**FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE**

MAINT & UPGRADES TO STATEWIDE VOTER REGISTRATION	\$30,972	\$31,901	\$32,858	\$33,844	\$34,859
MAINT & UPGRADE TO HELION RECORDING SYSTEM	\$19,527	\$20,112	\$20,716	\$21,337	\$21,978
UPDATE BALLOT TABULATION EQUIPMENT		\$345,000			
RELIA-VOTE BALLOT SORTER UPGRADE	\$11,550	\$26,550	\$32,150	\$33,405	\$34,060



**COUNTY COUNSEL**

FISCAL YEAR		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
YEAR PROJECTED	2008-2009	\$994,920				
	2009-2010	\$881,234	\$925,296			
	2010-2011	\$829,332	\$862,506	\$897,006		
	2011-2012	\$900,816	\$936,848	\$974,322	\$1,013,295	
	2012-2013	\$799,351	\$831,325	\$864,578	\$899,161	\$935,128

**DEVELOPMENT SERVICES**

FISCAL YEAR		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
YEAR PROJECTED	2008-2009	\$6,667,761				
	2009-2010	\$4,335,541	\$4,508,962			
	2010-2011	\$4,125,167	\$4,290,174	\$4,461,781		
	2011-2012	\$3,870,185	\$4,024,993	\$4,185,992	\$4,353,432	
	2012-2013	\$3,658,467	\$3,804,806	\$3,956,998	\$4,115,278	\$4,279,889

**FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE**

COMP PLAN IMPLEMENTATION (E.G. ANNUAL LDO UPDATE)	\$40,000	\$40,000	\$40,000	\$40,000	\$35,000
KEEP COMPREHENSIVE PLAN CURRENT	\$45,000	\$50,000	\$50,000	\$50,000	\$55,000

**DISTRICT ATTORNEY**

FISCAL YEAR		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
YEAR PROJECTED	2008-2009	\$5,178,083				
	2009-2010	\$4,868,476	\$5,063,215			
	2010-2011	\$4,820,095	\$5,012,899	\$5,213,415		
	2011-2012	\$4,945,726	\$5,094,097	\$5,246,920	\$5,417,327	
	2012-2013	\$4,923,373	\$4,945,726	\$5,094,097	\$5,246,920	\$5,417,327

**FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE**

KARPEL DA CASE MANAGEMENT SYSTEM		\$160,000			
COPIER FOR 715 BUILDING				\$13,000	

**EXPO**

FISCAL YEAR		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
YEAR PROJECTED	2008-2009	\$2,278,142				
	2009-2010	\$2,203,601	\$2,291,745			
	2010-2011	\$2,001,118	\$2,081,163	\$2,164,409		
	2011-2012	\$2,049,093	\$2,110,566	\$2,173,883	\$2,239,100	
	2012-2013	\$2,143,665	\$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  
 WATER AND SEWER DISTRIBUTION

\$300,000  
 \$300,000

**FINANCE**

FISCAL YEAR		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
YEAR PROJECTED	2008-2009	\$1,578,807				
	2009-2010	\$1,565,717	\$1,628,346			
	2010-2011	\$1,571,886	\$1,634,762	\$1,700,152		
	2011-2012	\$1,770,789	\$1,841,621	\$1,915,286	\$1,991,897	
	2012-2013	\$1,750,727	\$1,820,756	\$1,893,586	\$1,969,330	\$2,048,103

**HEALTH AND HUMAN SERVICES**

FISCAL YEAR		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
YEAR PROJECTED	2008-2009	\$47,383,539				
	2009-2010	\$58,412,422	\$61,333,043			
	2010-2011	\$55,836,966	\$56,953,706	\$58,092,780		
	2011-2012	\$64,495,940	\$67,075,778	\$69,758,809	\$72,549,161	
	2012-2013	\$50,149,080	\$52,155,043	\$54,241,245	\$56,410,895	\$58,667,331

**INFORMATION TECHNOLOGY**

FISCAL YEAR		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
YEAR PROJECTED	2008-2009	\$5,237,870				
	2009-2010	\$5,314,699	\$5,527,287			
	2010-2011	\$5,469,208	\$5,687,976	\$5,915,496		
	2011-2012	\$5,940,035	\$6,177,636	\$6,424,742	\$6,681,731	
	2012-2013	\$6,566,252	\$6,828,902	\$7,102,058	\$7,386,140	\$7,681,586

**FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE**

REPLACE COUNTY TELEPHONE SYSTEM	\$1,200,000					
REPLACE COUNTY MESSAGING SYSTEM	\$300,000					
LABOR FORECAST REPLACEMENT STUDY	\$16,460					
EDM EXPANSION	\$8,840					
DEVELOPMENT SERVICES TIDEMARK REPLACEMENT STUDY	\$13,600					
HR POLICY/TRAINING TRACKER	\$9,360					
ASSESSMENT SW REPLACEMENT (MANATRON)	\$140,280					
CONTRACT SYSTEM PHASE 3	\$15,456					
ERP SYSTEM UPGRADE			\$100,000		\$100,000	
MS OFFICE UPGRADE			\$330,000			\$330,000
HIE			\$150,000	\$150,000		
E-GOVERNMENT INITIATIVES			\$150,000			



**JUSTICE COURT DISTRICT**

FISCAL YEAR		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
YEAR PROJECTED	2008-2009	\$476,734				
	2009-2010	\$555,582	\$577,805			
	2010-2011	\$556,648	\$578,914	\$602,070		
	2011-2012	\$581,259	\$604,509	\$628,690	\$653,837	
	2012-2013	\$572,991	\$595,911	\$619,747	\$644,537	\$670,318

**LIBRARY**

FISCAL YEAR		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
YEAR PROJECTED	2008-2009	\$6,864,199				
	2009-2010	\$7,102,011	\$7,386,092			
	2010-2011	\$7,259,121	\$7,549,485	\$7,851,465		
	2011-2012	\$7,153,697	\$7,439,845	\$7,737,439	\$8,046,936	
	2012-2013	\$6,751,710	\$7,021,778	\$7,302,650	\$7,594,756	\$7,898,546

**ROADS AND PARKS**

FISCAL YEAR		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
YEAR PROJECTED	2008-2009	\$46,280,594				
	2009-2010	\$44,523,253	\$46,304,183			
	2010-2011	\$48,992,565	\$50,952,268	\$52,990,359		
	2011-2012	\$39,002,943	\$40,563,061	\$42,185,583	\$43,873,007	
	2012-2013	\$36,857,871	\$38,332,186	\$39,865,473	\$41,460,092	\$43,118,496

**FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE – PARKS & RECREATION**

CANTRALL BUCKLEY						
	CAMPGROUND UPGRADE					\$75,000
	RESTROOM/PLAYGROUND REPLACEMENT			\$100,000		
EMIGRANT LAKE						
	CABINS/YURTS				\$50,000	
	SEWAGE SYSTEM UPGRADES		\$50,000			
	EXPAND PARKING AT NORTH BOAT RAMP	\$3,500				
	GIVAN PARK - MASTER PLAN	\$25,000				
	GOLD RAY PARK - MASTER PLAN		\$25,000			
HOWARD PRAIRIE - GRIZZLY						
	NEW RAMP/PARKING			\$50,000		
	CXT RESTROOMS			\$20,000		
	GROUP CAMP				\$25,000	
	HOWARD PRAIRIE - WILLOW POINT/CAMPGRND ELECTRICITY				\$50,000	
	HOWARD PRAIRIE RESORT - MARINA IMPROVEMENTS				\$65,000	\$60,000
	ROGUE ELK - REPLACE RESTROOM					\$75,000
SPORTS PARK						
	NEW RESTROOM - BALL FIELDS		\$37,500			
	NEW RESTROOM - SHOOTING RANGE		\$65,000			
WILLOW LAKE						
	RESTROOM SHOWER	\$82,500				
	CAMPGROUND IMPROVEMENTS			\$37,500		



**FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE – PUBLIC WORKS**

EQUIPMENT REPLACEMENT	\$924,000	\$600,000	\$600,000	\$600,000	\$600,000
YEARLY RIGHT-OF-WAY ACQUISITION COSTS	\$1,000,000	\$6,500,000	\$200,000	\$200,000	\$200,000
<b>STREET IMPROVEMENT PROJECTS</b>					
DRY CREEK ROAD - BRIDGE #531 SCOUR PROTECTION	\$50,000				
EAST GREGORY ROAD - BRIDGE #182 REALIGN	\$180,000				
FOOTHILL ROAD - EXTENSION TO ATLANTIC	\$1,800,000				
KIRTLAND ROAD - REALIGNMENT (TABLE RK TO AVE G)	\$1,100,000				
LOZIER LANE - RECONSTRUCT - INITIAL ENGINEERING	\$925,000		\$4,500,000		
MILL CREEK DRIVE - BRIDGE #736 REHABILITATION	\$233,745				
OVERLAY PROJECT - VARIOUS LOCATIONS		\$462,000	\$212,000		
PEACHY ROAD-PAVE GRAVEL RD (WALKER TO HILLVIEW)	\$92,430				
RAMSEY ROAD - BRIDGE #651 TIMBER BRDG RPLCMNT		\$180,000			
ROSS LANE NORTH-WIDENING (HWY 238 - McANDREWS)					
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 & REALIGN			\$1,500,000		
THOMPSON CRK RD - BRIDGE #462 SCOUR PROTECTION			\$50,000		
TILLER TRAIL HWY - STRAIGHTEN CURVES (MP 43-44)			\$2,750,000		
WHEELER ROAD - BRIDGE #360 REPLACEMENT				\$180,000	

**SHERIFF**

FISCAL YEAR		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
YEAR PROJECTED	2008-2009	\$29,445,773				
	2009-2010	\$32,525,916	\$34,152,212			
	2010-2011	\$48,536,358	\$35,213,176	\$38,973,834		
	2011-2012	\$34,131,066	\$33,737,619	\$35,424,500	\$37,195,725	
	2012-2013	\$29,071,000	\$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		2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
YEAR PROJECTED	2008-2009	\$2,016,417				
	2009-2010	\$1,225,000	\$1,230,000			
	2010-2011	\$1,300,000	\$1,400,000	\$1,500,000		
	2011-2012	\$1,552,301	\$1,614,393	\$1,678,969	\$1,746,127	
	2012-2013	\$1,354,324	\$1,408,497	\$1,464,837	\$1,523,430	\$1,584,368

*This Page Reserved for Notes*



# 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).

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BEFORE THE BOARD OF COUNTY COMMISSIONERS

STATE OF OREGON, COUNTY OF JACKSON

IN THE MATTER OF ADOPTING THE 2012- )  
2013 FISCAL YEAR BUDGET FOR JACKSON ) ORDER NO. 109-12  
COUNTY, OREGON )

WHEREAS, on April 17 and 19, 2012, the Jackson County Budget Committee held public hearings on the 2012-2013 budget; and

WHEREAS, the Budget Committee approved the budget for fiscal year 2012-2013; and

WHEREAS, in accordance with Oregon Revised Statute (ORS) 294.438, a summary of the approved budget and hearing notice were published in the *Mail Tribune* on May 30, 2012; and

WHEREAS, the Board of Commissioners held a public hearing on June 6, 2012, 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 294.456.

Now, therefore,

The Board of County Commissioners of Jackson County ORDERS:

1. The Jackson County budget in the amount of \$316,219,068 and full-time equivalent (FTE) positions in the amount of 887.91 for the fiscal year beginning July 1, 2012, through June 30, 2013, are hereby adopted.

2. The amounts for the fiscal year beginning July 1, 2012, for the purposes shown below, are hereby appropriated as follows:

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GENERAL FUNDS

General Fund

Assessment	\$4,459,495
Finance	887,327
County Administration	1,250,639
Fiduciary	13,393,778
County Clerk	1,430,891
District Attorney	4,908,373
Justice Court District	572,991
Library	6,005,922
Development Services	3,658,467
Sheriff	27,086,000
Community Justice	15,147,543
<b>TOTAL GENERAL FUND</b>	<b>\$78,801,426</b>

CAPITAL PROJECTS FUNDS

Capital Projects

Capital Projects	\$29,280,779
Street Improvement	160,000
Greenway	20,100
Roads System Development	349,000
Parks System Development	50,000
<b>TOTAL CAPITAL PROJECTS</b>	<b>\$29,859,879</b>

DEBT SERVICE FUNDS

Debt Service - Library

Debt Service - Library S1	\$1,514,365
Debt Service - Library S2	1,526,600
<b>TOTAL DEBT SERVICE - LIBRARY</b>	<b>\$3,040,965</b>

SPECIAL REVENUE FUNDS

Special Revenue Fund

Surveyor	\$618,656
County Schools	1,000,000
County Trails	271,669
Liquor Enforcement	15,000
Title II	1,000,000
Title III	1,917,291
Solid Waste	1,168,794
Court Security	225,000
Law Library	338,863

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Video Lottery	624,263
Sports Park Mitigation	30,000
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$7,209,536</b>

General Roads

Personal Services	\$8,147,609
Materials and Services	7,595,659
Capital Outlay	4,530,175
Transfers	50,000
Contingency	500,000
<b>TOTAL GENERAL ROADS</b>	<b>\$20,823,443</b>

Health and Human Services

Personal Services	\$18,806,232
Materials and Services	15,849,615
Capital Outlay	80,000
Transfer to Other Funds	15,535,813
<b>TOTAL HEALTH &amp; HUMAN SERVICES</b>	<b>\$50,271,660</b>

Law Enforcement District

Personal Services	\$957,080
Materials and Services	552,125
Contingency	100,000
<b>TOTAL LAW ENFORCEMENT DISTRICT</b>	<b>\$1,609,205</b>

INTERNAL SERVICES FUND

Central Services

Commissioners	\$739,085
Information Technology	5,612,897
Finance	863,400
County Counsel	799,351
County Administration	5,638,640
Fiduciary	200,000
Library	115,935
Motor Pool	2,123,881
Computer Replacement	644,319
Risk Management-General & Auto Liability	2,432,851
Self-Insurance Health Plan	7,354,144
Workers' Compensation	2,358,888
<b>TOTAL INTERNAL SERVICES FUND</b>	<b>\$28,883,391</b>

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ENTERPRISE FUNDS

Airport

Airport Enterprise	\$19,787,450
Debt Service	1,338,582
Passenger Facility Charge	1,398,582
<b>TOTAL AIRPORT</b>	<b>\$22,524,614</b>

Exposition Park

Personal Services	\$422,222
Materials and Services	1,566,559
Transfer to Other Funds	154,884
<b>TOTAL EXPOSITION PARK</b>	<b>\$2,143,665</b>

Recreation Enterprise

Personal Services	\$763,526
Materials and Services	1,079,654
Capital Outlay	260,000
Contingency	300,000
<b>TOTAL RECREATION ENTERPRISE</b>	<b>\$2,403,180</b>

<b>TOTAL APPROPRIATIONS ALL FUNDS</b>	<b>\$247,570,964</b>
<b>TOTAL UNAPPROPRIATED AMOUNTS ALL FUNDS</b>	<b>\$68,648,104</b>
<b>TOTAL BUDGET</b>	<b>\$316,219,068</b>

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, \$1,557,835 for Debt Service - Library - S1; and \$1,569,787 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 2012-2013 as follows:

	<u>General Government Limitation</u>	<u>Excluded from Limitation</u>
General Fund	2.0099/\$1,000	
Debt Service - Library - S1		\$1,557,835
Debt Service - Library - S2		\$1,569,787

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.

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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 294.458.

Dated this 6<sup>th</sup> day of June, 2012, at Medford, Oregon.

JACKSON COUNTY BOARD OF COMMISSIONERS

/s/ Don Skundrick  
Don Skundrick, Chair

/s/ John Rachor  
John Rachor, Commissioner

/s/ Dennis C.W. Smith  
Dennis C.W. Smith, 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, effective fiscal year 2011-2012. The biggest impact on the budget was moving the reserve line from materials and services to its own category under the "Other" category.

**FUND 010 - GENERAL FUND**

**Dept 05 - Assessment**

	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
	Actual	Actual	Actual	Adopted	Adopted
Revenue:					
State/Local/NOC					
42100State Sources	894,249	890,456	775,521	849,272	662,790
43200Reimbursements-Local	5,400	31,488	0	10,000	0
48100Miscellaneous Revenue	0	417	300	2,000	1,000
Subtotal:	899,649	922,361	775,821	861,272	663,790
Fees & Charges					
45100Fees	69,404	55,718	45,585	45,500	45,500
45500Sales	4,794	4,243	2,307	3,200	1,550
Subtotal:	74,197	59,961	47,892	48,700	47,050
Other Revenues					
54100Transfers from Other Funds	0	23,168	0	0	0
Subtotal:	0	23,168	0	0	0
Subtotal of Revenues:	973,846	1,005,490	823,712	909,972	710,840
Expenditures:					
Personal Services					
62100Salaries & Wages	1,719,129	1,749,205	1,768,035	1,803,501	1,736,602
62200Payroll Taxes & Benefits	937,039	911,072	915,650	968,649	930,078
Subtotal:	2,656,168	2,660,277	2,683,685	2,772,150	2,666,680
Materials & Services					
64100Contracted Services	608,213	611,978	586,023	541,378	1,062,915
64200Operation Expenses	96,859	124,433	100,827	126,389	128,117
64300Minor Equipment	1,777	2,579	15,030	1,000	1,000
64400Equip Repair/Maint/Lease	7,313	15,785	3,441	5,838	10,688
64500Property Maintenance/Utilities	0	0	0	85,484	0
64600Travel & Training	12,325	10,537	12,435	12,461	14,200
64700Software Expense	255,072	176,341	196,155	147,046	151,500
Subtotal:	981,558	941,653	913,912	919,596	1,368,420



**FUND 010 - GENERAL FUND**

**Dept 05 - Assessment**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
Capital Outlay					
68500Capital Outlay-Software	0	0	0	0	424,395
Subtotal:	0	0	0	0	424,395
Subtotal of Expenditures:	3,637,726	3,601,929	3,597,597	3,691,746	4,459,495



**FUND 010 - GENERAL FUND**

**Dept 06 - Finance**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
42100State Sources	119,922	130,766	128,323	161,100	141,333
44200Reimbursements-Priv/Nonprof	0	0	0	57,698	57,850
48100Miscellaneous Revenue	4,284	1,201	2,164	5,536	5,151
Subtotal:	124,206	131,967	130,487	224,334	204,334
Fees & Charges					
45100Fees	130,400	154,420	328,296	360,662	412,796
45200Fines	5,270	5,360	4,315	8,000	6,400
45500Sales	746	687	888	1,020	2,484
45600Interdepartmental Charges	7,260	9,419	2,984	4,200	5,599
Subtotal:	143,675	169,886	336,482	373,882	427,279
Subtotal of Revenues:	267,881	301,853	466,970	598,216	631,613
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	209,363	204,945	217,256	209,658	235,677
62200Payroll Taxes & Benefits	121,747	121,775	120,399	128,628	138,827
Subtotal:	331,109	326,720	337,655	338,286	374,504
Materials & Services					
64100Contracted Services	91,055	297,133	96,337	100,698	92,898
64200Operation Expenses	147,528	127,932	184,088	218,088	231,805
64300Minor Equipment	220	487	7,560	200	1,000
64400Equip Repair/Maint/Lease	973	1,363	724	1,691	1,222
64500Property Maintenance/Utilities	5,534	19,289	156,177	181,292	177,267
64600Travel & Training	4,223	3,290	4,874	6,466	6,291
64700Software Expense	0	0	0	2,195	2,340
Subtotal:	249,534	449,494	449,761	510,630	512,823
Subtotal of Expenditures:	580,643	776,214	787,416	848,916	887,327



**FUND 010 - GENERAL FUND**

**Dept 08 - County Administration**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Government					
41100Contracts/Grants-Federal	152,001	143,971	127,651	145,478	193,686
41200Reimbursements-Federal	98,941	0	0	0	0
Subtotal:	250,942	143,971	127,651	145,478	193,686
State/Local/NOC					
42100State Sources	373,171	167,766	44,333	8,200	110,076
42200Reimbursements-State	267,601	12,500	64,085	348,000	200,000
43200Reimbursements-Local	42,510	8,500	14,085	14,000	14,500
44200Reimbursements-Priv/Nonprof	2,790	2,635	0	0	0
48100Miscellaneous Revenue	24,969	-2,392	0	0	0
Subtotal:	711,041	189,009	122,503	370,200	324,576
Fees & Charges					
45100Fees	128,187	122,543	131,076	139,712	139,716
45500Sales	45	30	14	25	25
Subtotal:	128,232	122,573	131,090	139,737	139,741
Subtotal of Revenues:	1,090,215	455,553	381,244	655,415	658,003
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	200,898	189,830	202,045	215,971	221,310
62200Payroll Taxes & Benefits	98,716	97,501	102,710	109,567	116,214
62300Payroll Taxes & Benefits	0	0	-1,411	0	0
Subtotal:	299,615	287,330	303,344	325,538	337,524
Materials & Services					
64100Contracted Services	731,949	546,557	524,293	745,310	624,611
64200Operation Expenses	29,111	33,140	47,469	44,541	50,376
64300Minor Equipment	88,422	49,635	59,235	54,323	201,843
64400Equip Repair/Maint/Lease	788	772	1,187	1,200	800
64500Property Maintenance/Utilities	0	0	1,690	23,585	24,085
64600Travel & Training	4,728	3,116	2,663	10,400	11,400
64700Software Expense	630	0	0	400	0
Subtotal:	855,628	633,219	636,537	879,759	913,115
Capital Outlay					
68400CO-Equipment/Machinery	0	0	9,625	25,024	0
Subtotal:	0	0	9,625	25,024	0
Subtotal of Expenditures:	1,155,243	920,549	949,506	1,230,321	1,250,639



**FUND 010 - GENERAL FUND**

**Dept 09 - Fiduciary**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Government					
41300 Shared Revenue-Federal	14,955,781	12,819,816	11,583,055	7,106,031	1,715,078
Subtotal:	14,955,781	12,819,816	11,583,055	7,106,031	1,715,078
State/Local/NOC					
42300 Shared Revenue-State	1,906,153	1,689,493	1,762,638	1,768,132	1,156,000
48100 Miscellaneous Revenue	572,201	0	0	0	0
Subtotal:	2,478,354	1,689,493	1,762,638	1,768,132	1,156,000
Fees & Charges					
45100 Fees	342,949	406,706	289,048	288,000	245,000
Subtotal:	342,949	406,706	289,048	288,000	245,000
Other Revenues					
46100 Property Tax Revenues	28,535,701	30,365,444	31,630,702	32,502,986	32,550,720
52100 Interest Revenue	2,426,651	1,896,595	1,530,661	1,024,114	510,964
54100 Transfers from Other Funds	532,213	180,000	434,273	561,273	792,913
58100 Fund Balance	0	0	0	71,351,727	48,254,684
Subtotal:	31,494,564	32,442,039	33,595,636	105,440,100	82,109,281
Subtotal of Revenues:	49,271,648	47,358,055	47,230,378	114,602,263	85,225,359
<b>Expenditures:</b>					
Personal Services					
62300 Payroll Taxes & Benefits	0	0	16,436	0	0
Subtotal:	0	0	16,436	0	0
Materials & Services					
64100 Contracted Services	285,681	307,875	93,993	233,896	277,954
64200 Operation Expenses	14,298	14,290	44,276	35,000	35,000
64300 Minor Equipment	63	4,281	0	0	0
64500 Property Maintenance/Utilities	23,678	19,807	31,751	0	0
Subtotal:	323,719	346,252	170,021	268,896	312,954
Capital Outlay					
68100 Capital Outlay	0	0	4,181,350	0	0
68300 CO-Land Improvements	0	10,000	0	0	0
68400 CO-Equipment/Machinery	0	0	0	1,500,000	1,000,000
Subtotal:	0	10,000	4,181,350	1,500,000	1,000,000



**FUND 010 - GENERAL FUND**

**Dept 09 - Fiduciary**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Other Requirements					
74100Transfers To Other Funds	10,160,258	6,558,584	8,162,043	25,381,958	11,880,824
75000Contingency	0	0	0	200,000	200,000
78000Reserves	0	0	0	2,569,678	2,000,000
79000Unapprop Ending Fund Bal	0	0	0	45,263,618	29,537,519
Subtotal:	10,160,258	6,558,584	8,162,043	73,415,254	43,618,343
Subtotal of Expenditures:	10,483,977	6,914,836	12,529,850	75,184,150	44,931,297



**FUND 010 - GENERAL FUND**

**Dept 15 - County Clerk**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
42100State Sources	6,678	7,132	11,174	7,000	8,050
43200Reimbursements-Local	125,488	107,130	123,191	104,352	115,637
48100Miscellaneous Revenue	2,788	150	4,207	0	0
Subtotal:	134,954	114,412	138,572	111,352	123,687
Fees & Charges					
45100Fees	1,116,661	1,088,984	1,150,150	1,278,286	1,262,348
45200Fines	0	0	125	0	0
45400Licenses	42,750	40,470	40,140	42,070	41,074
45500Sales	14,578	10,807	24,967	17,265	17,252
Subtotal:	1,173,989	1,140,260	1,215,382	1,337,621	1,320,674
Subtotal of Revenues:	1,308,943	1,254,672	1,353,954	1,448,973	1,444,361
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	458,944	383,092	394,440	451,842	465,338
62200Payroll Taxes & Benefits	230,282	187,131	187,863	220,290	225,483
Subtotal:	689,226	570,223	582,303	672,132	690,821
Materials & Services					
64100Contracted Services	420,463	430,768	428,922	451,948	449,324
64200Operation Expenses	278,163	242,680	235,358	282,871	267,201
64300Minor Equipment	2,215	0	18,304	9,900	1,500
64400Equip Repair/Maint/Lease	3,892	2,449	1,662	1,735	1,735
64600Travel & Training	9,010	11,188	10,940	17,050	20,310
64700Software Expense	0	476	103	0	0
Subtotal:	713,742	687,562	695,289	763,504	740,070
Subtotal of Expenditures:	1,402,968	1,257,784	1,277,592	1,435,636	1,430,891



**FUND 010 - GENERAL FUND**

**Dept 17 - District Attorney**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Government					
41100Contracts/Grants-Federal	263,871	168,927	166,535	154,697	156,715
Subtotal:	263,871	168,927	166,535	154,697	156,715
State/Local/NOC					
42100State Sources	515,539	498,084	543,006	529,872	585,424
43200Reimbursements-Local	0	0	0	0	22,500
44200Reimbursements-Priv/Nonprof	1,787	2,015	2,288	75,000	0
44400Donations/Sponsorships	0	0	1	0	0
48100Miscellaneous Revenue	9,667	11,292	17,348	18,720	11,184
Subtotal:	526,993	511,392	562,644	623,592	619,108
Fees & Charges					
45100Fees	197,751	217,066	207,738	111,663	200,664
45300Forfeitures	0	0	0	0	5,000
Subtotal:	197,751	217,066	207,738	111,663	205,664
Other Revenues					
54100Transfers from Other Funds	31,482	39,704	18,828	17,000	15,000
Subtotal:	31,482	39,704	18,828	17,000	15,000
Subtotal of Revenues:	1,020,097	937,090	955,745	906,952	996,487
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	2,281,921	2,334,472	2,476,865	2,723,618	2,781,892
62200Payroll Taxes & Benefits	1,127,312	1,088,765	1,144,516	1,361,137	1,383,236
Subtotal:	3,409,233	3,423,237	3,621,382	4,084,755	4,165,128
Materials & Services					
64100Contracted Services	338,173	335,374	320,385	354,596	383,993
64200Operation Expenses	137,761	163,871	158,736	197,721	210,785
64300Minor Equipment	6,231	15,134	10,439	8,691	15,845
64400Equip Repair/Maint/Lease	10,151	8,669	8,625	10,668	12,020
64500Property Maintenance/Utilities	29,585	28,770	30,845	63,373	66,335
64600Travel & Training	24,395	12,070	23,047	26,900	28,015
64700Software Expense	23,634	23,281	23,991	24,022	26,252
Subtotal:	569,930	587,168	576,069	685,971	743,245
Capital Outlay					
68400CO-Equipment/Machinery	11,500	0	0	0	0
Subtotal:	11,500	0	0	0	0
Subtotal of Expenditures:	3,990,664	4,010,405	4,197,451	4,770,726	4,908,373



**FUND 010 - GENERAL FUND**

**Dept 28 - Justice Court District**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
48100Miscellaneous Revenue	-2,922	0	0	0	0
Subtotal:	-2,922	0	0	0	0
Fees & Charges					
45200Fines	1,688,680	1,717,823	1,756,413	1,905,585	1,289,625
Subtotal:	1,688,680	1,717,823	1,756,413	1,905,585	1,289,625
Subtotal of Revenues:	1,685,758	1,717,823	1,756,413	1,905,585	1,289,625
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	160,430	181,105	190,823	248,999	259,957
62200Payroll Taxes & Benefits	101,145	103,971	111,878	145,649	150,900
Subtotal:	261,575	285,076	302,701	394,648	410,857
Materials & Services					
64100Contracted Services	38,839	54,877	61,095	78,700	83,014
64200Operation Expenses	25,167	34,097	32,163	28,210	22,800
64300Minor Equipment	1,482	775	1,225	2,000	1,000
64400Equip Repair/Maint/Lease	1,138	1,197	993	1,000	700
64500Property Maintenance/Utilities	47,163	44,885	44,678	46,745	47,270
64600Travel & Training	1,146	1,411	2,149	1,850	2,150
64700Software Expense	4,084	5,668	4,612	5,750	5,200
Subtotal:	119,019	142,909	146,914	164,255	162,134
Subtotal of Expenditures:	380,594	427,985	449,615	558,903	572,991



**FUND 010 - GENERAL FUND**

**Dept 31 - Library**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Government					
41200Reimbursements-Federal	32,500	7,500	26,678	40,000	40,000
Subtotal:	32,500	7,500	26,678	40,000	40,000
State/Local/NOC					
42100State Sources	35,742	34,146	24,448	24,500	28,295
43100Local Government Sources	384,100	344,788	355,132	430,502	443,418
43200Reimbursements-Local	25,621	82,014	86,389	88,879	22,808
44100Private/NonProfit Sources	98,266	58,113	7,456	13,150	13,532
44200Reimbursements-Priv/Nonprof	80,040	66,020	70,199	0	78,313
44400Donations/Sponsorships	153,197	326,912	246,583	73,669	206,499
48100Miscellaneous Revenue	4,561	786	0	127,233	0
Subtotal:	781,527	912,779	790,206	757,933	792,865
Fees & Charges					
45100Fees	137,011	141,205	137,081	124,246	129,646
45200Fines	137,668	134,329	137,580	140,000	131,600
45500Sales	13,738	11,106	12,855	18,750	19,700
45600Interdepartmental Charges	629	0	0	0	0
Subtotal:	289,046	286,640	287,516	282,996	280,946
Other Revenues					
52100Interest Revenue	0	14	0	0	0
54100Transfers from Other Funds	10,419	27,174	0	0	622,000
Subtotal:	10,419	27,189	0	0	622,000
Subtotal of Revenues:	1,113,491	1,234,107	1,104,400	1,080,929	1,735,811
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	55,174	55,753	56,271	62,636	67,274
62200Payroll Taxes & Benefits	26,012	25,165	22,554	30,940	31,563
Subtotal:	81,186	80,918	78,825	93,576	98,837
Materials & Services					
64100Contracted Services	4,696,851	4,790,107	4,961,866	4,933,910	5,032,360
64200Operation Expenses	61,990	54,457	45,444	49,079	174,892
64300Minor Equipment	115,970	67,987	39,331	48,578	23,006
64400Equip Repair/Maint/Lease	77	332	246	2,100	2,824
64500Property Maintenance/Utilities	456,822	441,212	474,072	941,098	671,943
64600Travel & Training	737	1,391	523	1,200	2,060
64700Software Expense	0	0	171	0	0
Subtotal:	5,332,447	5,355,485	5,521,654	5,975,965	5,907,085



**FUND 010 - GENERAL FUND**

**Dept 31 - Library**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
Capital Outlay					
68400CO-Equipment/Machinery	0	0	8,541	0	0
Subtotal:	0	0	8,541	0	0
<hr/>					
Subtotal of Expenditures:	5,413,633	5,436,403	5,609,020	6,069,541	6,005,922



**FUND 010 - GENERAL FUND**

**Dept 37 - Development Services**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
48100Miscellaneous Revenue	42,923	49,337	55,618	0	0
Subtotal:	42,923	49,337	55,618	0	0
<b>Fees &amp; Charges</b>					
45100Fees	2,719,097	2,126,998	2,175,480	2,294,310	2,329,723
45200Fines	14,806	3,022	19,210	30,000	30,000
45500Sales	5,944	5,242	5,638	5,200	5,200
45600Interdepartmental Charges	26,611	73,450	78,993	127,993	130,205
Subtotal:	2,766,458	2,208,713	2,279,321	2,457,503	2,495,128
<b>Other Revenues</b>					
54100Transfers from Other Funds	126,752	0	0	0	0
Subtotal:	126,752	0	0	0	0
<hr/>					
Subtotal of Revenues:	2,936,133	2,258,050	2,334,940	2,457,503	2,495,128
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	1,749,695	1,498,529	1,530,141	1,610,604	1,585,944
62200Payroll Taxes & Benefits	848,017	681,290	692,805	762,235	755,270
Subtotal:	2,597,712	2,179,819	2,222,947	2,372,839	2,341,214
<b>Materials &amp; Services</b>					
64100Contracted Services	1,215,012	995,137	790,289	1,054,309	971,565
64200Operation Expenses	184,469	222,483	214,699	253,416	301,391
64300Minor Equipment	1,573	2,484	6,420	3,600	5,517
64400Equip Repair/Maint/Lease	11,407	8,345	9,079	12,268	13,050
64600Travel & Training	17,356	12,279	13,187	24,900	25,730
Subtotal:	1,429,818	1,240,728	1,033,674	1,348,493	1,317,253
<b>Other Requirements</b>					
74100Transfers To Other Funds	0	19,996	0	0	0
Subtotal:	0	19,996	0	0	0
<hr/>					
Subtotal of Expenditures:	4,027,530	3,440,543	3,256,621	3,721,332	3,658,467



**FUND 010 - GENERAL FUND**

**Dept 41 - Sheriff**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Government					
41100Contracts/Grants-Federal	687,780	576,387	884,924	813,000	837,700
41200Reimbursements-Federal	474,693	658,768	901,081	664,000	716,000
Subtotal:	1,162,474	1,235,155	1,786,005	1,477,000	1,553,700
State/Local/NOC					
42100State Sources	2,993,297	2,686,146	2,726,394	2,789,615	2,118,895
42200Reimbursements-State	35,714	54,816	37,252	259,600	15,000
43100Local Government Sources	0	118,623	385,862	413,522	430,000
43200Reimbursements-Local	308,690	307,329	312,182	110,000	334,100
44200Reimbursements-Priv/Nonprof	4,377	4,402	2,512	3,000	0
44300Shared Revenue-Priv/Nonprof	72,052	71,243	68,621	68,000	68,000
44400Donations/Sponsorships	7,122	7,674	38,973	6,000	6,448
48100Miscellaneous Revenue	1,780	4,908	2,391	0	0
Subtotal:	3,423,031	3,255,141	3,574,186	3,649,737	2,972,443
Fees & Charges					
45100Fees	628,676	900,629	754,196	909,600	702,613
45200Fines	55,634	63,585	58,767	56,400	56,200
45300Forfeitures	48,822	148	-44,233	30,000	0
45400Licenses	116,709	105,906	148,250	120,000	130,000
45500Sales	108,415	94,930	116,656	108,000	112,000
Subtotal:	958,257	1,165,198	1,033,636	1,224,000	1,000,813
Other Revenues					
54100Transfers from Other Funds	0	29,211	0	0	0
Subtotal:	0	29,211	0	0	0
Subtotal of Revenues:	5,543,762	5,684,705	6,393,827	6,350,737	5,526,956
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	11,008,990	11,336,192	11,935,908	12,785,976	12,127,985
62200Payroll Taxes & Benefits	6,116,719	6,376,233	6,677,076	7,550,531	7,207,112
Subtotal:	17,125,708	17,712,424	18,612,984	20,336,507	19,335,097



**FUND 010 - GENERAL FUND**

**Dept 41 - Sheriff**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Materials &amp; Services</b>					
64100Contracted Services	2,788,526	2,766,918	3,131,315	3,353,923	3,487,480
64200Operation Expenses	2,348,133	2,983,560	3,346,907	3,558,424	3,174,084
64300Minor Equipment	492,162	354,742	342,242	211,280	125,900
64400Equip Repair/Maint/Lease	94,901	125,745	157,134	199,050	162,550
64500Property Maintenance/Utilities	342,841	320,622	331,174	339,651	454,597
64600Travel & Training	194,563	147,796	128,113	130,180	101,670
64700Software Expense	2,673	9,271	108,196	24,300	68,622
Subtotal:	6,263,799	6,708,654	7,545,080	7,816,808	7,574,903
<b>Capital Outlay</b>					
68000Capital Outlay	0	0	0	300,000	0
68200Capital Outlay	67,776	0	0	0	0
68400CO-Equipment/Machinery	248,544	397,119	64,129	281,500	176,000
Subtotal:	316,320	397,119	64,129	581,500	176,000
<b>Other Requirements</b>					
74100Transfers To Other Funds	276,588	452,572	551,022	105,000	0
Subtotal:	276,588	452,572	551,022	105,000	0
Subtotal of Expenditures:	23,982,415	25,270,769	26,773,215	28,839,815	27,086,000



**FUND 010 - GENERAL FUND**

**Dept 48 - Community Justice**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Government					
41100Contracts/Grants-Federal	606,946	873,584	891,895	829,000	1,110,983
Subtotal:	606,946	873,584	891,895	829,000	1,110,983
State/Local/NOC					
42100State Sources	4,748,247	4,757,218	4,776,315	5,769,251	5,158,077
42200Reimbursements-State	6,221	5,234	4,893	5,000	3,000
43100Local Government Sources	10,000	5,000	5,000	5,000	5,000
43200Reimbursements-Local	278,864	145,461	122,742	120,000	120,000
44100Private/NonProfit Sources	2,000	1,500	0	0	0
44300Shared Revenue-Priv/Nonprof	22,099	13,012	18,282	16,000	18,000
44400Donations/Sponsorships	250	200	100	0	0
48100Miscellaneous Revenue	23,255	4,238	1,964	2,500	5,000
Subtotal:	5,090,936	4,931,862	4,929,296	5,917,751	5,309,077
Fees & Charges					
45100Fees	3,195,019	3,076,774	2,856,985	3,450,220	3,196,002
45200Fines	580	175	34	0	0
45500Sales	6,395	6,088	6,481	7,700	8,700
45600Interdepartmental Charges	29,660	0	0	0	0
Subtotal:	3,231,654	3,083,037	2,863,500	3,457,920	3,204,702
Other Revenues					
54100Transfers from Other Funds	0	59,886	50,169	0	0
Subtotal:	0	59,886	50,169	0	0
Subtotal of Revenues:	8,929,537	8,948,368	8,734,860	10,204,671	9,624,762
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	5,801,391	6,143,153	6,391,953	6,910,314	7,066,672
62200Payroll Taxes & Benefits	3,053,681	3,192,496	3,281,853	3,772,999	3,862,555
Subtotal:	8,855,072	9,335,649	9,673,806	10,683,313	10,929,227
Materials & Services					
64100Contracted Services	2,388,394	2,414,580	2,639,562	2,702,119	2,891,896
64200Operation Expenses	745,084	796,802	765,766	834,150	832,106
64300Minor Equipment	35,252	33,049	21,748	17,500	19,500
64400Equip Repair/Maint/Lease	89,898	93,273	107,391	108,000	70,000
64500Property Maintenance/Utilities	339,863	316,636	338,199	317,098	306,314
64600Travel & Training	65,330	83,468	69,146	106,450	97,000
64700Software Expense	3,089	13,100	1,825	1,500	1,500
Subtotal:	3,666,909	3,750,908	3,943,637	4,086,817	4,218,316



**FUND 010 - GENERAL FUND**

**Dept 48 - Community Justice**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
Capital Outlay					
68400CO-Equipment/Machinery	118,299	12,477	0	0	0
Subtotal:	118,299	12,477	0	0	0
<hr/>					
Subtotal of Expenditures:	12,640,280	13,099,034	13,617,444	14,770,130	15,147,543

**FUND 010 - GENERAL FUND**

**SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
Revenue:					
Federal Sources	17,272,514	15,248,953	14,581,819	9,752,206	4,770,162
State/Local/NOC	14,210,692	12,707,754	12,841,972	14,284,303	12,165,880
Fees & Charges	10,994,888	10,577,863	10,448,019	11,627,607	10,656,622
Other Revenues	31,663,216	32,621,197	33,664,632	105,457,100	82,746,281
Total Fund Revenues:	74,141,310	71,155,767	71,536,442	141,121,216	110,338,945
Expenditures:					
Personal Services	36,306,604	36,861,672	38,436,069	42,073,744	41,349,889
Materials & Services	20,506,103	20,844,031	21,632,548	23,420,694	23,770,318
Capital Outlay	446,119	419,597	4,263,645	2,106,524	1,600,395
Other Requirements	10,436,846	7,031,152	8,713,065	73,520,254	43,618,343
Total Fund Expenditures:	67,695,672	65,156,453	73,045,327	141,121,216	110,338,945



**FUND 020 - GENERAL ROAD FUND**

**Dept 39 - Roads and Parks**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Government					
41100Contracts/Grants-Federal	0	0	52,493	0	0
41200Reimbursements-Federal	1,818	0	64,224	0	10,000
41300Shared Revenue-Federal	3,690,405	3,319,577	2,991,648	1,317,428	174,196
Subtotal:	3,692,222	3,319,577	3,108,365	1,317,428	184,196
State/Local/NOC					
42200Reimbursements-State	3,749	0	327,924	337,500	1,525,543
42300Shared Revenue-State	10,120,853	10,566,512	11,090,280	11,561,074	11,833,925
43100Local Government Sources	139,992	165,620	195,760	211,119	238,536
43200Reimbursements-Local	0	656,097	195,931	0	0
44200Reimbursements-Priv/Nonprof	1,394,833	958,224	959,845	580,000	524,000
48100Miscellaneous Revenue	169	0	0	0	0
Subtotal:	11,659,596	12,346,453	12,769,739	12,689,693	14,122,004
Fees & Charges					
45100Fees	535,935	533,594	563,162	512,000	512,000
45500Sales	38,277	89,855	128,013	42,000	38,500
45600Interdepartmental Charges	617,840	527,294	662,450	511,091	602,731
Subtotal:	1,192,052	1,150,742	1,353,624	1,065,091	1,153,231
Other Revenues					
47100Investment Revenue	1	0	0	0	0
52100Interest Revenue	373,705	283,313	245,674	275,000	100,000
54100Transfers from Other Funds	750,000	306,130	2,055	880,515	300,000
58100Fund Balance	0	0	-2,045	12,068,426	12,415,477
Subtotal:	1,123,707	589,443	245,685	13,223,941	12,815,477
Subtotal of Revenues:	17,667,577	17,406,216	17,477,413	28,296,153	28,274,908
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	4,612,758	4,734,420	4,612,141	5,340,193	5,408,007
62200Payroll Taxes & Benefits	2,382,613	2,285,887	2,194,610	2,680,148	2,739,602
Subtotal:	6,995,370	7,020,307	6,806,752	8,020,341	8,147,609



**FUND 020 - GENERAL ROAD FUND**

**Dept 39 - Roads and Parks**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Materials &amp; Services</b>					
64100Contracted Services	935,802	1,024,579	891,510	1,392,006	982,163
64200Operation Expenses	2,617,454	2,899,940	3,012,233	3,775,431	4,008,573
64300Minor Equipment	27,685	35,929	48,301	71,750	62,450
64400Equip Repair/Maint/Lease	1,773,239	1,973,394	2,064,743	2,119,250	2,035,750
64500Property Maintenance/Utilities	476,558	384,066	433,834	431,748	441,023
64600Travel & Training	43,010	33,787	33,292	41,960	41,600
64700Software Expense	24,895	25,813	25,170	27,300	24,100
Subtotal:	5,898,642	6,377,509	6,509,084	7,859,445	7,595,659
<b>Capital Outlay</b>					
68100Capital Outlay	330,377	85,460	167,567	290,000	1,000,000
68200Capital Outlay	1,448	0	0	0	0
68300CO-Land Improvements	876,013	3,409,479	2,667,007	3,328,669	2,606,175
68400CO-Equipment/Machinery	205,428	866,272	364,318	552,500	924,000
Subtotal:	1,413,266	4,361,211	3,198,892	4,171,169	4,530,175
<b>Other Requirements</b>					
74100Transfers To Other Funds	0	15,450	0	0	50,000
75000Contingency	0	0	0	200,000	500,000
78000Reserves	0	0	0	559,000	50,000
79000Unapprop Ending Fund Bal	0	0	0	7,486,198	7,401,465
Subtotal:	0	15,450	0	8,245,198	8,001,465
Subtotal of Expenditures:	14,307,279	17,774,477	16,514,727	28,296,153	28,274,908



**FUND 020 - GENERAL ROAD FUND****SUMMARY**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Federal Sources	3,692,222	3,319,577	3,108,365	1,317,428	184,196
State/Local/NOC	11,659,596	12,346,453	12,769,739	12,689,693	14,122,004
Fees & Charges	1,192,052	1,150,742	1,353,624	1,065,091	1,153,231
Other Revenues	1,123,707	589,443	245,685	13,223,941	12,815,477
Total Fund Revenues:	17,667,577	17,406,216	17,477,413	28,296,153	28,274,908
Expenditures:					
Personal Services	6,995,370	7,020,307	6,806,752	8,020,341	8,147,609
Materials & Services	5,898,642	6,377,509	6,509,084	7,859,445	7,595,659
Capital Outlay	1,413,266	4,361,211	3,198,892	4,171,169	4,530,175
Other Requirements	0	15,450	0	8,245,198	8,001,465
Total Fund Expenditures:	14,307,279	17,774,477	16,514,727	28,296,153	28,274,908



**FUND 024 - COUNTY SCHOOLS FUND**

**Dept 09 - Fiduciary**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Government					
41300 Shared Revenue-Federal	1,230,135	1,107,026	997,216	1,000,000	1,000,000
Subtotal:	1,230,135	1,107,026	997,216	1,000,000	1,000,000
<b>Fees &amp; Charges</b>					
45200 Fines	400	0	0	0	0
Subtotal:	400	0	0	0	0
<b>Other Revenues</b>					
52100 Interest Revenue	691	387	1,602	0	0
Subtotal:	691	387	1,602	0	0
<hr/>					
Subtotal of Revenues:	1,231,227	1,107,412	998,818	1,000,000	1,000,000
<b>Expenditures:</b>					
Materials & Services					
64200 Operation Expenses	1,245,312	1,106,544	997,216	1,000,000	1,000,000
Subtotal:	1,245,312	1,106,544	997,216	1,000,000	1,000,000
<hr/>					
Subtotal of Expenditures:	1,245,312	1,106,544	997,216	1,000,000	1,000,000

**FUND 024 - COUNTY SCHOOLS FUND**

**SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Sources	1,230,135	1,107,026	997,216	1,000,000	1,000,000
State/Local/NOC	0	0	0	0	0
Fees & Charges	400	0	0	0	0
Other Revenues	691	387	1,602	0	0
Total Fund Revenues:	1,231,227	1,107,412	998,818	1,000,000	1,000,000
<b>Expenditures:</b>					
Personal Services	0	0	0	0	0
Materials & Services	1,245,312	1,106,544	997,216	1,000,000	1,000,000
Capital Outlay	0	0	0	0	0
Other Requirements	0	0	0	0	0
Total Fund Expenditures:	1,245,312	1,106,544	997,216	1,000,000	1,000,000



**FUND 025 - LAW LIBRARY FUND**

**Dept 31 - Library**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
48100Miscellaneous Revenue	18,073	5,554	6,860	6,692	7,027
Subtotal:	18,073	5,554	6,860	6,692	7,027
<b>Fees &amp; Charges</b>					
45100Fees	245,505	283,286	292,785	220,000	212,347
45500Sales	1,837	2,038	3,781	1,650	2,400
Subtotal:	247,342	285,324	296,565	221,650	214,747
<b>Other Revenues</b>					
52100Interest Revenue	14,723	12,469	9,578	6,964	5,969
58100Fund Balance	0	0	0	464,249	402,110
Subtotal:	14,723	12,469	9,578	471,213	408,079
<b>Subtotal of Revenues:</b>	<b>280,138</b>	<b>303,347</b>	<b>313,004</b>	<b>699,555</b>	<b>629,853</b>
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	47,199	48,501	48,491	55,473	48,866
62200Payroll Taxes & Benefits	25,991	25,540	25,795	27,194	28,421
Subtotal:	73,190	74,041	74,286	82,667	77,287
Materials & Services					
64100Contracted Services	46,921	55,996	54,206	77,472	59,884
64200Operation Expenses	121,078	147,486	161,665	183,751	189,215
64300Minor Equipment	1,068	3,313	2,045	0	0
64400Equip Repair/Maint/Lease	195	389	179	625	635
64500Property Maintenance/Utilities	0	0	0	33,983	100
64600Travel & Training	0	0	153	900	742
Subtotal:	169,262	207,184	218,248	296,731	250,576
Capital Outlay					
68400CO-Equipment/Machinery	0	0	7,178	0	11,000
Subtotal:	0	0	7,178	0	11,000
Other Requirements					
78000Reserves	0	0	0	320,157	290,990
Subtotal:	0	0	0	320,157	290,990
<b>Subtotal of Expenditures:</b>	<b>242,452</b>	<b>281,225</b>	<b>299,712</b>	<b>699,555</b>	<b>629,853</b>



**FUND 025 - LAW LIBRARY FUND****SUMMARY**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	18,073	5,554	6,860	6,692	7,027
Fees & Charges	247,342	285,324	296,565	221,650	214,747
Other Revenues	14,723	12,469	9,578	471,213	408,079
Total Fund Revenues:	280,138	303,347	313,004	699,555	629,853
Expenditures:					
Personal Services	73,190	74,041	74,286	82,667	77,287
Materials & Services	169,262	207,184	218,248	296,731	250,576
Capital Outlay	0	0	7,178	0	11,000
Other Requirements	0	0	0	320,157	290,990
Total Fund Expenditures:	242,452	281,225	299,712	699,555	629,853



**FUND 026 - SURVEYOR FUND**

**Dept 43 - Surveyor**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
48100Miscellaneous Revenue	0	0	4,021	0	0
Subtotal:	0	0	4,021	0	0
<b>Fees &amp; Charges</b>					
45100Fees	285,030	434,226	405,342	424,340	407,628
45500Sales	31,090	23,389	14,290	16,886	16,500
45600Interdepartmental Charges	1,358	18,719	31,950	6,000	6,190
Subtotal:	317,478	476,334	451,583	447,226	430,318
<b>Other Revenues</b>					
52100Interest Revenue	42,220	26,546	21,345	13,576	14,146
54100Transfers from Other Funds	0	0	220,000	13,083	0
58100Fund Balance	0	0	0	1,018,712	909,860
Subtotal:	42,220	26,546	241,345	1,045,371	924,006
Subtotal of Revenues:	359,698	502,880	696,948	1,492,597	1,354,324
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	277,132	292,958	265,698	290,172	304,871
62200Payroll Taxes & Benefits	145,984	144,240	127,976	148,047	153,507
Subtotal:	423,116	437,198	393,674	438,219	458,378
Materials & Services					
64100Contracted Services	82,175	98,182	94,898	106,334	88,892
64200Operation Expenses	26,512	23,714	24,050	32,011	30,617
64300Minor Equipment	0	0	0	4,000	1,123
64400Equip Repair/Maint/Lease	1,335	1,293	660	1,000	6,846
64600Travel & Training	4,705	2,385	1,915	3,432	3,800
64700Software Expense	4,725	0	1,501	1,000	4,000
Subtotal:	119,451	125,573	123,023	147,777	135,278
Capital Outlay					
68400CO-Equipment/Machinery	0	0	8,400	0	0
Subtotal:	0	0	8,400	0	0
Other Requirements					
75000Contingency	0	0	0	25,000	25,000
78000Reserves	0	0	0	881,601	735,668
Subtotal:	0	0	0	906,601	760,668
Subtotal of Expenditures:	542,567	562,772	525,098	1,492,597	1,354,324



**FUND 026 - SURVEYOR FUND****SUMMARY**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	4,021	0	0
Fees & Charges	317,478	476,334	451,583	447,226	430,318
Other Revenues	42,220	26,546	241,345	1,045,371	924,006
Total Fund Revenues:	359,698	502,880	696,948	1,492,597	1,354,324
Expenditures:					
Personal Services	423,116	437,198	393,674	438,219	458,378
Materials & Services	119,451	125,573	123,023	147,777	135,278
Capital Outlay	0	0	8,400	0	0
Other Requirements	0	0	0	906,601	760,668
Total Fund Expenditures:	542,567	562,772	525,098	1,492,597	1,354,324



**FUND 028 - COUNTY TRAILS FUND**

**Dept 39 - Roads and Parks**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Revenue:</b>					
<b>Federal Government</b>					
41100Contracts/Grants-Federal	0	42,275	0	0	0
Subtotal:	0	42,275	0	0	0
<b>State/Local/NOC</b>					
42100State Sources	5,000	0	0	0	0
42300Shared Revenue-State	81,237	88,076	103,044	110,000	112,500
43200Reimbursements-Local	57,149	57,149	57,149	57,149	57,149
44100Private/NonProfit Sources	0	2,500	0	0	0
44200Reimbursements-Priv/Nonprof	0	0	500	0	0
44400Donations/Sponsorships	4,000	0	11,730	100	100
48100Miscellaneous Revenue	0	4,945	0	0	0
Subtotal:	147,386	152,670	172,423	167,249	169,749
<b>Fees &amp; Charges</b>					
45100Fees	14,023	15,349	13,211	14,000	14,000
45500Sales	425	3,610	1,152	500	500
Subtotal:	14,447	18,959	14,363	14,500	14,500
<b>Other Revenues</b>					
52100Interest Revenue	7,837	5,709	5,572	4,000	3,500
54100Transfers from Other Funds	7,696	2,256	8,400	5,000	5,000
58100Fund Balance	0	0	0	170,730	160,000
Subtotal:	15,533	7,964	13,972	179,730	168,500
<b>Subtotal of Revenues:</b>	<b>177,366</b>	<b>221,868</b>	<b>200,759</b>	<b>361,479</b>	<b>352,749</b>
<b>Expenditures:</b>					
<b>Personal Services</b>					
62100Salaries & Wages	52,029	55,504	59,402	67,093	71,622
62200Payroll Taxes & Benefits	25,884	26,390	27,599	32,849	33,618
Subtotal:	77,912	81,894	87,000	99,942	105,240
<b>Materials &amp; Services</b>					
64100Contracted Services	25,674	12,079	-139	4,801	24,622
64200Operation Expenses	2,032	6,788	13,162	8,359	10,607
64300Minor Equipment	384	190	4,718	0	0
64500Property Maintenance/Utilities	107,624	51,885	22,963	93,700	92,500
64600Travel & Training	1,024	958	3,414	3,000	3,700
Subtotal:	136,737	71,901	44,119	109,860	131,429
<b>Capital Outlay</b>					
68400CO-Equipment/Machinery	0	0	8,400	0	0
Subtotal:	0	0	8,400	0	0



**FUND 028 - COUNTY TRAILS FUND**

**Dept 39 - Roads and Parks**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
Other Requirements					
75000Contingency	0	0	0	0	35,000
78000Reserves	0	0	0	151,677	81,080
Subtotal:	0	0	0	151,677	116,080
<hr/>					
Subtotal of Expenditures:	214,650	153,795	139,519	361,479	352,749

**FUND 028 - COUNTY TRAILS FUND**

**SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
Revenue:					
Federal Sources	0	42,275	0	0	0
State/Local/NOC	147,386	152,670	172,423	167,249	169,749
Fees & Charges	14,447	18,959	14,363	14,500	14,500
Other Revenues	15,533	7,964	13,972	179,730	168,500
Total Fund Revenues:	177,366	221,868	200,759	361,479	352,749
Expenditures:					
Personal Services	77,912	81,894	87,000	99,942	105,240
Materials & Services	136,737	71,901	44,119	109,860	131,429
Capital Outlay	0	0	8,400	0	0
Other Requirements	0	0	0	151,677	116,080
Total Fund Expenditures:	214,650	153,795	139,519	361,479	352,749



**FUND 029 - LIQUOR ENFORCEMENT FUND**

**Dept 17 - District Attorney**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Fees & Charges					
45200Fines	32,831	37,775	18,021	17,000	15,000
Subtotal:	32,831	37,775	18,021	17,000	15,000
<b>Other Revenues</b>					
52100Interest Revenue	432	410	187	0	0
Subtotal:	432	410	187	0	0
<b>Subtotal of Revenues:</b>	<b>33,263</b>	<b>38,185</b>	<b>18,208</b>	<b>17,000</b>	<b>15,000</b>
<b>Expenditures:</b>					
Other Requirements					
74100Transfers To Other Funds	31,482	39,704	18,828	17,000	15,000
Subtotal:	31,482	39,704	18,828	17,000	15,000
<b>Subtotal of Expenditures:</b>	<b>31,482</b>	<b>39,704</b>	<b>18,828</b>	<b>17,000</b>	<b>15,000</b>

**FUND 029 - LIQUOR ENFORCEMENT FUND**

**SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	32,831	37,775	18,021	17,000	15,000
Other Revenues	432	410	187	0	0
<b>Total Fund Revenues:</b>	<b>33,263</b>	<b>38,185</b>	<b>18,208</b>	<b>17,000</b>	<b>15,000</b>
<b>Expenditures:</b>					
Personal Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Requirements	31,482	39,704	18,828	17,000	15,000
<b>Total Fund Expenditures:</b>	<b>31,482</b>	<b>39,704</b>	<b>18,828</b>	<b>17,000</b>	<b>15,000</b>



**FUND 030 - TITLE III FUND**

**Dept 09 - Fiduciary**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Government					
41100Contracts/Grants-Federal	0	0	16,658	0	0
41200Reimbursements-Federal	0	2,500	0	0	0
41300Shared Revenue-Federal	53,894	842,465	937,462	0	0
Subtotal:	53,894	844,965	954,120	0	0
State/Local/NOC					
42100State Sources	0	10,000	0	0	0
43100Local Government Sources	0	35,000	60,000	0	0
48100Miscellaneous Revenue	5,000	0	0	0	0
Subtotal:	5,000	45,000	60,000	0	0
Other Revenues					
52100Interest Revenue	174,035	134,742	98,045	0	0
54100Transfers from Other Funds	0	81,479	0	0	0
58100Fund Balance	0	0	0	3,819,046	1,964,954
Subtotal:	174,035	216,221	98,045	3,819,046	1,964,954
Subtotal of Revenues:	232,929	1,106,185	1,112,165	3,819,046	1,964,954
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	296	0	0	0	0
62200Payroll Taxes & Benefits	69	0	0	0	0
Subtotal:	365	0	0	0	0
Materials & Services					
64100Contracted Services	1,075,666	1,954,994	1,797,660	3,197,049	1,917,291
64200Operation Expenses	9,795	444	164	0	0
Subtotal:	1,085,462	1,955,437	1,797,824	3,197,049	1,917,291
Other Requirements					
78000Reserves	0	0	0	621,997	47,663
Subtotal:	0	0	0	621,997	47,663
Subtotal of Expenditures:	1,085,827	1,955,437	1,797,824	3,819,046	1,964,954



**FUND 030 - TITLE III FUND**

**SUMMARY**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Revenue:</b>					
Federal Sources	53,894	844,965	954,120	0	0
State/Local/NOC	5,000	45,000	60,000	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	174,035	216,221	98,045	3,819,046	1,964,954
<b>Total Fund Revenues:</b>	<b>232,929</b>	<b>1,106,185</b>	<b>1,112,165</b>	<b>3,819,046</b>	<b>1,964,954</b>
<b>Expenditures:</b>					
Personal Services	365	0	0	0	0
Materials & Services	1,085,462	1,955,437	1,797,824	3,197,049	1,917,291
Capital Outlay	0	0	0	0	0
Other Requirements	0	0	0	621,997	47,663
<b>Total Fund Expenditures:</b>	<b>1,085,827</b>	<b>1,955,437</b>	<b>1,797,824</b>	<b>3,819,046</b>	<b>1,964,954</b>



**FUND 031 - TITLE II PROJECTS**

**Dept 09 - Fiduciary**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
Revenue:					
Federal Government					
41300 Shared Revenue-Federal	1,772,590	1,595,404	1,437,177	1,500,000	1,000,000
Subtotal:	1,772,590	1,595,404	1,437,177	1,500,000	1,000,000
<hr/>					
Subtotal of Revenues:	1,772,590	1,595,404	1,437,177	1,500,000	1,000,000
<hr/>					
Expenditures:					
Materials & Services					
64100 Contracted Services	1,772,590	1,595,404	1,437,177	1,500,000	1,000,000
Subtotal:	1,772,590	1,595,404	1,437,177	1,500,000	1,000,000
<hr/>					
Subtotal of Expenditures:	1,772,590	1,595,404	1,437,177	1,500,000	1,000,000

**FUND 031 - TITLE II PROJECTS**

**SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
Revenue:					
Federal Sources	1,772,590	1,595,404	1,437,177	1,500,000	1,000,000
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:	1,772,590	1,595,404	1,437,177	1,500,000	1,000,000
<hr/>					
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	1,772,590	1,595,404	1,437,177	1,500,000	1,000,000
Capital Outlay	0	0	0	0	0
Other Requirements	0	0	0	0	0
Total Fund Expenditures:	1,772,590	1,595,404	1,437,177	1,500,000	1,000,000



**FUND 033 - HEALTH AND HUMAN SERVICES FUND Dept 24 - Health and Human Services**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Government					
41100Contracts/Grants-Federal	1,983,025	2,012,654	1,998,143	1,650,449	1,680,206
Subtotal:	1,983,025	2,012,654	1,998,143	1,650,449	1,680,206
State/Local/NOC					
42100State Sources	30,290,111	32,650,103	36,573,805	35,518,914	23,529,959
42200Reimbursements-State	1,302,330	2,080,586	1,123,612	1,058,000	853,500
42300Shared Revenue-State	414,044	398,764	404,405	406,575	398,142
43100Local Government Sources	192,687	193,382	196,047	198,471	132,661
43200Reimbursements-Local	19,775	18,260	16,229	23,724	25,235
44100Private/NonProfit Sources	328,602	265,602	224,073	100,493	89,500
44200Reimbursements-Priv/Nonprof	10,962	13,238	24,758	16,900	45,500
44400Donations/Sponsorships	41,347	240,686	51,404	42,000	34,000
48100Miscellaneous Revenue	65,749	-291,881	88,197	10,000	10,000
Subtotal:	32,665,608	35,568,740	38,702,530	37,375,077	25,118,497
Fees & Charges					
45100Fees	1,277,687	1,264,699	1,212,223	1,211,121	1,222,607
45200Fines	87,536	54,676	63,406	77,650	100,940
45300Forfeitures	53,164	52,085	61,112	46,200	3,000
45400Licenses	1,133,176	1,114,496	1,102,717	1,210,600	1,339,630
45500Sales	886	214	82	500	0
45600Interdepartmental Charges	507,424	511,271	477,872	1,898,593	2,141,054
Subtotal:	3,059,873	2,997,441	2,917,411	4,444,664	4,807,231
Other Revenues					
52100Interest Revenue	333,827	288,194	219,458	165,000	230,000
54100Transfers from Other Funds	2,422,109	2,555,183	2,674,809	3,179,703	2,777,768
58100Fund Balance	0	0	0	15,200,434	15,657,958
Subtotal:	2,755,936	2,843,377	2,894,267	18,545,137	18,665,726
Subtotal of Revenues:	40,464,443	43,422,212	46,512,350	62,015,327	50,271,660

**Expenditures:**

Personal Services

62100Salaries & Wages	9,517,486	10,281,381	10,937,823	13,213,139	11,610,155
62200Payroll Taxes & Benefits	4,487,094	4,553,470	4,893,223	6,533,992	5,866,518
62300Payroll Taxes & Benefits	-16	0	1	566,872	1,287,064
Subtotal:	14,004,563	14,834,852	15,831,048	20,314,003	18,763,737



**FUND 033 - HEALTH AND HUMAN SERVICES FUND Dept 24 - Health and Human Services**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Materials &amp; Services</b>					
64100Contracted Services	22,330,166	23,143,364	24,915,121	23,379,206	13,264,586
64200Operation Expenses	1,623,538	1,792,173	1,859,179	2,228,700	1,733,974
64300Minor Equipment	56,239	90,123	90,919	93,196	20,000
64400Equip Repair/Maint/Lease	24,583	30,161	20,554	168,196	18,200
64500Property Maintenance/Utilities	769,967	743,988	636,395	619,735	696,160
64600Travel & Training	159,335	110,516	174,287	227,831	129,390
64700Software Expense	122,943	9,066	27,779	34,200	29,800
Subtotal:	25,086,771	25,919,391	27,724,234	26,751,064	15,892,110
<b>Capital Outlay</b>					
68200Capital Outlay	57,147	0	0	3,500,000	0
68400CO-Equipment/Machinery	0	20,050	0	0	0
68500Capital Outlay-Software	0	0	0	0	80,000
Subtotal:	57,147	20,050	0	3,500,000	80,000
<b>Other Requirements</b>					
74100Transfers To Other Funds	58,268	12,963	0	0	15,535,813
78000Reserves	0	0	0	453,924	0
79000Unapprop Ending Fund Bal	0	0	0	10,996,336	0
Subtotal:	58,268	12,963	0	11,450,260	15,535,813
Subtotal of Expenditures:	39,206,749	40,787,256	43,555,281	62,015,327	50,271,660

**FUND 033 - HEALTH AND HUMAN SERVICES FUND SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Sources	1,983,025	2,012,654	1,998,143	1,650,449	1,680,206
State/Local/NOC	32,665,608	35,568,740	38,702,530	37,375,077	25,118,497
Fees & Charges	3,059,873	2,997,441	2,917,411	4,444,664	4,807,231
Other Revenues	2,755,936	2,843,377	2,894,267	18,545,137	18,665,726
Total Fund Revenues:	40,464,443	43,422,212	46,512,350	62,015,327	50,271,660
<b>Expenditures:</b>					
Personal Services	14,004,563	14,834,852	15,831,048	20,314,003	18,763,737
Materials & Services	25,086,771	25,919,391	27,724,234	26,751,064	15,892,110
Capital Outlay	57,147	20,050	0	3,500,000	80,000
Other Requirements	58,268	12,963	0	11,450,260	15,535,813
Total Fund Expenditures:	39,206,749	40,787,256	43,555,281	62,015,327	50,271,660



**FUND 035 - VIDEO LOTTERY**

**Dept 09 - Fiduciary**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
Revenue:					
State/Local/NOC					
42300Shared Revenue-State	0	0	0	0	624,263
Subtotal:	0	0	0	0	624,263
<hr/>					
Subtotal of Revenues:	0	0	0	0	624,263
Expenditures:					
Other Requirements					
74100Transfers To Other Funds	0	0	0	0	624,263
Subtotal:	0	0	0	0	624,263
<hr/>					
Subtotal of Expenditures:	0	0	0	0	624,263

**FUND 035 - VIDEO LOTTERY**

**SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	624,263
Fees & Charges	0	0	0	0	0
Other Revenues	0	0	0	0	0
Total Fund Revenues:	0	0	0	0	624,263
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	0	624,263
Total Fund Expenditures:	0	0	0	0	624,263



**FUND 037 - SOLID WASTE MANAGEMENT FUND      Dept 09 - Fiduciary**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
42100State Sources	0	0	16,738	0	0
42200Reimbursements-State	0	0	0	18,344	0
44200Reimbursements-Priv/Nonprof	8,991	13,129	0	0	0
Subtotal:	8,991	13,129	16,738	18,344	0
Fees & Charges					
45100Fees	754,878	718,418	739,002	670,272	784,713
Subtotal:	754,878	718,418	739,002	670,272	784,713
Other Revenues					
52100Interest Revenue	86,340	67,293	56,076	50,000	40,000
58100Fund Balance	0	0	0	2,026,309	2,287,396
Subtotal:	86,340	67,293	56,076	2,076,309	2,327,396
Subtotal of Revenues:	850,209	798,839	811,815	2,764,925	3,112,109
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	48,895	55,343	58,917	69,424	0
62200Payroll Taxes & Benefits	25,393	29,749	28,216	21,934	0
Subtotal:	74,288	85,092	87,134	91,358	0
Materials & Services					
64100Contracted Services	64,722	65,571	80,085	117,258	100,336
64200Operation Expenses	5,920	3,541	1,072	42,253	42,301
64300Minor Equipment	0	0	10,153	0	0
64400Equip Repair/Maint/Lease	0	0	0	375	375
64600Travel & Training	2,954	471	0	4,750	4,750
Subtotal:	73,596	69,584	91,310	164,636	147,762
Other Requirements					
74100Transfers To Other Funds	447,682	446,786	706,207	842,097	921,032
75000Contingency	0	0	0	100,000	100,000
78000Reserves	0	0	0	1,566,834	1,943,315
Subtotal:	447,682	446,786	706,207	2,508,931	2,964,347
Subtotal of Expenditures:	595,565	601,462	884,651	2,764,925	3,112,109



**FUND 037 - SOLID WASTE MANAGEMENT FUND                      SUMMARY**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Revenue:</b>					
Federal Sources	0	0	0	0	0
State/Local/NOC	8,991	13,129	16,738	18,344	0
Fees & Charges	754,878	718,418	739,002	670,272	784,713
Other Revenues	86,340	67,293	56,076	2,076,309	2,327,396
<b>Total Fund Revenues:</b>	<b>850,209</b>	<b>798,839</b>	<b>811,815</b>	<b>2,764,925</b>	<b>3,112,109</b>
<b>Expenditures:</b>					
Personal Services	74,288	85,092	87,134	91,358	0
Materials & Services	73,596	69,584	91,310	164,636	147,762
Capital Outlay	0	0	0	0	0
Other Requirements	447,682	446,786	706,207	2,508,931	2,964,347
<b>Total Fund Expenditures:</b>	<b>595,565</b>	<b>601,462</b>	<b>884,651</b>	<b>2,764,925</b>	<b>3,112,109</b>



**FUND 038 - COURT SECURITY FUND**

**Dept 09 - Fiduciary**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
42300Shared Revenue-State	70,031	58,746	48,814	48,539	30,000
43200Reimbursements-Local	142,934	135,149	114,842	115,363	100,000
48100Miscellaneous Revenue	4,290	0	0	0	0
Subtotal:	217,255	193,895	163,656	163,902	130,000
Other Revenues					
52100Interest Revenue	14,463	9,939	8,273	5,800	5,000
58100Fund Balance	0	0	0	354,732	257,771
Subtotal:	14,463	9,939	8,273	360,532	262,771
Subtotal of Revenues:	231,718	203,834	171,929	524,434	392,771
<b>Expenditures:</b>					
Materials & Services					
64100Contracted Services	259,109	202,843	200,877	254,600	225,000
Subtotal:	259,109	202,843	200,877	254,600	225,000
Other Requirements					
78000Reserves	0	0	0	269,834	167,771
Subtotal:	0	0	0	269,834	167,771
Subtotal of Expenditures:	259,109	202,843	200,877	524,434	392,771

**FUND 038 - COURT SECURITY FUND**

**SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Sources	0	0	0	0	0
State/Local/NOC	217,255	193,895	163,656	163,902	130,000
Fees & Charges	0	0	0	0	0
Other Revenues	14,463	9,939	8,273	360,532	262,771
Total Fund Revenues:	231,718	203,834	171,929	524,434	392,771
<b>Expenditures:</b>					
Personal Services	0	0	0	0	0
Materials & Services	259,109	202,843	200,877	254,600	225,000
Capital Outlay	0	0	0	0	0
Other Requirements	0	0	0	269,834	167,771
Total Fund Expenditures:	259,109	202,843	200,877	524,434	392,771



**FUND 039 - LAW ENHANCEMENT DISTRICT**

**Dept 41 - Sheriff**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
43100Local Government Sources	388,947	1,333,018	1,321,271	1,325,700	1,318,315
Subtotal:	388,947	1,333,018	1,321,271	1,325,700	1,318,315
<b>Fees &amp; Charges</b>					
45100Fees	0	0	207	0	0
Subtotal:	0	0	207	0	0
<b>Other Revenues</b>					
52100Interest Revenue	14,860	21,140	18,375	10,000	16,685
58100Fund Balance	0	0	0	590,000	650,000
Subtotal:	14,860	21,140	18,375	600,000	666,685
<b>Subtotal of Revenues:</b>	<b>403,807</b>	<b>1,354,158</b>	<b>1,339,854</b>	<b>1,925,700</b>	<b>1,985,000</b>
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	167,284	389,710	592,298	617,013	635,222
62200Payroll Taxes & Benefits	90,338	195,430	291,239	316,667	321,858
Subtotal:	257,622	585,140	883,536	933,680	957,080
Materials & Services					
64100Contracted Services	67,975	146,853	175,849	201,164	222,436
64200Operation Expenses	211	165,873	226,222	280,079	295,045
64300Minor Equipment	0	9,641	52,413	46,007	7,000
64400Equip Repair/Maint/Lease	0	0	2,570	0	2,644
64500Property Maintenance/Utilities	13,465	14,250	14,296	15,000	15,000
64600Travel & Training	0	2,677	8,226	24,770	10,000
Subtotal:	81,651	339,293	479,576	567,020	552,125
Capital Outlay					
68400CO-Equipment/Machinery	0	0	5,702	0	0
Subtotal:	0	0	5,702	0	0
Other Requirements					
74100Transfers To Other Funds	0	54,551	0	0	0
75000Contingency	0	0	0	100,000	100,000
79000Unapprop Ending Fund Bal	0	0	0	325,000	375,795
Subtotal:	0	54,551	0	425,000	475,795
<b>Subtotal of Expenditures:</b>	<b>339,273</b>	<b>978,985</b>	<b>1,368,815</b>	<b>1,925,700</b>	<b>1,985,000</b>



**FUND 039 - LAW ENHANCEMENT DISTRICT****SUMMARY**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	388,947	1,333,018	1,321,271	1,325,700	1,318,315
Fees & Charges	0	0	207	0	0
Other Revenues	14,860	21,140	18,375	600,000	666,685
Total Fund Revenues:	403,807	1,354,158	1,339,854	1,925,700	1,985,000
Expenditures:					
Personal Services	257,622	585,140	883,536	933,680	957,080
Materials & Services	81,651	339,293	479,576	567,020	552,125
Capital Outlay	0	0	5,702	0	0
Other Requirements	0	54,551	0	425,000	475,795
Total Fund Expenditures:	339,273	978,985	1,368,815	1,925,700	1,985,000



**FUND 040 - SPORTS PARK MITIGATION**

**Dept 39 - Roads and Parks**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Other Revenues					
52100Interest Revenue	0	0	43	0	2,000
58100Fund Balance	0	0	0	0	120,000
Subtotal:	0	0	43	0	122,000
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Subtotal of Revenues:	0	0	43	0	122,000
<b>Expenditures:</b>					
Materials & Services					
64100Contracted Services	0	0	0	0	25,000
64500Property Maintenance/Utilities	0	0	0	0	5,000
Subtotal:	0	0	0	0	30,000
Other Requirements					
78000Reserves	0	0	0	0	92,000
Subtotal:	0	0	0	0	92,000
<hr/>					
Subtotal of Expenditures:	0	0	0	0	122,000

**FUND 040 - SPORTS PARK MITIGATION**

**SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	0	0	43	0	122,000
Total Fund Revenues:	0	0	43	0	122,000
<b>Expenditures:</b>					
Personal Services	0	0	0	0	0
Materials & Services	0	0	0	0	30,000
Capital Outlay	0	0	0	0	0
Other Requirements	0	0	0	0	92,000
Total Fund Expenditures:	0	0	0	0	122,000



**FUND 470 - EJ SMITH**

**Dept 31 - Library**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
Revenue:					
Other Revenues					
52100Interest Revenue	317	0	0	0	0
Subtotal:	317	0	0	0	0
<hr/>					
Subtotal of Revenues:	317	0	0	0	0
Expenditures:					
Other Requirements					
74100Transfers To Other Funds	9,569	0	0	0	0
Subtotal:	9,569	0	0	0	0
<hr/>					
Subtotal of Expenditures:	9,569	0	0	0	0

**FUND 470 - EJ SMITH**

**SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
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	317	0	0	0	0
Total Fund Revenues:	317	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	9,569	0	0	0	0
Total Fund Expenditures:	9,569	0	0	0	0



**FUND 471 - TED GERLOCK**

**Dept 31 - Library**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Other Revenues					
52100Interest Revenue	57	36	0	0	0
Subtotal:	57	36	0	0	0
<hr/>					
Subtotal of Revenues:	57	36	0	0	0
<hr/>					
Expenditures:					
Other Requirements					
74100Transfers To Other Funds	52	1,677	0	0	0
Subtotal:	52	1,677	0	0	0
<hr/>					
Subtotal of Expenditures:	52	1,677	0	0	0
<hr/>					

**FUND 471 - TED GERLOCK**

**SUMMARY**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
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	57	36	0	0	0
Total Fund Revenues:	57	36	0	0	0
<hr/>					
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Requirements	52	1,677	0	0	0
Total Fund Expenditures:	52	1,677	0	0	0
<hr/>					



**FUND 472 - D HOULIHAN**

**Dept 31 - Library**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Other Revenues					
52100Interest Revenue	863	547	0	0	0
Subtotal:	863	547	0	0	0
<hr/>					
Subtotal of Revenues:	863	547	0	0	0
<hr/>					
Expenditures:					
Other Requirements					
74100Transfers To Other Funds	797	25,497	0	0	0
Subtotal:	797	25,497	0	0	0
<hr/>					
Subtotal of Expenditures:	797	25,497	0	0	0
<hr/>					

**FUND 472 - D HOULIHAN**

**SUMMARY**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
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	863	547	0	0	0
Total Fund Revenues:	863	547	0	0	0
<hr/>					
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Requirements	797	25,497	0	0	0
Total Fund Expenditures:	797	25,497	0	0	0
<hr/>					



**FUND 500 - AIRPORT ENTERPRISE FUND**

**Dept 01 - Airport**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Government					
41100Contracts/Grants-Federal	5,685,285	363,158	421,499	4,488,967	6,115,000
41200Reimbursements-Federal	188,977	170,326	171,968	176,197	155,905
Subtotal:	5,874,263	533,484	593,467	4,665,164	6,270,905
State/Local/NOC					
42100State Sources	630,889	2,915,165	1,892,982	2,614,000	521,052
42200Reimbursements-State	0	0	98	0	0
44100Private/NonProfit Sources	2,131,877	2,645,472	2,647,593	2,774,594	2,759,633
44200Reimbursements-Priv/Nonprof	0	0	7,157	11,257	20,459
44400Donations/Sponsorships	6	0	0	0	0
48100Miscellaneous Revenue	12,554	13,992	38,470	15,000	13,000
Subtotal:	2,775,326	5,574,630	4,586,300	5,414,851	3,314,144
Fees & Charges					
45100Fees	4,334,230	4,734,390	4,691,073	4,871,837	4,542,028
45200Fines	7,354	3,883	7,445	1,400	1,400
45500Sales	1,531	32,669	19,134	0	0
Subtotal:	4,343,114	4,770,942	4,717,651	4,873,237	4,543,428
Other Revenues					
52100Interest Revenue	316,520	187,905	256,504	184,154	264,100
54100Transfers from Other Funds	0	3,510,601	0	51,668	0
58100Fund Balance	0	0	0	14,190,764	15,482,988
Subtotal:	316,520	3,698,507	256,504	14,426,586	15,747,088
Subtotal of Revenues:	13,309,223	14,577,563	10,153,923	29,379,838	29,875,565

**Expenditures:**

Personal Services

62100Salaries & Wages	1,288,092	1,313,969	1,380,741	1,729,133	1,811,119
62200Payroll Taxes & Benefits	684,569	681,337	702,333	1,026,239	1,063,423
Subtotal:	1,972,660	1,995,306	2,083,075	2,755,372	2,874,542

Materials & Services

64100Contracted Services	1,830,083	1,302,973	1,537,497	1,854,740	1,824,003
64200Operation Expenses	313,474	356,601	349,506	606,991	606,005
64300Minor Equipment	47,295	57,374	75,012	113,505	106,680
64400Equip Repair/Maint/Lease	56,504	51,324	73,534	93,800	99,250
64500Property Maintenance/Utilities	849,407	868,975	904,013	1,064,842	1,100,162
64600Travel & Training	41,365	43,528	42,145	66,401	68,145
64700Software Expense	0	268	0	0	0
Subtotal:	3,138,127	2,681,043	2,981,706	3,800,279	3,804,245



**FUND 500 - AIRPORT ENTERPRISE FUND**

**Dept 01 - Airport**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Capital Outlay</b>					
68100Capital Outlay	0	0	34,731	180,000	0
68200Capital Outlay	3,153,934	468,820	865,561	3,300,000	2,575,000
68300CO-Land Improvements	805,506	3,255,408	2,532,602	5,480,953	9,697,163
68400CO-Equipment/Machinery	2,350,317	498,633	72,972	181,442	86,500
Subtotal:	6,309,757	4,222,860	3,505,865	9,142,395	12,358,663
<b>Other Requirements</b>					
74100Transfers To Other Funds	3,105,185	0	0	0	0
75000Contingency	0	0	0	1,000,000	750,000
78000Reserves	0	0	0	12,681,792	10,088,115
Subtotal:	3,105,185	0	0	13,681,792	10,838,115
Subtotal of Expenditures:	14,525,730	8,899,210	8,570,646	29,379,838	29,875,565

**FUND 500 - AIRPORT ENTERPRISE FUND**

**SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Sources	5,874,263	533,484	593,467	4,665,164	6,270,905
State/Local/NOC	2,775,326	5,574,630	4,586,300	5,414,851	3,314,144
Fees & Charges	4,343,114	4,770,942	4,717,651	4,873,237	4,543,428
Other Revenues	316,520	3,698,507	256,504	14,426,586	15,747,088
Total Fund Revenues:	13,309,223	14,577,563	10,153,923	29,379,838	29,875,565
<b>Expenditures:</b>					
Personal Services	1,972,660	1,995,306	2,083,075	2,755,372	2,874,542
Materials & Services	3,138,127	2,681,043	2,981,706	3,800,279	3,804,245
Capital Outlay	6,309,757	4,222,860	3,505,865	9,142,395	12,358,663
Other Requirements	3,105,185	0	0	13,681,792	10,838,115
Total Fund Expenditures:	14,525,730	8,899,210	8,570,646	29,379,838	29,875,565



**FUND 501 - AIRPORT DEBT SERVICE FUND**

**Dept 01 - Airport**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Other Revenues					
52100Interest Revenue	26,282	16,481	7,052	2,995	1,479
54100Transfers from Other Funds	1,042,375	1,334,622	1,338,600	1,341,544	1,338,582
58100Fund Balance	0	0	0	294,236	299,771
Subtotal:	1,068,657	1,351,103	1,345,652	1,638,775	1,639,832
<hr/>					
Subtotal of Revenues:	1,068,657	1,351,103	1,345,652	1,638,775	1,639,832
<b>Expenditures:</b>					
Other Requirements					
72100Debt Service	1,042,375	1,334,622	1,338,600	1,341,544	1,338,582
79000Unapprop Ending Fund Bal	0	0	0	297,231	301,250
Subtotal:	1,042,375	1,334,622	1,338,600	1,638,775	1,639,832
<hr/>					
Subtotal of Expenditures:	1,042,375	1,334,622	1,338,600	1,638,775	1,639,832

**FUND 501 - AIRPORT DEBT SERVICE FUND**

**SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	1,068,657	1,351,103	1,345,652	1,638,775	1,639,832
Total Fund Revenues:	1,068,657	1,351,103	1,345,652	1,638,775	1,639,832
<b>Expenditures:</b>					
Personal Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Requirements	1,042,375	1,334,622	1,338,600	1,638,775	1,639,832
Total Fund Expenditures:	1,042,375	1,334,622	1,338,600	1,638,775	1,639,832



**FUND 502 - TERMINAL CONSTRUCTION-SERIES A Dept 01 - Airport**

	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Adopted	FY 12-13 Adopted
Revenue:					
Other Revenues					
52100Interest Revenue	6,078	268	224	0	0
54100Transfers from Other Funds	388,737	0	0	0	0
Subtotal:	394,814	268	224	0	0
<hr/>					
Subtotal of Revenues:	394,814	268	224	0	0
<hr/>					
Expenditures:					
Capital Outlay					
68200Capital Outlay	942,803	0	0	0	0
Subtotal:	942,803	0	0	0	0
<hr/>					
Subtotal of Expenditures:	942,803	0	0	0	0

**FUND 502 - TERMINAL CONSTRUCTION-SERIES A SUMMARY**

	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Adopted	FY 12-13 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	394,814	268	224	0	0
Total Fund Revenues:	394,814	268	224	0	0
<hr/>					
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	942,803	0	0	0	0
Other Requirements	0	0	0	0	0
Total Fund Expenditures:	942,803	0	0	0	0



**FUND 503 - PASSENGER FACILITY CHARGE FUND Dept 01 - Airport**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
42200Reimbursements-State	0	0	140,322	0	0
Subtotal:	0	0	140,322	0	0
Fees & Charges					
45100Fees	1,005,098	1,148,270	1,221,832	1,394,923	1,447,791
Subtotal:	1,005,098	1,148,270	1,221,832	1,394,923	1,447,791
Other Revenues					
52100Interest Revenue	74,403	22,584	23,416	18,000	18,000
58100Fund Balance	0	0	0	1,438,264	1,456,443
Subtotal:	74,403	22,584	23,416	1,456,264	1,474,443
<hr/>					
Subtotal of Revenues:	1,079,500	1,170,855	1,385,571	2,851,187	2,922,234
<b>Expenditures:</b>					
Materials & Services					
64100Contracted Services	10,823	0	0	60,000	60,000
Subtotal:	10,823	0	0	60,000	60,000
Capital Outlay					
68300CO-Land Improvements	2,567,783	137,927	13,599	236,261	0
Subtotal:	2,567,783	137,927	13,599	236,261	0
Other Requirements					
74100Transfers To Other Funds	1,042,375	1,334,622	1,338,600	1,341,544	1,338,582
78000Reserves	0	0	0	1,213,382	1,523,652
Subtotal:	1,042,375	1,334,622	1,338,600	2,554,926	2,862,234
<hr/>					
Subtotal of Expenditures:	3,620,981	1,472,549	1,352,199	2,851,187	2,922,234



**FUND 503 - PASSENGER FACILITY CHARGE FUND      SUMMARY**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	140,322	0	0
Fees & Charges	1,005,098	1,148,270	1,221,832	1,394,923	1,447,791
Other Revenues	74,403	22,584	23,416	1,456,264	1,474,443
Total Fund Revenues:	1,079,500	1,170,855	1,385,571	2,851,187	2,922,234
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	10,823	0	0	60,000	60,000
Capital Outlay	2,567,783	137,927	13,599	236,261	0
Other Requirements	1,042,375	1,334,622	1,338,600	2,554,926	2,862,234
Total Fund Expenditures:	3,620,981	1,472,549	1,352,199	2,851,187	2,922,234



**FUND 504 - TERMINAL CONSTRUCTION PROJECT Dept 01 - Airport**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Revenue:</b>					
Federal Government					
41100Contracts/Grants-Federal	3,075,335	2,678,716	0	0	0
Subtotal:	3,075,335	2,678,716	0	0	0
Other Revenues					
52100Interest Revenue	38,922	69,430	0	0	0
54100Transfers from Other Funds	2,448,963	0	0	0	0
Subtotal:	2,487,885	69,430	0	0	0
Subtotal of Revenues:	5,563,220	2,748,146	0	0	0
<b>Expenditures:</b>					
Materials & Services					
64100Contracted Services	2,841	0	0	0	0
Subtotal:	2,841	0	0	0	0
Capital Outlay					
68200Capital Outlay	4,660,145	923,764	0	0	0
68300CO-Land Improvements	288,104	713,817	0	0	0
Subtotal:	4,948,249	1,637,581	0	0	0
Other Requirements					
74100Transfers To Other Funds	0	3,483,211	0	0	0
Subtotal:	0	3,483,211	0	0	0
Subtotal of Expenditures:	4,951,089	5,120,792	0	0	0



**FUND 504 - TERMINAL CONSTRUCTION PROJECT SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Sources	3,075,335	2,678,716	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	2,487,885	69,430	0	0	0
<b>Total Fund Revenues:</b>	<b>5,563,220</b>	<b>2,748,146</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures:</b>					
Personal Services	0	0	0	0	0
Materials & Services	2,841	0	0	0	0
Capital Outlay	4,948,249	1,637,581	0	0	0
Other Requirements	0	3,483,211	0	0	0
<b>Total Fund Expenditures:</b>	<b>4,951,089</b>	<b>5,120,792</b>	<b>0</b>	<b>0</b>	<b>0</b>



**FUND 505 - TERMINAL CONSTRUCTION-SERIES B    Dept 01 - Airport**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Other Revenues					
52100Interest Revenue	2,849	0	0	0	0
54100Transfers from Other Funds	267,486	0	0	0	0
Subtotal:	270,335	0	0	0	0
<hr/>					
Subtotal of Revenues:	270,335	0	0	0	0
<hr/>					
Expenditures:					
Capital Outlay					
68200Capital Outlay	612,143	0	0	0	0
Subtotal:	612,143	0	0	0	0
<hr/>					
Subtotal of Expenditures:	612,143	0	0	0	0

**FUND 505 - TERMINAL CONSTRUCTION-SERIES B    SUMMARY**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
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	270,335	0	0	0	0
Total Fund Revenues:	270,335	0	0	0	0
<hr/>					
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	612,143	0	0	0	0
Other Requirements	0	0	0	0	0
Total Fund Expenditures:	612,143	0	0	0	0



**FUND 523 - EXPOSITION PARK FUND**

**Dept 21 - Expo**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
42300Shared Revenue-State	49,405	41,963	36,031	18,015	49,673
44100Private/NonProfit Sources	68,265	59,436	32,298	74,750	21,300
44400Donations/Sponsorships	148,928	195,172	148,300	220,350	191,350
48100Miscellaneous Revenue	115,840	1,011	1,861	0	0
Subtotal:	382,438	297,582	218,490	313,115	262,323
<b>Fees &amp; Charges</b>					
45100Fees	1,483,583	1,337,141	1,313,970	1,564,527	1,650,874
45200Fines	0	60	0	0	0
45500Sales	3,281	0	0	0	0
45600Interdepartmental Charges	40,000	40,000	0	0	0
Subtotal:	1,526,864	1,377,201	1,313,970	1,564,527	1,650,874
<b>Other Revenues</b>					
52100Interest Revenue	5,296	4,421	664	0	0
54100Transfers from Other Funds	18,000	20,755	13,071	20,332	230,468
Subtotal:	23,296	25,176	13,735	20,332	230,468
Subtotal of Revenues:	1,932,598	1,699,960	1,546,195	1,897,974	2,143,665
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	414,064	363,024	333,899	345,006	292,303
62200Payroll Taxes & Benefits	183,791	167,457	130,574	153,564	129,919
Subtotal:	597,856	530,480	464,473	498,570	422,222
Materials & Services					
64100Contracted Services	274,360	384,438	362,341	416,967	490,265
64200Operation Expenses	607,597	576,319	625,043	559,446	706,163
64300Minor Equipment	3,447	6,049	4,821	1,550	2,000
64400Equip Repair/Maint/Lease	114,982	96,553	71,904	118,657	106,041
64500Property Maintenance/Utilities	289,224	277,044	252,274	294,238	251,407
64600Travel & Training	12,330	10,196	1,759	8,546	10,683
Subtotal:	1,301,939	1,350,600	1,318,142	1,399,404	1,566,559
Other Requirements					
74100Transfers To Other Funds	0	0	5,000	0	154,884
Subtotal:	0	0	5,000	0	154,884
Subtotal of Expenditures:	1,899,794	1,881,080	1,787,615	1,897,974	2,143,665



**FUND 523 - EXPOSITION PARK FUND****SUMMARY**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	382,438	297,582	218,490	313,115	262,323
Fees & Charges	1,526,864	1,377,201	1,313,970	1,564,527	1,650,874
Other Revenues	23,296	25,176	13,735	20,332	230,468
Total Fund Revenues:	1,932,598	1,699,960	1,546,195	1,897,974	2,143,665
Expenditures:					
Personal Services	597,856	530,480	464,473	498,570	422,222
Materials & Services	1,301,939	1,350,600	1,318,142	1,399,404	1,566,559
Capital Outlay	0	0	0	0	0
Other Requirements	0	0	5,000	0	154,884
Total Fund Expenditures:	1,899,794	1,881,080	1,787,615	1,897,974	2,143,665



**FUND 535 - RECREATION ENTERPRISE FUND**

**Dept 39 - Roads and Parks**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Government					
41100Contracts/Grants-Federal	47,290	1,868,426	4,011,950	315,000	5,000
41200Reimbursements-Federal	0	30,169	0	0	30,000
Subtotal:	47,290	1,898,595	4,011,950	315,000	35,000
State/Local/NOC					
42100State Sources	625,778	126,752	1,101,675	125,000	507,500
42300Shared Revenue-State	519,047	539,163	494,533	513,779	493,308
43100Local Government Sources	0	0	184	5,000	0
43200Reimbursements-Local	0	0	120,230	0	0
44100Private/NonProfit Sources	215,892	152,861	131,812	162,900	111,800
48100Miscellaneous Revenue	28,298	2,441	3,094	5,000	0
Subtotal:	1,389,015	821,217	1,851,528	811,679	1,112,608
Fees & Charges					
45100Fees	617,655	615,716	695,083	664,600	748,150
45200Fines	135	240	303	0	0
45500Sales	44	140	439	0	0
45600Interdepartmental Charges	965	0	54,235	0	5,000
Subtotal:	618,799	616,096	750,060	664,600	753,150
Other Revenues					
52100Interest Revenue	23,757	20,935	16,910	17,000	15,000
54100Transfers from Other Funds	453,048	260,468	96,762	123,598	112,875
58100Fund Balance	0	0	0	550,000	860,000
Subtotal:	476,805	281,403	113,671	690,598	987,875
Subtotal of Revenues:	2,531,909	3,617,311	6,727,209	2,481,877	2,888,633
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	484,590	530,997	506,123	581,661	530,968
62200Payroll Taxes & Benefits	202,443	203,824	199,408	243,421	232,558
Subtotal:	687,032	734,821	705,531	825,082	763,526
Materials & Services					
64100Contracted Services	251,663	2,359,194	5,242,799	663,180	651,900
64200Operation Expenses	74,767	88,496	83,781	95,783	106,284
64300Minor Equipment	9,886	6,176	16,117	5,600	9,050
64400Equip Repair/Maint/Lease	11,902	12,113	16,968	17,750	18,450
64500Property Maintenance/Utilities	356,589	308,839	251,527	309,225	284,470
64600Travel & Training	3,689	8,130	5,501	8,100	8,700
64700Software Expense	595	595	806	700	800
Subtotal:	709,091	2,783,543	5,617,498	1,100,338	1,079,654



**FUND 535 - RECREATION ENTERPRISE FUND**

**Dept 39 - Roads and Parks**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Capital Outlay</b>					
68100Capital Outlay	47,699	0	0	0	0
68200Capital Outlay	367,050	13,439	75,875	0	0
68300CO-Land Improvements	642,116	97,385	147,081	175,000	235,000
68400CO-Equipment/Machinery	0	0	8,750	0	25,000
Subtotal:	1,056,866	110,824	231,706	175,000	260,000
<b>Other Requirements</b>					
75000Contingency	0	0	0	0	300,000
78000Reserves	0	0	0	381,457	485,453
Subtotal:	0	0	0	381,457	785,453
Subtotal of Expenditures:	2,452,989	3,629,188	6,554,736	2,481,877	2,888,633

**FUND 535 - RECREATION ENTERPRISE FUND**

**SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Sources	47,290	1,898,595	4,011,950	315,000	35,000
State/Local/NOC	1,389,015	821,217	1,851,528	811,679	1,112,608
Fees & Charges	618,799	616,096	750,060	664,600	753,150
Other Revenues	476,805	281,403	113,671	690,598	987,875
Total Fund Revenues:	2,531,909	3,617,311	6,727,209	2,481,877	2,888,633
<b>Expenditures:</b>					
Personal Services	687,032	734,821	705,531	825,082	763,526
Materials & Services	709,091	2,783,543	5,617,498	1,100,338	1,079,654
Capital Outlay	1,056,866	110,824	231,706	175,000	260,000
Other Requirements	0	0	0	381,457	785,453
Total Fund Expenditures:	2,452,989	3,629,188	6,554,736	2,481,877	2,888,633



**FUND 559 – MOTOR POOL**

**Dept 39 - Roads and Parks**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
44200Reimbursements-Priv/Nonprof	83,542	66,808	95,283	50,000	60,000
48100Miscellaneous Revenue	196	0	181	0	0
Subtotal:	83,738	66,808	95,463	50,000	60,000
Fees & Charges					
45100Fees	6,651	4,119	6,158	1,000	1,500
45500Sales	107,302	71,735	78,176	50,000	60,000
45600Interdepartmental Charges	1,843,596	2,007,021	2,053,177	1,806,742	1,627,381
Subtotal:	1,957,549	2,082,876	2,137,512	1,857,742	1,688,881
Other Revenues					
52100Interest Revenue	34,287	31,467	26,720	25,000	25,000
54100Transfers from Other Funds	297,652	418,023	84,091	35,544	0
58100Fund Balance	0	0	0	847,435	1,175,000
Subtotal:	331,939	449,489	110,811	907,979	1,200,000
Subtotal of Revenues:	2,373,226	2,599,173	2,343,786	2,815,721	2,948,881
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	149,414	173,061	183,122	198,016	217,968
62200Payroll Taxes & Benefits	87,048	90,454	96,571	107,279	116,551
Subtotal:	236,463	263,515	279,693	305,295	334,519
Materials & Services					
64100Contracted Services	57,960	74,532	53,511	64,848	81,655
64200Operation Expenses	16,396	24,291	38,560	31,874	32,259
64300Minor Equipment	5,359	4,901	5,849	6,700	6,000
64400Equip Repair/Maint/Lease	679,036	707,832	879,145	769,400	869,650
64500Property Maintenance/Utilities	28,522	19,585	21,975	25,931	25,284
64600Travel & Training	5,246	1,486	3,241	3,000	3,000
64700Software Expense	3,750	3,650	4,250	6,000	6,700
Subtotal:	796,270	836,277	1,006,531	907,753	1,024,548
Capital Outlay					
68100Capital Outlay	0	276,150	0	0	0
68300CO-Land Improvements	0	0	26,002	0	0
68400CO-Equipment/Machinery	1,008,159	1,118,886	689,350	646,000	653,000
Subtotal:	1,008,159	1,395,036	715,352	646,000	653,000



**FUND 559 – MOTOR POOL**

**Dept 39 - Roads and Parks**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
Other Requirements					
74100Transfers To Other Funds	126,752	108,800	82,439	0	0
75000Contingency	0	0	0	0	111,814
78000Reserves	0	0	0	16,673	0
78100Reserves	0	0	0	940,000	825,000
Subtotal:	126,752	108,800	82,439	956,673	936,814
Subtotal of Expenditures:	2,167,644	2,603,627	2,084,015	2,815,721	2,948,881

**FUND 559 – MOTOR POOL**

**SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	83,738	66,808	95,463	50,000	60,000
Fees & Charges	1,957,549	2,082,876	2,137,512	1,857,742	1,688,881
Other Revenues	331,939	449,489	110,811	907,979	1,200,000
Total Fund Revenues:	2,373,226	2,599,173	2,343,786	2,815,721	2,948,881
Expenditures:					
Personal Services	236,463	263,515	279,693	305,295	334,519
Materials & Services	796,270	836,277	1,006,531	907,753	1,024,548
Capital Outlay	1,008,159	1,395,036	715,352	646,000	653,000
Other Requirements	126,752	108,800	82,439	956,673	936,814
Total Fund Expenditures:	2,167,644	2,603,627	2,084,015	2,815,721	2,948,881



**FUND 560 - COMPUTER REPLACEMENT FUND**

**Dept 03 - Information Technology**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
44200Reimbursements-Priv/Nonprof	0	0	601	0	500
48100Miscellaneous Revenue	158,970	993	0	0	0
Subtotal:	158,970	993	601	0	500
<b>Fees &amp; Charges</b>					
45600Interdepartmental Charges	274,571	249,675	291,306	258,601	296,899
Subtotal:	274,571	249,675	291,306	258,601	296,899
<b>Other Revenues</b>					
52100Interest Revenue	13,950	17,519	15,424	6,000	6,495
58100Fund Balance	0	0	0	494,521	649,461
Subtotal:	13,950	17,519	15,424	500,521	655,956
<b>Subtotal of Revenues:</b>	<b>447,491</b>	<b>268,187</b>	<b>307,331</b>	<b>759,122</b>	<b>953,355</b>
<b>Expenditures:</b>					
<b>Materials &amp; Services</b>					
64100Contracted Services	33,512	0	0	30,000	0
64200Operation Expenses	1,839	0	70	0	0
64300Minor Equipment	168,872	163,209	293,322	199,239	304,319
64700Software Expense	10,667	15,459	13,050	305,000	340,000
Subtotal:	214,890	178,668	306,442	534,239	644,319
<b>Other Requirements</b>					
74100Transfers To Other Funds	0	0	84,144	0	0
78000Reserves	0	0	0	224,883	309,036
Subtotal:	0	0	84,144	224,883	309,036
<b>Subtotal of Expenditures:</b>	<b>214,890</b>	<b>178,668</b>	<b>390,586</b>	<b>759,122</b>	<b>953,355</b>



**FUND 560 - COMPUTER REPLACEMENT FUND****SUMMARY**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	158,970	993	601	0	500
Fees & Charges	274,571	249,675	291,306	258,601	296,899
Other Revenues	13,950	17,519	15,424	500,521	655,956
Total Fund Revenues:	447,491	268,187	307,331	759,122	953,355
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	214,890	178,668	306,442	534,239	644,319
Capital Outlay	0	0	0	0	0
Other Requirements	0	0	84,144	224,883	309,036
Total Fund Expenditures:	214,890	178,668	390,586	759,122	953,355



**FUND 561 - RISK MGMT-GEN AUTO LIAB**

**Dept 08 - County Administration**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
42200Reimbursements-State	360	10,387	5,104	0	0
44200Reimbursements-Priv/Nonprof	0	0	119	0	1,741
48100Miscellaneous Revenue	2,989	4,228	0	0	0
Subtotal:	3,349	14,616	5,223	0	1,741
Fees & Charges					
45600Interdepartmental Charges	4,585,089	6,158,868	2,001,412	2,338,965	2,469,013
Subtotal:	4,585,089	6,158,868	2,001,412	2,338,965	2,469,013
Other Revenues					
52100Interest Revenue	330,576	258,118	133,261	57,628	23,442
54000Interfund Transfers	0	0	0	0	1,500,000
58100Fund Balance	0	0	0	3,841,874	2,344,297
Subtotal:	330,576	258,118	133,261	3,899,502	3,867,739
Subtotal of Revenues:	4,919,014	6,431,602	2,139,896	6,238,467	6,338,493
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	114,298	138,121	140,837	191,084	202,869
62200Payroll Taxes & Benefits	50,427	56,898	54,937	89,356	90,826
Subtotal:	164,725	195,019	195,775	280,440	293,695
Materials & Services					
64100Contracted Services	296,581	442,256	212,543	270,205	276,603
64200Operation Expenses	4,016,039	6,149,627	1,726,476	2,314,797	1,851,203
64300Minor Equipment	470	635	2,006	2,200	1,500
64400Equip Repair/Maint/Lease	28	46	23	200	3,200
64500Property Maintenance/Utilities	0	0	0	200	200
64600Travel & Training	3,377	5,156	4,001	6,000	6,450
64700Software Expense	1,221	0	147	0	0
Subtotal:	4,317,717	6,597,721	1,945,197	2,593,602	2,139,156
Other Requirements					
74100Transfers To Other Funds	0	0	5,029,588	0	0
78000Reserves	0	0	0	1,185,952	1,158,922
78100Reserves	0	0	0	2,178,473	2,746,720
Subtotal:	0	0	5,029,588	3,364,425	3,905,642
Subtotal of Expenditures:	4,482,442	6,792,740	7,170,560	6,238,467	6,338,493



**FUND 561 - RISK MGMT-GEN AUTO LIAB****SUMMARY**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	3,349	14,616	5,223	0	1,741
Fees & Charges	4,585,089	6,158,868	2,001,412	2,338,965	2,469,013
Other Revenues	330,576	258,118	133,261	3,899,502	3,867,739
Total Fund Revenues:	4,919,014	6,431,602	2,139,896	6,238,467	6,338,493
Expenditures:					
Personal Services	164,725	195,019	195,775	280,440	293,695
Materials & Services	4,317,717	6,597,721	1,945,197	2,593,602	2,139,156
Capital Outlay	0	0	0	0	0
Other Requirements	0	0	5,029,588	3,364,425	3,905,642
Total Fund Expenditures:	4,482,442	6,792,740	7,170,560	6,238,467	6,338,493



**FUND 562 - SELF INSURANCE HEALTH PLAN**

**Dept 08 - County Administration**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
48100Miscellaneous Revenue	0	0	245,464	0	0
Subtotal:	0	0	245,464	0	0
Fees & Charges					
45600Interdepartmental Charges	0	0	3,157,525	3,848,431	4,080,156
Subtotal:	0	0	3,157,525	3,848,431	4,080,156
Other Revenues					
52100Interest Revenue	0	0	41,489	52,937	32,417
54100Transfers from Other Funds	0	0	2,500,979	0	0
58100Fund Balance	0	0	0	3,529,166	3,241,571
Subtotal:	0	0	2,542,468	3,582,103	3,273,988
Subtotal of Revenues:	0	0	5,945,456	7,430,534	7,354,144
<b>Expenditures:</b>					
Materials & Services					
64100Contracted Services	0	0	112,134	152,311	161,944
64200Operation Expenses	0	0	3,162,839	3,755,610	3,902,242
Subtotal:	0	0	3,274,973	3,907,921	4,064,186
Other Requirements					
78100Reserves	0	0	0	3,522,613	3,289,958
Subtotal:	0	0	0	3,522,613	3,289,958
Subtotal of Expenditures:	0	0	3,274,973	7,430,534	7,354,144



**FUND 562 - SELF INSURANCE HEALTH PLAN****SUMMARY**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	245,464	0	0
Fees & Charges	0	0	3,157,525	3,848,431	4,080,156
Other Revenues	0	0	2,542,468	3,582,103	3,273,988
Total Fund Revenues:	0	0	5,945,456	7,430,534	7,354,144
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	0	0	3,274,973	3,907,921	4,064,186
Capital Outlay	0	0	0	0	0
Other Requirements	0	0	0	3,522,613	3,289,958
Total Fund Expenditures:	0	0	3,274,973	7,430,534	7,354,144



**FUND 563 - WORKERS' COMPENSATION**

**Dept 08 - County Administration**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
42200Reimbursements-State	0	0	0	10,000	10,000
48100Miscellaneous Revenue	0	0	0	4,000	4,000
Subtotal:	0	0	0	14,000	14,000
Fees & Charges					
45600Interdepartmental Charges	0	0	976,913	768,343	806,488
Subtotal:	0	0	976,913	768,343	806,488
Other Revenues					
52100Interest Revenue	0	0	52,349	27,157	44,866
54100Transfers from Other Funds	0	0	2,520,209	0	0
58100Fund Balance	0	0	0	1,810,435	4,486,575
Subtotal:	0	0	2,572,558	1,837,592	4,531,441
<hr/> <hr/>					
Subtotal of Revenues:	0	0	3,549,471	2,619,935	5,351,929
<b>Expenditures:</b>					
Materials & Services					
64100Contracted Services	0	0	71,846	43,000	107,000
64200Operation Expenses	0	0	539,902	747,500	746,888
64600Travel & Training	0	0	417	5,000	5,000
Subtotal:	0	0	612,165	795,500	858,888
Other Requirements					
74000Transfers To Other Funds	0	0	0	0	1,500,000
78100Reserves	0	0	0	1,824,435	2,993,041
Subtotal:	0	0	0	1,824,435	4,493,041
<hr/> <hr/>					
Subtotal of Expenditures:	0	0	612,165	2,619,935	5,351,929



**FUND 563 - WORKERS' COMPENSATION****SUMMARY**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	14,000	14,000
Fees & Charges	0	0	976,913	768,343	806,488
Other Revenues	0	0	2,572,558	1,837,592	4,531,441
Total Fund Revenues:	0	0	3,549,471	2,619,935	5,351,929
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	0	0	612,165	795,500	858,888
Capital Outlay	0	0	0	0	0
Other Requirements	0	0	0	1,824,435	4,493,041
Total Fund Expenditures:	0	0	612,165	2,619,935	5,351,929



**FUND 565 - CENTRAL SERVICES FUND**

**Dept 02 - Board of Commissioners**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Revenue:</b>					
Fees & Charges					
45500Sales	0	14	5	25	75
45600Interdepartmental Charges	602,749	662,813	374,572	664,678	686,298
Subtotal:	602,749	662,827	374,577	664,703	686,373
Other Revenues					
54100Transfers from Other Funds	69,766	70,027	37,943	49,440	44,625
Subtotal:	69,766	70,027	37,943	49,440	44,625
Subtotal of Revenues:	672,515	732,854	412,520	714,143	730,998
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	353,971	332,018	338,433	402,429	422,134
62200Payroll Taxes & Benefits	159,918	155,180	136,865	180,762	183,769
Subtotal:	513,889	487,198	475,299	583,191	605,903
Materials & Services					
64100Contracted Services	6,616	12,493	14,606	10,314	11,292
64200Operation Expenses	105,403	86,587	83,817	84,397	78,932
64300Minor Equipment	4,380	1,774	164	1,000	1,000
64400Equip Repair/Maint/Lease	2,506	1,559	4,372	5,520	5,520
64600Travel & Training	30,301	1,404	14,196	36,608	35,438
64700Software Expense	0	190	0	1,200	1,000
Subtotal:	149,206	104,008	117,155	139,039	133,182
Subtotal of Expenditures:	663,095	591,206	592,454	722,230	739,085



**FUND 565 - CENTRAL SERVICES FUND**

**Dept 03 - Information Technology**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
<b>Federal Government</b>					
41100Contracts/Grants-Federal	0	135,516	0	0	0
41300Shared Revenue-Federal	4,271	130,632	64,760	110,000	205,142
Subtotal:	4,271	266,148	64,760	110,000	205,142
<b>State/Local/NOC</b>					
42100State Sources	10,576	0	0	0	0
44100Private/NonProfit Sources	19,800	0	0	0	0
48100Miscellaneous Revenue	30	8,738	12	30	0
Subtotal:	30,406	8,738	12	30	0
<b>Fees &amp; Charges</b>					
45100Fees	190,126	200,311	199,469	191,000	185,000
45500Sales	489	2,334	2,113	1,500	1,500
45600Interdepartmental Charges	3,271,503	3,252,042	3,746,841	4,340,762	4,907,158
Subtotal:	3,462,119	3,454,687	3,948,423	4,533,262	5,093,658
<b>Other Revenues</b>					
54100Transfers from Other Funds	261,381	320,728	341,848	266,270	271,209
Subtotal:	261,381	320,728	341,848	266,270	271,209
<b>Subtotal of Revenues:</b>	<b>3,758,177</b>	<b>4,050,301</b>	<b>4,355,043</b>	<b>4,909,562</b>	<b>5,570,009</b>
<b>Expenditures:</b>					
<b>Personal Services</b>					
62100Salaries & Wages	1,620,630	1,731,585	1,873,494	2,169,221	2,513,965
62200Payroll Taxes & Benefits	723,975	739,150	794,859	1,008,549	1,127,428
Subtotal:	2,344,605	2,470,735	2,668,352	3,177,770	3,641,393
<b>Materials &amp; Services</b>					
64100Contracted Services	210,901	394,440	105,304	257,692	875,092
64200Operation Expenses	372,223	401,144	382,313	547,865	611,553
64300Minor Equipment	298,147	427,176	257,619	317,635	33,215
64600Travel & Training	47,153	23,461	33,248	81,917	111,313
64700Software Expense	466,007	494,651	448,731	569,571	90,618
Subtotal:	1,394,432	1,740,872	1,227,216	1,774,680	1,721,791
<b>Capital Outlay</b>					
68400CO-Equipment/Machinery	87,185	0	224,932	0	212,513
68500Capital Outlay-Software	0	0	35,983	0	37,200
Subtotal:	87,185	0	260,916	0	249,713
<b>Subtotal of Expenditures:</b>	<b>3,826,222</b>	<b>4,211,607</b>	<b>4,156,484</b>	<b>4,952,450</b>	<b>5,612,897</b>



**FUND 565 - CENTRAL SERVICES FUND**

**Dept 06 - Finance**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
42100State Sources	2,710	2,237	1,923	1,608	1,423
44300Shared Revenue-Priv/Nonprof	17,897	17,031	24,648	27,696	30,000
48100Miscellaneous Revenue	304	183	11	0	0
Subtotal:	20,911	19,451	26,583	29,304	31,423
Fees & Charges					
45100Fees	67	0	92	0	0
45600Interdepartmental Charges	614,880	637,506	667,538	742,098	749,188
Subtotal:	614,947	637,506	667,630	742,098	749,188
Other Revenues					
52100Interest Revenue	2	0	0	0	0
54100Transfers from Other Funds	62,575	66,912	68,585	71,902	72,327
Subtotal:	62,577	66,912	68,585	71,902	72,327
Subtotal of Revenues:	698,435	723,869	762,798	843,304	852,938
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	438,263	468,373	466,093	509,531	516,943
62200Payroll Taxes & Benefits	196,414	203,373	210,710	253,546	253,066
Subtotal:	634,677	671,746	676,803	763,077	770,009
Materials & Services					
64100Contracted Services	19,986	23,891	26,818	23,386	25,530
64200Operation Expenses	58,783	42,046	45,161	50,224	51,382
64300Minor Equipment	379	0	5,203	3,200	3,250
64400Equip Repair/Maint/Lease	393	1,032	553	800	750
64600Travel & Training	5,643	4,014	4,714	12,879	12,479
64700Software Expense	0	0	0	200	0
Subtotal:	85,184	70,983	82,448	90,689	93,391
Subtotal of Expenditures:	719,861	742,729	759,251	853,766	863,400



**FUND 565 - CENTRAL SERVICES FUND**

**Dept 07 - County Counsel**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
44200Reimbursements-Priv/Nonprof	91	0	0	0	0
48100Miscellaneous Revenue	42	2,131	-144	0	0
Subtotal:	133	2,131	-144	0	0
Fees & Charges					
45100Fees	0	0	0	200	200
45600Interdepartmental Charges	479,335	372,905	541,550	696,128	632,707
Subtotal:	479,335	372,905	541,550	696,328	632,907
Other Revenues					
54100Transfers from Other Funds	206,051	215,325	171,879	157,729	154,336
Subtotal:	206,051	215,325	171,879	157,729	154,336
Subtotal of Revenues:	685,519	590,361	713,285	854,057	787,243
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	409,365	448,062	497,437	513,852	479,009
62200Payroll Taxes & Benefits	165,826	175,574	159,357	218,342	207,603
Subtotal:	575,190	623,637	656,794	732,194	686,612
Materials & Services					
64100Contracted Services	7,468	10,634	29,020	25,728	25,763
64200Operation Expenses	34,045	44,585	36,417	43,184	45,559
64300Minor Equipment	3,260	6,170	7,078	3,500	3,500
64400Equip Repair/Maint/Lease	4,854	4,222	4,573	6,999	7,119
64500Property Maintenance/Utilities	0	0	223	1,500	1,500
64600Travel & Training	13,443	8,743	12,507	27,064	29,298
64700Software Expense	1,110	1,900	736	26,000	0
Subtotal:	64,179	76,254	90,554	133,975	112,739
Subtotal of Expenditures:	639,369	699,891	747,348	866,169	799,351



**FUND 565 - CENTRAL SERVICES FUND**

**Dept 08 - County Administration**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Government					
41100Contracts/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					
42200Reimbursements-State	27,722	34,862	83,190	36,841	39,603
43200Reimbursements-Local	27,904	23,118	23,158	29,252	30,648
44200Reimbursements-Priv/Nonprof	0	7,033	6,757	6,483	5,842
44300Shared Revenue-Priv/Nonprof	25	0	0	0	0
48100Miscellaneous Revenue	2,826	4,039	513	300	500
Subtotal:	58,477	69,052	113,618	72,876	76,593
Fees & Charges					
45100Fees	793	1,746	4,363	500	600
45200Fines	0	25	25	0	0
45300Forfeitures	3,889	2,048	11,924	0	0
45500Sales	109	214	4,096	100	95
45600Interdepartmental Charges	4,025,692	3,988,080	3,680,535	3,805,660	4,051,910
Subtotal:	4,030,483	3,992,113	3,700,944	3,806,260	4,052,605
Other Revenues					
54100Transfers from Other Funds	993,237	1,336,191	1,400,448	1,424,600	1,463,311
Subtotal:	993,237	1,336,191	1,400,448	1,424,600	1,463,311
Subtotal of Revenues:	5,087,198	5,402,356	5,220,010	5,308,736	5,597,509
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	1,641,183	1,768,937	1,811,348	1,899,139	2,102,402
62200Payroll Taxes & Benefits	777,494	813,400	780,445	901,317	969,744
62300Payroll Taxes & Benefits	0	0	1,411	0	0
Subtotal:	2,418,677	2,582,337	2,593,203	2,800,456	3,072,146
Materials & Services					
64100Contracted Services	350,366	377,764	190,403	267,362	267,038
64200Operation Expenses	141,211	164,204	165,113	210,307	211,705
64300Minor Equipment	12,055	30,624	32,408	19,600	20,450
64400Equip Repair/Maint/Lease	3,299	9,084	5,481	8,436	8,930
64500Property Maintenance/Utilities	1,616,682	2,121,106	1,886,767	1,966,447	1,986,150
64600Travel & Training	36,478	25,042	20,248	60,908	54,970
64700Software Expense	3,736	2,544	12,734	16,351	17,251
Subtotal:	2,163,828	2,730,368	2,313,152	2,549,411	2,566,494



**FUND 565 - CENTRAL SERVICES FUND**

**Dept 08 - County Administration**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Capital Outlay</b>					
68200Capital Outlay	6,322	71,531	128,556	0	0
68400CO-Equipment/Machinery	9,315	5,765	0	0	0
Subtotal:	15,637	77,296	128,556	0	0
<b>Other Requirements</b>					
74100Transfers To Other Funds	0	20,012	0	0	0
Subtotal:	0	20,012	0	0	0
Subtotal of Expenditures:	4,598,142	5,410,013	5,034,911	5,349,867	5,638,640



**FUND 565 - CENTRAL SERVICES FUND**

**Dept 09 - Fiduciary**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Other Revenues					
52100Interest Revenue	217,433	164,569	141,394	37,000	36,870
54100Transfers from Other Funds	0	0	0	231,952	0
58100Fund Balance	0	0	0	2,577,629	3,351,826
Subtotal:	217,433	164,569	141,394	2,846,581	3,388,696
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Subtotal of Revenues:	217,433	164,569	141,394	2,846,581	3,388,696
<hr/>					
<b>Expenditures:</b>					
Materials & Services					
64100Contracted Services	6,994	3,063	0	0	0
64200Operation Expenses	0	0	54,235	0	0
Subtotal:	6,994	3,063	54,235	0	0
Other Requirements					
75000Contingency	0	0	0	0	200,000
78000Reserves	0	0	0	2,730,601	3,072,720
Subtotal:	0	0	0	2,730,601	3,272,720
<hr/>					
Subtotal of Expenditures:	6,994	3,063	54,235	2,730,601	3,272,720



**FUND 565 - CENTRAL SERVICES FUND**

**Dept 31 - Library**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
43200Reimbursements-Local	988	1,159	0	1,020	0
44200Reimbursements-Priv/Nonprof	599	0	871	16	1,224
Subtotal:	1,587	1,159	871	1,036	1,224
<b>Fees &amp; Charges</b>					
45600Interdepartmental Charges	95,708	86,776	87,208	88,491	94,406
Subtotal:	95,708	86,776	87,208	88,491	94,406
<b>Other Revenues</b>					
54100Transfers from Other Funds	19,903	19,566	19,477	18,632	19,005
Subtotal:	19,903	19,566	19,477	18,632	19,005
<b>Subtotal of Revenues:</b>	<b>117,198</b>	<b>107,501</b>	<b>107,556</b>	<b>108,159</b>	<b>114,635</b>
<b>Expenditures:</b>					
Personal Services					
62100Salaries & Wages	55,288	58,380	60,026	58,967	60,702
62200Payroll Taxes & Benefits	35,158	35,288	35,867	36,914	38,637
Subtotal:	90,446	93,669	95,893	95,881	99,339
Materials & Services					
64100Contracted Services	9,607	7,189	10,168	5,423	7,923
64200Operation Expenses	6,858	6,600	4,820	7,315	7,833
64300Minor Equipment	1,305	230	0	0	0
64400Equip Repair/Maint/Lease	1,254	663	840	840	840
64500Property Maintenance/Utilities	0	210	0	0	0
Subtotal:	19,025	14,893	15,828	13,578	16,596
<b>Subtotal of Expenditures:</b>	<b>109,471</b>	<b>108,561</b>	<b>111,721</b>	<b>109,459</b>	<b>115,935</b>



**FUND 565 - CENTRAL SERVICES FUND****SUMMARY**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Federal Sources	9,271	271,148	69,760	115,000	210,142
State/Local/NOC	111,515	100,531	140,940	103,246	109,240
Fees & Charges	9,285,340	9,206,813	9,320,333	10,531,142	11,309,137
Other Revenues	1,830,348	2,193,318	2,181,574	4,835,154	5,413,509
Total Fund Revenues:	11,236,475	11,771,810	11,712,606	15,584,542	17,042,028
Expenditures:					
Personal Services	6,577,484	6,929,321	7,166,344	8,152,569	8,875,402
Materials & Services	3,882,847	4,740,441	3,900,589	4,701,372	4,644,193
Capital Outlay	102,822	77,296	389,471	0	249,713
Other Requirements	0	20,012	0	2,730,601	3,272,720
Total Fund Expenditures:	10,563,153	11,767,069	11,456,404	15,584,542	17,042,028



**FUND 600 - CAPITAL PROJECTS FUND**

**Dept 09 - Fiduciary**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Government					
41100Contracts/Grants-Federal	0	113,756	411,044	0	0
Subtotal:	0	113,756	411,044	0	0
State/Local/NOC					
43200Reimbursements-Local	0	1,149	0	0	0
44100Private/NonProfit Sources	0	0	64,474	0	0
48100Miscellaneous Revenue	0	12,660	1,039	0	0
Subtotal:	0	13,809	65,513	0	0
Other Revenues					
52100Interest Revenue	175,835	40,816	34,092	52,186	20,000
54100Transfers from Other Funds	6,243,973	2,021,069	4,000,490	19,872,814	22,650,979
58100Fund Balance	0	0	0	476,943	6,609,800
Subtotal:	6,419,807	2,061,886	4,034,582	20,401,943	29,280,779
Subtotal of Revenues:	6,419,807	2,189,450	4,511,139	20,401,943	29,280,779
<b>Expenditures:</b>					
Materials & Services					
64200Operation Expenses	624	3,407	-386	0	0
64500Property Maintenance/Utilities	39,256	290,788	476,446	200,000	105,000
Subtotal:	39,879	294,194	476,059	200,000	105,000
Capital Outlay					
68200Capital Outlay	5,947,884	4,257,378	4,475,820	20,201,943	29,175,779
Subtotal:	5,947,884	4,257,378	4,475,820	20,201,943	29,175,779
Subtotal of Expenditures:	5,987,764	4,551,572	4,951,880	20,401,943	29,280,779



**FUND 600 - CAPITAL PROJECTS FUND****SUMMARY**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Federal Sources	0	113,756	411,044	0	0
State/Local/NOC	0	13,809	65,513	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	6,419,807	2,061,886	4,034,582	20,401,943	29,280,779
Total Fund Revenues:	6,419,807	2,189,450	4,511,139	20,401,943	29,280,779
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	39,879	294,194	476,059	200,000	105,000
Capital Outlay	5,947,884	4,257,378	4,475,820	20,201,943	29,175,779
Other Requirements	0	0	0	0	0
Total Fund Expenditures:	5,987,764	4,551,572	4,951,880	20,401,943	29,280,779



**FUND 605 - EXPO CAPITAL RESERVE**

**Dept 09 - Fiduciary**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
Expenditures:					
Other Requirements					
74100Transfers To Other Funds	63	0	0	0	0
Subtotal:	63	0	0	0	0
Subtotal of Expenditures:	63	0	0	0	0

**FUND 605 - EXPO CAPITAL RESERVE**

**SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
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	0	0	0	0	0
Total Fund Revenues:	0	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	63	0	0	0	0
Total Fund Expenditures:	63	0	0	0	0



**FUND 611 - CITY/COUNTY ARTERIAL FUND**

**Dept 39 - Roads and Parks**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Other Revenues					
52100Interest Revenue	72	53	10	0	0
58100Fund Balance	0	0	2,045	0	0
Subtotal:	72	53	2,055	0	0
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Subtotal of Revenues:	72	53	2,055	0	0
<b>Expenditures:</b>					
Other Requirements					
74100Transfers To Other Funds	0	0	2,055	0	0
Subtotal:	0	0	2,055	0	0
<hr/>					
Subtotal of Expenditures:	0	0	2,055	0	0

**FUND 611 - CITY/COUNTY ARTERIAL FUND**

**SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	72	53	2,055	0	0
Total Fund Revenues:	72	53	2,055	0	0
<b>Expenditures:</b>					
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	2,055	0	0
Total Fund Expenditures:	0	0	2,055	0	0



**FUND 612 - STREET IMPROVEMENT FUND**

**Dept 39 - Roads and Parks**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
44200Reimbursements-Priv/Nonprof	223,727	342,674	321,230	150,000	110,000
Subtotal:	223,727	342,674	321,230	150,000	110,000
Other Revenues					
47100Investment Revenue	1,027,538	0	0	0	0
52100Interest Revenue	24,022	20,562	20,114	15,000	10,000
58100Fund Balance	0	0	0	1,000,000	1,283,000
Subtotal:	1,051,560	20,562	20,114	1,015,000	1,293,000
Subtotal of Revenues:	1,275,288	363,236	341,344	1,165,000	1,403,000
<b>Expenditures:</b>					
Materials & Services					
64100Contracted Services	18,632	0	0	0	0
Subtotal:	18,632	0	0	0	0
Capital Outlay					
68300CO-Land Improvements	1,068,327	0	0	0	0
Subtotal:	1,068,327	0	0	0	0
Other Requirements					
72100Debt Service	0	150,420	91,939	150,000	160,000
78000Reserves	0	0	0	1,015,000	1,243,000
Subtotal:	0	150,420	91,939	1,165,000	1,403,000
Subtotal of Expenditures:	1,086,959	150,420	91,939	1,165,000	1,403,000



**FUND 612 - STREET IMPROVEMENT FUND**

**SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Sources	0	0	0	0	0
State/Local/NOC	223,727	342,674	321,230	150,000	110,000
Fees & Charges	0	0	0	0	0
Other Revenues	1,051,560	20,562	20,114	1,015,000	1,293,000
<b>Total Fund Revenues:</b>	<b>1,275,288</b>	<b>363,236</b>	<b>341,344</b>	<b>1,165,000</b>	<b>1,403,000</b>
<b>Expenditures:</b>					
Personal Services	0	0	0	0	0
Materials & Services	18,632	0	0	0	0
Capital Outlay	1,068,327	0	0	0	0
Other Requirements	0	150,420	91,939	1,165,000	1,403,000
<b>Total Fund Expenditures:</b>	<b>1,086,959</b>	<b>150,420</b>	<b>91,939</b>	<b>1,165,000</b>	<b>1,403,000</b>



**FUND 613 - GREENWAY FUND**

**Dept 39 - Roads and Parks**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
44400Donations/Sponsorships	105,470	0	0	0	0
Subtotal:	105,470	0	0	0	0
Other Revenues					
52100Interest Revenue	1,940	778	72	100	100
58100Fund Balance	0	0	0	1,000	20,000
Subtotal:	1,940	778	72	1,100	20,100
Subtotal of Revenues:	107,410	778	72	1,100	20,100
<b>Expenditures:</b>					
Materials & Services					
64600Travel & Training	0	45	0	0	0
Subtotal:	0	45	0	0	0
Capital Outlay					
68300CO-Land Improvements	262	21,310	68,186	0	20,100
Subtotal:	262	21,310	68,186	0	20,100
Other Requirements					
74100Transfers To Other Funds	6,600	0	0	0	0
78000Reserves	0	0	0	1,100	0
Subtotal:	6,600	0	0	1,100	0
Subtotal of Expenditures:	6,862	21,355	68,186	1,100	20,100



**FUND 613 - GREENWAY FUND****SUMMARY**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Federal Sources	0	0	0	0	0
State/Local/NOC	105,470	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	1,940	778	72	1,100	20,100
Total Fund Revenues:	107,410	778	72	1,100	20,100
Expenditures:					
Personal Services	0	0	0	0	0
Materials & Services	0	45	0	0	0
Capital Outlay	262	21,310	68,186	0	20,100
Other Requirements	6,600	0	0	1,100	0
Total Fund Expenditures:	6,862	21,355	68,186	1,100	20,100



**FUND 614 - ROADS SYSTEM DEVELOPMENT FUND    Dept 39 - Roads and Parks**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Revenue:</b>					
Fees & Charges					
45100Fees	456,495	325,512	260,351	340,000	350,000
Subtotal:	456,495	325,512	260,351	340,000	350,000
<b>Other Revenues</b>					
52100Interest Revenue	20,181	5,594	2,544	1,000	1,000
58100Fund Balance	0	0	0	308,000	274,600
Subtotal:	20,181	5,594	2,544	309,000	275,600
Subtotal of Revenues:	476,676	331,106	262,896	649,000	625,600
<b>Expenditures:</b>					
Materials & Services					
64100Contracted Services	42,923	46,807	45,920	49,000	49,000
Subtotal:	42,923	46,807	45,920	49,000	49,000
<b>Other Requirements</b>					
74100Transfers To Other Funds	750,000	300,000	0	600,000	300,000
78000Reserves	0	0	0	0	276,600
Subtotal:	750,000	300,000	0	600,000	576,600
Subtotal of Expenditures:	792,923	346,807	45,920	649,000	625,600

**FUND 614 - ROADS SYSTEM DEVELOPMENT FUND    SUMMARY**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Revenue:</b>					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	456,495	325,512	260,351	340,000	350,000
Other Revenues	20,181	5,594	2,544	309,000	275,600
Total Fund Revenues:	476,676	331,106	262,896	649,000	625,600
<b>Expenditures:</b>					
Personal Services	0	0	0	0	0
Materials & Services	42,923	46,807	45,920	49,000	49,000
Capital Outlay	0	0	0	0	0
Other Requirements	750,000	300,000	0	600,000	576,600
Total Fund Expenditures:	792,923	346,807	45,920	649,000	625,600



**FUND 615 - PARKS SYSTEM DEVELOPMENT FUND    Dept 39 - Roads and Parks**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Revenue:</b>					
Fees & Charges					
45100Fees	82,270	79,582	44,594	50,000	50,000
Subtotal:	82,270	79,582	44,594	50,000	50,000
<b>Other Revenues</b>					
52100Interest Revenue	4,788	2,314	2,409	500	1,000
58100Fund Balance	0	0	0	104,000	171,000
Subtotal:	4,788	2,314	2,409	104,500	172,000
Subtotal of Revenues:	87,058	81,896	47,002	154,500	222,000
<b>Expenditures:</b>					
Other Requirements					
74100Transfers To Other Funds	285,995	24,053	22,990	35,000	50,000
78000Reserves	0	0	0	119,500	172,000
Subtotal:	285,995	24,053	22,990	154,500	222,000
Subtotal of Expenditures:	285,995	24,053	22,990	154,500	222,000

**FUND 615 - PARKS SYSTEM DEVELOPMENT FUND    SUMMARY**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Revenue:</b>					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	82,270	79,582	44,594	50,000	50,000
Other Revenues	4,788	2,314	2,409	104,500	172,000
Total Fund Revenues:	87,058	81,896	47,002	154,500	222,000
<b>Expenditures:</b>					
Personal Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Requirements	285,995	24,053	22,990	154,500	222,000
Total Fund Expenditures:	285,995	24,053	22,990	154,500	222,000



**FUND 616 - BRITT CAPITAL IMPROVEMENTS**

**Dept 39 - Roads and Parks**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
44100Private/NonProfit Sources	37,891	0	0	0	0
Subtotal:	37,891	0	0	0	0
Other Revenues					
52100Interest Revenue	5,533	840	0	0	0
Subtotal:	5,533	840	0	0	0
Subtotal of Revenues:	43,424	840	0	0	0
<b>Expenditures:</b>					
Materials & Services					
64200Operation Expenses	0	125,701	0	0	0
Subtotal:	0	125,701	0	0	0
Capital Outlay					
68300CO-Land Improvements	0	7,851	0	0	0
Subtotal:	0	7,851	0	0	0
Subtotal of Expenditures:	0	133,552	0	0	0

**FUND 616 - BRITT CAPITAL IMPROVEMENTS**

**SUMMARY**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Revenue:</b>					
Federal Sources	0	0	0	0	0
State/Local/NOC	37,891	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	5,533	840	0	0	0
Total Fund Revenues:	43,424	840	0	0	0
<b>Expenditures:</b>					
Personal Services	0	0	0	0	0
Materials & Services	0	125,701	0	0	0
Capital Outlay	0	7,851	0	0	0
Other Requirements	0	0	0	0	0
Total Fund Expenditures:	0	133,552	0	0	0



**FUND 619 - LIBRARY CAPITAL PROJECT S2**

**Dept 09 - Fiduciary**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
State/Local/NOC					
43200Reimbursements-Local	35,000	0	0	0	0
Subtotal:	35,000	0	0	0	0
Other Revenues					
52100Interest Revenue	33,498	4,234	0	0	0
Subtotal:	33,498	4,234	0	0	0
Subtotal of Revenues:	68,498	4,234	0	0	0
<b>Expenditures:</b>					
Materials & Services					
64100Contracted Services	291,939	24,681	0	0	0
64200Operation Expenses	1	0	0	0	0
Subtotal:	291,940	24,681	0	0	0
Capital Outlay					
68300CO-Land Improvements	0	143,591	0	0	0
Subtotal:	0	143,591	0	0	0
Other Requirements					
74100Transfers To Other Funds	352,150	746,168	0	0	0
Subtotal:	352,150	746,168	0	0	0
Subtotal of Expenditures:	644,090	914,441	0	0	0



**FUND 619 - LIBRARY CAPITAL PROJECT S2**

**SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Sources	0	0	0	0	0
State/Local/NOC	35,000	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	33,498	4,234	0	0	0
<b>Total Fund Revenues:</b>	<b>68,498</b>	<b>4,234</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures:</b>					
Personal Services	0	0	0	0	0
Materials & Services	291,940	24,681	0	0	0
Capital Outlay	0	143,591	0	0	0
Other Requirements	352,150	746,168	0	0	0
<b>Total Fund Expenditures:</b>	<b>644,090</b>	<b>914,441</b>	<b>0</b>	<b>0</b>	<b>0</b>



**FUND 622 - LIBRARY DEBT SERVICE S1**

**Dept 09 - Fiduciary**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Other Revenues					
46100Property Tax Revenues	1,327,763	1,460,746	1,496,521	1,542,265	1,504,365
47100Investment Revenue	0	0	11,065,465	0	0
52100Interest Revenue	20,368	14,372	19,190	10,500	10,000
54100Transfers from Other Funds	0	373,084	0	0	0
58100Fund Balance	0	0	0	369,583	386,116
Subtotal:	1,348,131	1,848,202	12,581,176	1,922,348	1,900,481
<hr/>					
Subtotal of Revenues:	1,348,131	1,848,202	12,581,176	1,922,348	1,900,481
<hr/>					
<b>Expenditures:</b>					
Materials & Services					
64100Contracted Services	0	0	87,079	0	0
Subtotal:	0	0	87,079	0	0
<hr/>					
Other Requirements					
72100Debt Service	1,469,265	1,474,765	12,471,379	1,552,765	1,514,365
78100Reserves	0	0	0	0	386,116
79000Unapprop Ending Fund Bal	0	0	0	369,583	0
Subtotal:	1,469,265	1,474,765	12,471,379	1,922,348	1,900,481
<hr/>					
Subtotal of Expenditures:	1,469,265	1,474,765	12,558,458	1,922,348	1,900,481

**FUND 622 - LIBRARY DEBT SERVICE S1**

**SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	1,348,131	1,848,202	12,581,176	1,922,348	1,900,481
Total Fund Revenues:	1,348,131	1,848,202	12,581,176	1,922,348	1,900,481
<hr/>					
<b>Expenditures:</b>					
Personal Services	0	0	0	0	0
Materials & Services	0	0	87,079	0	0
Capital Outlay	0	0	0	0	0
Other Requirements	1,469,265	1,474,765	12,471,379	1,922,348	1,900,481
Total Fund Expenditures:	1,469,265	1,474,765	12,558,458	1,922,348	1,900,481



**FUND 623 - JUVENILE DEBT SERVICE**

**Dept 09 - Fiduciary**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Other Revenues					
46100Property Tax Revenues	1,933,680	2,292,512	1,920,843	0	0
52100Interest Revenue	33,541	24,455	22,538	0	0
Subtotal:	1,967,220	2,316,966	1,943,380	0	0
<hr/>					
Subtotal of Revenues:	1,967,220	2,316,966	1,943,380	0	0
<b>Expenditures:</b>					
Other Requirements					
72100Debt Service	2,086,388	2,094,250	2,084,250	0	0
Subtotal:	2,086,388	2,094,250	2,084,250	0	0
<hr/>					
Subtotal of Expenditures:	2,086,388	2,094,250	2,084,250	0	0

**FUND 623 - JUVENILE DEBT SERVICE**

**SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	1,967,220	2,316,966	1,943,380	0	0
Total Fund Revenues:	1,967,220	2,316,966	1,943,380	0	0
<b>Expenditures:</b>					
Personal Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Requirements	2,086,388	2,094,250	2,084,250	0	0
Total Fund Expenditures:	2,086,388	2,094,250	2,084,250	0	0



**FUND 624 - LIBRARY DEBT SERVICE S2**

**Dept 09 - Fiduciary**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Other Revenues					
46100Property Tax Revenues	1,405,381	1,577,557	1,575,584	1,519,037	1,516,600
52100Interest Revenue	22,608	15,357	20,083	11,063	10,000
54100Transfers from Other Funds	0	373,084	0	0	0
58100Fund Balance	0	0	0	367,762	343,213
Subtotal:	1,427,988	1,965,999	1,595,667	1,897,862	1,869,813
<hr/>					
Subtotal of Revenues:	1,427,988	1,965,999	1,595,667	1,897,862	1,869,813
<b>Expenditures:</b>					
Other Requirements					
72100Debt Service	1,591,935	1,592,985	1,585,184	1,530,100	1,526,600
78100Reserves	0	0	0	0	343,213
79000Unapprop Ending Fund Bal	0	0	0	367,762	0
Subtotal:	1,591,935	1,592,985	1,585,184	1,897,862	1,869,813
<hr/>					
Subtotal of Expenditures:	1,591,935	1,592,985	1,585,184	1,897,862	1,869,813

**FUND 624 - LIBRARY DEBT SERVICE S2**

**SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	1,427,988	1,965,999	1,595,667	1,897,862	1,869,813
Total Fund Revenues:	1,427,988	1,965,999	1,595,667	1,897,862	1,869,813
<b>Expenditures:</b>					
Personal Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Requirements	1,591,935	1,592,985	1,585,184	1,897,862	1,869,813
Total Fund Expenditures:	1,591,935	1,592,985	1,585,184	1,897,862	1,869,813



**FUND 625 - BRIDGE REPLACEMENT**

**Dept 39 - Roads and Parks**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Other Revenues					
52100Interest Revenue	204,871	37,137	31,484	28,000	0
58100Fund Balance	0	0	0	1,550,000	0
Subtotal:	204,871	37,137	31,484	1,578,000	0
<hr/>					
Subtotal of Revenues:	204,871	37,137	31,484	1,578,000	0
<b>Expenditures:</b>					
Materials & Services					
64100Contracted Services	118,629	53,673	0	0	0
64200Operation Expenses	7,000,000	0	0	228,000	0
Subtotal:	7,118,629	53,673	0	228,000	0
Capital Outlay					
68300CO-Land Improvements	627,669	211,591	0	1,350,000	0
Subtotal:	627,669	211,591	0	1,350,000	0
<hr/>					
Subtotal of Expenditures:	7,746,297	265,264	0	1,578,000	0

**FUND 625 - BRIDGE REPLACEMENT**

**SUMMARY**

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Adopted</b>	<b>FY 12-13 Adopted</b>
<b>Revenue:</b>					
Federal Sources	0	0	0	0	0
State/Local/NOC	0	0	0	0	0
Fees & Charges	0	0	0	0	0
Other Revenues	204,871	37,137	31,484	1,578,000	0
Total Fund Revenues:	204,871	37,137	31,484	1,578,000	0
<b>Expenditures:</b>					
Personal Services	0	0	0	0	0
Materials & Services	7,118,629	53,673	0	228,000	0
Capital Outlay	627,669	211,591	0	1,350,000	0
Other Requirements	0	0	0	0	0
Total Fund Expenditures:	7,746,297	265,264	0	1,578,000	0



**GRAND TOTAL ALL FUNDS**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Federal Sources	35,010,540	29,666,554	28,163,060	20,315,247	15,150,611
State/Local/NOC	64,627,988	69,599,072	73,730,286	72,887,851	58,640,291
Fees & Charges	40,749,378	42,278,692	42,432,253	46,998,521	47,522,179
Other Revenues	56,012,511	53,048,448	66,774,859	206,803,538	194,905,987
Grand Total Revenues:	196,400,417	194,592,765	211,100,458	347,005,157	316,219,068
Expenditures:					
Personal Services	68,449,251	70,628,660	73,494,389	84,871,282	83,423,126
Materials & Services	78,321,231	78,528,087	82,827,537	85,546,284	72,687,296
Capital Outlay	27,109,256	17,024,103	16,892,217	41,529,292	48,938,825
Other Requirements	22,843,779	20,291,690	33,574,268	135,058,299	111,169,821
Grand Total Expenditures:	196,723,518	186,472,540	206,788,411	347,005,157	316,219,068



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# 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 known 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 that 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 .50 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 units 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 units. A unit 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 each \$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.

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