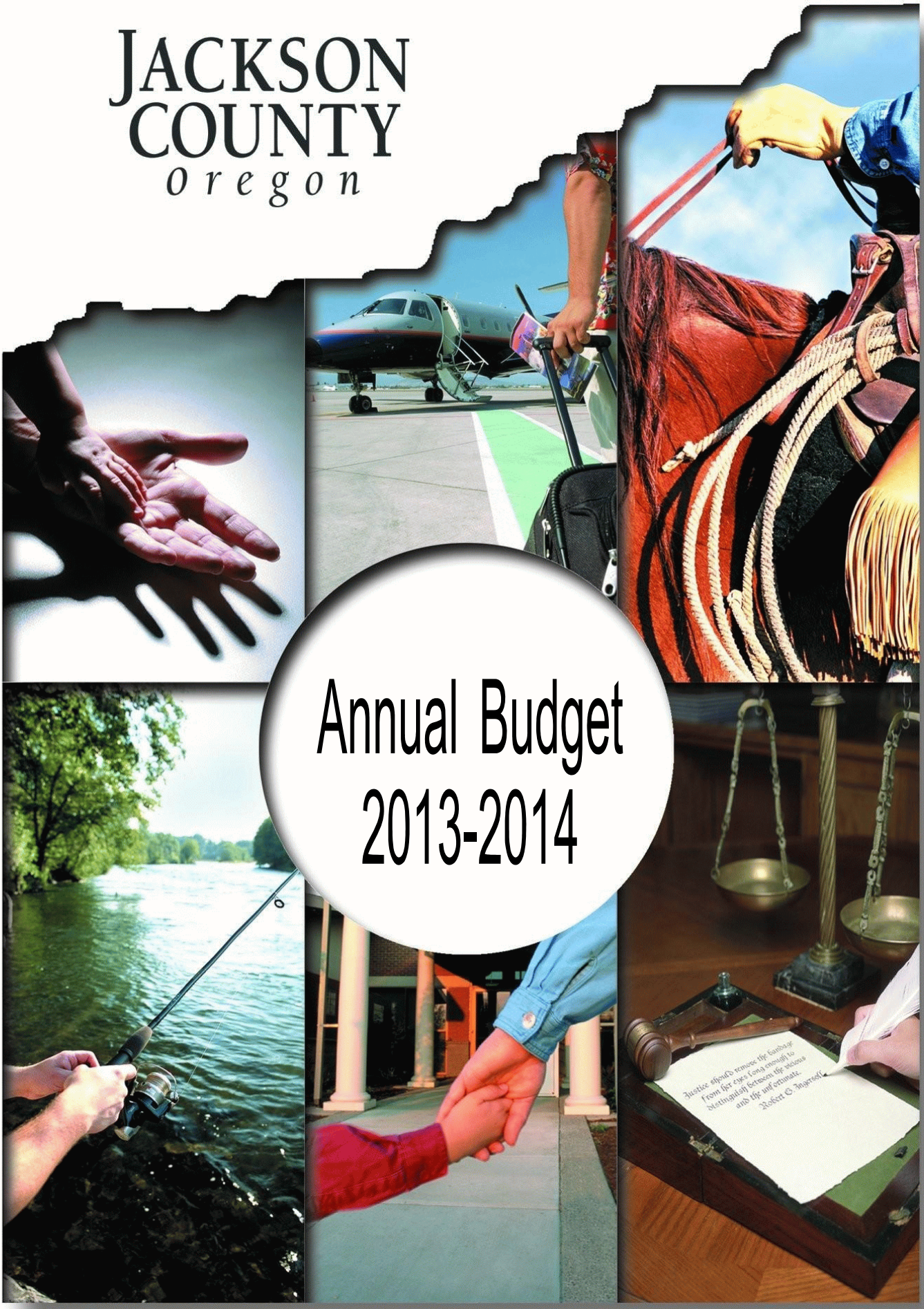
JACKSON COUNTY
oregon



Annual Budget
2013-2014

Adopted Budget

JACKSON COUNTY
Oregon

2013-2014

BUDGET COMMITTEE MEMBERS

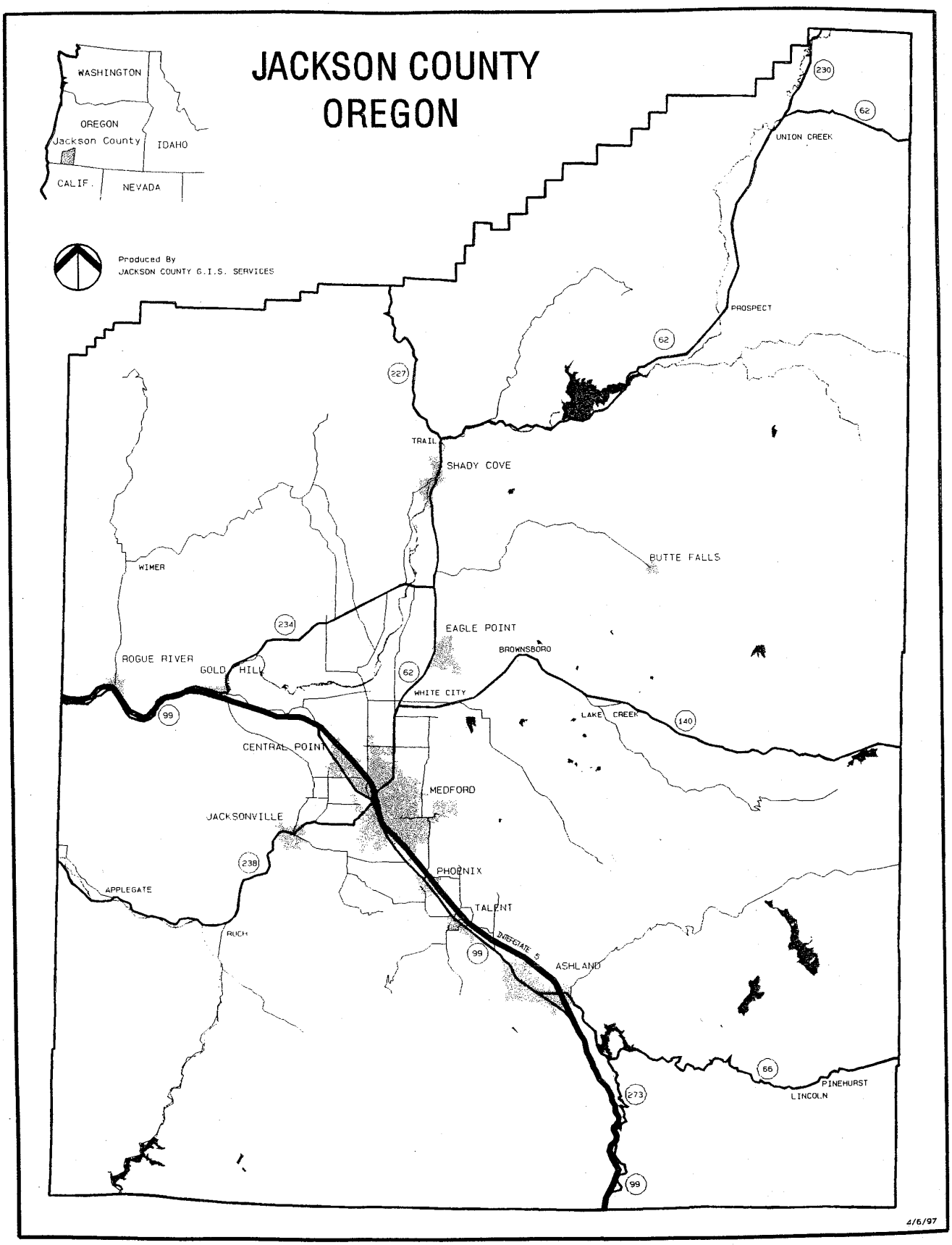
Board of Commissioners

Don Skundrick, Chair
John Rachor
Doug Breidenthal

Citizen Budget Committee

Dick Rudisile, Presiding Officer
Craig Morris
April Sevcik

Danny Jordan
County Administrator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GOLD HILL
WHITE CITY
LAKE CREEK
CENTRAL POINT
MEDFORD
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PHOENIX
APPLEGATE
TALENT
RUCH
INTERSTATE 5
ASHLAND
PINEHURST
LINCOLN
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62
227
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140
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4/6/97

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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Jackson County

Oregon

For the Fiscal Year Beginning

July 1, 2012

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, 2012. 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

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This Page Reserved for Notes

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Budget Message
Jackson County, Oregon
2013-2014

July 1, 2013

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

The total adopted Jackson County budget for fiscal year 2013-2014 is $301,925,792. The adopted budget for fiscal year 2012-2013 totaled $316,219,068. The adopted budget for fiscal year 2013-2014 continues on the principles adopted in fiscal year 2012-2013. There are some significant changes in operations projected in this budget and more changes are on the near horizon.

During fiscal year 1991-1992, the County received its last actual Oregon and California railroad lands (O&C) payment from shared revenue off the timber harvest in the amount of $15.1 million. Based on Consumer Price Index (CPI), the current value of that payment today would be approximately $25.8 million. Listing of the spotted owl as an endangered species brought timber harvests to a standstill until a compromise could be found between maintaining a sustainable harvest and protecting the environment. In recognition of the financial devastation this caused to rural communities, such as Jackson County whose main industry centered on logging and timber mills, the Federal government provided a series of revenue guarantees from their general fund until a compromise could be found and logging could resume. As all of this was going on, there was also a general statewide tax revolt that culminated in the passage of Ballot Measure 5 in 1990 and Ballot Measure 50 in 1997. Ballot Measure 5 limited local government's portion of any property tax bill to $10 per thousand of real market value. Ballot Measure 50 set a permanent rate limit for each individual local government in the Oregon Constitution and, in general, limited its application to a 3 percent trend line after an initial 10 percent discount. Since 1859, the basic formula for property taxes has been: expenditures minus all other revenues, equals property tax. So counties, such as Jackson County, who received O&C payments (other revenue) have permanent rate limits much lower than those counties who did not receive O&C payments. Since the rate limit was added to the Oregon Constitution, the only way to change it is a statewide measure. Jackson County's rate is $2.0099 per thousand dollars of assessed valuation.

During fiscal year 2007-2008, between the end of one guarantee and a one year extension to that guarantee signed after the County budget was adopted, Jackson County was forced to balance its budget by closing its Libraries and reducing full-time equivalent (FTE) positions by 134.08. Of the FTE positions laid off during fiscal year 2007-2008, 78.42 were associated with Libraries. Operating levies to run Libraries were put on the ballots in November 2006, and again in May, 2007, but both attempts failed by about 58 percent no votes to 42 percent yes votes. In fiscal year 2008-2009, Federal Public Law (PL) 110-343 was passed establishing another diminishing guarantee which lasted until fiscal year 2011-

2012. Another one year extension was passed for fiscal year 2012-2013, that provided approximately $4.4 million to the General Fund. After the passage of PL 110, it was decided that rather than spend the money as fast as it came in, the County would put the difference between what it would have received based on the actual cut and the guarantee in a Rainy Day Reserve, and the Reserve would be used to open the Libraries via contract with a private contractor as long as the funds were available. The Rainy Day Reserves were also used for one time capital projects such as building a consolidated dispatch center, upgrading lights and installing a Heating/Ventilation/Air Conditioning (HVAC) system in the County office building, constructing a new Sheriff's Office headquarters, increasing jail capacity, and consolidating Health and Human Services.

All has gone relatively according to plan; however, as projected, those one time Rainy Day Reserves are running out and there is no mention of any bills that would extend Federal payments. At the current pace of spending, without another Federal guarantee, the Rainy Day Reserves will be fully depleted in fiscal year 2015-2016.

In general, left unchecked, the cost of doing business increases by approximately 7.2 percent each year. Since fiscal year 2008-2009 in particular, departments have cut staff, streamlined processes, and done everything else necessary to deliver services based on increases in General Fund support between 1 percent and 3 percent. As previously mentioned, the County laid off 134.08 FTE in fiscal year 2007-2008. Since then, FTE have gone from 940.50 to 844.06 adopted in this budget. During fiscal year 2013-2014, departments are expected to live with a reduction in General Fund support of .7 percent. The total FTE has gone from approximately 1,075 in 2006-2007 to approximately 844 in this 2013-2014 adopted budget.

Living with a modest decrease in General Fund support has been made more difficult by an increase in cost of the Public Employee Retirement System (PERS) of approximately 4.68 percent of the County's payroll. The total impact to the General Fund is about $1.8 million and another $1.8 million to all other operating funds beginning July 1, 2013; PERS is giving indications that the increase will likely remain in effect for the next three biennia.

The County has just completed negotiations with one of its unions, the Jackson County Sheriff's Employees' Association (JCSEA) and is now in negotiations with the other two, Service Employees International Union (SEIU), general service, and Federation of Oregon Parole and Probation Officers (FOPPO). The County has budgeted very modest amounts in each fund to settle these agreements. In addition, I am proposing that managers, confidential employees, and Elected Officials go without an increase for CPI in fiscal year 2013-2014. However, we have budgeted to give step increases to all those who qualify as required by collective bargaining agreements and pay plans.

This adopted budget includes 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), which has already begun. The budget also includes funding for the final stage of remodeling the Courthouse common areas and a few other minor projects. In addition, 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 difficult, if not impossible, to find. It had been determined last fiscal year 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, along with the expenditure to balance the operating deficit, will bring the Rainy Day Fund down to approximately $13.8 million at the end of fiscal year 2013-2014, 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 Adopted Budget
- Short-Term Financial and Other Initiatives that Impact the Adopted Budget
- Significant Departmental and Fund Highlights and Issues for 2013-2014
- 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; Traci Adams, 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 HVAC systems. This project will be completed during fiscal year 2013-2014.
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 purchased what is known as the Federal Building in downtown Medford. An architect and contractor have been working together with the County, and construction is almost underway. The project is projected to be completed late summer or fall of 2014. 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. The Finance Director is also currently in the process of refinancing Airport construction/revenue bonds (Series 2007B) which will save the Airport approximately $325,000 over the remaining ten year life of the bonds.

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 2013-2014. Some may continue beyond 2013-2014. However, they are presented here as factors with a direct impact on this adopted budget.

Contingency

The 2013-2014 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 Operating Cost

Due mainly to reduced property values, all departments that receive General Fund support were cut by approximately .7 percent, with the exception of the Sheriff's Office whose budget was increased by 5.42 percent. A few departments have been able to make up some of the reduced General Fund support with other revenues, while others have not.

Significant Departmental and Fund Highlights and Issues for 2013-2014

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 dropped 2.60 FTE positions and this year will drop an additional 2.00 FTE. The need for a new software package came to light during the organizational examination that brought about the reorganization of the Department.

County Administration

This budget proposes to decrease of 2.00 FTE positions in the County Administration Department's budget. One position is being reduced in Human Resources and the other from the Watermaster's Office.

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 2013-2014 in the amount of $755,196 for operations. Another $281,470 is added as carry over for new software that will be compatible with the new software modules being provided by the State.

Expo

This budget proposes to decrease 1.00 FTE position. The Expo and Fairgrounds is an Enterprise Fund and 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 in the amount of $185,000 provided each year through Facility Maintenance for maintenance of existing facilities. The adopted budget only supports three months of operation; if sufficient funds are raised during the County Fair, a supplemental budget will be processed to allow operations for the remaining nine months.

Health and Human Services

The State in is the process of reorganizing how it will provide physical, dental, and mental health services as part of the Affordable Care Act. It is anticipated that the County will be called upon to deliver Mental Health services and serve as a Managed Health Organization (MHO) to provide administrative oversight to meet mandatory requirements. Therefore, an additional 9.00 FTE have been included in this budget, which are funded by an increase in funding from contracts with Coordinated Care Organizations and the Oregon Health Authority.

Information Technology

This budget proposes to decrease 4.75 FTE positions. Of those positions, 2.00 FTE were transferred to Health and Human Services since 100 percent of their time was allocated to maintaining those specialized systems. The remaining FTE were reduced as positions came open. The result will be a less responsive Information Technology Department.

Roads and Parks

This budget proposes to decrease 5.00 FTE positions through attrition. Positions are not being filled due to the reduced workload since the focus has changed from new construction to maintenance.

Surveyor

This budget proposes to decrease 2.00 FTE positions. Office staff was eliminated and one Land Surveyor II position will go unfilled. Due to the lack of new subdivisions and plat map checks, and as the result of putting maps online, foot traffic in the Office should be reduced. It is expected that corner preservation and restoration can be handled by the Surveyor and his remaining two staff.

Public Safety

Public safety budgets (District Attorney, Sheriff, and Community Justice) have been impacted by the cutbacks in General Fund support and the State budget process has reduced support as well. During fiscal year 2012-2013 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 (CCA) funding; this year is no different. In order to balance the budget for fiscal year 2013-2014, CCA funding will shift back to the Sheriff's Office and an additional $1,119,229, after an initial $1 million budget target reduction, was provided to Community Justice in order to avoid closing the Talent Transition Center. The District Attorney's Office has been reduced by 3.00 FTEs, the Sheriff's Office reduced by 21.65 FTEs, and Community Justice reduced by 10.75 FTEs.

Processes Used to Develop the Budget and Organization

The Budget Committee was convened in a special public meeting on December 6, 2012, 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 8, 11, and 12, 2013. No public testimony was heard at these meetings.

The Budget Committee hearings on the recommended budget were held April 9 and 11, 2013. 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 11, 2013. 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 on April 9, 2013, at 11:30 a.m. At that meeting, they developed a recommendation for Elected Officials' salaries and presented it to the full Budget Committee for action.

Following approval and publication of the Budget Committee's recommended budget, the Board of Commissioners adopted the budget on May 29, 2013. 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 25 of the budget 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, Development Services, and Community Justice. 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 2013-2014. The total amount of property tax the County expects to levy on behalf of the General Fund is $33,599,309. Of this amount, the County expects to collect 94 percent for a net of $31,583,350.

The County expects to levy $1,568,048 on behalf of its first Library debt service (Series 2000), and expects to collect 94 percent or $1,473,965. For its second Library debt service (Series 2002), the County expects to levy $1,572,766 and collect $1,478,400 (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 78.4 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) 287A.100, 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 73 of the budget. The budget for 2013-2014 includes debt service in the amount of $1,339,716. 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 232 of the budget. In May 2000, voters approved bonds in the amount of $38,940,000 to remodel or construct new libraries at 14 of the County's library branches. On August 8, 2000, the initial sale of $20,365,000 was completed. Bonds were refinanced through Seattle Northwest Securities at 4.07 percent interest on March 21, 2006. The final sale occurred on December 19, 2002. The bonds were sold at 4.37 percent interest and were purchased by Salomon Smith Barney. In December 2010, the 2013 through 2020 bonds (2nd Bond Issue) were refinanced to lower the rate of interest.

The 2013-2014 budget includes debt service payments in the amount of $1,524,965 for the first and $1,527,400 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.

BUDGET SUMMARY

Budget Preparation

2013-2014 Calendar

Planning

- **November 2012** - *Budget Preparation Manual distributed to Departments*

Preparation

- **December 14, 2012 - February 20, 2013** - *Budget submissions due from Departments*

Review

- **December 17, 2012 - March 7, 2013** - *Administrative staff reviews Department requested budgets*
- **March 8, 11, and 12, 2013** - *County Administrator reviews individual Department budgets with full Budget Committee, the Department Director, and administrative staff*

Approval

- **April 9 and 11, 2013** - *Presentation of recommended budget and public hearings*

Adoption

- **May 29, 2013** - *Board of Commissioners' public hearing to adopt fiscal year 2013-2014 budget*

Preliminary budget materials were distributed to the Department Directors and Program Managers in November 2012. 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 personnel services, materials and services, capital outlay, special payments, debt service, interfund transfers, contingency, and ending balance and reserves, 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 2012. All departmental budget requests were evaluated in terms of the program's goal, outcomes under the specified 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 8, 11, and 12, 2013. 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 5, 2013. The County Administrator's recommended budget was prepared and presented to the public on April 9 and 11, 2013. The recommended budget was printed and open to public inspection. Notice for the April meetings were published in the *Mail Tribune* on March 26 and April 2, 2013. Following its adoption by the Budget Committee, the budget was published in the *Mail Tribune* on May 22, 2013, indicating the time and place of the budget hearing—as required by Oregon Revised Statutes (ORS). On May 29, 2013, following the public hearing, the Board of Commissioners adopted the budget for fiscal year 2013-2014. 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 May 29, 2013. All prior year actual information is meant for comparison only. This information may be inconsistent with the audited numbers due to County reorganization; history was moved with the program in order to give the reader a sense of comparison for prior years.)

Expenditure Controls

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

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

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

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

Exceptions

Exceptions to Local Budget Law

Compliance with local budget law is required prior to incurring any expenditure or tax certification. Local budget laws (ORS 294.338, 294.463, and 294.481) allow exceptions to appropriated expenditure requirements. Those exceptions are:

- ✔ Expenditure of the proceeds of the sale of bonds that were issued or approved by voters and the use of other funds to pay debt service on those bonds.
- ✔ Expenditures of funds that are held as debt service reserves for bonds as long as the payments are for payment of debt service on the bonds, redeeming the bonds or funding an escrow or trust account to defease or pay the bonds.

- ✔ Expenditures of funds received from assessments against benefitted property for local improvements as defined in ORS 223.001 to the extent that the cost of the improvements is payable by owners of the benefitted property.
- ✔ Expenditure of funds accumulated to pay deferred employee compensation.
- ✔ Refunds or the interest on refunds granted by counties under ORS 311.806.
- ✔ Refunds received by the County when purchased items are returned after an expenditure has been made.

Exceptions that are permitted by the adoption of an Ordinance or Order:

- ✔ Expenditure of grants, gifts bequests, or devises transferred to the County in trust for specific purposes.
- ✔ To appropriate excess expenditures of non tax funds for a specific purpose that was not known or could not have been foreseen during the budget preparation.
- ✔ To provide services that create a greater expenditure then budgeted with a corresponding increase in resources.
- ✔ Transfers of appropriations or of appropriations and equal amount of budget resources may be made between funds.
- ✔ The County may receive grants, borrow, and expend moneys to respond to public emergencies. The appropriations for expenditures may be from any source of available funds including unappropriated fund balances. Public emergencies include involuntary conversion or destruction of County property, civil disturbances, natural disaster, or any public calamity.

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 150-294.388(1)-(A). 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 civil disturbance, other calamity, or natural disaster.

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 (2013-2014) 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: Enterprise, Internal Services, Trust and Agency, Special Revenue, Capital Projects, and Debt Service.

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 Services Funds

Internal Services 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 Services 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, 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 2009-2010 to FY 2011-2012) and "budgeted" (FY 2012-2013 and FY 2013-2014) 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:	204,630
True Cash Value:	(12-13) $20,963,859,574
Annual Precipitation:	18.92"
Principle Industries:	Retail, Medical, Tourism, Manufacturing, Agriculture, Lumber

VOTERS

Democrats	39,408
Republicans	44,566
Non-Affiliated	25,596
All Others	9,487
Total Registered Voters	119,057

PER CAPITA INCOME

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
2011-12	$34,602

AGE	POPULATION	PERCENT
0-9	23,616	11.5%
10-19	25,474	12.4%
20-29	23,808	11.6%
30-39	23,340	11.4%
40-49	25,351	12.4%
50-59	29,884	14.6%
60-69	26,625	13.0%
70-79	15,763	7.7%
80+	10,769	5.3%
TOTAL	204,630	100.00%

POPULATION

	7/1/11	7/1/12	Percent Change
Total Jackson County	203,950	204,630	0.33%
Ashland	20,255	20,325	0.35%
Butte Falls	425	425	0.00%
Central Point	17,235	17,275	0.23%
Eagle Point	8,520	8,550	0.35%
Gold Hill	1,220	1,220	0.00%
Jacksonville	2,800	2,815	0.54%
Medford	75,180	75,545	0.49%
Phoenix	4,550	4,570	0.44%
Rogue River	2,140	2,145	0.23%
Shady Cove	2,910	2,920	0.34%
Talent	6,095	6,115	0.33%
Unincorporated	62,620	62,725	0.17%

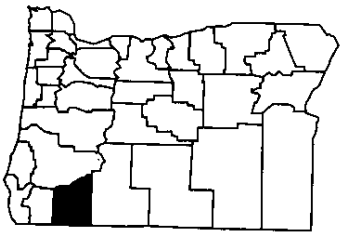
JACKSON COUNTY AT A GLANCE

FISCAL YEAR	POPULATION	SCHOOL ENROLLMENT	UNEMPLOYMENT RATE
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	28,884	5.7%
2007-2008	205,305	28,879	7.9%
2008-2009	207,010	28,367	12.6%
2009-2010	207,745	28,535	12.5%
2010-2011	203,950	28,443	11.5%
2011-2012	204,630	28,424	11.4%

ZONING/OWNERSHIP

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

The County



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

Population/Cities

The sixth largest County in the State of Oregon in population, Jackson County covers more than 2,801 square miles. The current population is 204,630—an increase of 680 in 2012 with an average growth rate of approximately 1.00 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.

The current population is 204,630—an increase of 680 in 2012 with an average growth rate of approximately 1.00 percent a year over the past ten years.

Medford, with a population of 75,545, 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 20,325), is home of the internationally famous Oregon Shakespeare Festival which runs from mid-February through October and sells more than 350,000 tickets a year. Ashland is also the location of Southern Oregon University. Another Jackson County town known for tourism is Jacksonville, located just five miles west of Medford. The entire City is on the National Historic Registry and is home to the Peter Britt Festivals, one of the largest summer music festivals in the United States.

Economy

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

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

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

Recreation

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

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

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

Quality of Life

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

The County is blessed with moderate weather. Unlike many regions in Oregon, Jackson County only receives around 19 inches of rainfall a year. While the weather is mild—average temperature in January is 36.8° and 73.7° 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 $146,750 in 2012. In 2011 (the latest figure available), the median household income in Jackson County was $40,013 and the per capita personal income was $34,602.

The total budget for Jackson County in 2013-2014 is $301,925,792.

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 2013-2014 is $301,925,792.

JACKSON COUNTY
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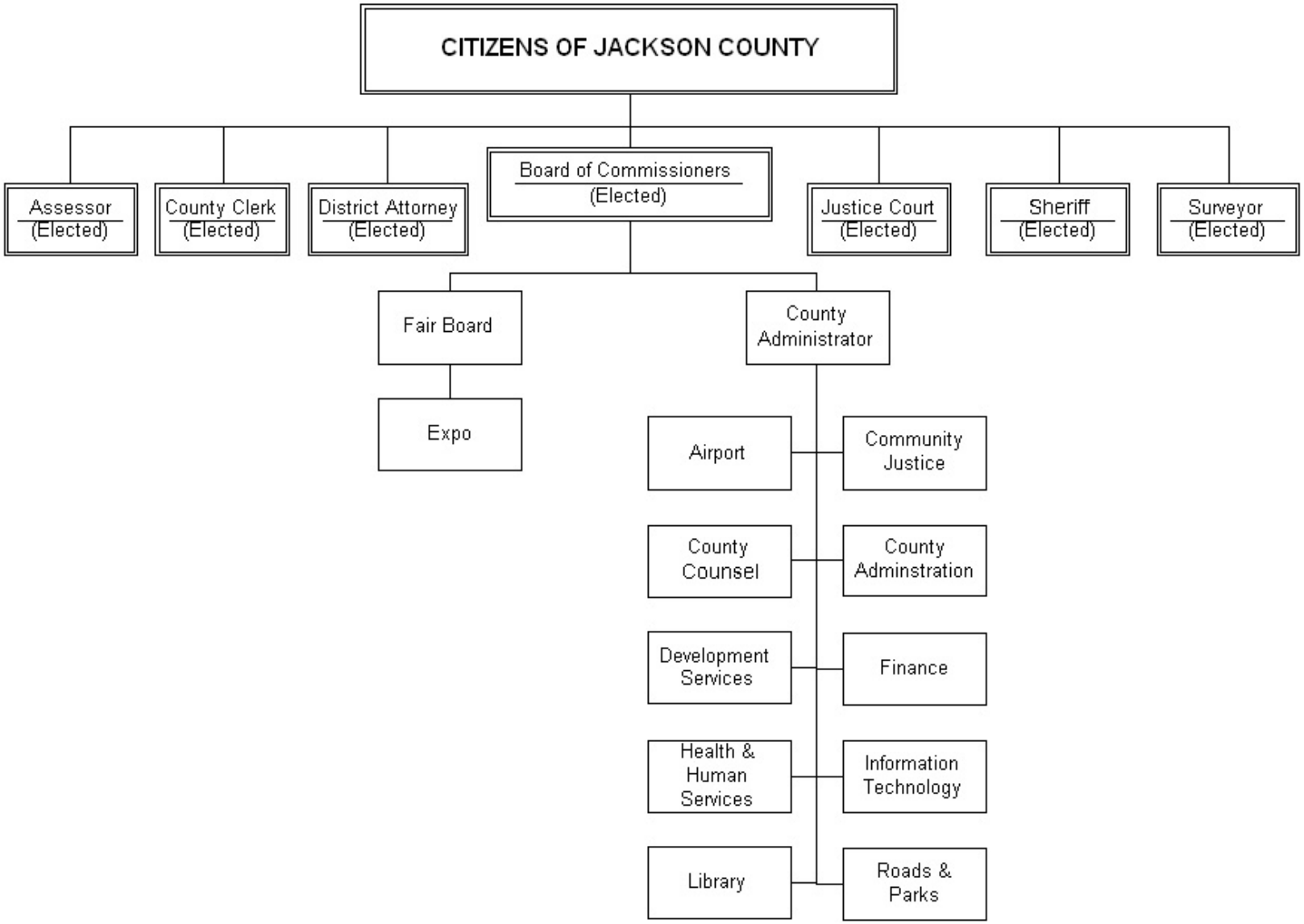
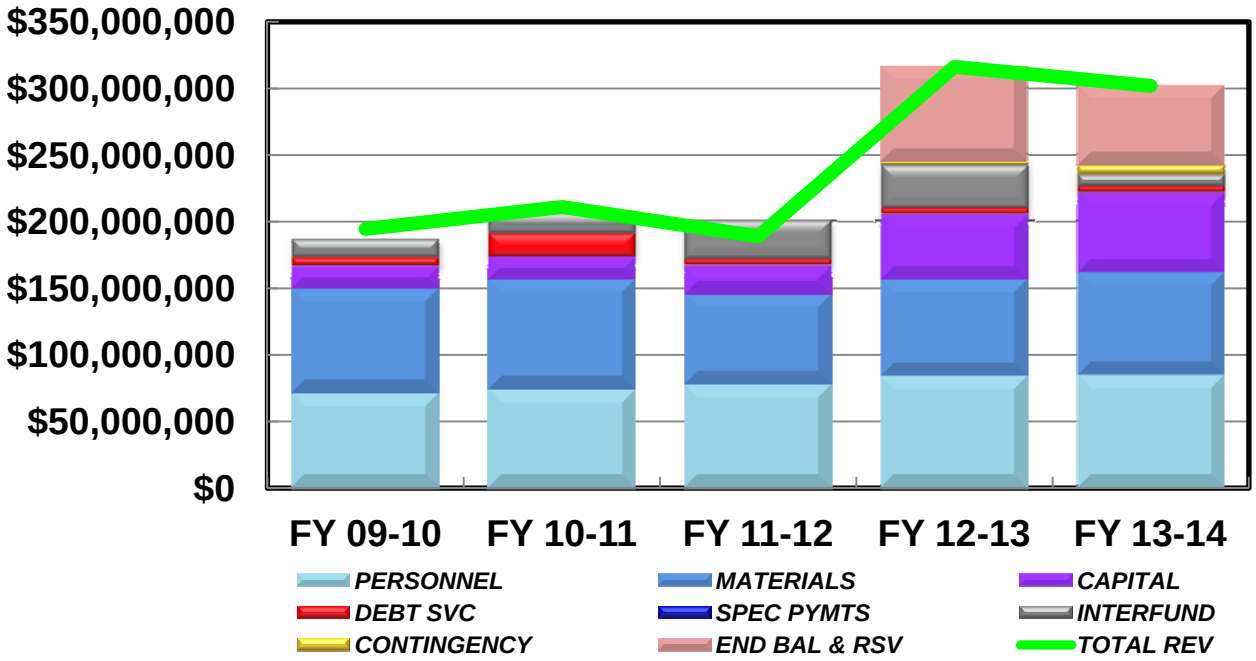
Jackson County Organization Chart

Fiscal Year 2013-2014



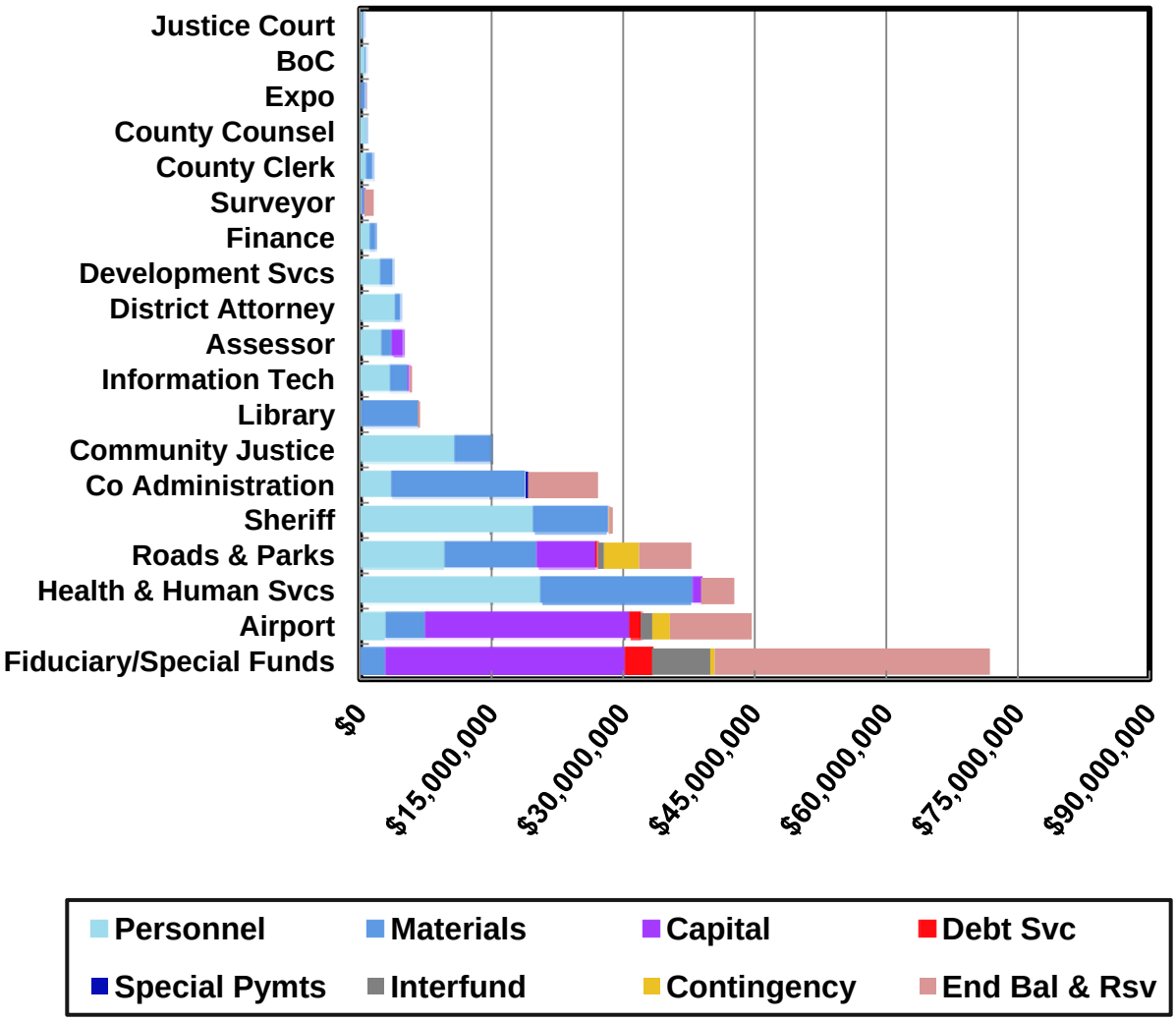
JACKSON COUNTY
TOTAL REVENUES AND EXPENDITURES
2009-2010 to 2013-2014



	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
PERSONNEL	$70,628,660	$73,494,389	$77,207,475	$83,423,126	$84,323,671
MATERIALS	$78,529,163	$82,827,549	$67,752,431	$72,687,296	$77,228,990
CAPITAL	$17,024,103	$16,892,217	$22,101,766	$48,938,825	$59,750,196
DEBT SVC	$6,647,042	$17,571,352	$4,550,529	$4,539,547	$4,607,081
SPEC PYMTS	$0	$0	$0	$0	$260,000
INTERFUND	$13,644,648	$16,002,916	$29,209,653	$32,370,398	$8,683,500
CONTINGENCY	$0	$0	$0	$2,321,814	$6,732,122
END BAL & RSV	$0	$0	$0	$71,938,062	$60,340,232
TOTAL EXP	$186,473,616	$206,788,423	$200,821,854	$316,219,068	$301,925,792
TOTAL REV	$194,592,765	$211,100,458	$188,984,123	$316,219,068	$301,925,792

Numbers for FY 09-10 through FY 11-12 are actual revenues and expenditures. FY 12-13 and FY 13-14 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 on page 17 of this document.

EXPENDITURES BY DEPARTMENT
FY 2013-2014



SUMMARY OF EXPENDITURES
BY DEPARTMENT

DEPARTMENT	ACTUAL 2010-2011	ACTUAL 2011-2012	PERCENT CHANGE	ADOPTED 2012-2013	ADOPTED 2013-2014	PERCENT CHANGE*
Airport	$11,261,444	$13,222,592	17.41%	$34,437,631	$44,662,080	29.69%
Assessment	$3,597,597	$3,968,933	10.32%	$4,459,495	$5,020,563	12.58%
Board of Commissioners	$592,454	$653,751	10.35%	$739,085	$741,268	0.30%
Community Justice	$13,617,444	$13,942,998	2.39%	$15,147,543	$14,950,251	-1.30%
County Administration	$17,042,128	$13,113,436	-23.05%	$25,933,845	$27,127,049	4.60%
County Clerk	$1,277,592	$1,220,067	-4.05%	$1,430,891	$1,492,248	4.29%
County Counsel	$747,348	$671,852	-10.10%	$799,351	$878,696	9.93%
Development Services	$3,256,621	$3,206,228	-1.55%	$3,658,467	$3,851,673	5.28%
District Attorney	$4,216,278	$4,435,169	5.19%	$4,923,373	$4,715,218	-4.23%
Expo	$1,787,615	$1,847,300	3.34%	$2,143,665	$760,610	-64.52%
Fiduciary	$39,081,601	$45,264,635	15.82%	$89,349,187	$71,801,323	-19.64%
Finance	$1,546,668	$1,628,695	5.30%	$1,750,727	$1,814,778	3.66%
Health & Human Services	$43,555,281	$33,952,103	-22.05%	$50,271,660	$42,661,451	-15.14%
Information Technology	$4,547,070	$4,718,439	3.77%	$6,566,252	$5,926,146	-9.75%
Jackson County Justice Court	$449,615	$481,036	6.99%	$572,991	$532,855	-7.00%
Library	$6,020,453	$6,101,576	1.35%	$6,751,710	$6,843,088	1.35%
Roads & Parks	$25,524,087	$24,328,687	-4.68%	$36,857,871	$37,774,499	2.49%
Sheriff	$28,142,030	$27,512,071	-2.24%	$29,071,000	$28,818,121	-0.87%
Surveyor	$525,098	$552,286	5.18%	$1,354,324	$1,553,875	14.73%
GRAND TOTALS	**$206,788,424**	**$200,821,854**	**-2.89%**	**$316,219,068**	**$301,925,792**	**-4.52%**

** 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 2012-2013 and fiscal year 2013-2014 adopted where the change is equal to or greater than 10 percent.

AIRPORT

- The increase of 29.69 percent is due to an increase in Federal grants budgeted for Airport improvement projects on Taxiways B and C, Runway 14/32, and the purchase of runway snow removal equipment.

ASSESSMENT

- The increase of 12.58 percent is due to the final year estimated 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.

EXPO

- The decrease of 64.52 percent is due to a reduction of all interim events. The Fair Board is looking for an outside agency to administer all interim events at the Expo. This may be the last year for the County Fair. If the Fair produces enough revenue to sustain operations through the remainder of the year, the budget will be increased with a supplemental budget.

FIDUCIARY

- The decrease of 19.64 percent is due to the final year of funding for Title III projects for Public Law (PL) 106-393 and PL 110-343. The 2013-2014 projects are funded at a reduced amount of approximately 30 percent of the 2012-2013 funding levels.

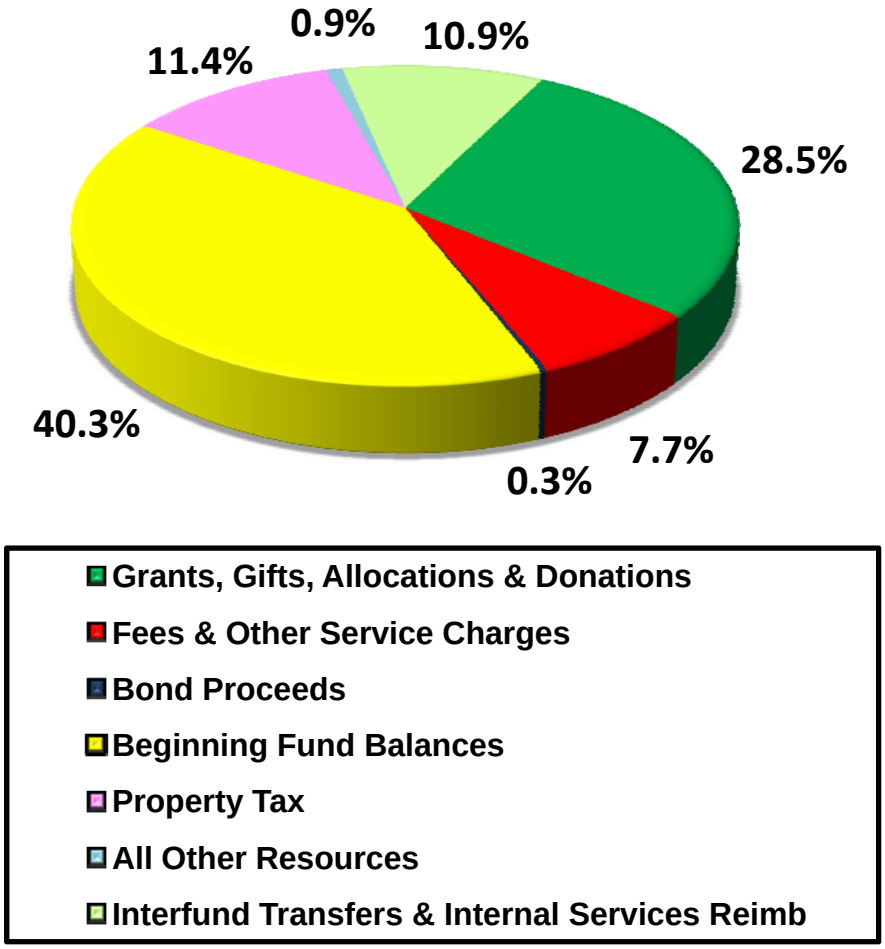
HEALTH AND HUMAN SERVICES

- The decrease of 15.14 percent is related to the construction and remodel of the forthcoming consolidated social services facility. The fiscal year 2012-2013 budget included a $15.5 million transfer to the Capital Projects Fund. For fiscal year 2013-2014, no transfers were budgeted.

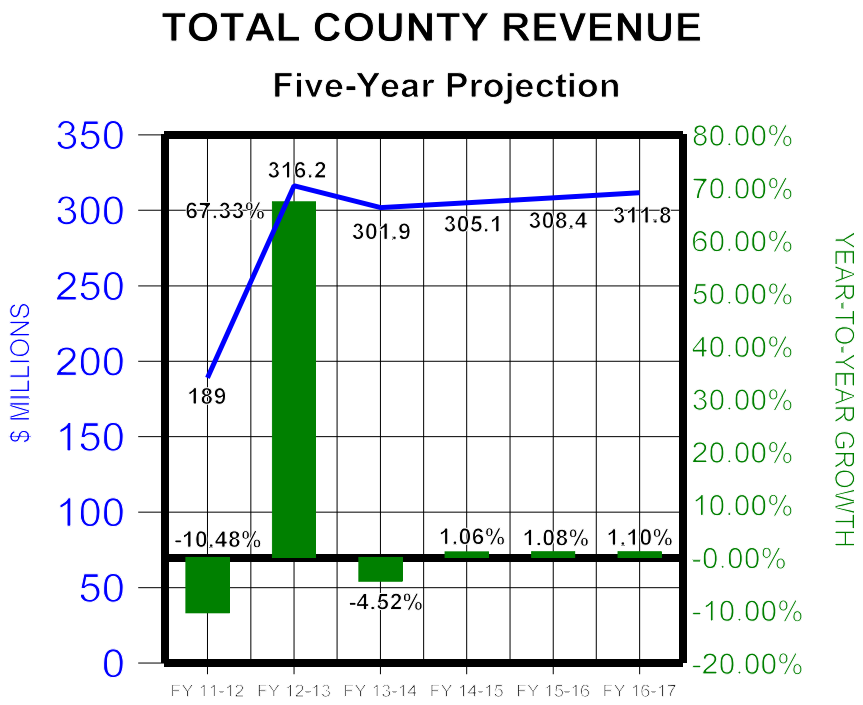
SURVEYOR

- The increase of 14.73 percent is related to the increase in the Unappropriated Ending Fund Balance.

REVENUE BY SOURCE
FY 2013-2014



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 2016-2017.



This graph shows a five-year projection of total County revenues from fiscal year 2011-2012 through fiscal year 2016-2017. Additionally, total actual County revenues are shown for fiscal year 2011-2012. Actual fiscal year 2011-2012 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 Reserves and Unappropriated Ending Fund Balance, which cannot be spent until the following fiscal year(s).

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.

***Grants, Gifts, Allocations and Donations -** These revenues are given to the County by Federal, State, and local governments and private entities through grants, gifts, allocations, and donations. This is the second largest funding source for the County with the largest being Beginning Fund Balances.

***Fees and Other Service Charges -** 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 supported, in part, by fees for services; parks programs also collect fees for park use; as does the Airport for parking and for providing service to the air carriers; Health and Human Services for Title 19 (service to low income patients paid for by the Sate); the County Clerk for filing various

records; the Expo which is self-supporting (less maintenance costs); 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.

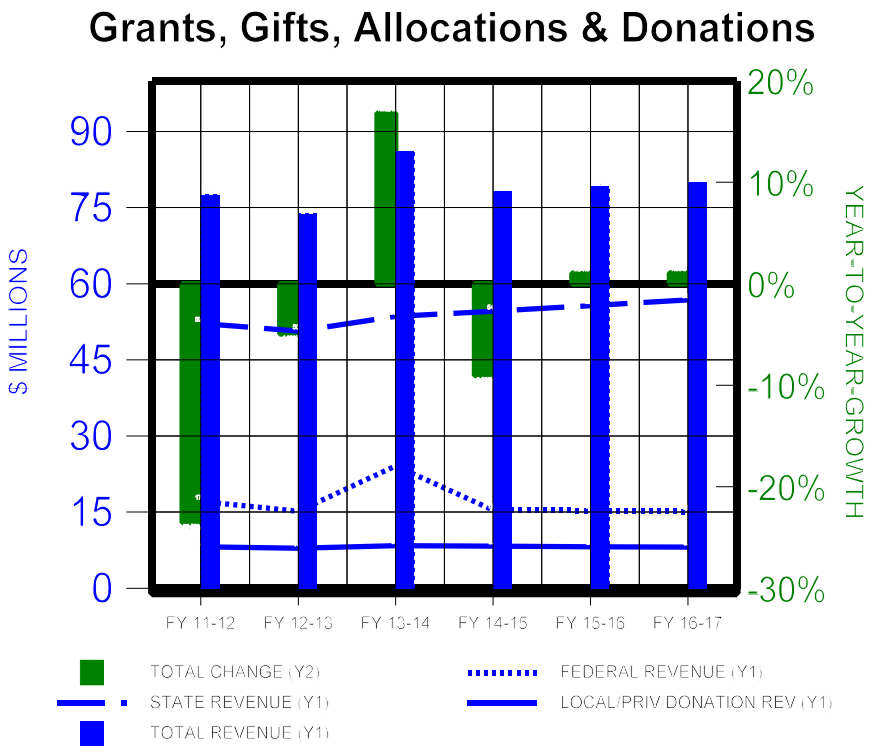
***Property Taxes -** All tax levies have been consolidated and converted to a permanent rate limit of $2.0099 per thousand of maximum assessed value as required by Ballot Measure 50. Currently, the maximum assessed value is approximately 78.1 percent of real market value Countywide (96.6 percent for residential properties and 67.2 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 3 percent per fiscal year.

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

Interfund Transfers and Internal Services Reimbursements - This source of revenue is used mostly for internal services and central services support. Interfund Transfers are transfers that occur between funds and Internal Services Reimbursements are revenues for services provided to other departments within the same fund. The growth rate for Interfund Transfers and Internal Services Reimbursements was set at 1 percent.

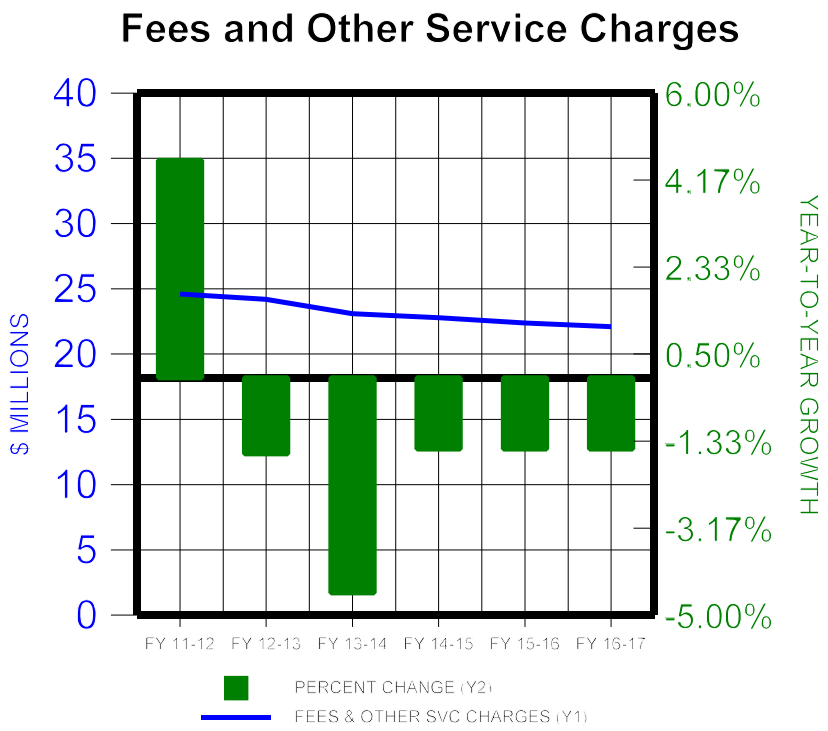
Beginning Fund Balances - The Beginning Fund Balances represent prior year funds and cash that is carried forward into the current fiscal year.

All Other Resources - These revenues include earned interest on investments, prior years' property tax revenue received in the current year, and revenues that do not fit under any other form of classification.



Federal Revenues - Much of the County's Federal revenue comes in various forms such as grants, contracts, and reimbursements. A Federal revenue stream (O & C) that was set in place in 1916 for logging on Federal lands has almost come to a standstill due to environmental laws. In lieu of timber receipts, the Federal government has been providing a subsidy, most recently via Public Law 110-343, at greatly reduced amounts. Currently, Congress has failed to pass a bill to replace the O & C revenue stream. Therefore, as with previous years, O & C funds are projected to remain almost nonexistent from fiscal year 2013-2014 and beyond. The large increase in Federal funds from fiscal year 2012-2013 to 2013-2014 was due to Airport improvement grants. Future Federal revenues were projected to decrease at -1 percent per year.

State Revenues - Over half of this revenue supports State-mandated services provided by the Health and Human Service Department. Most of the State revenue that supports Health and Human Services goes to the Mental Health Program, which provides medically necessary mental health services to eligible people in Jackson County. The General Road Fund is the next significant user of these funds in the form of State gasoline taxes which are dedicated for road improvements. The remaining revenues are distributed throughout the County to provide State-supported services in various programs. State revenues have been relatively flat; therefore, future revenues have been projected at a modest 2 percent growth rate.

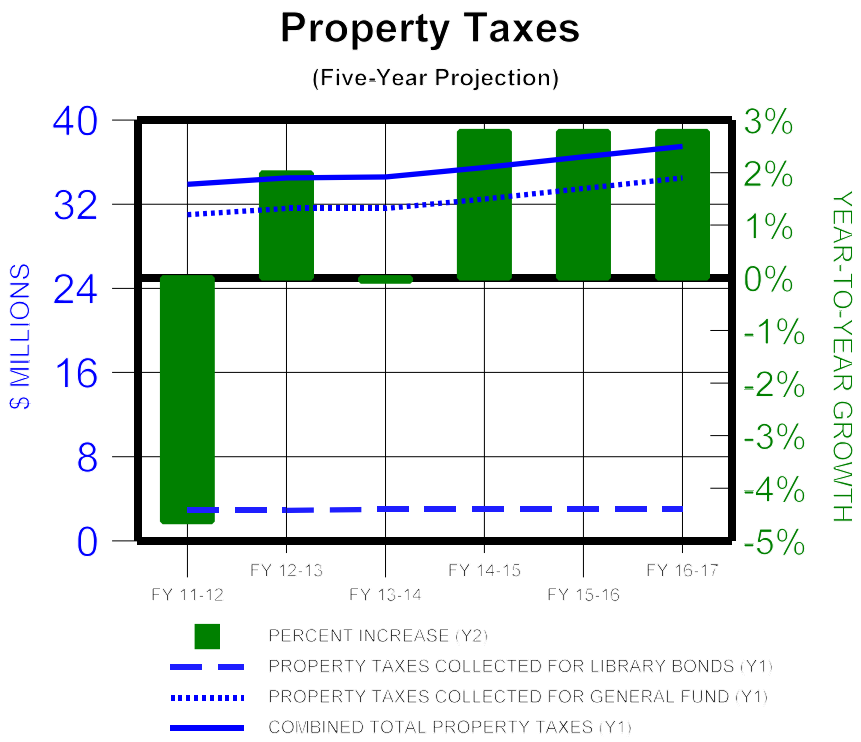


This graph represents the revenues generated by services provided to the general public. All fees collected by the County are for the solitary purpose of recovering the cost associated with providing various services. During each fiscal year, the County performs an extensive fee study to determine service 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 parking and 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.



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 78.1 percent of real market value Countywide (96.6 percent for residential properties and 67.2 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 3 percent (a 2 percent levy on existing parcels and a 1 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 3 percent over the next five years.

REVENUE SUMMARY BY SOURCE
FY 2010-2011 TO FY 2013-2014

REVENUE CATEGORY REVENUE TYPE	ACTUAL 2010-2011	ACTUAL 2011-2012	PERCENT CHANGE	ADOPTED 2012-2013	ADOPTED 2013-2014	PERCENT CHANGE
GRANTS, GIFTS, ALLOC & DONATIONS						
Donations/Sponsorships	$ 497,092	$ 608,817	22.48%	$ 438,397	$ 343,601	-21.62%
Federal Sources	$ 28,163,060	$ 17,143,476	-39.13%	$ 15,150,611	$ 24,129,183	59.26%
Local Government Sources	$ 3,705,383	$ 3,272,537	-11.68%	$ 3,410,507	$ 3,679,666	7.89%
Private/NonProfit Sources	$ 4,711,378	$ 4,328,847	-8.12%	$ 4,017,194	$ 4,417,758	9.97%
State Sources	$ 64,342,862	$ 52,201,629	-18.87%	$ 50,717,331	$ 53,562,174	5.61%
SUB TOTAL =	$ 101,419,775	$ 77,555,306	-23.53%	$ 73,734,040	$ 86,132,382	16.81%
FEES & OTHER SERVICE CHARGES						
Fees	$ 19,738,552	$ 20,767,174	5.10%	$ 20,793,446	$ 19,560,635	-5.93%
Fines	$ 2,065,644	$ 2,040,389	-1.22%	$ 1,631,165	$ 1,555,443	-4.64%
Forfeitures	$ 28,803	$ 34,024	18.13%	$ 8,000	$ 28,000	250.00%
Licenses	$ 1,291,107	$ 1,317,668	2.06%	$ 1,510,704	$ 1,401,486	-7.23%
Sales	$ 421,087	$ 463,458	10.06%	$ 286,481	$ 587,871	105.20%
SUB TOTAL =	$ 23,545,193	$ 24,622,713	4.58%	$ 24,229,796	$ 23,133,435	-4.52%
PROPERTY TAX						
Current Property Tax Revenue	$ 35,528,721	$ 33,898,638	-4.59%	$ 34,557,092	$ 34,535,715	-0.06%
SUB TOTAL =	$ 35,528,721	$ 33,898,638	-4.59%	$ 34,557,092	$ 34,535,715	-0.06%
BONDS & OTHER DEBT						
Investment Revenue	$ 11,065,465	$ 2	-100.00%	$ 0	$ 849,700	100.00%
SUB TOTAL =	$ 11,065,465	$ 2	-100.00%	$ 0	$ 849,700	100.00%
ALL OTHER RESOURCES						
Interest Revenue	$ 3,082,829	$ 2,430,701	-21.15%	$ 1,448,033	$ 1,362,165	-5.93%
Miscellaneous Revenue	$ 473,571	$ 778,009	64.29%	$ 56,862	$ 33,980	-40.24%
Prior Year Property Tax Revenue	$ 1,094,929	$ 1,315,360	20.13%	$ 1,014,593	$ 1,282,000	26.36%
SUB TOTAL =	$ 4,651,329	$ 4,524,070	-2.74%	$ 2,519,488	$ 2,678,145	6.30%
INTERFUND TRANSFERS						
Interdepartmental Charges	$ 18,887,061	$ 19,173,741	1.52%	$ 23,292,383	$ 24,211,238	3.94%
Interfund Transfers	$ 16,002,916	$ 29,209,653	82.53%	$ 32,370,398	$ 8,683,500	-73.17%
SUB TOTAL =	$ 34,889,977	$ 48,383,394	38.67%	$ 55,662,781	$ 32,894,738	-40.90%
FUND BALANCE						
Fund Balance	$ 0	$ 0	0.00%	$ 125,515,871	$ 121,701,677	-3.04%
SUB TOTAL =	$ 0	$ 0	0.00%	$ 125,515,871	$ 121,701,677	-3.04%
GRAND TOTALS	**$ 211,100,460**	**$ 188,984,123**	**-10.48%**	**$ 316,219,068**	**$ 301,925,792**	**-4.52%**

SUMMARY OF REVENUES BY DEPARTMENT
ADOPTED BUDGET FY 2013-2014

DEPARTMENT	GRANTS, GIFTS, ALLOCATIONS & DONATIONS	FEES & OTHER SERVICE CHARGES	PROPERTY TAX	BONDS & OTHER DEBT	ALL OTHER RESOURCES	INTERFUND TRANSFERS	FUND BALANCE	TOTAL REVENUE
Airport	$19,571,866	$6,097,657			$292,531	$1,339,716	$17,360,310	$44,662,080
Assessment	$775,623	$47,800			$3,000			$826,423
Board of Commissioners		$75				$741,193		$741,268
Community Justice	$7,037,277	$1,974,375			$5,000	$330,248		$9,346,900
County Administration	$619,617	$53,789			$150,370	$13,518,623	$12,197,500	$26,539,899
County Clerk	$109,103	$1,396,756						$1,505,859
County Counsel		$200				$878,496		$878,696
Development Services		$2,682,017				$132,990		$2,815,007
District Attorney	$587,857	$234,858			$8,000			$830,715
Expo	$44,586	$716,024						$760,610
Fiduciary	$5,484,386	$1,152,208	$34,535,715		$1,873,562	$1,372,029	$68,050,235	$112,468,135
Finance	$181,554	$536,720			$6,102	$836,475		$1,560,851
Health & Human Services	$29,944,826	$2,439,593			$100,000	$4,777,032	$5,400,000	$42,661,451
Information Technology	$68,000	$251,500			$6,849	$4,914,874	$684,923	$5,926,146
Jackson Co Justice Court		$1,263,505						$1,263,505
Library	$872,930	$478,058			$12,153	$745,929	$345,568	$2,454,638
Roads & Parks	$15,053,807	$2,574,200		$849,700	$193,750	$3,292,133	$15,810,909	$37,774,499
Sheriff	$5,780,950	$806,500			$15,000		$752,785	$7,355,235
Surveyor		$427,600			$11,828	$15,000	$1,099,447	$1,553,875
GRAND TOTALS	**$86,132,382**	**$23,133,435**	**$34,535,715**	**$849,700**	**$2,678,145**	**$32,894,738**	**$121,701,677**	**$301,925,792**

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

	GENERAL FUND	SPECIAL REVENUE FUNDS			
	General Fund[2]	**County Schools**	**County Trails**[3]	**Court Security**[4]	**Health & Human Services**[5]
BEGINNING FUND BALANCE	$35,240,627	$0	$195,000	$240,794	$5,400,000
Revenues					
GRANTS, GIFTS, ALLOC & DONATIONS	$17,608,488	$500,000	$173,249	$130,000	$29,944,826
FEES & OTHER SERVICE CHARGES	$9,573,397	$0	$14,700	$0	$2,439,593
PROPERTY TAX[1]	$31,583,350	$0	$0	$0	$0
BOND PROCEEDS	$0	$0	$0	$0	$0
ALL OTHER RESOURCES	$1,646,989	$0	$3,500	$5,000	$100,000
Revenues Subtotal	$60,412,224	$500,000	$191,449	$135,000	$32,484,419
INTERFUND TRANSFERS & IS REIMB	$1,729,249	$0	$5,000	$0	$4,777,032
Grand Total Revenues	$97,382,100	$500,000	$391,449	$375,794	$42,661,451
Expenditures					
PERSONNEL SERVICES	$40,444,249	$0	$112,011	$0	$20,578,155
MATERIALS & SERVICES	$23,813,825	$500,000	$89,591	$262,220	$17,286,219
CAPITAL OUTLAY	$1,939,821	$0	$0	$0	$1,000,000
DEBT SERVICE		$0	$0	$0	$0
SPECIAL PAYMENTS	$260,000	$0	$0	$0	$0
Expenditures Subtotal	$66,457,895	$500,000	$201,602	$262,220	$38,864,374
INTERFUND TRANSFERS	$5,113,931	$0	$0	$0	$0
CONTINGENCY	$200,000	$0	$35,000	$0	$0
ENDING FUND BALANCE & RESERVES	$25,610,274	$0	$154,847	$113,574	$3,797,077
Grand Total Expenditures	$97,382,100	$500,000	$391,449	$375,794	$42,661,451
CHANGE IN FUND BALANCE	($9,630,353)	$0	($40,153)	($127,220)	($1,602,923)

	SPECIAL REVENUE FUNDS (cont)				
	Law Enforcement District[6]	Law Library[7]	Road Fund[8]	Solid Waste Management[9]	Sports Park Mitigation[10]
BEGINNING FUND BALANCE	$752,785	$345,568	$12,486,409	$2,153,308	$3,500
Revenues					
GRANTS, GIFTS, ALLOC & DONATIONS	$1,242,487	$0	$13,348,651	$0	$101,100
FEES & OTHER SERVICE CHARGES	$0	$206,456	$602,000	$845,020	$0
PROPERTY TAX	$0	$0	$0	$0	$0
BOND PROCEEDS	$0	$0	$0	$0	$0
ALL OTHER RESOURCES	$15,000	$12,153	$130,000	$35,000	$1,500
Revenues Subtotal	$1,257,487	$218,609	$14,080,651	$880,020	$102,600
INTERFUND TRANSFERS & IS REIMB	$0	$0	$965,000	$0	$0
Grand Total Revenues	$2,010,272	$564,177	$27,532,060	$3,033,328	$106,100
Expenditures					
PERSONNEL SERVICES	$944,540	$79,880	$7,977,115	$0	$0
MATERIALS & SERVICES	$580,922	$211,665	$7,865,862	$158,463	$30,000
CAPITAL OUTLAY	$0	$0	$4,942,575	$0	$0
DEBT SERVICE	$0	$0	$0	$0	$0
SPECIAL PAYMENTS	$0	$0	$0	$0	$0
Expenditures Subtotal	$1,525,462	$291,545	$20,785,552	$158,463	$30,000
INTERFUND TRANSFERS	$0	$0	$0	$914,265	$0
CONTINGENCY	$109,810	$43,731	$3,000,000	$100,000	$0
ENDING FUND BALANCE & RESERVES	$375,000	$228,901	$3,746,508	$1,860,600	$76,100
Grand Total Expenditures	$2,010,272	$564,177	$27,532,060	$3,033,328	$106,100
CHANGE IN FUND BALANCE	($377,785)	($116,667)	($8,739,901)	($292,708)	$72,600

	SPECIAL REVENUE FUNDS (cont)			
	Surveyor[11]	Title II	Title III[12]	Video Lottery
BEGINNING FUND BALANCE	$1,099,447	$0	$643,368	$0
Revenues				
GRANTS, GIFTS, ALLOC & DONATIONS	$0	$1,000,000	$0	$807,611
FEES & OTHER SERVICE CHARGES	$427,600	$0	$0	$0
PROPERTY TAX	$0	$0	$0	$0
BOND PROCEEDS	$0	$0	$0	$0
ALL OTHER RESOURCES	$11,828	$0	$0	$0
Revenues Subtotal	$439,428	$1,000,000	$0	$807,611
INTERFUND TRANSFERS & IS REIMB	$15,000	$0	$0	$0
Grand Total Revenues	$1,553,875	$1,000,000	$643,368	$807,611
Expenditures				
PERSONNEL SERVICES	$300,378	$0	$0	$0
MATERIALS & SERVICES	$196,862	$1,000,000	$643,368	$162,023
CAPITAL OUTLAY	$50,000	$0	$0	$0
DEBT SERVICE	$0	$0	$0	$0
SPECIAL PAYMENTS	$0	$0	$0	$0
Expenditures Subtotal	$547,240	$1,000,000	$643,368	$162,023
INTERFUND TRANSFERS	$0	$0	$0	$645,588
CONTINGENCY	$80,000	$0	$0	$0
ENDING FUND BALANCE & RESERVES	$926,635	$0	$0	$0
Grand Total Expenditures	$1,553,875	$1,000,000	$643,368	$807,611
CHANGE IN FUND BALANCE	($172,812)	$0	($643,368)	$0

	CAPITAL PROJECT FUNDS				
	Capital Projects[13]	**Greenway**[14]	**Parks System Development**	**Roads System Development**[15]	**Street Improvement**[16]
BEGINNING FUND BALANCE	$25,824,529	$185,000	$275,000	$380,000	$600,000
Revenues					
GRANTS, GIFTS, ALLOC & DONATIONS	$0	$0	$0	$0	$200,000
FEES & OTHER SERVICE CHARGES	$0	$0	$65,000	$350,000	$0
PROPERTY TAX	$0	$0	$0	$0	$0
BOND PROCEEDS	$0	$0	$0	$0	$849,700
ALL OTHER RESOURCES	$70,000	$250	$2,500	$3,000	$15,000
Revenues Subtotal	$70,000	$250	$67,500	$353,000	$1,064,700
INTERFUND TRANSFERS & IS REIMB	$734,000	$0	$0	$0	$0
Grand Total Revenues	$26,628,529	$185,250	$342,500	$733,000	$1,664,700
Expenditures					
PERSONNEL SERVICES	$0	$0	$0	$0	$0
MATERIALS & SERVICES	$0	$0	$0	$53,000	$120,000
CAPITAL OUTLAY	$26,628,529	$185,250	$0	$0	$400,000
DEBT SERVICE	$0	$0	$0	$0	$215,000
SPECIAL PAYMENTS	$0	$0	$0	$0	$0
Expenditures Subtotal	$26,628,529	$185,250	$0	$53,000	$735,000
INTERFUND TRANSFERS	$0	$0	$45,000	$625,000	$0
CONTINGENCY	$0	$0	$0	$55,000	$200,000
ENDING FUND BALANCE & RESERVES	$0	$0	$297,500	$0	$729,700
Grand Total Expenditures	$26,628,529	$185,250	$342,500	$733,000	$1,664,700
CHANGE IN FUND BALANCE	($25,824,529)	($185,000)	$22,500	($380,000)	$129,700

	INTERNAL SERVICES FUNDS					
	Central Services	**Computer Replacement**[17]	**Motor Pool**[18]	**Risk Mgmt-Gen Auto Liab**[19]	**Self-Insurance Health Plan**[20]	**Workers' Comp**[21]
BEGINNING FUND BALANCE	$3,222,710	$684,923	$1,036,000	$5,043,556	$4,020,925	$3,133,019
Revenues						
GRANTS, GIFTS, ALLOC & DONATIONS	$213,526	$0	$70,000	$185	$0	$15,000
FEES & OTHER SERVICE CHARGES	$253,488	$0	$72,500	$0	$0	$0
PROPERTY TAX	$0	$0	$0	$0	$0	$0
BOND PROCEEDS	$0	$0	$0	$0	$0	$0
ALL OTHER RESOURCES	$38,675	$6,849	$20,000	$60,523	$48,251	$41,596
Revenues Subtotal	$505,689	$6,849	$162,500	$60,708	$48,251	$56,596
INTERFUND TRANSFERS & IS REIMB	$12,779,036	$267,799	$1,922,085	$2,814,044	$4,321,650	$825,079
Grand Total Revenues	$16,507,435	$959,571	$3,120,585	$7,918,308	$8,390,826	$4,014,694
Expenditures						
PERSONNEL SERVICES	$8,811,733	$0	$357,134	$286,547	$0	$0
MATERIALS & SERVICES	$4,246,517	$676,161	$1,047,370	$5,138,157	$5,013,132	$1,891,637
CAPITAL OUTLAY	$187,800	$0	$882,500	$0	$0	$0
DEBT SERVICE	$0	$0	$0	$0	$0	$0
SPECIAL PAYMENTS	$0	$0	$0	$0	$0	$0
Expenditures Subtotal	$13,246,050	$676,161	$2,287,004	$5,424,704	$5,013,132	$1,891,637
INTERFUND TRANSFER	$0	$0	$0	$0	$0	$0
CONTINGENCY	$200,000	$0	$408,581	$0	$0	$0
ENDING FUND BALANCE & RESERVES	$3,061,385	$283,410	$425,000	$2,493,604	$3,377,694	$2,123,057
Grand Total Expenditures	$16,507,435	$959,571	$3,120,585	$7,918,308	$8,390,826	$4,014,694
CHANGE IN FUND BALANCE	($161,325)	($401,513)	($611,000)	($2,549,952)	($643,231)	($1,009,962)

	DEBT SERVICE FUNDS		
	Airport Debt Service	**Library Debt Service S1**[22]	**Library Debt Service S2**[23]
BEGINNING FUND BALANCE	$304,634	$400,000	$324,899
Revenues			
GRANTS, GIFTS, ALLOC & DONATIONS	$0	$0	$0
FEES & OTHER SERVICE CHARGES	$0	$0	$0
PROPERTY TAX	$0	$1,473,965	$1,478,400
BOND PROCEEDS	$0	$0	$0
ALL OTHER RESOURCES	$2,031	$51,000	$49,000
Revenues Subtotal	$2,031	$1,524,965	$1,527,400
INTERFUND TRANSFERS & IS REIMB	$1,339,716	$0	$0
Grand Total Revenues	$1,646,381	$1,924,965	$1,852,299
Expenditures			
PERSONNEL SERVICES	$0	$0	$0
MATERIALS & SERVICES	$0	$0	$0
CAPITAL OUTLAY	$0	$0	$0
DEBT SERVICE	$1,339,716	$1,524,965	$1,527,400
SPECIAL PAYMENTS	$0	$0	$0
Expenditures Subtotal	$1,339,716	$1,524,965	$1,527,400
INTERFUND TRANSFERS	$0	$0	$0
CONTINGENCY	$0	$0	$0
ENDING FUND BALANCE & RESERVES	$306,665	$400,000	$324,899
Grand Total Expenditures	$1,646,381	$1,924,965	$1,852,299

CHANGE IN FUND BALANCE	$2,031	$0	$0

	ENTERPRISE FUNDS			
	Airport Enterprise[24]	**Expo Park**[25]	**Passenger Facility Charge**	**Recreation Enterprise**[26]
BEGINNING FUND BALANCE	$15,716,442	$0	$1,339,234	$650,000
Revenues				
GRANTS, GIFTS, ALLOC & DONATIONS	$19,571,866	$44,586	$0	$1,160,807
FEES & OTHER SERVICE CHARGES	$4,643,237	$716,024	$1,454,420	$1,470,000
PROPERTY TAX	$0	$0	$0	$0
BOND PROCEEDS	$0	$0	$0	$0
ALL OTHER RESOURCES	$262,500	$0	$28,000	$18,000
Revenues Subtotal	$24,477,603	$760,610	$1,482,420	$2,648,807
INTERFUND TRANSFERS & IS REIMB	$0	$0	$0	$400,048
Grand Total Revenues	$40,194,045	$760,610	$2,821,654	$3,698,855
Expenditures				
PERSONNEL SERVICES	$3,021,174	$155,959	$0	$1,254,796
MATERIALS & SERVICES	$4,381,039	$554,773	$60,000	$1,246,184
CAPITAL OUTLAY	$23,175,721	$0	$0	$358,000
DEBT SERVICE	$0	$0	$0	$0
SPECIAL PAYMENTS	$0	$0	$0	$0
Expenditures Subtotal	$30,577,934	$710,732	$60,000	$2,858,980
INTERFUND TRANSFERS	$0	$0	$1,339,716	$0
CONTINGENCY	$2,000,000	$0	$0	$300,000
ENDING FUND BALANCE & RESERVES	$7,616,111	$49,878	$1,421,938	$539,875
Grand Total Expenditures	$40,194,045	$760,610	$2,821,654	$3,698,855

CHANGE IN FUND BALANCE	($8,100,331)	$49,878	$82,704	($110,125)

TOTAL ALL FUNDS	
	FY 2013-2014
BEGINNING FUND BALANCE	$121,701,677
Revenues	
GRANTS, GIFTS, ALLOC & DONATIONS	$86,132,382
FEES & OTHER SERVICE CHARGES	$23,133,435
PROPERTY TAX	$34,535,715
BOND PROCEEDS	$849,700
ALL OTHER RESOURCES	$2,678,145
Revenues Subtotal	$147,329,377
INTERFUND TRANSFERS & IS REIMB	$32,894,738
Grand Total Revenues	$301,925,792
Expenditures	
PERSONNEL SERVICES	$84,323,671
MATERIALS & SERVICES	$77,228,990
CAPITAL OUTLAY	$59,750,196
DEBT SERVICE	$4,607,081
SPECIAL PAYMENTS	$260,000
Expenditures Subtotal	$226,169,938
INTERFUND TRANSFERS	$8,683,500
CONTINGENCY	$6,732,122
ENDING FUND BALANCE & RESERVES	$60,340,232
Grand Total Expenditures	$301,925,792

CHANGE IN FUND BALANCE	($61,361,445)

FOOTNOTES TO THE JACKSON COUNTY SPENDING PLAN

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

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

(2) The change in the General Fund balance is -29%. The FY 13-14 budget includes a decline in fees and service charges from the FY 12-13 budget and a reduction in the Beginning Fund Balance.

(3) The change in the County Trails Fund balance is -21%. This is attributable to the dedicated Joint Powers Agreement funding which is being spent down from previous years.

(4) The change in the Court Security Fund balance is -53%. 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.

(5) The change in the Health and Human Services Fund balance is -30%. The FY 13-14 budget includes increases in personnel costs.

(6) The change in the Law Enforcement Fund balance is -50%. 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%.

(7) The change in the Law Library Fund balance is -34%. The FY 13-14 budget includes contingency funds that were not budgeted in prior years.

(8) The change in the Roads Fund balance is -70%. The FY 13-14 budget includes the completion of several significant capital projects according to the Departments capital improvement schedule.

(9) The change in the Solid Waste Fund balance is -14%. As in prior years, the FY 13-14 budget continues to decrease the amount of fund balance being used to support operations.

(10) The change in the Sports Park Mitigation Fund balance is 2,074%. 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.

(11) The change in the Surveyor Fund balance is -16%. Corner preservation expenses occasionally are subsidized by the substantial reserve which is dedicated for restoring the 9,000 County-wide corners.

(12) The change in the Title III Fund balance is -100%. Federal revenue payments ended in FY 10-11 and FY 13-14 is expected to be the final year of Title III projects.

(13) The change in the Capital Projects Fund balance is -100%. The FY 13-14 budget includes many important capital projects. Facility needs are addressed as non-operating funds become available.

(14) The change in the Greenway Fund balance is -100%. The FY 12-13 budget included the completion of a $1.4 million grant-funded project to repair and reconstruct approximately eight miles of the Bear Creek Greenway. Going forward, the fund balance will fluctuate as Greenway capital projects are identified, funded through donations, and completed.

(15) The change in the Roads System Development Fund balance is -100%. This fluctuates from year to year as projects are identified, planned, and completed.

(16) The change in the Street Improvement Fund balance is 22%. This fluctuates from year to year as projects are identified, planned, and completed.

(17) The change in the Computer Replacement Fund balance is -59%. This fluctuates from year to year according to replacement needs.

(18) The change in the Motor Pool Fund balance is -59%. This fluctuates from year to year according to requests for vehicle purchases.

(19) The change in the Risk Management-General and Auto Liability Fund balance is -51%. This decrease is due to reserves budgeted in a different category.

(20) The change in the Self-Insurance Health Plan Fund balance is -16%. This decrease is due to reserves budgeted in a different category.

(21) The change in the Workers' Compensation Fund balance is -32%. This decrease is due to reserves budgeted in a different category.

(22) The First Library Bond Series (S1) issued $20,365,000. The outstanding amount is $8,140,000 and taxes levied are $1,568,048.

(23) The Second Library Bond Series (S2) issued $18,575,000. The outstanding amount is $7,895,000 and taxes levied are $1,572,766.

(24) The change in the Airport Enterprise Fund balance is -52%. Currently, operating revenues are well in excess of operating expenses. This decline is a result of the planned completion of significant capital projects.

(25) The change in the Expo Park Fund balance is 100%. This increase is due to the expected revenues from the Fair.

(26) The change in the Recreation Enterprise Fund balance is -17%. The fund balance fluctuation is normal based on current projects and reserves set aside for future projects.

JACKSON COUNTY SPENDING PLAN DEFINITIONS

Fiscal Year 2013-2014

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 2012-2013, were not completed, and were re-appropriated for fiscal year 2013-2014. Also included are the unappropriated ending fund balances, contingencies, reserves, and any excess revenue or under-expenditures from fiscal year 2012-2013.

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.

Contingency – This amount is set aside for anticipated operating expenses that cannot be specifically identified at the time the budget is prepared.

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.

Expenditures – A fund liability incurred for operation, capital outlay, or other 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, 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: Capital Projects, Greenway, Parks System Development, Roads System Development, and Street Improvements.

Internal Services 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 Services 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.

Internal Service Reimbursements – Revenues generated by services provided to departments within the County organization.

Interfund Transfers – Amounts budgeted to be transferred from one fund to another within the budget.

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 item represents the total amount of money transferred to other funds inside the County organization.

Materials and Services – This includes transportation, operating expenses, minor equipment purchases, data processing, maintenance and repairs, contracted services, and various other charges.

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

Reserves – The amount not anticipated to be spent in the upcoming budget period, but set aside for future needs.

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.

Special Payments – Payments collected by the County and then paid to another organization on a pass-through basis and includes grants made or distributed to others that will be expended by them.

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 (Oregon Revised Statute 294.398).

This Page Reserved for Notes

CAPITAL PROJECTS AND CAPITAL OUTLAY SCHEDULE AS ADOPTED FOR FISCAL YEAR 2013-2014

Any items which are $5,000 or more are budgeted in the Department's Capital Outlay or in the Capital Projects Fund. The projects listed below are those capital projects and capital outlay items which are $10,000 and over. To see a five-year plan of these projects as well as other future projects for all departments, please refer to the Five-Year Budget Projections section beginning on page 420 of this document.

✹ ADMINISTRATION

FACILITY MAINTENANCE

Purchase Item . . . . . ***Remodel Canopy Structure (Roads and Parks/Fleet's Shop)***
Cost $14,500
Purpose . . . . . Remodel canopy structure of Fleet's main shop and wash rack to keep birds from roosting and causing hazards in the work areas.
Operating Budget Impact . . . . Minimal once the project is completed.

Purchase Item . . . . . ***Garage Doors (Medford Library)***
Cost $81,730
Purpose . . . . . Replace the Medford Library garage doors with energy efficient windows that will reduce heating and cooling costs for the facility.
Operating Budget Impact . . . . Minimal once the project is completed.

✹ AIRPORT

Purchase Item . . . . . ***Upgrade Sanitary Sewer***
Cost $15,000
Purpose . . . . . Preventive maintenance, cleaning out the system, and installing box culverts where needed.
Operating Budget Impact . . . . Annual estimated savings of $1,500.

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

Purchase Item . . . . . ***Parking Lot Inventory Equipment***
Cost $30,000
Purpose . . . . . To install an automated vehicle inventory system for use in the public parking facilities.
Operating Budget Impact . . . . Minimal after installation.

Purchase Item . . . . . *Maintenance Van*
Cost $35,000
Purpose . . . . . To replace a vehicle that has exceeded its useful life.
Operating Budget Impact . . . . Annual owning and operating expenses are expected to be about $3,000.

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

Purchase Item . . . . . *Solar Canopy*
Cost $57,000; $170,684
Purpose . . . . . To construct a solar canopy from the terminal to the public parking lots.
Operating Budget Impact . . . . 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.

Purchase Item . . . . . *Taxiways B and C and Runway 14/32 Rehabilitation*
Cost $100,000; $6,985,400; $1,081,264; $7,225,000; $776,156; $922,918; $165,457
Purpose . . . . . To continue Federal grant projects to rehabilitate Taxiways B and C and Runway 14/32.
Operating Budget Impact . . . . Cost savings are anticipated as time maintaining the condition of the taxiways will be reduced.

Purchase Item . . . . . *Snow Removal Equipment*
Cost $600,000; $31,579
Purpose . . . . . To obtain a snow blower to aid in the removal of snow from the Air Operations Area..
Operating Budget Impact . . . . Annual owning and operating expenses are expected to be about $5,000.

Purchase Item . . . . . *Property Purchases*
Cost $1,400,000
Purpose . . . . . To purchase properties as needed for safe operation of the Airport.
Operating Budget Impact . . . . None after initial purchase.

Purchase Item . . . . . *Car Rental Maintenance Facility and Lawnsdale Road Improvements*
Cost $2,500,000; $1,000,000
Purpose . . . . . To construct a new car rental maintenance/car wash facility and widen Lawnsdale Road as required by the City of Medford.
Operating Budget Impact . . . . Costs will be shared by the users of the facility.

✹ ASSESSOR

Purchase Item . . . . . *Software Upgrade*
Cost $1,299,423
Purpose . . . . . 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.
Operating Budget Impact . . . . Annual projected decrease in maintenance cost of approximately $40,000.

✹ FIDUCIARY AND SPECIAL FUNDS

CAPITAL PROJECTS

Purchase Item . . . . . *Replace Freezer (Animal Control)*
Cost $44,000
Purpose . . . . . The existing freezer at Animal Control is more than 20 years old and is almost beyond repair. It provides essential functions for the facility.
Operating Budget Impact . . . . Minimal once the project is completed; normal maintenance costs.

Purchase Item . . . . . *Roof Sealer (Medford Library)*
Cost $100,000
Purpose . . . . . The roof at the Medford Library is in need of sealing. By sealing the roof, the integrity of the building envelope will be retained.
Operating Budget Impact . . . . None once the project is completed.

Purchase Item . . . . . *Parking Lot Overflow (Community Justice)*
Cost $227,902
Purpose . . . . . Additional parking that will provide overflow parking spaces in high usage periods.
Operating Budget Impact . . . . Minimal once the project is completed; normal maintenance costs for the facility.

Purchase Item . . . . . *Roof Replacement (Jail)*
Cost $260,000
Purpose . . . . . The roof at the Jail is old and in need of replacement. Replacing the roof will retain the integrity of the building envelope.
Operating Budget Impact . . . . Minimal until roof has met its useful life.

Purchase Item . . . . . *Common Space (Courthouse)*
Cost $400,000
Purpose . . . . . Remodel the area currently used as common space throughout the Courthouse and remove the old boiler equipment.
Operating Budget Impact . . . . Minimal once the project is completed; normal custodial and maintenance costs for new/remodeled facilities.

Purchase Item . . . . . *Driveway Access (Sheriff's Depot)*
Cost $478,529
Purpose . . . . . Provide a secondary exit from the Sheriff's Depot onto a less traveled two lane road that will provide faster and safer egress for emergency vehicles and staff.
Operating Budget Impact . . . . Minimal until driveway has met its useful life.

Purchase Item . . . . . *Parking Garage Construction (Health and Human Services)*
Cost $8,106,434
Purpose . . . . . Construct a new parking garage to accompany the new Health and Human Services building. It is estimated that this structure will need to have a capacity of 401 parking spaces to meet the needs of the facility.
Operating Budget Impact . . . . Minimal once the project is completed; normal maintenance costs.

Purchase Item . . . . . *Building Construction (Health and Human Services)*
Cost $17,011,664
Purpose . . . . . Build a new consolidated center for Health and Human Services.
Operating Budget Impact . . . . Normal maintenance costs once the facility is completed. In time, the project will result in changing non-operating revenue into non-dedicated operating revenue, which is predicable revenue and can be spent however the County decides.

GENERAL FUND FIDUCIARY

Purchase Item . . . . . *Unified Communication System Voice and Messaging*
Cost $598,398
Purpose . . . . . To finish the replacement of the County's aging phone system which has exceeded its useful life.
Operating Budget Impact . . . . None after initial purchase.

✹ HEALTH AND HUMAN SERVICES

Purchase Item . . . . . *Equipment/Furniture Upgrade*
Cost $1,000,000
Purpose . . . . . Costs of upgrading equipment and office furniture in the new consolidated center for Health and Human Services will be incurred.
Operating Budget Impact . . . . Minimal after installation.

✹ INFORMATION TECHNOLOGY

Purchase Item . . . . . *Network Switches*
Cost $14,000
Purpose . . . . . This purchase will procure spare equipment to avoid loss of production in the event of a switch failure.
Operating Budget Impact . . . . Minimal after initial purchase; normal hardware and software maintenance costs.

Purchase Item . . . . . *Data Servers*
Cost $41,300
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 $131,000
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.

✹ ROADS AND PARKS

ADMINISTRATION

Purchase Item . . . . . *Photo Copier/Printer/Fax/Scanner*
Cost $10,000
Purpose . . . . . For office use in the main administration building for copying and printing of documents, permits, contracts, etc.
Operating Budget Impact . . . . Annual owning and operating costs are estimated to be less than $2,000.

ENGINEERING

Purchase Item . . . . . *Large Format Printer/Copier/Scanner*
Cost $11,000
Purpose . . . . . Two existing units that have met their useful life will be replaced with one multi-function unit.
Operating Budget Impact . . . . Annual owning and operating costs are estimated to be $2,500.

Purchase Item . . . . . *Mid-Size Utility Vehicle 4 x 4 (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 costs are estimated to be $6,500.

Purchase Item . . . . . *Land for Right-of-Way*
Cost $300,000
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 $4,081,075
Purpose . . . . . To make road improvements and necessary repairs to maintain a safe road system. The following maps identify additional projects for: East Gregory Road, Lozier Lane, Table Rock Road, Table Rock Road Bridge #596, and Tiller-Trail Highway.
Operating Budget Impact . . . . . Capital investment in these projects will provide a combination of reduced annual maintenance costs, increased safety, and better air quality.

GREENWAY

Purchase Item . . . . . *Pine Street to Upton Road Multi-Use Path*
Cost $185,250
Purpose . . . . . To improve multi-modal, non-motorized access in the Pine Street to Upton Road (Expo) area. This project will also connect two separate sections of existing trail.
Operating Budget Impact . . . . Annual maintenance costs for this section of new trail are expected to be $10,000.

MOTOR POOL

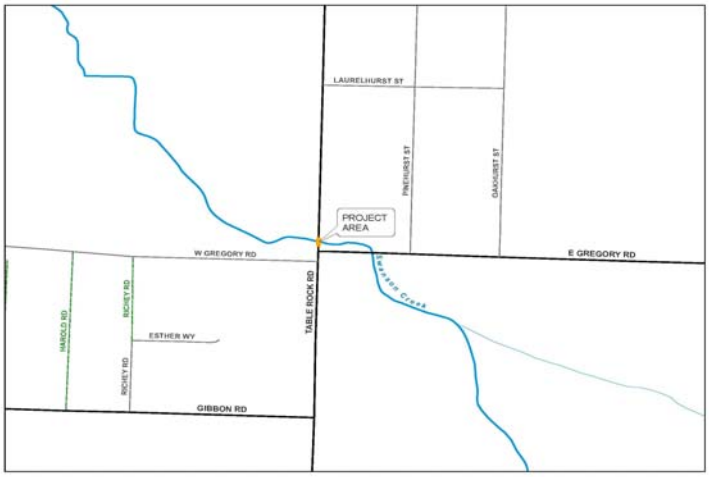
Purchase Item . . . . . *Mid-Size Utility Vehicle (1 Unit)*
Cost $25,500
Purpose . . . . . Replaces one existing unit that is fully depreciated and scheduled for normal replacement.
Operating Budget Impact . . . . Annual owning and operating costs are estimated to be $6,500.

Purchase Item . . . . . *Pickup 4 x 4 – CNG Fuel (1 Unit)*
Cost $35,000
Purpose . . . . . Replaces one existing unit that is fully depreciated and scheduled for normal replacement.
Operating Budget Impact . . . . Annual owning and operating costs are estimated to be $5,000.

Project Title
Bridge #596

Project Location
Table Rock Road
Over Swanson Creek

Project Focus
Widen Bridge



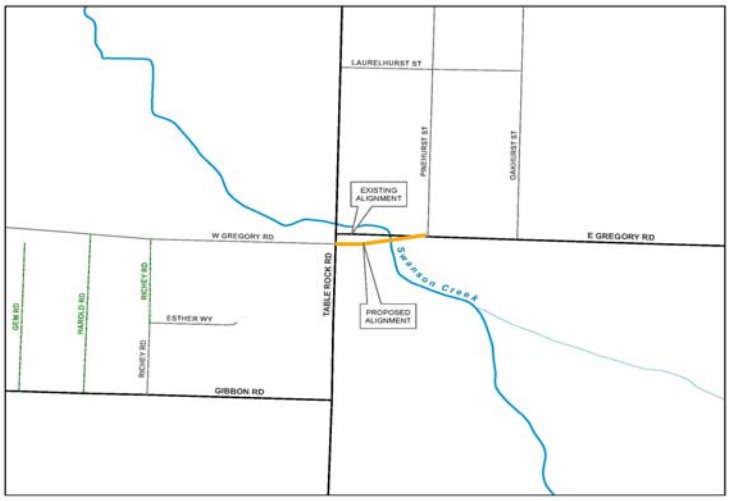
Existing Condition
Looking North

Existing Condition
Looking South

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
Lozier Lane

Project Location
West Main Street to Stewart Avenue

Project Focus
Reconstruction

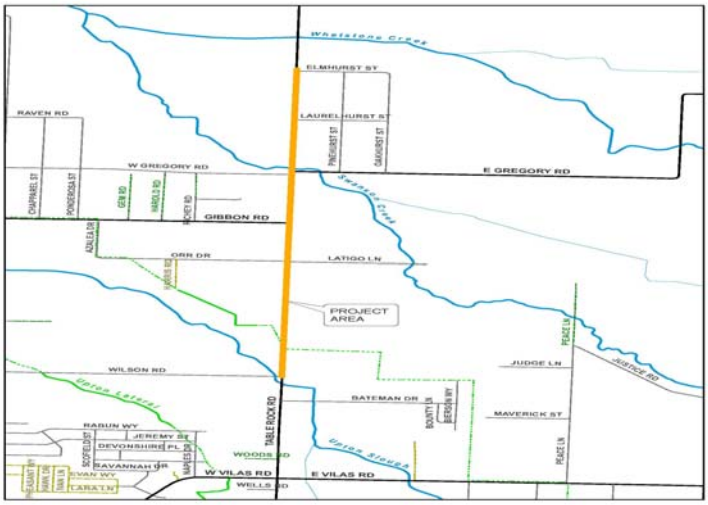
Existing Condition
Looking South

Existing Condition
Looking North

Project Title
Table Rock Road

Project Location
Wilson Road to
Elmhurst Street

Project Focus
Widening



Existing Condition
Looking North

Existing Condition
Looking South

Project Title

Table Rock Road Signal

Project Location

Wilson Road

Project Focus

Install Traffic Signal

Existing Condition

Looking East

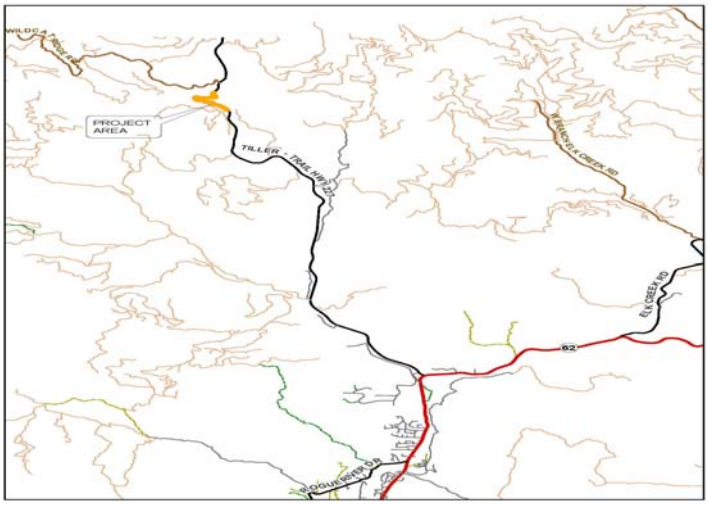
Existing Condition

Looking North

Project Title
Tiller Trail Highway

Project Location
Mile Post 43-44

Project Focus
Realignment



Existing Condition
Looking North

Existing Condition
Looking South

Purchase Item . . . . . *Cargo Van – CNG Fuel (1 Unit)*
Cost $39,000
Purpose . . . . . Replaces one existing unit that is fully depreciated and scheduled for normal replacement.
Operating Budget Impact . . . . Annual owning and operating costs are estimated to be $6,000.

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

Purchase Item . . . . . *Pickup 4 x 4 (2 Units)*
Cost $50,000
Purpose . . . . . Replaces one existing unit that is fully depreciated and scheduled for normal replacement; adds one additional unit to the fleet for Department use.
Operating Budget Impact . . . . Annual owning and operating costs are estimated to be $5,000 per unit.

Purchase Item . . . . . *Sedan (4 Units)*
Cost $92,000
Purpose . . . . . Replaces four existing units that are fully depreciated and scheduled for normal replacement.
Operating Budget Impact . . . . Annual owning and operating costs are estimated to be $4,500 per unit.

Purchase Item . . . . . *Mid-Size Utility Patrol Vehicle (3 Units)*
Cost $150,000
Purpose . . . . . Replaces three existing units that are fully depreciated and scheduled for normal replacement.
Operating Budget Impact . . . . Annual owning and operating costs are estimated to be $7,500 per unit.

Purchase Item . . . . . *Patrol Vehicle (9 Units)*
Cost $441,000
Purpose . . . . . Replaces nine existing units that are fully depreciated and scheduled for normal replacement.
Operating Budget Impact . . . . Annual owning and operating costs are estimated to be $7,000 per unit.

PARKS

Purchase Item . . . . . *Utility Tractor (1 Unit)*
Cost $20,000
Purpose . . . . . This new unit will replace an existing tractor and trailer that have met their useful life.
Operating Budget Impact . . . . Annual ongoing operational costs are expected to be $2,500.

Purchase Item . . . . . *Sports Park Shooting Range Restroom*
Cost $90,000
Purpose . . . . . This new restroom will serve the shooting range portion of this well used facility; current needs are met with portable toilets.
Operating Budget Impact . . . . . Ongoing operational costs for this new restroom will be covered by the current operator of the facility and will not be an expense of the Parks Program.

Purchase Item . . . . . *Howard Prairie Restroom/Shower Building*
Cost $243,000
Purpose . . . . . This new building will replace the existing restroom in the campground.
Operating Budget Impact . . . . Ongoing operational costs for this new restroom will be covered by the Parks Program.

ROAD MAINTENANCE

Purchase Item . . . . . *Trailer-Mounted Slide-In Sander Attachment (1 Unit)*
Cost $25,000
Purpose . . . . . Unit #142 is fully depreciated and scheduled for normal replacement.
Operating Budget Impact . . . . Annual owning and operating costs are estimated to be $5,000.

Purchase Item . . . . . *1¼-Ton 4 x 4 Crew Cab Truck (1 Unit)*
Cost $67,000
Purpose . . . . . Existing Unit #530 (1-Ton Crew Cab) will be replaced with a slightly larger truce to include a dump bed, front plow attachment, and propane fuel conversion to increase versatility and efficiency.
Operating Budget Impact . . . . Annual owning and operating costs are estimated to be $6,500 and will have estimated savings of $18,000 in fuel over the life of the unit.

Purchase Item . . . . . *1-Ton 4 x 4 Pickup (3 Units)*
Cost $88,500
Purpose . . . . . Units #524, #525, and #566 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 . . . . . *Truck-Mounted Flail Mower (1 Unit)*
Cost $150,000
Purpose . . . . . Unit #406 has met its useful life and will be replaced.
Operating Budget Impact . . . . . Annual owning and operating costs are estimated to be $30,000.

Purchase Item . . . . . *10-12 Yard Dump Truck (1 Unit)*
Cost $185,000
Purpose . . . . . Unit #279 is fully depreciated and scheduled for normal replacement.
Operating Budget Impact . . . . . Annual owning and operating costs are estimated to be $26,000.

STREET IMPROVEMENT

Purchase Item	***West Jackson Local Improvement District (LID) Project***
Cost	$400,000
Purpose	To make road improvements and necessary repairs to maintain a safe road system.
Operating Budget Impact	Capital investment in the project will provide a combination of reduced annual maintenance costs, increased safety, and better air quality.

✹ SHERIFF

Purchase Item	***Antares X System Support Equipment***
Cost	$42,000
Purpose	This equipment will work with the Antares X System to provide situational awareness out in the field and interact with dispatch.
Operating Budget Impact	Annual ongoing operational costs are expected to be $4,200.

✹ SURVEYOR

Purchase Item	***Robotic Total Station***
Cost	$50,000
Purpose	Data collector with distance ranging prisms that replaces existing equipment that has met its useful life.
Operating Budget Impact	Annual maintenance costs are approximately $500.

DEBT MANAGEMENT

AUTHORITY TO INCUR DEBT - GENERAL OBLIGATION BONDS

Generally, counties are authorized to incur debt as outlined in Oregon Revised Statutes (ORS) 287A. General obligation bond limits are set by ORS 287A.100(2), which states, "Unless the county charter provides a lesser limitation, a county may not issue or have outstanding at the time of issuance general obligation bonds in a principal amount that exeeds two percent of the real market value of the taxable property in the county, calculated as provided in ORS 208.207." Using the most recent actual data and this formula, our current obligation bonded debt limit would be $450,531,059. The County's bonded debt for the Library projects is only 4.08 percent of this $450,531,059 limitation. There are no limits on revenue anticipation bonds, bonding for urban renewal agencies, or industrial revenue bonds; therefore, the Airport terminal project does not impact this debt limitation.

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

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

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

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

Maturity Schedule - Series 2006

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
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 2013-2014

Total Payment	Principal	Interest	Remaining Principal
$1,524,965	$1,165,000	$359,965	$8,140,000

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 3.0 percent to 4.5 percent. Below are the projected Maturity and Payment Schedules.

Maturity Schedule - Series 2010

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
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%	3.39%

Payment Schedule for Fiscal Year 2013-2014

Total Payment	Principal	Interest	Remaining Principal
$1,527,400	$1,175,000	$352,400	$7,895,000

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	$450,531,059
Less Library General Obligation Bonds Outstanding Principal	- 18,375,000
Jackson County's Total Debt Margin - General Obligation Bonds	**$432,156,059**

AUTHORITY TO INCUR DEBT - REVENUE BONDS

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

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

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

Maturity Schedule - Series 2007

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
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%
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 2013-2014

Total Payment	Principal	Interest	Remaining Principal
$1,339,716	$375,000	$964,716	$18,265,000

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	$450,531,059
Less Airport Revenue Bonds Outstanding Principal	- 18,449,000
Less Roads Bancroft Bonds Outstanding	- 744,354
Jackson County's Total Debt Margin - Revenue Bonds	**$431,337,705**

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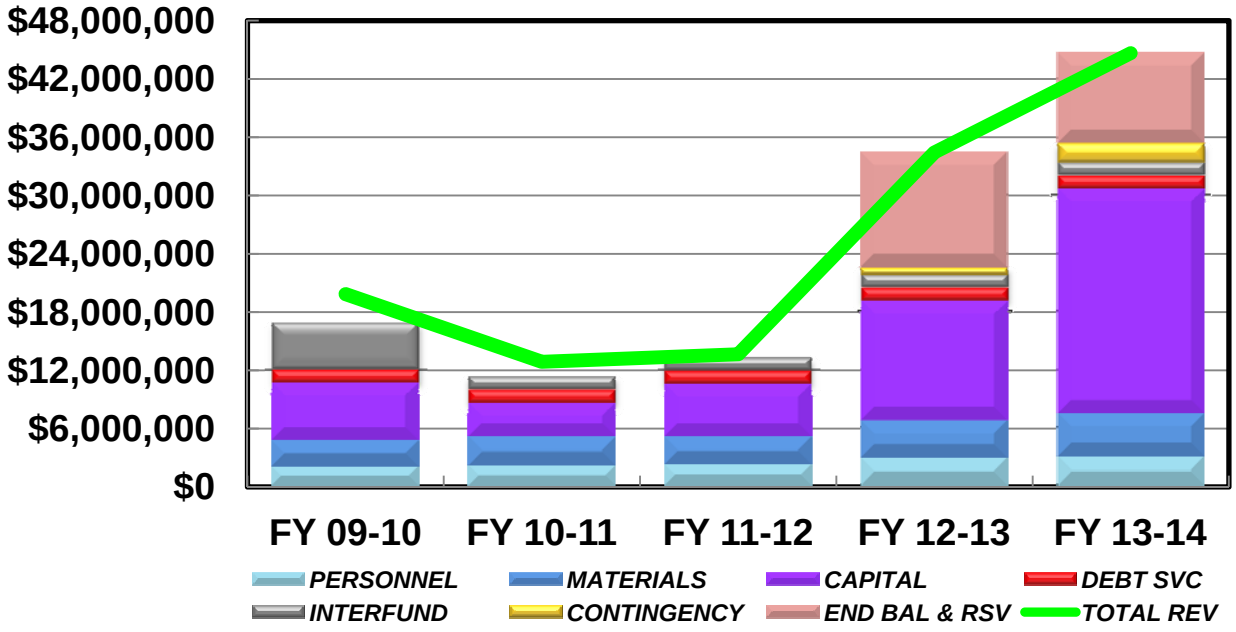
AIRPORT

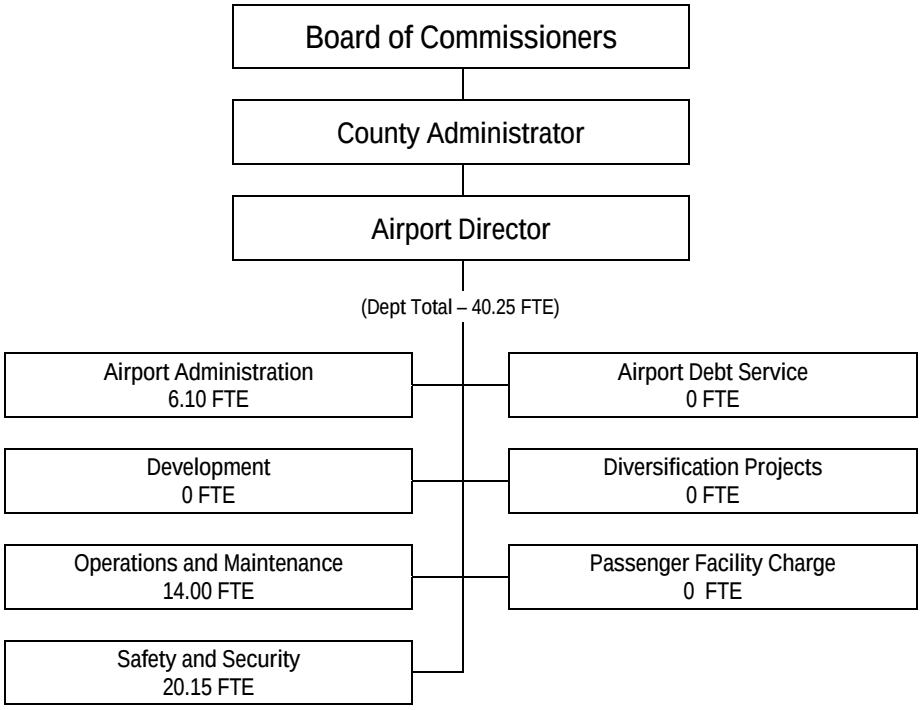
2009-2010 to 2013-2014



	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
PERSONNEL	$1,995,306	$2,083,075	$2,178,089	$2,874,542	$3,021,174
MATERIALS	$2,681,043	$2,981,706	$2,895,752	$3,864,245	$4,441,039
CAPITAL	$5,998,368	$3,519,463	$5,465,664	$12,358,663	$23,175,721
DEBT SVC	$1,334,622	$1,338,600	$1,341,544	$1,338,582	$1,339,716
INTERFUND	$4,817,833	$1,338,600	$1,341,544	$1,338,582	$1,339,716
CONTINGENCY	$0	$0	$0	$750,000	$2,000,000
END BAL & RSV	$0	$0	$0	$11,913,017	$9,344,714
TOTAL EXP	$16,827,172	$11,261,444	$13,222,593	$34,437,631	$44,662,080
TOTAL REV	$19,847,934	$12,885,369	$13,664,103	$34,437,631	$44,662,080
FTEs	40.75	40.75	40.75	40.75	40.25

Numbers for FY 09-10 through FY 11-12 are actual revenues and expenditures. FY 12-13 and FY 13-14 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 on page 17 of this document. The increase in the budget between FY 12-13 and FY 13-14 is due to FAA grants for capital projects at the Airport. Reallocation of job responsibilities allowed the Airport to reduce FTE by 0.50.

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.

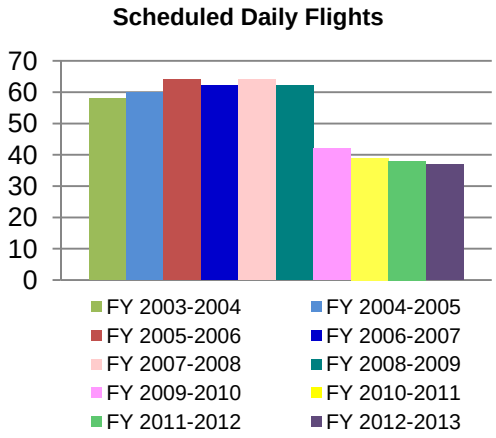
Major Issues and Service Level Goals for Fiscal Year 2013-2014

- 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.
- Completing the rehabilitation of Taxiways B and C.
- Completing the rehabilitation of Runway 14/32.

Major Issues and Service Level Accomplishments for Prior Year

- Met all new Federal security requirements on time.
- Maintained Airport certification.
- Completed Airport security programs.
- Began the rehabilitation of Taxiway B.
- Awarded a Federal Aviation Administration (FAA) grant in the amount of $6,985,400.
- Awarded up to $170,684 from Pacific Power for a second Blue Sky solar project.
- Awarded a *Connect*Oregon IV grant in the amount of $521,052.
- Awarded a Small Community Air Service Development grant in the amount of $150,000.

Benchmark

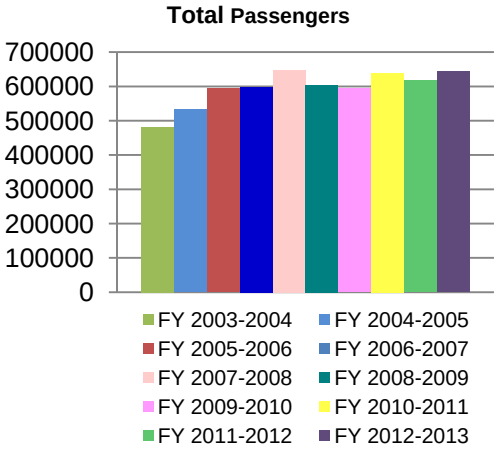


Maintain the scheduled daily flights at the Rogue Valley International-Medford Airport. By maintaining the daily flights, customers will continue to have the best possible air service.

The economic downturn continued to 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, Phoenix, Portland, Salt Lake City, San Francisco, and Seattle.



Airport Administration

Program Purpose

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

Program Information

The Airport Administration Program provides the following services:

- **Property Leasing**

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of land available for aviation purposes that is actually leased at the Airport	16%	16%	18%	18%

The chart above shows how much of the leasable airfield property is actually leased. Interest in airfield property has improved slightly.

- **Annual Rental Rate Increases**

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Annual CPI increase	1.6%	3%	2%	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.

- **Revenue Enhancement/Development**

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Expected operational revenues	$7,066,431	$7,271,372	$6,905,126	$7,621,094

The Airport continues to generate new revenues for the operational side of the Airport through rates and charges. Landing fees were reduced in January, 2012, in order to keep the Airport more marketable. The fiscal year 2013-2014 revenues reflect a projected increase of approximately 4.8 percent over the prior fiscal year budget.

Significant Issues in the Year Ahead

The most significant issues in the upcoming year will be completion of the car rental maintenance facility, the completion of the rehabilitation of Taxiways B and C, and the rehabilitation of Runway 14/32. 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.

Program: 010101	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$2,815,798	$2,826,719	$2,719,355	$2,935,997	$3,244,061
Fees & Other Service Charges	$4,263,875	$4,199,893	$4,031,890	$4,058,275	$4,114,533
All Other Resources	$201,802	$269,790	$262,055	$277,100	$262,500
Interfund Transfers	$3,510,601	$0	$53,131	$0	$0
Total	**$10,792,076**	**$7,296,402**	**$7,066,431**	**$7,271,372**	**$7,621,094**
EXPENDITURES					
Personnel Services	$477,221	$489,516	$503,717	$586,250	$642,696
Materials & Services	$854,259	$1,057,620	$988,842	$1,384,531	$1,669,440
Capital Outlay	$0	$0	$0	$15,000	$15,000
Total	**$1,331,480**	**$1,547,136**	**$1,492,559**	**$1,985,781**	**$2,327,136**
Full-Time Equivalent	**6.60**	**5.60**	**6.10**	**6.60**	**6.10**

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
2014	$375,000	5.168%	100%
2015	$395,000	5.169%	100%
2016	$415,000	5.169%	100%
2017	$435,000	5.168%	100%
2018	$460,000	5.168%	100%
2019	$485,000	5.169%	100%
2020	$510,000	5.169%	100%
2021	$540,000	5.169%	100%
2022	$560,000	5.169%	100%
2023	$595,000	5.169%	100%
2024	$625,000	5.199%	100%
2025	$660,000	5.250%	100%
2026	$695,000	5.250%	100%
2027	$730,000	5.250%	100%
2028	$770,000	5.250%	100%
2029	$810,000	5.250%	100%

Airport Debt Service

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

Payment Schedule for Fiscal Year 2013-2014

Total Payment	Principal	Interest	Remaining Principal
$1,339,716	$375,000	$964,716	$18,265,000

Significant Issues in the Year Ahead

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

Financial Condition

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

Program: 010201	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
All Other Resources	$16,481	$7,052	$4,311	$1,479	$2,031
Interfund Transfers	$1,334,622	$1,338,600	$1,341,544	$1,338,582	$1,339,716
Fund Balance	$0	$0	$0	$299,771	$304,634
Total	**$1,351,103**	**$1,345,652**	**$1,345,855**	**$1,639,832**	**$1,646,381**
EXPENDITURES					
Debt Service	$1,334,622	$1,338,600	$1,341,544	$1,338,582	$1,339,716
Ending Balance and Reserves	$0	$0	$0	$301,250	$306,665
Total	**$1,334,622**	**$1,338,600**	**$1,341,544**	**$1,639,832**	**$1,646,381**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Development

Program Purpose

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

Program Information

The Development Program coordinates the following areas:

- **Capital Improvements**

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of years on CIP	10	10	10	10

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

- **Federal Grants**

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of active Federal grants included in budget	2	3	2	3

In fiscal year 2013-2014, 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, Runway 14/32 rehabilitation, and snow removal equipment acquisition.

Significant Issues in the Year Ahead

Coordination of the Runway 14/32 rehabilitation construction project will be challenging due to the small construction window available each night after the final flight of the day. The final phase of the Consolidated Car Rental Maintenance Facility is expected to be completed during fiscal year 2013-2014.

Financial Condition

This Program is funded by State and FAA grants and Customer Facility Charges (CFCs). There is a 10 percent local match requirement for Federal grant projects which is met through the Passenger Facility Charge Program. A *Connect*Oregon IV grant was awarded in 2012 which will provide 5 percent of the Runway 14/32 rehabilitation project match, and the Consolidated Car Rental Facility will be funded 100 percent by CFCs.

Program: 010105	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$3,278,324	$2,314,579	$3,514,367	$6,636,052	$16,327,805
Fees & Other Service Charges	$398,712	$411,342	$438,427	$411,000	$432,732
All Other Resources	$95	$25,184	$0	$0	$0
Fund Balance	$0	$0	$0	$15,482,988	$15,716,442
Total	**$3,677,131**	**$2,751,105**	**$3,952,794**	**$22,530,040**	**$32,476,979**
EXPENDITURES					
Materials & Services	$0	$19,765	$15,035	$0	$0
Capital Outlay	$3,873,350	$3,395,822	$5,254,856	$12,257,163	$23,075,721
Contingency	$0	$0	$0	$750,000	$2,000,000
Ending Balance and Reserves	$0	$0	$0	$10,088,115	$7,616,111
Total	**$3,873,350**	**$3,415,587**	**$5,269,891**	**$23,095,278**	**$32,691,832**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Diversification Projects

Program Purpose

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

Program Information

The Diversification Projects Program provides the following services:

- **Property Leasing**

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of land available for non-aviation related purposes actually leased at the Airport	9.1%	8%	32.3%	32.3%

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; Big Bear Farms, 47 acres; Butler Truck, 2.6 acres; Crater Lake Ventures, 3.3 acres; and Jackson County Emergency Communications Center, 2.4 acres. Development of the Airport's hotel site and gas station property is still viable and could boost the 2013-2014 projection. Oregon Department of Transportation (ODOT) is still negotiating the acquisition of the 2.6 acres 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	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2013-2014 Adopted
REVENUES					
Fees & Other Service Charges	$108,355	$106,417	$109,487	$74,153	$95,972
Total	**$108,355**	**$106,417**	**$109,487**	**$74,153**	**$95,972**
EXPENDITURES					
Materials & Services	$2,316	$2,316	$350	$2,600	$2,600
Total	**$2,316**	**$2,316**	**$ 350**	**$2,600**	**$2,600**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Operations and Maintenance

Program Purpose

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

Program Information

The Operations and Maintenance Program provides the following services:

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

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Cost per enplaned passenger	$8.32	$7.42	$7.97	$7.61

The cost per enplaned passenger is utilized as a means to measure whether the Airport is marketable to airlines and tenants. The trend is beginning to reflect an increase in passenger numbers. During calendar year 2012, passenger numbers rose approximately 4 percent over the prior calendar year. The number of projected passengers in fiscal year 2013-2014 is expected to remain static. The decrease in fiscal year 2013-2014 projected costs is largely due to a reduction in landing fees implemented in January, 2013.

- **Maintain Airport Certification**

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Noted airfield discrepancies	0	0	0	0

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 over 120 elements evaluated. The inspection also involved an extensive examination of tenant fueling operations which were also determined to be in compliance, except for two small discrepancies identified and immediately corrected. At the conclusion of the two and one-half day inspection, the Airport was commended for the overall condition of the airfield and its ability to meet, if not exceed, all required FAA mandates.

Significant Issues in the Year Ahead

After buttoning up the project for the winter, construction will begin again on the project to convert the former Runway 9/27 to a taxiway. The project also includes realignment and improvements to Taxiways C and B1, improving safety and efficiency for tanker base operations during fire season and the larger corporate aircraft using Taxiway C. The improvements will also benefit smaller aircraft as the overall design flow for all taxiing aircraft will be significantly improved on the west side of the airfield. Rehabilitation of the remaining Runway 14/32 is also slated for this fiscal year. The project will take place at night in order to reduce the impact to scheduled carrier operations who have been asked to adjust their early morning departures and late night arrivals slightly to gain the largest window of time for the contractor to be on the runway. The size and complexity of these airfield projects is challenging and maintaining a safe environment, as well as minimizing the impact and inconvenience to tenants and users, is vital.

The final phase of the car rental facility will be completed this fiscal year and includes 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 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	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Interfund Transfers	$0	$0	$8	$0	$0
Total	**$ 0**	**$ 0**	**$ 8**	**$ 0**	**$ 0**
EXPENDITURES					
Personnel Services	$711,576	$807,736	$901,024	$1,042,557	$1,080,190
Materials & Services	$1,136,990	$1,112,113	$1,170,812	$1,447,438	$1,719,623
Capital Outlay	$311,026	$68,095	$210,809	$36,500	$35,000
Total	**$2,159,592**	**$1,987,944**	**$2,282,645**	**$2,526,495**	**$2,834,813**
Full-Time Equivalent	**13.00**	**13.00**	**14.00**	**14.00**	**14.00**

Passenger Facility Charge

Program Purpose

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

Program Information

The Passenger Facility Charge Program provides the following services:

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

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of collection year approvals	14	13	13	12

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	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$140,322	$0	$0	$0
Fees & Other Service Charges	$1,148,270	$1,221,832	$1,171,582	$1,447,791	$1,454,420
All Other Resources	$22,584	$23,416	$17,919	$18,000	$28,000
Fund Balance	$0	$0	$0	$1,456,443	$1,339,234
Total	**$1,170,854**	**$1,385,570**	**$1,189,501**	**$2,922,234**	**$2,821,654**
EXPENDITURES					
Materials & Services	$0	$0	$0	$60,000	$60,000
Capital Outlay	$137,927	$13,599	$0	$0	$0
Interfund Transfers	$1,334,622	$1,338,600	$1,341,544	$1,338,582	$1,339,716
Ending Balance and Reserves	$0	$0	$0	$1,523,652	$1,421,938
Total	**$1,472,549**	**$1,352,199**	**$1,341,544**	**$2,922,234**	**$2,821,654**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Safety and Security

Program Purpose

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

Program Information

The Airport 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 once again be working with a new Transportation Security Inspector (TSI). The TSI based in Medford last year has been recruited for an international position. Consequently, one goal this year is to become acquainted with a new regulator and create a collaborative working relationship.

During the past year, many changes have taken place with airline tenants including an increased level of personnel turnover. As a result, there are a number of new faces in "our neighborhood." Stressing the importance of security and the need for vigilant observers will be a continued strategy in this new year. In addition, staff will work to increase their visibility in the Airport community, improve accessibility, develop positive relationships, and create a more cohesive partnership between the Airport's strong and committed security enforcement team, Airport tenants, and patrons.

Financial Condition

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

Safety and Security

Program: 010102	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2013-2014 Adopted
REVENUES					
Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
EXPENDITURES					
Personnel Services	$806,509	$785,823	$773,347	$1,245,735	$1,298,288
Materials & Services	$687,479	$789,893	$720,712	$969,676	$989,376
Capital Outlay	$38,484	$41,947	$0	$50,000	$50,000
Total	**$1,532,472**	**$1,617,663**	**$1,494,059**	**$2,265,411**	**$2,337,664**
Full-Time Equivalent	**21.15**	**22.15**	**20.65**	**20.15**	**20.15**

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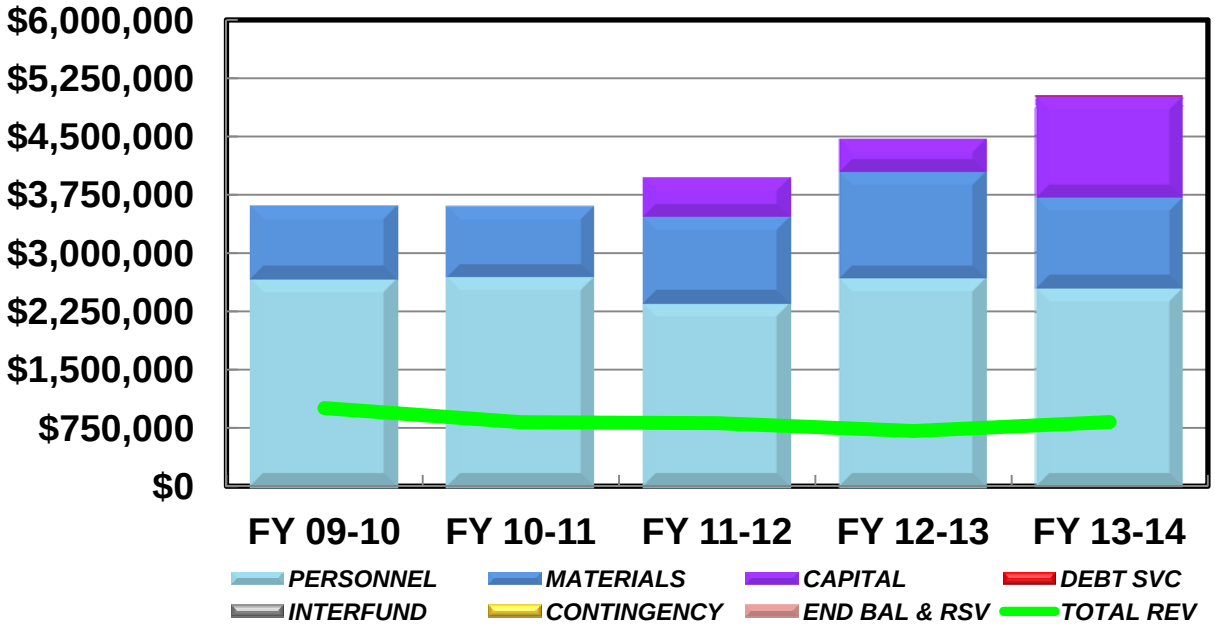
ASSESSOR

2009-2010 to 2013-2014

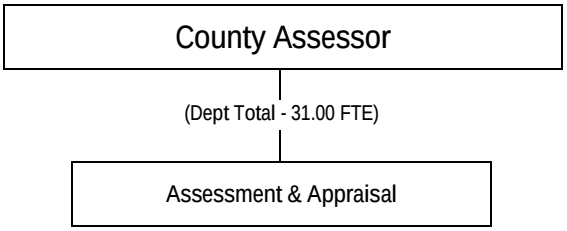


	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
PERSONNEL	$2,660,277	$2,683,685	$2,348,134	$2,666,680	$2,543,969
MATERIALS	$941,653	$913,912	$1,111,603	$1,368,420	$1,164,171
CAPITAL	$0	$0	$509,195	$424,395	$1,299,423
DEBT SVC	$0	$0	$0	$0	$13,000
INTERFUND	$0	$0	$0	$0	$0
CONTINGENCY	$0	$0	$0	$0	$0
END BAL & RSV	$0	$0	$0	$0	$0
TOTAL EXP	$3,601,930	$3,597,597	$3,968,932	$4,459,495	$5,020,563
TOTAL REV	$1,005,490	$823,712	$812,387	$710,840	$826,423
FTEs	40.00	39.00	36.60	33.00	31.00

Numbers for FY 09-10 through FY 11-12 are actual revenues and expenditures. FY 12-13 and FY 13-14 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 on page 17 of this document. For FY 13-14 the Department has reduced personnel and materials to balance their budget. The increase in capital outlay is funding the Budget Committee allocated specifically for the implementation of the assessment and taxation software system. The continued decline in FTEs is due to Department reorganization and budget restrictions.

ASSESSOR

Organization Chart



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

ASSESSOR

Department Summary

Highlights and Challenges

Purpose Statement: The Assessor's Office is a State-mandated program that assesses all residential, commercial, and business personal property along with all industrial property (valued fewer than $1,000,000) in Jackson County for the purpose of property taxation. This Office 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 the Oregon Constitution, all State statutes, and Oregon Administrative Rules.

Major Issues and Service Level Goals for Fiscal Year 2013-2014

- The conversion to a new appraisal software program, Thomson Reuters Government Revenue Management (GRM) software, began in March of 2012. The decision was made by all involved parties to move the go-live date from July of 2013 to January of 2014. This move was made to synchronize with statutory duties, other requirements needed throughout the tax year and to prevent significant disruptions in production. A successful software implementation is top priority over the next year.
- Implementing tablets for field use to increase appraiser use of geographic information systems (GIS) will allow for remote access to the Property Data Online (PDO) and GIS created maps. These technological advances will allow Appraisers to better identify areas that are experiencing valuation issues.
- The digitizing of all paper field maps into a GIS base platform will reflect boundary changes and other cartographic functions in real time, allowing appraisers to view up to date information and the ability to integrate other GIS layers for appraisal analysis.
- The continuation of scanning all paper records into Laserfiche, an electronic document management software program. This Office has over 19,000,000 documents contained in over 150 file cabinets that archive confidential and non-confidential information. This scanning of documents into a sophisticated filing program is essential in maximizing the use of newly implemented tablets and continues the advancement of the software conversion to Thomson Reuters – Real Property Appraisal program. Public documents scanned into the system will be available online beginning in July, 2013.
- Loss of staff through budget reductions (2.0 full-time equivalent) along with an inability to fill vacant positions with qualified personnel has resulted in minimal staffing.
- An Operations Manager was hired in the previous fiscal year and continues to oversee the implementation of the Office's reorganization. The Assessor's Office continues the emphasis on a positive work environment with goals of fostering excellent customer service, efficiency, effectiveness and open communications.

- Emphasis on cross training will continue to be a cornerstone. This Office operates with date sensitive, high volume time line driven activities and deadlines. Cross training and technology has helped offset the reduction of full-time equivalent (FTE) positions and improved efficiency.
- Historically, manufactured structures (MS) presented challenges when trying to reach an accurate market value. Half of this issue is inconsistent appraisal inventories and the other half inconsistent sales data. By isolating the half that the Assessor's Office can control, inconsistent appraisal inventories, then the issue of inconsistent sales data can be isolated. The Office reappraised two large MS parks in 2012; Appraisers will continue this process in 2013 in parks identified as having those inconsistencies.

Major Issues and Service Level Accomplishments for Prior Year

- Properties across Medford, Phoenix and Talent received notifications that a tax rate error occurred. These properties taxes were understated in their original tax statement. This error occurred due to erroneous programming options built into the current appraisal software system and internal errors during the tax certification process. The current software program is being phased out with the ongoing software conversion and this Office has implemented checks and balances to ensure this will not occur in the future.
- Continued the tax time panel review process that facilitates consistency in the valuation reviews, provides checks and balances of changes in market values after certification and improves customer service. This process requires the original Appraiser to review the entire appraisal, verify appraisal inventory, review current sales and if deemed necessary revisit the property. After these steps, a recommendation to sustain the value or change the value is presented to members of the review panel. This process establishes consistency of the reviews, potentially lowering the number of Board of Property Tax Appeals (BoPTA) and better identifies "hot spots" or problem areas in the County.
- This year, a BoPTA stipulation panel review was implemented. The panel piggy-backs onto the tax time panel review process as yet another check and balance final values. The panel continues from January 1st to the time that BoPTA convenes.
- The Assessor's Office continues to improve customer service, communication and education regarding property taxes with government agencies, community organizations and the citizens of Jackson County with the following efforts: numerous presentations to Rotary, Kiwanis, title companies, real estate organizations and various government jurisdictions.
- A monthly article specializing in appraisal and assessment topics was started in January, 2013, and is featured in the Upper Rogue Independent which reaches over 15,000 properties.
- Beginning April of 2013, in coordination with the Association of Realtors, the Assessor will be hosting monthly classes on the navigation and use of PDO. This will assist the attendees' utilization of PDO and potentially cut down on staff hours used to the gather information that is readily available over the website. The Assessor will schedule more of these classes with other interested parties, as

requested.

- To promote employee pride, high standards of performance and productivity, staff has increased their attendance in County, professional, community, technical and continued educational trainings. Organizational team meetings, daily morning Appraiser huddles and regular staff meetings were implemented during the reorganization of the Office to improve communication and recognize employees' contributions for exceptional customer service.
- Historically, the previous model of going door to door during Inventory Review resulted in a very time consuming process. Using technology such as tablets, GIS layers, and 2012 aerials and without leaving the Office, staff can now determine which properties need to be visited by an Appraiser. Inventory review is a necessary function of this Office but with advances in technology, this process will become less time consuming.
- The entire collections of historical aerial photographs have been digitally scanned. They are available as a GIS layer to all departments that utilize GIS. This has had an immediate impact on the Assessors' Office and Development Services and will benefit more departments and customers in the future.
- The number of residential properties requiring appraisals, due to new construction activity, increased slightly from 3,254 in 2012 to 3,377 in 2013. The Office has also added 665 properties that will be visited due to a low sales ratio. This ratio indicates that the price that a property sold for is more than the value on file for those properties. These additional accounts will potentially help staff have a better indication of why there are low values on those properties.
- The State, as with any government entity, has had to reshape and implement new business practices. This Office has been involved in providing input and attending meetings for the potential reformation of how the State and counties handle large industrial appeals. In addition, staff has provided input and opinions on how potential new legislation could impact the State property tax system. This Office will continue to help out the State in any way to help streamline the assessment and taxation system that benefits Jackson County and the State as a whole.

Assessment and Appraisal

Program Purpose

The Assessor's Office is a state-mandated program that assesses all residential, commercial, and business personal property along with all industrial property (valued under $1,000,000) in Jackson County for the purpose of property taxation 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 efficiency enhancements. 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; (11) Maintain public records to provide financial, historical, and statistical information; and (12) Plan for the future.

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 Office will reduce the number of neighborhoods that are out of COD compliance.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent out of compliance (residential)	18.7%	10%	7%	7%
Percent out of compliance (commercial)	50%	20%	0%	10%

- **Appraisal Verification of Sales Data**

Strategic Objective: Verifying the accuracy of sales data used in reappraising properties greatly enhances appraisal results.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Sales confirmation	15%	25%	25%	25%

- **Recalculation/Inventory Review**

Strategic Objective: The Assessor's Office will continue the inventory review cycle by strategically targeting market areas of the County. The goal is to reduce the number of properties needing to be physically inspected each year. However, inventory review will be impeded due to pending software conversion requiring staffing hours.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Inventory review	3,833	4,800	2,756	1,000

- **Personal Property Audits**

Strategic Objective: Currently, the valuation of Personal Property relies on unverified self-reporting. The Assessor's Office will continue to audit its 6,000 accounts. Presently, there is a .50 full-time equivalent (FTE) position dedicated to establishing an audit process.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Audits in the field	0%	10%	.25%	1%

- **Electronic Document Management (EDM)**

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-20113 Expected	FY 2013-2014 Projected
Documents digitized	25,000	500,000	200,000	100,000

Significant Issues in the Year Ahead

Countywide resources are down as assessed values across the County continued to decline. The Assessor's Office has remained a good steward of taxpayer's monies, doing more with less. With the reduction of staff last fiscal year, and reducing vacant staffing positions this fiscal year, new strategies have been developed and workloads consolidated causing a decrease in field reviews of property and inventory.

Moving towards the implementation of digital scanning will eliminate manual filing and retrieval of data, a very labor intensive and redundant 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 new construction. The Office currently has 3,377 new constructions for the 2012-2013 fiscal year, a minimum of 6,500 staffing hours for preparation, not including the hours for the Appraiser's site visit. The Electronic Document Management system will increase the efficiency and effectiveness of the Assessor's Office. This project will be an ongoing fiscal expense requiring increase in user licenses, public's access online expense, Information Technology storage space of documents, and extra help salary to complete this massive document scanning undertaking.

Financial Condition

It appears the housing market and economic downturn is stabilizing and in some areas slowly starting to rebound. The Department of Revenue is anticipating an increase in funding by the State's grant, the County Assessment Function Funding Assistance (CAFFA). This funding is generated by fees collected on recorded documents and 25 percent of the interest on delinquent taxes. The Assessment and Appraisal Program is projected to receive 19.5 percent of its funding from the CAFFA grant for fiscal year 2013-2014, an increase from the 17.25 percent budgeted in fiscal year 2012-2013. CAFFA contributes additional monies toward the Assessor's Office capital outlay software conversion. The Assessment and Appraisal Program also collects minimum fees that represent an additional 1.5 percent of its total budget; the remaining 79 percent is funded by the County's General Fund.

Assessment and Appraisal

Program: 050101	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$921,944	$775,521	$754,595	$662,790	$775,623
Fees & Other Service Charges	$59,961	$47,892	$49,730	$47,050	$47,800
All Other Resources	$417	$300	$8,062	$1,000	$3,000
Interfund Transfers	$23,168	$0	$0	$0	$0
Total	**$1,005,490**	**$823,713**	**$812,387**	**$710,840**	**$826,423**
EXPENDITURES					
Personnel Services	$2,660,277	$2,683,685	$2,348,134	$2,666,680	$2,543,969
Materials & Services	$941,653	$913,912	$1,111,603	$1,368,420	$1,164,171
Capital Outlay	$0	$0	$509,195	$424,395	$1,299,423
Interfund Transfers	$0	$0	$0	$0	$13,000
Total	**$3,601,930**	**$3,597,597**	**$3,968,932**	**$4,459,495**	**$5,020,563**
Full-Time Equivalent	**40.00**	**39.00**	**36.60**	**33.00**	**31.00**

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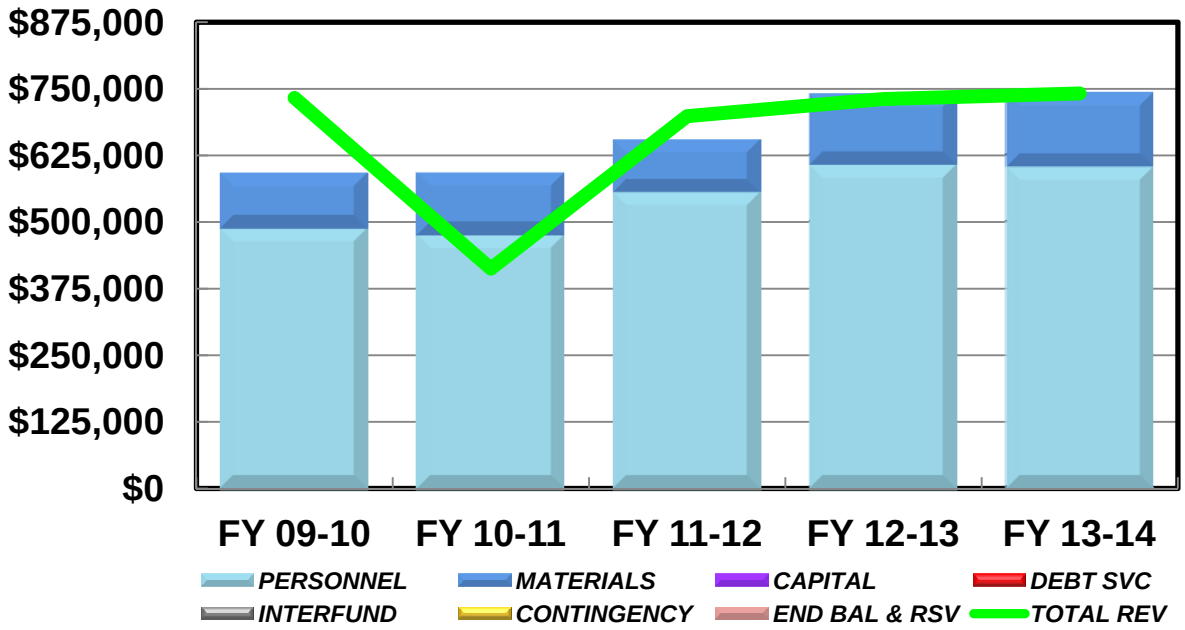
BOARD OF COMMISSIONERS

2009-2010 to 2013-2014



	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
PERSONNEL	$487,198	$475,299	$554,893	$605,903	$602,448
MATERIALS	$104,008	$117,155	$98,858	$133,182	$138,820
CAPITAL	$0	$0	$0	$0	$0
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$0	$0	$0	$0	$0
CONTINGENCY	$0	$0	$0	$0	$0
END BAL & RSV	$0	$0	$0	$0	$0
TOTAL EXP	$591,206	$592,454	$653,751	$739,085	$741,268
TOTAL REV	$732,854	$412,520	$698,750	$730,998	$741,268
FTEs	5.00	5.00	5.00	5.00	5.00

Numbers for FY 09-10 through FY 11-12 are actual revenues and expenditures. FY 12-13 and FY 13-14 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 on page 17 of this document. Between FY 12-13 and FY 13-14 there are no major changes to this budget and no change to the number of FTEs.

BOARD OF COMMISSIONERS

Organization Chart

Board of Commissioners

(Dept Total - 5.00 FTE)

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

BOARD OF COMMISSIONERS

Highlights and Challenges

Department Summary

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

The Home Rule Charter sets the structure of the BoC and also outlines its duties. Those duties include executive, judicial (quasi-judicial), and legislative authority. All duties are derived from the Home Rule Charter. The executive duties include establishment of the budget, which is done with the aid of three lay members. This is required by local government and budget laws. This duty includes acquiring local, State, and Federal funds, and monitoring expenditures of those funds. The Board of Commissioners is the policy body for the entire County. To implement their policy, the Board employs 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 State and Federal funding and laws on Jackson County. It works with members of the Oregon State 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 2013-2014

- 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.
- Support commercial and industrial opportunities in White City, and the County in general, as part of the County's Economic Action Initiative.
- Explore solutions to natural resources issues.
- Address economic needs in managing forests in Jackson County.
- Promote continued growth for Jackson County to include efficient transportation, jobs, and 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 a new Health and Human Services facility and parking structure to support Public Health and enhance revenue opportunities.

- Completion of the new Jail remodel to support Public Safety and enhance revenue opportunities.
- Seek solutions to put the Fairgrounds/Expo Park on a solid financial base.
- Provide leadership in economic development issues.
- Seek more public input.
- Work with State government in enacting the Legislator's/Governor's Health and Education Transformation Policies.
- Work toward approval of Urban Growth Boundary expansion requests following acknowledgement of Regional Problem Solving (RPS).
- Continue to work toward completion of the project based on Governor's Executive Order 12-07.
- 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

- Completed and submitted the Regional Plan under RPS for acknowledgement.
- Began work on the project to implement Governor's Executive Order 12-07.
- Provide continued work on area transportation plans.
- Appointments to State and Federal committees.
- Continued work on maintaining Oregon and California railroad lands (O&C) funding for Jackson County.
- Established priorities for future County expenditures.
- Continued to implement the County's Economic Action Initiatives, including a "Business Grant Program," an Economic Development Advisory Committee (EDAC), enhanced business-friendly web page, an Economic Development Quick Response Team, and enhanced support for Southern Oregon Regional Economic Development.
- Provided $204,000 in grant funding to six businesses to assist in the creation of 110 new full-time jobs with an average wage of $49,027. To date, 50 of the 110 jobs have been filled representing an average wage of $46,873 and creating new payroll totaling $2,411,780.

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. Board meetings often include presentations by subject matter experts on matters of County interest. Agendas are organized so that citizen input is an initial item of business. The meetings are available live via cable or can be viewed online concurrently or 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, including 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; disaster plan; work toward developing work force housing; work on creating energy alternatives and independence for communities; assist to 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 2013-2014: continue to promote development of the commercial and industrial opportunities in the White City and Tolo area, and Jackson County in general; 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 assist to facilitate development; encourage the growth of jobs and, in particular, more small companies that offer family wage jobs in Jackson County; continue to govern 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 local, State, and Federal committees and work with associated legislative delegations to 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	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Fees & Other Service Charges	$14	$5	$56	$75	$75
Interfund Transfers	$732,840	$412,515	$698,694	$730,923	$741,193
Total	**$732,854**	**$412,520**	**$698,750**	**$730,998**	**$741,268**
EXPENDITURES					
Personnel Services	$487,198	$475,299	$554,893	$605,903	$602,448
Materials & Services	$104,008	$117,155	$98,858	$133,182	$138,820
Total	**$591,206**	**$592,454**	**$653,751**	**$739,085**	**$741,268**
Full-Time Equivalent	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**

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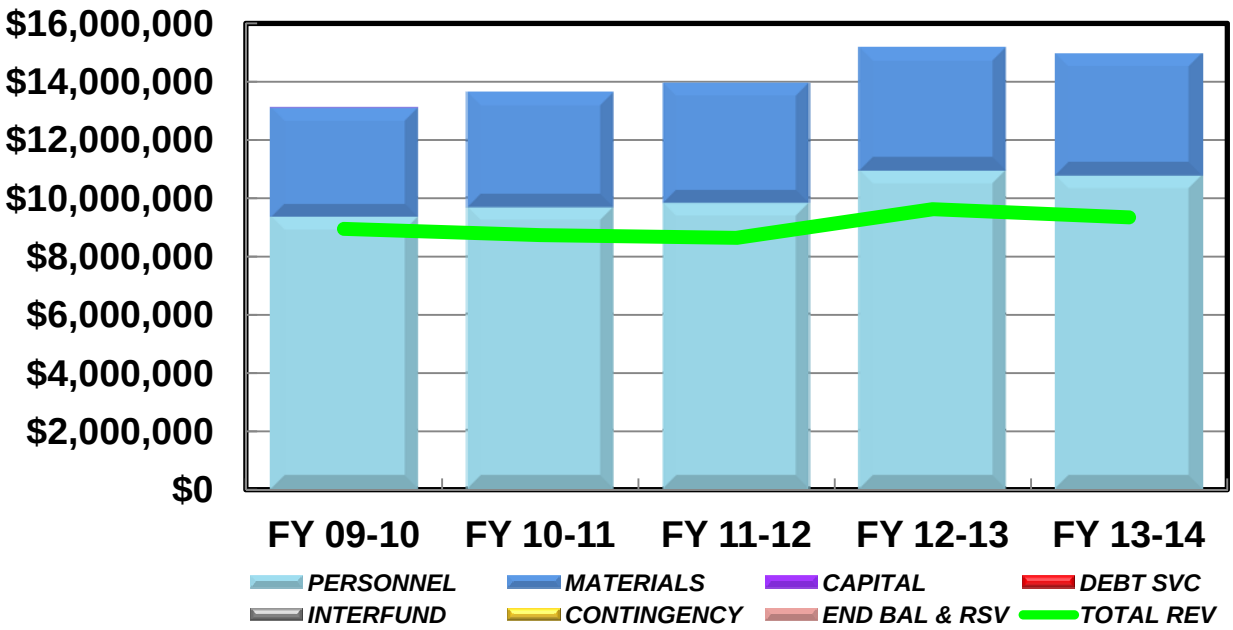
COMMUNITY JUSTICE

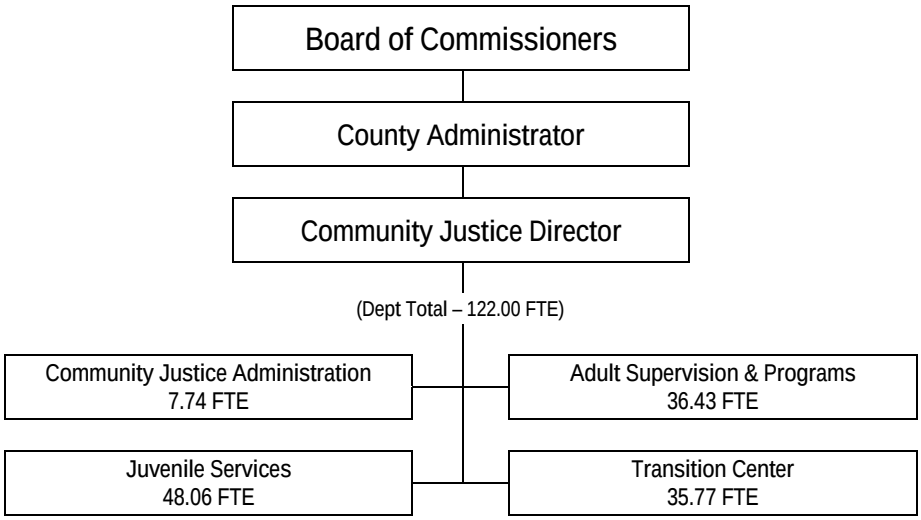
2009-2010 to 2013-2014



	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
PERSONNEL	$9,335,649	$9,673,806	$9,814,811	$10,929,227	$10,761,198
MATERIALS	$3,750,908	$3,943,637	$4,128,187	$4,218,316	$4,189,053
CAPITAL	$12,477	$0	$0	$0	$0
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$0	$0	$0	$0	$0
CONTINGENCY	$0	$0	$0	$0	$0
END BAL & RSV	$0	$0	$0	$0	$0
TOTAL EXP	$13,099,034	$13,617,443	$13,942,998	$15,147,543	$14,950,251
TOTAL REV	$8,948,368	$8,734,860	$8,640,400	$9,624,762	$9,346,900
FTEs	141.00	138.00	133.50	132.75	122.00

Numbers for FY 09-10 through FY 11-12 are actual revenues and expenditures. FY 12-13 and FY 13-14 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 on page 17 of this document. The reduction in the FY 13-14 budget is due to cutbacks in General Fund support and decreases in State funds. Additionally, the reduction of 10.75 FTEs is due to increased personnel costs and reduced funding.

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 2013-2014

- The Department is charged with the difficult dilemma of developing the budget without knowing what level of State funding will be allocated to Jackson County. Current budget numbers were generated based on available information and projections.
- Collaboration and partnership with local community and State agencies will continue to be of increased importance in the next year. 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 will continue to focus resources and efforts toward the re-integration (reach-in) process in both the adult and juvenile systems.
- Jackson County will continue to enhance the "reach-in" program by identifying service needs for offenders returning to the community from prison and the County Jail. The Department continues to work collaboratively with community partners to enhance service delivery, partnerships, and overall education about what each entity's role, mission, and limitations are with regard to the re-entry process. The long term goal is to provide education to the public and better serve the needs and issues of the offender population as well as reducing recidivism.
- Community Justice continues to face challenges in regard to working with criminal offenders who also share a mental health diagnosis. Community Justice will utilize grant funding and available community resources to identify, prioritize and assist individuals with mental health issues. Community Justice will continue to work collaboratively with local law enforcement agencies, the courts, and Health and Human Services to problem solve, educate, and focus efforts on those clients who pose the greatest risk to the community or themselves. Community Justice has added a mental health liaison, through grant funding, to assist probation officers in referring and treating those clients with mental health issues. This liaison will work collaboratively between mental health providers and Community Justice to streamline assistance, educate staff, and provide onsite evaluations for offenders.
- The Department will continue to pursue alternative funding streams, including grant opportunities, which are consistent with the goals around public safety and offender rehabilitation. One of the Department's goals is to collaborate with community partners whenever possible on shared grant opportunities that allow staff to work together towards a common outcome.

- The Department has fully implemented a restitution collection program designed to target offenders who owe court ordered restitution. The partner agencies will continue to 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 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 an evidence based treatment component to their supervision.
- All programs within Community Justice will continue to train and use evidence based practices to address offenders risk and rehabilitation. In the next year Community Justice will be faced with loss of grant funding, rising caseload numbers, and budget cuts. All programs will continue to utilize current training and delivery of best practices to respond to offender behavior.

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 juvenile offenders to commit new criminal activities. This model ensures that resources and services are directed to the highest risk offenders in order 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. Future efforts will include focusing on increasing Medicare reimbursement in order to help fund residential programs and case management of juvenile offenders.
- 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 has provided an alternative to forced jail releases while establishing an environment that provides an evidence based approach to offender supervision and rehabilitation. The Transition Center continues to provide contracted work services for County departments while simultaneously offering offenders training, education, and increased self worth.
- Community Justice will continue to utilize local treatment services to provide 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.
- 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 continued to coordinate and develop 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.
- The Department has enhanced its ability to track and monitor program efficacy as well as find ways to increase efficiency. Current technology has simplified the data

collection and allowed staff to evaluate data regarding current programming and its impact on deterring recidivism and other benchmarks. As data is reviewed, program goals and efficiency are also updated as well as current interventions and strategies. This data will be a valuable resource in future decision making regarding program funding and how the Department chooses to utilize those funds.

- The Department worked closely this year with local law enforcement and mental health to provide services for clients who exhibit multiple disorders and mental health issues. Collaboration will result in more efficient delivery of services, better communication and assessment of risk, and improved functioning and stability for offenders with mental health issues.

Benchmark

On a statewide comparison, the benchmarks for the adult program put Jackson County above the statewide average on almost all of the outcomes with the exception of community service, where the program is slightly below the State average on the other half. The program is doing exceptionally well in employment, treatment, positive case closures, and has improved significantly in restitution collection and overall recidivism rates. This can be attributed to increased individual focus and offender accountability, use of evidence based practices to discern risk and respond to offender needs with better responsibility, and improved collaboration between partner agencies that assist in supervision needs.

Community service numbers on the State benchmarks look at high and medium risk clients which can be extremely difficult to motivate to complete community service hours. Many of the cases that staff refers and monitors are not counted on the State outcomes such as Justice Court, municipal courts, bench probations, Federal Court, and other referrals from neighboring states. When looking at the program as a whole, staff averages almost a 50 percent completion rate (over 30,000 hours completed), and provides services and needed work resources for over 37 local non-profit agencies. In addition, staff allows offenders to utilize community service to pay for tattoo removal which can be extremely positive in terms of rehabilitation efforts.

Community Justice Administration

Program Purpose

The Community Justice Administration Program strives to deliver a variety of correctional services programs for juvenile and adult offenders. These programs focus on public safety and victim support while holding the offender accountable and reducing recidivism. The Community Justice Administration Program provides direction and administrative support, including budgeting, compliance, grants, contracts, personnel, and planning for all Community Justice programs. In addition, the Program strives to maintain collaborative relationships with other agencies within the community who serve the same population. The Community Justice Administration Program is helping to meet County goals: (1) Protect the health, safety, and well-being of 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 Community Justice Administration Program provides the following services:

- **Administration**

  Strategic Objective: Provide overall direction and administration of all Community Justice programs. Services include budgeting, contracts, grants, personnel, program planning, and compliance.

- **Integrated Services**

  Strategic Objective: Work with the Oregon Department of Corrections, other community justice offices, and local non-profits to continue to work toward more integrated services.

- **Training**

  Strategic Objective: Provide ongoing training to minimize civil liability, promote staff safety, and assure competence in all tasks completed by employees.

Significant Issues in the Year Ahead

The Community Justice Administration Program faces significant challenges to preserve current services provided by the department in light of budgetary constraints and loss of grant funding. The Program commits to identifying and exploring all additional funding options available through a variety of sources to support and/or enhance current programs.

Community Justice Administration

Financial Condition

The Community Justice Administration Program receives the majority (52 percent) of funding from grants. Other funding streams include fees (27 percent) and Community Corrections Act (CCA) (21 percent). This Program does not receive any General Fund support.

Program: 480105	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$0	$0	$0	$596,297
Fees & Other Service Charges	$0	$0	$0	$0	$55,150
All Other Resources	$0	$0	$0	$0	$2,500
Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$653,947**
EXPENDITURES					
Personnel Services	$0	$0	$0	$0	$132,867
Materials & Services	$0	$0	$0	$0	$379,506
Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$512,373**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**1.74**

Adult Supervision and Programs

Program Purpose

The Adult Supervision and Programs' purpose and intent 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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Increase number of probation clients who do not recidivate	79%	75%	75%	75%
Increase positive case closures/ probation	46%	65%	65%	65%
Increase positive case closures for post-prison	79%	85%	85%	85%

The Oregon Department of Corrections focuses their outcome measures to reflect only high and medium risk offenders. This measurement is a fluid document and looks at new felony convictions three years after completion of supervision. Jackson County continues to utilize evidence based practices to provide programs and interventions designed to reduce recidivism as well increase successful transition into the community. Jackson County continues to have better outcomes on these objectives than the State average.

In 2013, Jackson County will continue to enhance programming and supervision through validated risk tools, evidence based offender management and intervention, 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.

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

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of clients engaged in treatment	41%	45%	45%	45%

Best practices in offender supervision 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 use evidence based practices to assess and provide treatment to those clients who present with an alcohol or drug addiction. Currently, Jackson County is significantly above the statewide average for supervised medium and high 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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of supervision fees collected	18%	n/a*	35%	45%

*Prior percentages were based on number of clients who paid rather than total money collected. This outcome measure has been changed to reflect a more accurate account of fee collection.

Offender financial obligations, payment of restitution, treatment fees, and high rates of unemployment have made the collection of supervision fees very difficult in the past. Community Justice has revised procedures to improve efforts to collect fees and increase offender accountability for supervision costs.

- **Home Detention**

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of offenders served by home detention program	366	400	400	420

Jail overcrowding, along with offender accountability and rehabilitation, increases the need for alternative incarceration options. For those populations that were eligible, home detention continues to be an option that has reduced the need for jail or Transition Center beds along with transferring the cost of incarceration from the community to the offender.

- **Community Services**

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Increase offender community service hours completed per year	33,100*	n/a	26,000	35,000

*In 2012, the tracking software for community service was reformatted. This represents the first full year of data that accurately shows community services hours completed.

- **Restitution**

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of restitution collected	11%	15%	15%	20%

Significant Issues in the Year Ahead

In the next year, Community Justice will continue to focus supervision efforts on offenders who owe restitution to victims of their criminal activity. Probation Officers, along with the Courts, District Attorney's Office, and Oregon Department of Justice will work collaboratively to increase the amount of restitution collected and returned to victims. In 2012, over $49,000 in Court ordered restitution was returned to the victims of criminal activity.

Community Justice continues to face challenges in regard to working with criminal offenders who also have mental health issues. Despite funding cuts, Jackson County has utilized grant funding to streamline, identify, and refer these clients to appropriate mental health interventions. Using an onsite liaison, Community Justice has enhanced communication between agencies, educated staff on mental health issues, and provided client support groups as well as screening and assistance for almost 70 criminal offenders.

Jackson County continues to see development in regard to the reach-in program which offers services and structure to those inmates coming to the community from prison. As statewide philosophies change in regard to incarceration best practices, options exist for offenders to be returned earlier to Jackson County and utilize local resources to re-integrate into the community, assess treatment needs, and utilize community resources. The goal and vision of these efforts is to increase the success of transition by reducing the probability of future criminal recidivism by matching offender needs with available resources.

Adult Supervision and Programs continues current 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 criminal populations. In 2013, Jackson County will be faced with the loss of supervision enhancement grant funding, rising caseload numbers, as well as uncertain State support. Probation Officers continue to utilize current training and delivery of evidence based interventions to respond to offender needs and issues, increase offender accountability, keep the community and its citizens safe through interventions and actions, and ensure fidelity of these programs through caseload audits and program evaluations.

Financial Condition

The Adult Supervision and Programs receive the majority (69 percent) of funding from the Community Corrections Act (CCA) and other Department of Corrections programs. Other funding streams include fees (23 percent) and grants (8 percent). This Program does not receive any General Fund support.

Adult Supervision and Programs

Program: 480101	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$3,260,842	$3,305,003	$3,606,277	$3,433,232	$3,166,205
Fees & Other Service Charges	$1,011,986	$958,876	$712,441	$1,178,200	$952,500
All Other Resources	$3,347	$373	$1,531	$2,500	$0
Interfund Transfers	$59,886	$50,169	$0	$0	$0
Total	**$4,336,061**	**$4,314,421**	**$4,320,249**	**$4,613,932**	**$4,118,705**
EXPENDITURES					
Personnel Services	$3,161,186	$3,340,950	$3,341,777	$3,713,621	$3,587,892
Materials & Services	$1,126,864	$1,306,947	$1,247,985	$1,467,646	$944,256
Total	**$4,288,050**	**$4,647,897**	**$4,589,762**	**$5,181,267**	**$4,532,148**
Full-Time Equivalent	**42.69**	**41.94**	**40.78**	**42.06**	**36.43**

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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of youth who do not re-offend during supervision*	68%	70%	71%	71%

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

The majority of crimes committed by juveniles are committed by small percentages 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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of reduction in risk level of youth at time of probation closure	n/a	82%	81%	82%

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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Community service hours completed by juvenile offenders	n/a	6,800	7,500	7,500
Average number of community service hours completed per youth	n/a	n/a	39	39

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. A total of 192 youth had an average of 39 hours of community service assigned. Age, maturity level, and risk to re-offend determine the number of community service hours assigned to youth.

Significant Issues in the Year Ahead

Balance the need for treatment services and community safety in providing a local residential program for male youth and the need for commitment to the Oregon Youth Authority for placement of youth in either a residential program or youth correctional facility.

Partner with other juvenile departments, Oregon Youth Authority, and Department of Human Services in the feasibility of obtaining Medicaid reimbursement funding for the residential program and case management activities of Probation Officers to help increase treatment services and funding for programs.

Financial Condition

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

Juvenile Services

Program: 480109	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$588,262	$637,769	$1,083,794	$1,179,109	$1,043,779
Fees & Other Service Charges	$743,416	$492,335	$64,017	$270,252	$209,723
All Other Resources	$307	$1,098	$719	$500	$500
Total	**$1,331,985**	**$1,131,202**	**$1,148,530**	**$1,449,861**	**$1,254,002**
EXPENDITURES					
Personnel Services	$3,432,158	$3,504,619	$3,559,969	$4,177,150	$4,159,110
Materials & Services	$1,162,963	$1,207,316	$1,337,231	$1,292,849	$1,437,830
Capital Outlay	$7,940	$0	$0	$0	$0
Total	**$4,603,061**	**$4,711,935**	**$4,897,200**	**$5,469,999**	**$5,596,940**
Full-Time Equivalent	**55.66**	**53.16**	**51.99**	**50.89**	**48.06**

Transition Center

Program Purpose

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

Program Information

The Transition Center Program provides the following services:

- **Program Placement**

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of offenders who successfully complete program	95.7%	95%	93.6%	94%

- **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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Amount of revenue earned by crews dispatched into the community	$786,396	$1,000,000	$864,282	$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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of offenders participating in treatment who continue treatment upon release from the program	60%	50%	65%	64%

- **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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of clients successfully transitioning to community housing	48.8%	50%	55%	50.7%

Significant Issues in the Year Ahead

The Transition Center saw a decrease in daily population, but experienced an increase in the number of intakes over the past year. The continued strain on the Jackson County Jail for bed space necessitates effective collaboration for population management issues. The year ahead will see an increased importance placed on the successful movement of offenders from the Jail to the Transition Center. The Transition Center plays a crucial role in helping the Jail prevent forced releases, averaging 122 clients per day over the past fiscal year to complement the Jackson County Jail capacity of 230 beds.

The Transition Center provided $330,248 worth of contracted work services for Jackson County departments. Work done for the Rogue Valley International-Medford Airport proved successful in both the value reported by the Airport and in the opportunity afforded to offenders for meaningful work. By utilizing these crews, 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 is to shift the financial burden of incarceration from the local tax base to the offender.

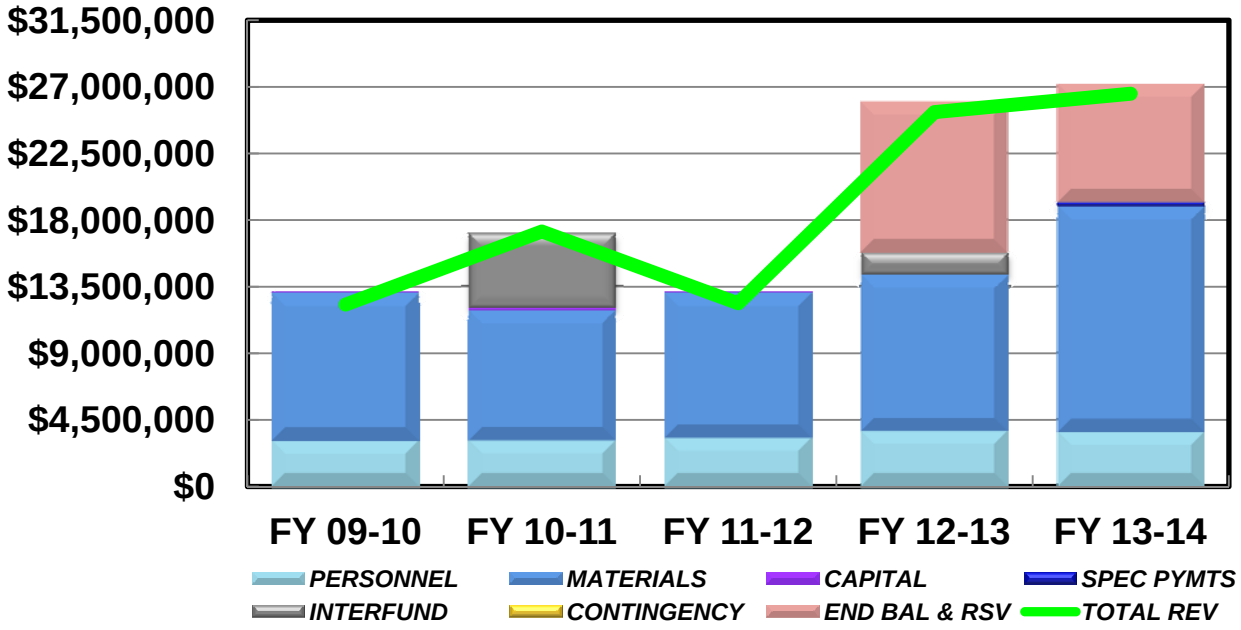
The Transition Center Program receives the majority (38 percent) of funding from the Community Corrections Act (CCA) and other Oregon

Department of Corrections' programs; other funding streams include contracts completed by the clientele (26 percent), fees (18 percent), and grants (8 percent). The remaining 10 percent is from the County General Fund.

Program: 480104	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2013-2014 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$1,952,103	$1,876,454	$1,545,918	$1,802,719	$2,230,996
Fees & Other Service Charges	$1,327,635	$1,412,289	$1,622,350	$1,756,250	$757,002
All Other Resources	$584	$494	$3,354	$2,000	$2,000
Interfund Transfers	$0	$0	$0	$0	$330,248
Total	**$3,280,322**	**$3,289,237**	**$3,171,622**	**$3,560,969**	**$3,320,246**
EXPENDITURES					
Personnel Services	$2,742,305	$2,828,238	$2,913,066	$3,038,456	$2,881,329
Materials & Services	$1,461,081	$1,429,374	$1,542,971	$1,457,821	$1,427,461
Capital Outlay	$4,537	$0	$0	$0	$0
Total	**$4,207,923**	**$4,257,612**	**$4,456,037**	**$4,496,277**	**$4,308,790**
Full-Time Equivalent	**42.65**	**42.90**	**40.73**	**39.80**	**35.77**

COUNTY ADMINISTRATION

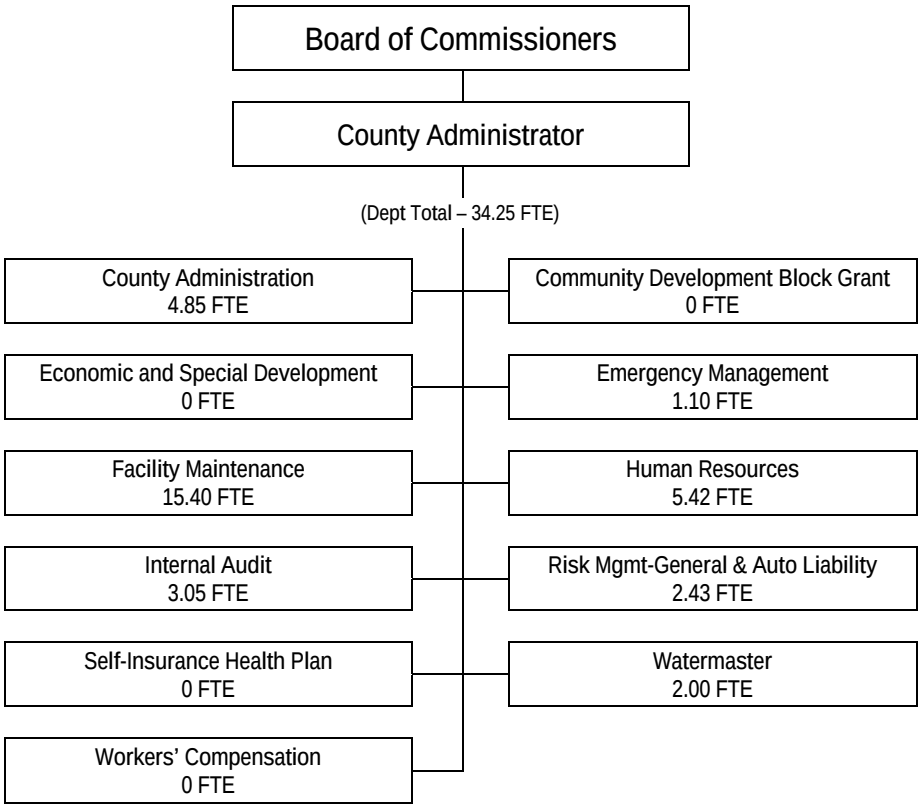
2009-2010 to 2013-2014



	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
PERSONNEL	$3,064,686	$3,092,322	$3,258,080	$3,703,365	$3,650,693
MATERIALS	$9,961,595	$8,782,036	$9,760,718	$10,541,839	$15,222,001
CAPITAL	$77,296	$138,181	$94,637	$0	$0
SPEC PYMTS	$0	$0	$0	$0	$260,000
INTERFUND	$20,012	$5,029,588	$0	$1,500,000	$0
CONTINGENCY	$0	$0	$0	$0	$0
END BAL & RSV	$0	$0	$0	$10,188,641	$7,994,355
TOTAL EXP	$13,123,589	$17,042,127	$13,113,435	$25,933,845	$27,127,049
TOTAL REV	$12,289,511	$17,236,078	$12,375,979	$25,300,078	$26,539,899
FTEs	35.70	35.95	34.95	36.25	34.25

Numbers for FY 09-10 through FY 11-12 are actual revenues and expenditures. FY 12-13 and FY 13-14 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 on page 17 of this document. The changes in the budget include an increase in materials and services and special payments in FY 13-14 due to a classification change in local budget law. Two unfilled positions (1.00 in Human Resources and 1.00 in Watermaster) were cut to balance the FY 13-14 budget.

Organization Chart



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

COUNTY ADMINISTRATION

Department Summary

Highlights and Challenges

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.

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Major Issues and Service Level Goals for Fiscal Year 2013-2014

- Fiscal year 2011-2012 was the final year of Oregon and California railroad lands (O&C) and Federal forest land payments under Public Law 110-343, and a one year reauthorization was granted in fiscal year 2012-2013. 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 2013-2014.
- 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.
- The Facility Maintenance Program will manage the final phase of remodeling the County Courthouse (common areas) and will continue to manage the Health Facility remodel and Parking Garage construction.

Major Issues and Service Level Accomplishments for Prior Year

- Conducted internal audit work in the following areas: Recording work load follow-up, Parks Howard Prairie Resort follow-up, Parks Oval Track follow-up, audit of expenditures, lease-cost Oregon Revised Statute (ORS) compliance, petty cash and change funds, payroll, motor vehicle use and fuel tax, Airport Passenger Facility Charges, ORS budget compliance, Capital Assets annual department reviews, and Office of Management and Budget (OMB) Circular A-133 compliance audit.
- Facility Maintenance wrapped up the grant requirements for the Energy Efficiency Conservation Block Grant funded lighting upgrade in several County facilities;

designed the Health Facility construction and Parking Garage construction projects; managed construction projects for the Jail basement remodel, Sheriff's Depot driveway access; and the remodel of the first and third floors in the Courthouse Annex. Facility Maintenance continues to work with Information Technology staff to develop and implement a Ticket System to track requested maintenance and preventative maintenance requests in order to ensure a high level of service and longevity to the County's facilities.

- Awarded the Government Finance Officers Association's prestigious "distinguished budget presentation" award for Fiscal Year 2012-2013 and the distinguished financial reporting award for Fiscal Year 2011-2012.

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

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 42 percent of those chargebacks are to the General Fund.

Program: 080101	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$5,000	$5,000	$5,000	$5,000	$5,000
Fees & Other Service Charges	$961	$714	$1,087	$695	$1,200
All Other Resources	$845	$501	$500	$500	$0
Interfund Transfers	$663,451	$736,054	$745,813	$881,373	$930,064
Total	**$670,257**	**$742,269**	**$752,400**	**$887,568**	**$936,264**
EXPENDITURES					
Personnel Services	$657,320	$687,429	$652,395	$815,703	$853,451
Materials & Services	$54,435	$50,577	$43,238	$82,412	$82,813
Total	**$711,755**	**$738,006**	**$695,633**	**$898,115**	**$936,264**
Full-Time Equivalent	**5.05**	**5.05**	**4.55**	**4.85**	**4.85**

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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of grant monitoring findings cleared	100%	100%	100%	100%
Percent of payments made to subgrantees within five 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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent change in housing rehabilitation waiting list	100%*	-30%	-90%	-10%
Number of low/moderate income homeowners receiving zero interest loans	0	1	12	8
Number of rehabilitation projects completed	0	10	12	8
Percent of rehabilitation projects completed	0	50%	60%	50%

*The 100 percent increase in the housing rehabilitation list represents the year the waiting list was reopened to apply for a new rehabilitation 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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of requests for reconveyance processed within 48 hours of receiving final paperwork	100%	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 programs for low and moderate income citizens. Currently, the County has one active housing rehabilitation grant. Fiscal year 2013-2014 will be the final year of the current grant. It is anticipated that this grant will provide $400,000 in zero-interest loans to low and moderate income homeowners in need of vital housing rehabilitation during the two year grant period. The County will reapply for the CDBG program in the summer of 2014.

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.

Program: 080303	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$15,135	$64,085	$27,563	$200,000	$260,000
Total	**$15,135**	**$64,085**	**$27,563**	**$200,000**	**$260,000**
EXPENDITURES					
Materials & Services	$15,348	$64,085	$27,563	$200,000	$0
Special Payments	$0	$0	$0	$0	$260,000
Total	**$15,348**	**$64,085**	**$27,563**	**$200,000**	**$260,000**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Economic and Special Development

Program Purpose

The purpose of the Economic and Special Development Program is threefold: (1) to attract, retain, and expand industries that provide a broad range of employment opportunities; (2) to sponsor contributions to programs not operated by the County which provide 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 $19,905 to Rogue Valley Council of Governments (RVCOG). RVCOG provides overall coordinated services of benefit to all local governments in Jackson and Josephine Counties and supports local and regional problem solving to provide a network of services to help seniors and adults with disabilities.

  Strategic Objective: Contribute $6,318 to RVCOG for the Bear Creek Watershed Non-Point Source Pollution (Total Maximum Daily Loads/TMDL) sampling project. This is an interagency cooperative funding project between RVCOG, Jackson County, and several local municipalities. It implements a water quality testing program which targets identification of non-point pollution sources along Bear Creek.

  Strategic Objective: Contribute $23,435 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 $204,204 to the Southern Oregon Research and Extension Center. The Oregon State University's Southern Oregon Research and Extension Center provides people with a

knowledge base related to youth, family and community development, agricultural production, integrated management systems, and environmental issues. It accomplishes this through basic and applied research, extension education, and public outreach.

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 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 $23,376 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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent compliance with grant management handbook procedures	100%	100%	100%	100%
Number of quarters where Jackson County is eligible for new projects	4	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

established a grant program in fiscal year 2011-2012 to create jobs in the County.

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 working with ACCESS and the Housing Authority of Jackson County to provide a revolving loan program for housing rehabilitation for low and 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.

Program: 080302	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
All Other Resources	-$2,392	$0	$0	$0	$0
Total	**$-2,392**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
EXPENDITURES					
Materials & Services	$266,370	$296,224	$486,730	$302,937	$303,238
Total	**$266,370**	**$296,224**	**$486,730**	**$302,937**	**$303,238**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Emergency Management

Program Purpose

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

Program Information

The Emergency Management Program provides the following services:

- **Collaborative Planning**

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of plans	2	3	3	1
Percent of plans completed	100%	100%	100%	100%

The actual number of plans in fiscal year 2013-2014 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 will be revised during this year; this plan has 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.

- **Promoting a Coordinated Disaster Response**

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of multi-agency disaster trainings held	3	3	3	3
Percent of critical agencies participating in exercises	20%	20%	20%	30%

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, volunteer agencies, and Community Organizations Active in Disasters (COAD) to those who are unable to obtain assistance through government programs.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 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, "Citizen Alert" by Everbridge, and run a media campaign annually for enrollment. Continue communicating with the public about disaster preparedness for individuals and families by public speaking, a booth at the fair, radio and television interviews, and implementing hazard mitigation measures.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of new citizens enrolled	n/a	6,800	6,800	10,000
Percent of increase in total population enrolled in alert system	n/a	10%	10%	20%

Significant Issues in the Year Ahead

Our country's war against terrorism has caused Emergency Management to place most of its attention on Homeland Security and individual and family 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, and public awareness for preparedness 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 2012-2013 fiscal year, Jackson County has received over $95,556 in Program reimbursement. The

fiscal year 2013-2014 EMPG budget includes $92,576 in reimbursement expenses.

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

Program: 080301	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2013-2014 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$253,608	$117,715	$192,517	$216,076	$124,276
Total	**$253,608**	**$117,715**	**$192,517**	**$216,076**	**$124,276**
EXPENDITURES					
Personnel Services	$113,559	$123,510	$122,470	$128,000	$137,667
Materials & Services	$227,390	$135,493	$159,263	$227,108	$120,909
Total	**$340,949**	**$259,003**	**$281,733**	**$355,108**	**$258,576**
Full-Time Equivalent	**1.00**	**1.00**	**1.00**	**1.10**	**1.10**

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 1,235,485 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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Annual square foot costs	$3.11	$3.29	$3.29	$3.42

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 administer the custodial contract to ensure that County buildings are cleaned on schedule as per cleaning specifications.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Buildings cleaned	35	36	36	35

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

- **Safety**

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Training hours/employee	24	24	24	24

Manage safety programs to reduce the chance of 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, of which 32 percent is received from General Fund departments.

Program: 080103	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$57,980	$106,845	$49,341	$70,251	$85,000
Fees & Other Service Charges	$930	$6,373	$2,893	$0	$0
All Other Resources	$2,624	$12	$622	$0	$0
Interfund Transfers	$3,409,567	$3,029,069	$3,063,678	$3,289,168	$3,342,221
Total	**$3,471,101**	**$3,142,299**	**$3,116,534**	**$3,359,419**	**$3,427,221**
EXPENDITURES					
Personnel Services	$998,715	$983,405	$1,050,620	$1,217,327	$1,261,589
Materials & Services	$2,271,356	$2,017,517	$2,070,350	$2,157,686	$2,165,632
Capital Outlay	$77,296	$128,556	$63,187	$0	$0
Interfund Transfers	$20,012	$0	$0	$0	$0
Total	**$3,367,379**	**$3,129,478**	**$3,184,157**	**$3,375,013**	**$3,427,221**
Full-Time Equivalent	**14.90**	**14.90**	**14.40**	**15.40**	**15.40**

Human Resources

Program Purpose

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

Program Information

The Human Resources Program provides the following services and has achieved the following outcomes:

- **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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of applicants screened in a competitive process	100%	100%	100%	100%

- **Management and Staff Development and Training Programs**

Strategic Objective: Ensure that managers have the most current management training. Provide timely and relevant opportunities for managers and employees to increase their knowledge and skills and enhance their professional abilities via training and one-on-one coaching.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of County employees attending HR-sponsored training	1,900	2,500	2,000	2,000

- **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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of applications forwarded to departments within three days of recruitment closing	90%	90%	95%	97%

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.

Since the implementation of NeoGov in June of 2011, the County's application process has become automated, making it easier, faster, and more efficient for applicants applying for positions. Managers are also able to review applications online and make decisions more efficiently. The storage costs for applications have been cut down tremendously helping the County save resources and stay "Green." NeoGov is a nationwide provider enabling Jackson County to be recognized in the NeoGov community throughout the country, which assists in marketing the County's jobs. In fiscal year 2012-2013, Human Resources collected, screened, and reviewed 8,963 employment applications, which show a trend upward of nearly 1,100 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, began in 2013.

Financial Condition

The Human Resources Program revenue is generated from interdepartmental charges, of which approximately 60 percent comes from the General Fund.

Human Resources

Program: 080104	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$0	$50	$0	$0
Fees & Other Service Charges	$2,141	$13,322	$2,116	$0	$0
All Other Resources	$571	$0	$14	$0	$0
Interfund Transfers	$876,804	$899,860	$690,154	$855,469	$764,185
Total	**$879,516**	**$913,182**	**$692,334**	**$855,469**	**$764,185**
EXPENDITURES					
Personnel Services	$618,506	$641,336	$659,647	$665,921	$610,120
Materials & Services	$300,966	$149,897	$149,242	$199,649	$154,065
Total	**$919,472**	**$791,233**	**$808,889**	**$865,570**	**$764,185**
Full-Time Equivalent	**6.55**	**6.30**	**6.91**	**6.17**	**5.42**

Internal Audit

Program Purpose

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

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

Program Information

The Internal Audit Program provides the following services:

- **Performance Audits**

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of recommendations accepted by management	95%	92%	92%	92%

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

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Dollars of fraud, waste, mismanagement, or abuse investigated	$382,521	$10,000	$120,007	$10,000

- **External Audit Contract Monitoring and Coordination**

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Maintain stability of audit costs relative to County expenditures	.17%	.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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of audits completed complying with Government Auditing Standards	100%	100%	100%	100%

Significant Issues in the Year Ahead

Due to reduced funding sources, departments dependent on County general funds are facing 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 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 64 percent funded by chargebacks to other County programs and 36 percent funded by a General Fund transfer.

Program: 080102	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2013-2014 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$7,033	$6,260	$6,483	$5,842	$7,357
Fees & Other Service Charges	$0	$0	$0	$0	$41
Interfund Transfers	$374,450	$416,000	$409,137	$489,211	$521,380
Total	**$381,483**	**$422,260**	**$415,620**	**$495,053**	**$528,778**
EXPENDITURES					
Personnel Services	$307,796	$281,034	$340,415	$373,195	$377,803
Materials & Services	$103,803	$95,162	$94,614	$126,747	$150,975
Total	**$411,599**	**$376,196**	**$435,029**	**$499,942**	**$528,778**
Full-Time Equivalent	**3.15**	**3.15**	**3.15**	**3.05**	**3.05**

Risk Management-General and Auto Liability

Program Purpose

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

Program Information

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

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

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

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of excess insurance coverage cost	-16%	0%	-5%	5%

- **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.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Aggregate loss ratio	93%	62%	78%	75%

- **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 was 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.

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	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$10,387	$5,223	$1,042	$1,741	$185
All Other Resources	$262,346	$133,261	$40,464	$23,442	$60,523
Interfund Transfers	$6,158,868	$2,001,412	$2,420,816	$3,969,013	$2,814,044
Fund Balance	$0	$0	$0	$2,344,297	$5,043,556
Total	**$6,431,601**	**$2,139,896**	**$2,462,322**	**$6,338,493**	**$7,918,308**
EXPENDITURES					
Personnel Services	$195,019	$195,775	$237,665	$293,695	$286,547
Materials & Services	$6,597,817	$1,945,197	$1,934,581	$2,139,156	$5,138,157
Interfund Transfers	$0	$5,029,588	$0	$0	$0
Ending Balance and Reserves	$0	$0	$0	$3,905,642	$2,493,604
Total	**$6,792,836**	**$7,170,560**	**$2,172,246**	**$6,338,493**	**$7,918,308**
Full-Time Equivalent	**2.05**	**2.55**	**1.95**	**2.68**	**2.43**

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.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Average loss ratio	77%	79%	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.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of claims that are for prescriptions	22.9%	20%	16%	17%

- **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.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent increase in health care costs	3.50%	3.90%	6.50%	7.96%

In fiscal year 2008-2009, the County became self-insured under the Jackson County Health Plan. Both the County and the employees contribute to the cost of the plan. The County has taken on this risk in order to provide a

quality insurance plan at a lower cost. The County maintains a Self-Insurance Health Plan Fund from which claims are paid. Extremely large claims may be paid, in part, by an excess coverage insurance policy.

Significant Issues in the Year Ahead

In March, 2012, Wells Fargo Insurance Services was chosen for Agent-of-Record. Wells Fargo will strive to improve the roles and responsibilities of the Jackson County Health Plan Insurance Committee and provide leadership and direction to the committee. Wells Fargo Insurance Services will introduce the newest concepts and latest methodologies for wellness, improved chronic disease outcomes, and deliver the best risk protection and insurance coverage at the lowest possible cost for Jackson County.

In July, 2012, the Jackson County Health Plan switched third party administrators from PacificSource Administrators to Regence BlueCross BlueShield of Oregon. Regence BlueCross BlueShield has delivered a lower cost model overall, with deeper provider discounts in Jackson and Josephine Counties, as well as an integrated self-insured model including stop loss and improved risk management tools for Jackson County.

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 2013-2014 includes an increase of 7.96 percent due to increased costs of health care and mandated benefits due to health care reform. A reserve account has been created for claim run-out and actuarially-based data from the County's Agent-of-Record.

Program: 080401	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
All Other Resources	$0	$286,953	$344,838	$32,417	$48,251
Interfund Transfers	$0	$5,658,504	$3,346,352	$4,080,156	$4,321,650
Fund Balance	$0	$0	$0	$3,241,571	$4,020,925
Total	**$ 0**	**$5,945,457**	**$3,691,190**	**$7,354,144**	**$8,390,826**
EXPENDITURES					
Materials & Services	$0	$3,274,973	$4,065,119	$4,064,186	$5,013,132
Ending Balance and Reserves	$0	$0	$0	$3,289,958	$3,377,694
Total	**$ 0**	**$3,274,973**	**$4,065,119**	**$7,354,144**	**$8,390,826**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Watermaster

Program Purpose

The purpose of the Watermaster Program is to provide staff support 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 and irrigation districts are adhering to the guidelines set out by Oregon law for the use of water resources, including the specific parameters of individual water rights.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of the 31 water monitoring stations operable	100%	100%	100%	100%

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

Strategic Objective: Partner with local irrigation districts and the Army 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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 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 water is available for uses in the future.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of WISE meetings attended	90%	90%	100%	100%

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 this committee provides updated information and helps plan around existing conditions and for possible future problems with this diminishing resource.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of NRAC meetings attended	90%	100%	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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Total number of stream gauges	26	27	31	37
Percent of operable gauges continuously monitoring stream flow	100%	100%	100%	100%

- **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 stream gauges that continuously collect stream flow and temperature data.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Upgrade, operation, and maintenance of the 31 water monitoring stations	100%	100%	100%	100%

- **Additional Funding Sources**

Strategic Objective: To increase revenue through expansion of service contracts for gauging stations to offset future loss of Title III funding.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Medford Water Commission service contract	$5,500	$6,000	$28,020	$7,600
Bureau of Reclamation service contract	$60,478	$87,686	$89,625	$89,625

Significant Issues in the Year Ahead

Jackson County's water resources will continue to be a significant issue in the year ahead. The Klamath Basin adjudication process is nearing completion. The adjudication will result in changes to the total volume of water allowed to be diverted from the Klamath Basin to the Rogue Basin. Working through the WISE program, the Watermaster's Office will monitor the legal discussion and participate locally in any discussion related to this topic.

The Watermaster Program has relied heavily on grant funds from Title III. This funding source will end as of June, 2014. The Watermaster's Office is aggressively pursuing funding from other sources to continue the operation and maintenance of the gauging station network.

Financial Condition

The Watermaster Program will be facing challenges in the funding for the 2013-2014 fiscal year. With the 63 percent decrease in Title III funds, one unfilled full-time equivalent (FTE) position, Assistant Watermaster I, was removed from the budget. The Bureau of Reclamation contract ends June, 2013, but the Watermaster's Office is confident that funding will continue.

The Watermaster Program is currently receives 16 percent funding from Title III grants, 27 percent from Bureau of Reclamation, and 46 percent from the General Fund. The remaining 11 percent of the budget is funded by irrigation districts, service contracts, and various fees for service.

Watermaster

Program: 080305	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$66,629	$68,354	$115,956	$102,186	$122,799
Fees & Other Service Charges	$122,573	$131,090	$116,574	$139,741	$52,548
Total	**$189,202**	**$199,444**	**$232,530**	**$241,927**	**$175,347**
EXPENDITURES					
Personnel Services	$173,771	$179,835	$194,868	$209,524	$123,516
Materials & Services	$124,111	$140,748	$111,340	$183,070	$201,443
Capital Outlay	$0	$9,625	$31,450	$0	$0
Total	**$297,882**	**$330,208**	**$337,658**	**$392,594**	**$324,959**
Full-Time Equivalent	**2.00**	**3.00**	**3.00**	**3.00**	**2.00**

Workers' Compensation

Program Purpose

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

Program Information

The Workers' Compensation Program provides these services:

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

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

- **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.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Aggregate loss ratio	51%	64%	55%	60%

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

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

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of safety trainings	2	2	3	4

- **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, Jackson 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 was 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 revised Safety Policy and Safety Manual were implemented and distributed to County departments in February, 2013.

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 2013-2014, chargebacks to Departments reflect the recommended reserve funding as outlined in the actuarial evaluation. A reduction in actuarial projections for fiscal year 2013-2014 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.

Workers' Compensation

Program: 080501	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$0	$53,482	$10,000	$15,000
All Other Resources	$0	$52,349	$85,015	$48,866	$41,596
Interfund Transfers	$0	$3,497,122	$654,473	$806,488	$825,079
Fund Balance	$0	$0	$0	$4,486,575	$3,133,019
Total	**$ 0**	**$3,549,471**	**$792,970**	**$5,351,929**	**$4,014,694**
EXPENDITURES					
Materials & Services	$0	$612,165	$618,677	$858,888	$1,891,637
Interfund Transfers	$0	$0	$0	$1,500,000	$0
Ending Balance and Reserves	$0	$0	$0	$2,993,041	$2,123,057
Total	**$ 0**	**$612,165**	**$618,677**	**$5,351,929**	**$4,014,694**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

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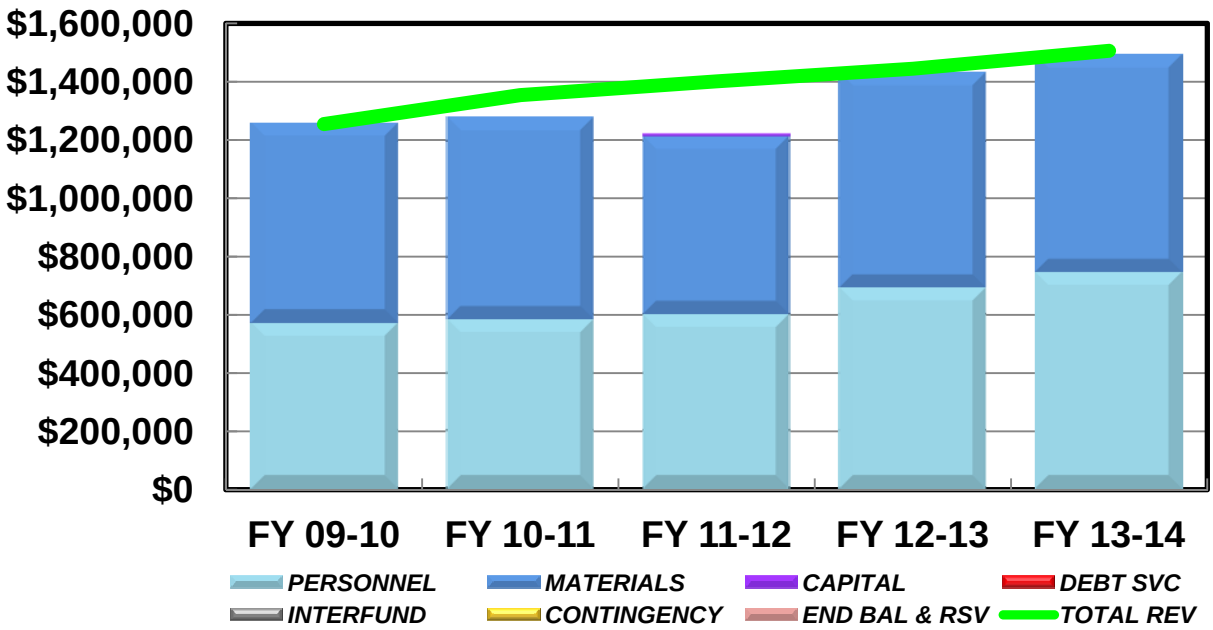
COUNTY CLERK

2009-2010 to 2013-2014

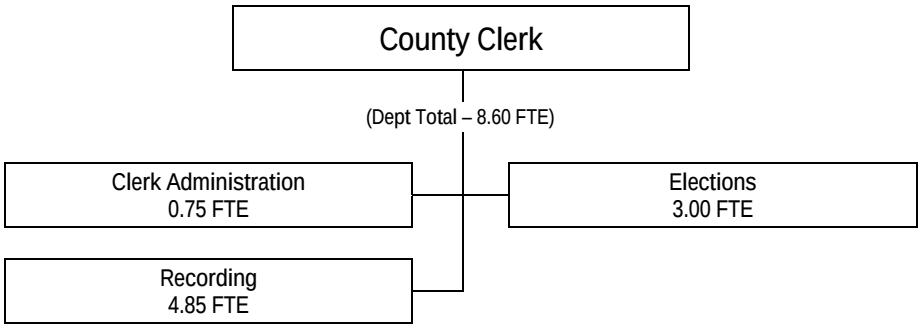


	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
PERSONNEL	$570,223	$582,303	$599,906	$690,821	$744,428
MATERIALS	$687,562	$695,289	$612,556	$740,070	$747,820
CAPITAL	$0	$0	$7,605	$0	$0
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$0	$0	$0	$0	$0
CONTINGENCY	$0	$0	$0	$0	$0
END BAL & RSV	$0	$0	$0	$0	$0
TOTAL EXP	$1,257,785	$1,277,592	$1,220,067	$1,430,891	$1,492,248
TOTAL REV	$1,254,672	$1,353,954	$1,401,458	$1,444,361	$1,505,859
FTEs	8.00	8.00	8.00	8.00	8.60

Numbers for FY 09-10 through FY 11-12 are actual revenues and expenditures. FY 12-13 and FY 13-14 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 on page 17 of this document. There are no major changes to this budget between FY 12-13 and FY 13-14. The increase of 0.60 FTE is attributable to the increase in revenues and 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 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 2013-2014

- Conduct four regular, scheduled, elections which will include a countywide mid-term Primary election in May, 2014, and subsequent recounts to follow.
- Record 48,000 documents and issue approximately 1,400 marriage licenses.
- Process 300+ petitions for the BoPTA program requesting a reduction of property values. Conduct 300 hearings for the BoPTA program.
- Challenges concerning the conversion of the Oregon Counties Assessment and Taxation System (ORCATS) to Manitron during fiscal year 2013-2014 for both Recording and BoPTA.
- Continued yearly training and updates of the Oregon Centralized Voter Registration (OCVR) system.
- Continued implementation and staff training on the Bell and Howell ballot sorter along with upgrades and testing that follow permanent installation.
- Process and/or update 100,000+ voter registration cards by paper or digital format.
- Continued training and upgrades of the e-Recording program while increasing percentages of e-Recordings.
- Further monitoring of work load, performance, and revenue (ongoing).
- Perform 100+ marriage ceremonies.

Major Issues and Service Level Accomplishments for Prior Year

- Successful use of a Bell and Howell ballot sorter for both the Primary and General elections.
- Continued training and updates of the election management system (OCVR).
- Conducted elections, including a Presidential General and a District.
- Processed, updated, and scanned approximately 100,000 voter registration cards both electronically or paper format.
- Recorded approximately 46,000 documents and issued approximately 1,350 marriage licenses.
- Processed 289 petitions, equal to 365 accounts, BoPTA 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 and an agreement with Indecomm for e-Recording portal.

- Performed over 100 marriage ceremonies.
- Audit recommendations implemented and continued monitoring of work load and performance standards.

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 and Represent the Clerk's Office at Public Engagements**

  Strategic Objective: Educate the public on the functions of the Clerk's Office programs and engaging in community outreach.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Presentations and participation	20	10	20	20

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, Oregon Association of County Clerk's, and the Oregon Municipal Recorders Association.

- **Departmental Efficiency**

  Strategic Objective: Ensure staff is trained and utilize labor saving technologies where possible along with clearly written performance measures to ensure productivity.

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

- **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. When purchasing supplies, order recycled products over non-recycled. Use of scanners producing digital images in both Recording and Elections has saved thousands of dollars in paper costs along with the implementation of e-Recording and electronic voter registration.

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 Mid-Term Primary Election will be held in May, 2014. The Clerk's Office will also continue to update Oregon Centralized Voter Registration (OCVR) and vote tabulation equipment. Jackson County was the beta test site for the Bell and Howell sorter solution during the 2012 Primary and General Elections and is now working on an inter-governmental procurement of the sorter through the Secretary of State.

Implement new laws as approved by the Governor in the upcoming legislative session.

Expanding e-Recording to include Level 3 recordings with a goal of at least 70 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.

Clerk Administration

Financial Condition

This Program is mostly funded by revenues generated through fees collected in the Recording Program and through Special District Election reimbursements.

Program: 150101	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
All Other Resources	$0	$0	$924	$0	$0
Total	**$ 0**	**$ 0**	**$ 924**	**$ 0**	**$ 0**
EXPENDITURES					
Personnel Services	$104,449	$84,794	$122,598	$96,808	$102,520
Materials & Services	$52,251	$91,096	$266,739	$54,199	$50,370
Total	**$156,700**	**$175,890**	**$389,337**	**$151,007**	**$152,890**
Full-Time Equivalent	**1.00**	**0.65**	**1.00**	**0.75**	**0.75**

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. Continued checks and balances are implemented yearly.

- **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 2013-2014 are projected to decline as after each Federal election records are purged.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of voters	114,500	115,000	122,000	115,000

- **Announcing Election Results**

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

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

- **Conduct Elections by Mail**

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

Prepare ballots, mail voter pamphlets and ballots to registered voters, process ballots, 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 2013-2014, including a May, 2014, Primary Election.

The Elections Program was the beta test site of a ballot sorter supplied by Bell and Howell (without fee) and supported by the Secretary of State. Jackson County Elections had exclusive use of this equipment for both the Primary and General Elections in 2012 and it was a highly successful beta test. The Secretary of State is working with Bell and Howell to fund the purchase of a sorter with HAVA; an intergovernmental agreement with the Secretary of State will transfer the asset to Jackson County. The Elections Program looks forward to receiving a ballot sorter during the 2012-2013 fiscal year for use in upcoming elections. 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 the population of Jackson County, staff is looking for ways to use technology to further aide 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. Licensing and ongoing maintenance costs have been budgeted in the 2013-2014 fiscal year.

The Elections Program is also going through a Clerk-requested audit to look at process efficiencies within the Program. Final audit recommendations will be implemented during the 2013-2014 fiscal year.

Financial Condition

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

Elections

Program: 150103	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2013-2014 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$107,130	$123,191	$573	$115,637	$100,845
Fees & Other Service Charges	$7,958	$10,142	$7,896	$10,892	$10,551
All Other Resources	$0	$4,114	$881	$0	$0
Total	**$115,088**	**$137,447**	**$9,350**	**$126,529**	**$111,396**
EXPENDITURES					
Personnel Services	$243,596	$253,964	$217,986	$282,750	$302,329
Materials & Services	$393,864	$399,536	$262,456	$464,577	$462,565
Total	**$637,460**	**$653,500**	**$480,442**	**$747,327**	**$764,894**
Full-Time Equivalent	**3.11**	**3.00**	**3.00**	**3.00**	**3.00**

Recording

Program Purpose

The Recording Program assists the public in the recording of all legal documents having an interest in real property and miscellaneous recordings; microfilming and scanning such documents for historical preservation; issuing marriage licenses and certifying copies; domestic partnership registry; providing Notary Public services; all administrative duties and liaison for the Board of Property Tax Appeals (BoPTA); provides searches of various 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 increasing workload.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of documents	42,093	42,375	46,000	48,000

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). The market seems to be normalizing as recordings have increased 12-13 percent from fiscal year 2011-2012. New construction starts are increasing as well.

- **Scanning Files/E-Recording**

  Strategic Objective: Reduce costs and increase productivity when servicing requests for documents or information by citizens, title companies, etc. 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.

- **Marriage Licenses**

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of marriage licenses issued	1,448	1,400	1,350	1,350

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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of marriages solemnized	70	160	75	100

- **Domestic Partnership Registry**

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of partnership forms received	23	24	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 petitions for review, schedule hearing times, prepare minutes

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of petitions filed	657	650+	289	350+

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). Implementation of the new Thomson Reuters 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.

Financial Condition

Economic conditions make the Recording Program highly volatile to financial market conditions. The Recording Program has seen an increase in recordings during the 2011-2012 fiscal year and a 12-13 percent increase in the current fiscal year. Increases are being projected for fiscal year 2013-2014.

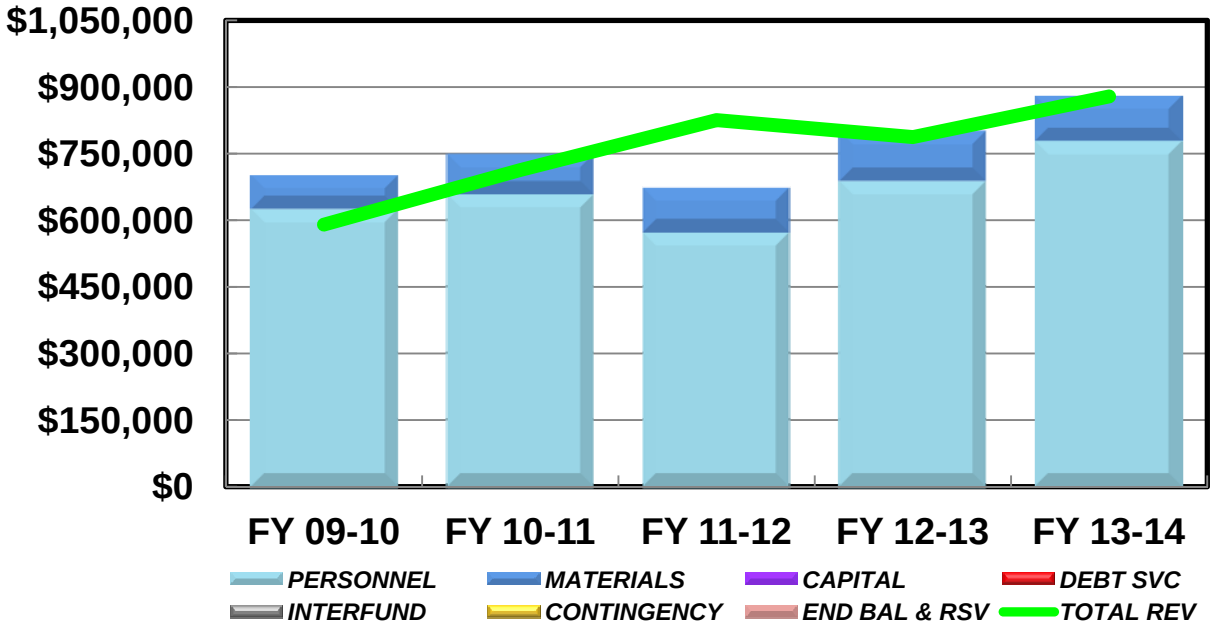
The Recording Program is 100 percent funded by charges to users. The primary users are title insurance companies; the Federal, State, and local governments; and the general public. The revenues are dependent upon mortgage interest rates and the general state of the economy, especially concerning the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

Recording

Program: 150102	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2013-2014 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$7,132	$11,174	$8,879	$8,050	$8,258
Fees & Other Service Charges	$1,132,302	$1,205,240	$1,381,593	$1,309,782	$1,386,205
All Other Resources	$150	$93	$712	$0	$0
Total	**$1,139,584**	**$1,216,507**	**$1,391,184**	**$1,317,832**	**$1,394,463**
EXPENDITURES					
Personnel Services	$222,178	$243,545	$259,323	$311,263	$339,579
Materials & Services	$241,447	$204,657	$83,361	$221,294	$234,885
Capital Outlay	$0	$0	$7,605	$0	$0
Total	**$463,625**	**$448,202**	**$350,289**	**$532,557**	**$574,464**
Full-Time Equivalent	**3.89**	**4.35**	**4.00**	**4.25**	**4.85**

COUNTY COUNSEL

2009-2010 to 2013-2014

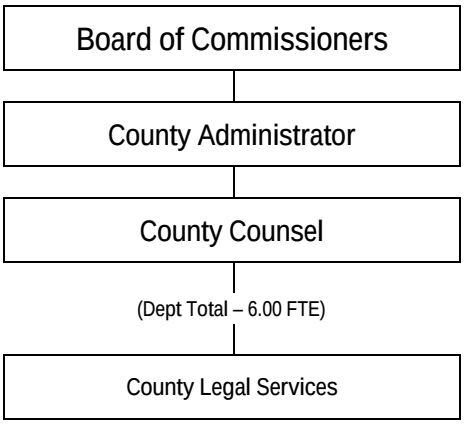


	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
PERSONNEL	$623,637	$656,794	$570,912	$686,612	$776,245
MATERIALS	$76,254	$90,554	$100,940	$112,739	$102,451
CAPITAL	$0	$0	$0	$0	$0
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$0	$0	$0	$0	$0
CONTINGENCY	$0	$0	$0	$0	$0
END BAL & RSV	$0	$0	$0	$0	$0
TOTAL EXP	$699,891	$747,348	$671,852	$799,351	$878,696
TOTAL REV	$590,361	$713,285	$825,506	$787,243	$878,696
FTEs	6.00	7.00	6.00	6.00	6.00

Numbers for FY 09-10 through FY 11-12 are actual revenues and expenditures. FY 12-13 and FY 13-14 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 on page 17 of this document. Between FY 12-13 and FY 13-14, there are no major changes to this budget and no change in the number of FTEs.

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 their legal issues.

Major Issues and Service Level Goals for Fiscal Year 2013-2014

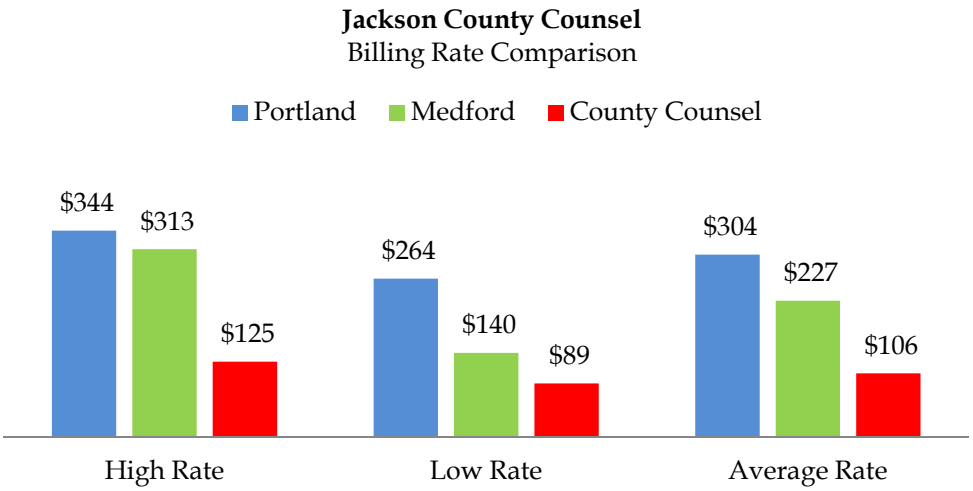
- Provide up-to-date, comprehensive, and timely legal advice to Jackson County government, its elected and appointed officials, and its departments.
- Continue to build upon specialty practice areas within the Office, with particular emphasis in employment/labor law, land use, and litigation.
- Review all Ordinances, contracts, and business transactions.
- Identify, address, and defuse potential litigation. Endeavor to quickly resolve issues, without compromising the interest and ability of the County to assert its rights and defend its interests.
- Directly handle litigation involving the County in both State and Federal trial and appellate courts, and closely manage outside counsel handling litigation and other specialty issues.
- Represent the County in public hearings, committees, and administrative tribunals.
- Provide training and briefings on legal issues for County officials and employees.
- Codify changes to the County code and assist other departments with major, substantive 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.
- Continued to improve and streamline the efficient and effective delivery of legal services to the County.
- Handled a significant amount of litigation in-house, while ensuring that litigation handled by outside counsel was conducted in an effective and cost-efficient manner.
- Continued development of an in-house labor and employment practice, including taking the lead role in collective bargaining negotiations and representing the County in various matters before the Oregon Employment Relations Board and the Oregon Bureau of Labor and Industries.
- Successfully prosecuted a case against the City of Medford, based on violations of grand funding obligations and deed restrictions, resulting in returning ownership to the County of certain park property.
- Increased the enforcement and collection of Code Enforcement judgments through the lien foreclosure process.
- Presented a variety of pertinent trainings and briefings to the Board of Commissioners, advisory committees, and departments.

Benchmark

The following chart shows the variance of billing rates for Portland law firms, Medford law firms, and the County Counsel's Office. County Counsel numbers are based on fiscal year 2013-2014 budget numbers.



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 their legal issues. 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. The Office accomplishes its mission by delivering cost-effective, quality legal services and creative solutions, while adhering to the highest ethical standards. Through the delivery of services in a manner that is consistent with applicable law, the County Legal Services Program is critical 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 and services 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 other 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 State and Federal courts and other tribunals.

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

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

- **Legal Training and Policy Implementation**

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

County Legal Services

Significant Issues in the Year Ahead

County Counsel anticipates continuing high demand for legal services regarding a broad range of County operations, strategic planning, and policies. Examples of the need for these services include: renegotiation of expiring Collective Bargaining Agreements; delivery of health care services by the County through Coordinated Care Organizations; the potential for increased land development; County capital improvements; various County operational issues; implementation of the Federal Coordination Policy; risk management activities; the potential for increased 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, as much as possible, to increase the amount of litigation handled directly by County Counsel attorneys, and will continue to manage the litigation assigned to outside counsel, with a goal of increasing the cost-effectiveness and positive outcomes of those services.

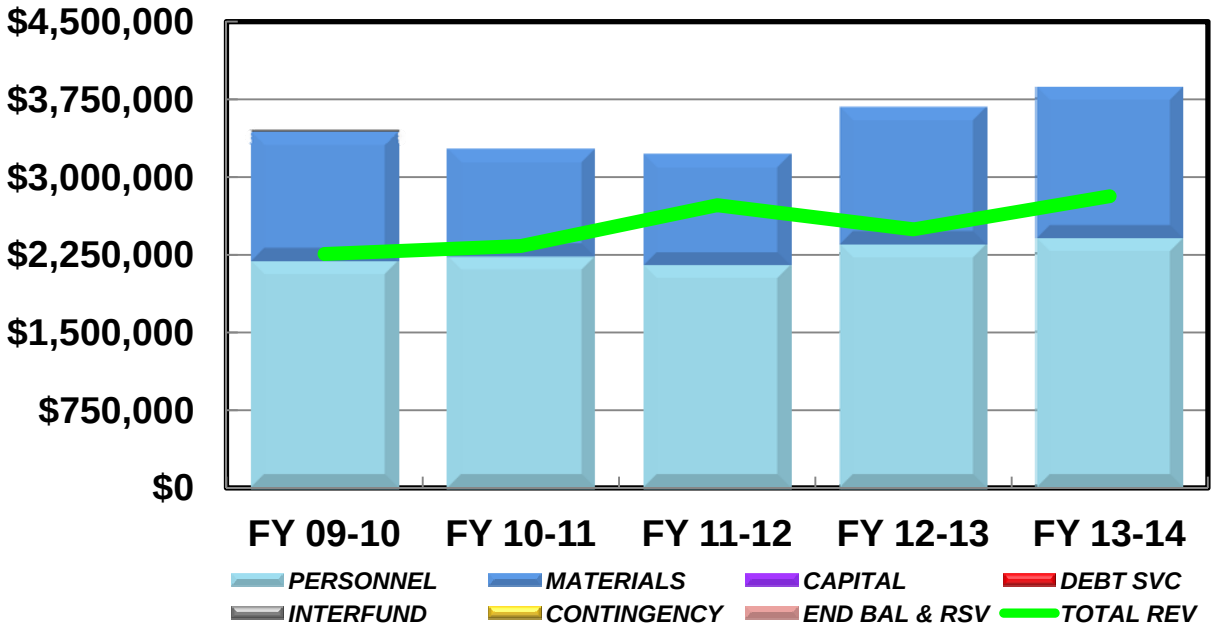
Financial Condition

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

Program: 070101	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$0	$181	$0	$0
Fees & Other Service Charges	$0	$0	$436	$200	$200
All Other Resources	$2,131	-$144	$40	$0	$0
Interfund Transfers	$588,230	$713,429	$824,849	$787,043	$878,496
Total	**$590,361**	**$713,285**	**$825,506**	**$787,243**	**$878,696**
EXPENDITURES					
Personnel Services	$623,637	$656,794	$570,912	$686,612	$776,245
Materials & Services	$76,254	$90,554	$100,940	$112,739	$102,451
Total	**$699,891**	**$747,348**	**$671,852**	**$799,351**	**$878,696**
Full-Time Equivalent	**6.00**	**7.00**	**6.00**	**6.00**	**6.00**

DEVELOPMENT SERVICES

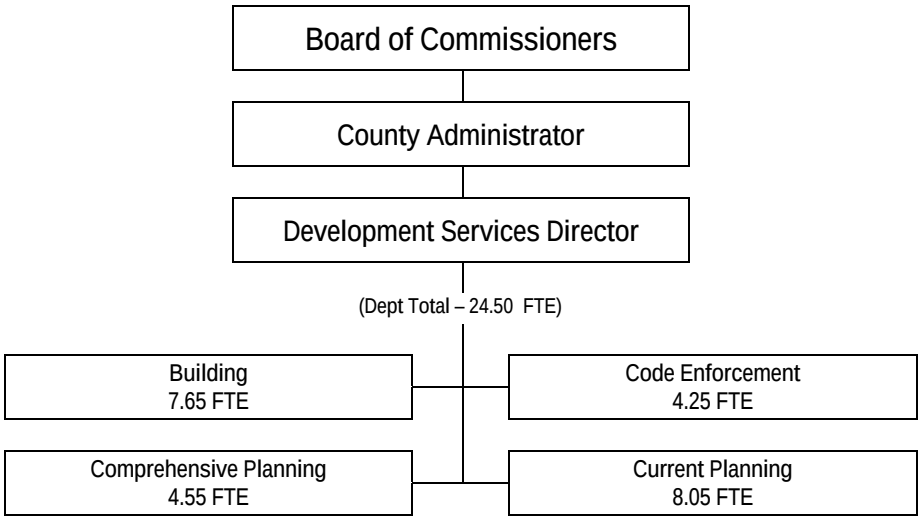
2009-2010 to 2013-2014



	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
PERSONNEL	$2,179,819	$2,222,947	$2,139,603	$2,341,214	$2,399,791
MATERIALS	$1,240,728	$1,033,674	$1,066,625	$1,317,253	$1,451,882
CAPITAL	$0	$0	$0	$0	$0
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$19,996	$0	$0	$0	$0
CONTINGENCY	$0	$0	$0	$0	$0
END BAL & RSV	$0	$0	$0	$0	$0
TOTAL EXP	$3,440,543	$3,256,621	$3,206,228	$3,658,467	$3,851,673
TOTAL REV	$2,258,050	$2,334,940	$2,728,097	$2,495,128	$2,815,007
FTEs	30.50	29.50	25.50	24.50	24.50

Numbers for FY 09-10 through FY 11-12 are actual revenues and expenditures. FY 12-13 and FY 13-14 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 on page 17 of this document. Between FY 12-13 and FY 13-14, there are no major changes to this budget and no change to the number of FTEs for FY 13-14.

Organization Chart



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

DEVELOPMENT SERVICES

Department Summary

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

Highlights and Challenges

Major Issues and Service Level Goals for Fiscal Year 2013-2014

- It appears that the economy is leveling out, and even improving slightly. As such, the Department has projected revenues conservatively with just under a 4 percent increase in the Community Development Fee over what the Department actually collected during the 2011-2012 fiscal year. The Department continues to rely on the General Fund and has been allocated $1,163,339 in 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 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 2 percent from the 2012-2013 fiscal year. As future personnel costs increase, it is expected that total Department costs will also increase. 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.
- Development Services' permit tracking software system will cease to be supported in the next three to five years. This system tracks all of the building and planning permits as well as all code enforcement cases. Monies will be carried over from the 2012-2013 fiscal year into the 2013-2014 fiscal year to pay for the system upgrade. From initiation to deployment, this project is estimated to take nine months. A considerable amount of staff time will need to be allocated to this project. Staffing resources will be used to identify business processes and test systems; staff will also spend a considerable amount of time training on the new software before it is fully implemented. This software upgrade will bring with it many improvements. One noteworthy benefit will be that customers will be able to track the progress of both building permits and planning applications online, in real-time.
- Provide staffing for the Agricultural Task Force as agreed to in the Regional Problem Solving (RPS) Plan.
- During the 2012-2013 fiscal year, the Comprehensive Planning staff worked on the Southern Oregon Regional Pilot Program authorized by the Governor's Executive Order 12-07. It is unknown at the time of this budget preparation whether the Pilot Program will be completed at the end of the 2012-2013 fiscal year. If it is not, and the Oregon State Legislature appropriates additional

funding for the project, it is anticipated that this will continue to be a significant project in the 2013-2014 fiscal year.

- 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.
- Due to the acknowledgement of the County's RPS Plan, it is anticipated that the RPS participating cities will begin Urban Growth Boundary expansions. This will constitute a significant portion of the Comprehensive Planning's work program for the next three to five years.
- 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 extra help assistance in the Building Program to augment the plans review and inspection functions on an as-needed basis to ensure that the Program meets statutory requirements.
- 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 RPS Plan was acknowledged by the Land Conservation and Development Commission.
- The Building Program conducted building inspections in a timeline that exceeded statutory requirements.
- The Board of Commissioners approved improvements to the Land Development Ordinance's site plan review procedures and floodplain development review.
- Provided staffing for the Agricultural Task Force as agreed to in the RPS Plan.
- Examined 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. Worked on an update of Type 2 applications and created corresponding check lists for customers and staff.
- Farm stands amendments to the Land Development Ordinance were implemented which created standards for farm stands thereby allowing some farm stands to be processed as a Type 1 review.

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 professional, 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: Complete plan reviews in a timely, professional, and accurate manner.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of time residential plan review is completed within a ten-day period	50%	50%	50%	50%

Plan reviews continue to be completed in a professional and accurate manner. Cycle times for plan reviews have remained constant. This is due to the hiring of temporary extra-help staff who assist in plan reviews during the busier, summer months. This practice will continue in the 2013-2014 fiscal year.

- **Inspections**

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

Strategic Objective: Continue to work toward a web-based permitting process and integrate into the State's website to allow "one stop shopping" for permit purchases which do not require a plan review. This is an ongoing effort that requires assistance from the State Building Codes Division. It appears this goal will be reached in 2014.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Building inspections*	100%	100%	100%	100%
Mechanical inspections*	99.6%	100%	100%	100%
Electrical inspections*	99.9%	100%	98%	98%
Plumbing inspections*	99.8%	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 timelines statutorily mandated.

Significant Issues in the Year Ahead

As building permit numbers increase slightly, it is anticipated that temporary extra-help staff will be required during the busier months of the year to allow the Program to meet statutory requirements.

The Development Services Department's permit tracking software system will cease to be supported in the next three to five years. This system tracks all of the building and planning permits as well as all code enforcement cases. Monies will be carried over from the 2012-2013 fiscal year into the 2013-2014 fiscal year to pay for the system upgrade. From initiation to deployment, this project is estimated to take nine months. A considerable amount of Building staff time will need to be allocated to this project. Staffing resources will be used to identify business processes, test systems and staff will spend a considerable amount of time training on the new software before it is fully implemented. The Building Program module will be free to the Department as it is paid for through a State surcharge on building permits. This software upgrade will bring with it many improvements. One noteworthy benefit will be that customers will be able to track the progress of both building permits and planning applications online, in real-time.

Building

Financial Condition

It appears that the economy is leveling out, and even improving slightly. 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. The Community Development Fee provides funding for the Current and Comprehensive Planning Programs. The Building Program has typically paid for itself through building permit fees except for four fiscal years during the economic downturn. The slight up-tick in the economy during fiscal years 2012-2013 and 2013-2014 appear to be putting the Program back on a self-reliant track. To bring the Program back to fiscal independence, it was estimated that building permit fees would need to be raised for three years beginning in the 2011-2012 fiscal year. Depending on actual revenue collection during the 2012-2013 fiscal year, staff may recommend an additional building fee increase for the 2013-2014 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. This Program's anticipated revenue has increased by 21 percent over what was budgeted in the 2012-2013 fiscal year, but only 11 percent over the actual revenue collected in the 2011-2012 fiscal year.

Program: 370102	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Fees & Other Service Charges	$814,017	$813,776	$1,036,790	$931,028	$1,180,514
Interfund Transfers	$0	$0	$21,545	$0	$0
Total	**$814,017**	**$813,776**	**$1,058,335**	**$931,028**	**$1,180,514**
EXPENDITURES					
Personnel Services	$895,498	$827,949	$765,529	$834,809	$848,477
Materials & Services	$436,921	$372,030	$351,407	$350,113	$332,037
Total	**$1,332,419**	**$1,199,979**	**$1,116,936**	**$1,184,922**	**$1,180,514**
Full-Time Equivalent	**11.30**	**10.90**	**8.50**	**7.65**	**7.65**

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 fair, courteous, and balanced code enforcement program to the citizens of Jackson County. This includes being a primarily complaint-based program with an emphasis on voluntary compliance.

Strategic Objective: Provide for a part-time compliance officer to be assigned to White City; this position has, and continues to be, funded by the White City Enhanced Law Enforcement District.

Strategic Objective: Provide thorough investigations of violations using Warnings of Violation with the goal of education and voluntary compliance. Civil fines and penalties through County Administrative Hearings will be used in those cases where voluntary compliance cannot be achieved.

Strategic Objective: Continue evaluating and tracking data to assess the performance of the Code Enforcement Program. These performance measures include: 1) the percentage of cases closed per the priority ranking as approved by the Board of Commissioners; 2) the number of permits obtained as a direct result of code enforcement action; 3) the number of cases referred to outside agencies; 4) the number of cases which were unfounded; and 5) the number of citizen complaints regarding Code Enforcement Officers.

Strategic Objective: Continue providing enforcement actions based upon the priorities approved by the Board of Commissioners. Complaints will be addressed according to the following priorities: 1) violations that present an imminent threat to public health and safety; 2) violations affecting rivers, streams, and/or adjacent riparian areas; 3) code violations consisting of ongoing, unpermitted construction; 4) land use violations, including failure to timely

meet conditions of approval; 5) violations involving failure to meet requirements and/or timelines for construction and environmental health permits; and 6) solid waste which is a public nuisance or unattractive.

- **Increase Rate of Compliance**

Strategic Objective: As allowed within the Codified Ordinances of Jackson County, and for cases which warrant professional assistance, County Counsel will assist in the prosecution of code cases before the Hearings Officer. 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: Continue to provide an 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 Development Services Department's permit tracking software system will cease to be supported in the next three to five years. This system tracks all of the building and planning permits as well as all code enforcement cases. Monies will be carried over from the 2012-2013 fiscal year into the 2013-2014 fiscal year to pay for the system upgrade. From initiation to deployment, this project is estimated to take nine months. A considerable amount of Code Enforcement staff time will need to be allocated to this project. Staffing resources will be used to identify business processes, test systems and staff will spend a considerable amount of time training on the new software before it is fully implemented. This software upgrade will bring with it many improvements. One noteworthy benefit will be that customers will be able to track the progress of code enforcement cases online, in real-time.

Financial Condition

During the 2010-2011 fiscal year, the Board of Commissioners authorized funding for a 1.50 FTE Code Enforcement Officer increase and a 0.50 FTE support staff increase. The support staff position was necessary to enable the officers to focus on active casework 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. 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.

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 issued to violators who refuse to voluntarily comply with County ordinances. To increase the likelihood of fine collection, during the 2010-2011 fiscal year, the Development Services Department contracted with a private collections firm. This method of collections has been found to be an effective and efficient means of fine collection.

The Code Enforcement Program's budget has increased 22 percent or $127,221 from what was budgeted during the 2012-2013 fiscal year. This increase is due largely to the carryover for the upgrade of the Department's permit tracking software system with the Code Enforcement Program's budgeted portion of the total cost for this upgrade at $118,397. Excluding this carryover expense, the Code Enforcement Program's expenditures have increased less than 2 percent or $8,824 from what was budgeted during the 2012-2013 fiscal year.

The Code Enforcement Program revenue is made up of White City Enhanced Law Enforcement District funding which accounts for 12 percent, and fines which account for 5 percent of the Program's revenue. A transfer from the Solid Waste Fund accounts for 66 percent of the Program's revenue. The remaining 17 percent revenue or $118,397 comes from the General Fund and represents the Code Enforcement Program's allocation for the Department's permit tracking software system upgrade carryover from the 2012-2013 fiscal year. This Program receives no funding from the Community Development Fee.

Program: 370105	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Fees & Other Service Charges	$2,970	$19,277	$128,567	$30,000	$38,824
Interfund Transfers	$73,450	$78,993	$78,993	$81,205	$81,205
Total	**$76,420**	**$98,270**	**$207,560**	**$111,205**	**$120,029**
EXPENDITURES					
Personnel Services	$177,816	$286,741	$293,618	$326,782	$335,599
Materials & Services	$154,259	$185,542	$206,186	$242,452	$360,856
Interfund Transfers	$19,996	$0	$0	$0	$0
Total	**$352,071**	**$472,283**	**$499,804**	**$569,234**	**$696,455**
Full-Time Equivalent	**3.60**	**4.40**	**4.30**	**4.25**	**4.25**

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.

During the 2012-2013 fiscal year, the Comprehensive Planning staff worked on the Southern Oregon Regional Pilot Program authorized by the Governor's Executive Order 12-07. It is unknown at the time of this budget preparation whether the Pilot Program will be completed at the end of the 2012-2013 fiscal year. If it is not, and the Oregon Legislature appropriates additional funding for the project, it is anticipated that this will continue to be a significant project in the 2013-2014 fiscal year.

Due to the County's Regional Problem Solving (RPS) Plan, it is anticipated that the RPS participating cities 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 support to the Agricultural Task Force, committed to during the RPS process, and amend the Comprehensive Plan to reassign citizen involvement responsibilities to the Jackson County Planning Commission. 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 operational costs far exceed fees. 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.

Ten years ago the Budget Committee's direction to the Department was to reduce its reliance on the General Fund and become supported by fees. As a result, the Community Development Fee was adopted. The fee is a percentage of certain types of commercial and residential building permit fees. The Department has budgeted an increase, albeit less than 4 percent, in the Community Development Fee over what the Department actually collected during the 2011-2012 fiscal year.

In an effort to minimize the Program's reliance on the General Fund, the Program's budget has increased less than 4 percent or $27,712 from what was budgeted during the 2012-2013 fiscal year. This increase is due largely to the carryover for the upgrade of the Department's permit tracking software system with the Comprehensive Planning Program's budgeted portion of the total cost at $48,922. Excluding this carryover expense, the Comprehensive Planning Program's expenditures have decreased by 3 percent or $21,210 from what was budgeted during the 2012-2013 fiscal year.

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 81 percent of the budgeted amount. The remaining 15 percent of the Program's budgeted revenue, 8 percent is provided by transfers for the cost of the Transportation Planner while 7 percent is budgeted to come from the General Fund. The General Fund contribution represents the $48,922 allocated to the Comprehensive

Comprehensive Planning

Planning Program for the Department's permit tracking software system upgrade carryover from the 2012-2013 fiscal year.

During the 2013-2014 fiscal year fees will be assessed based upon the average actual cost of processing the various types of land use applications or a cost plus overhead formula.

Program: 370101	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$0	$31	$0	$0
Fees & Other Service Charges	$22,381	$26,168	$552,529	$618,571	$589,856
All Other Resources	$49,337	$55,618	$49,000	$0	$0
Interfund Transfers	$0	$0	$0	$49,000	$51,785
Total	**$71,718**	**$81,786**	**$601,560**	**$667,571**	**$641,641**
EXPENDITURES					
Personnel Services	$423,119	$403,937	$389,135	$435,033	$444,840
Materials & Services	$209,881	$149,188	$184,370	$227,818	$245,723
Total	**$633,000**	**$553,125**	**$573,505**	**$662,851**	**$690,563**
Full-Time Equivalent	**5.15**	**4.60**	**4.55**	**4.55**	**4.55**

Current Planning

Program Purpose

The Current Planning Program facilitates development on residential, commercial, and industrial lands, as well as protecting resource lands via the County's land development regulations in concert with State and Federally mandated programs. The Current Planning Program is helping to meet County goal: (12) Plan for the future.

Program Information

The Current Planning Program provides the following services:

- **Land Use Permits**

Strategic Objective: Render a staff decision on Type 1 administrative land use permits within 20 days.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of Type 1 administrative land use permits completed in 20 days or less	69%	72%	72%	73%
Average number of processing days	17	18	18	18

The average number of days to process a Type 1 application has been reduced approximately 44 percent since performance measures were instituted.

Strategic Objective: Render a staff decision on Type 2 discretionary land use permits within 50 days.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of Type 2 discretionary land use permits completed in 50 days or less	96%	85%	85%	85%
Average number of processing days	41	45	45	45

The average number of days to process a Type 2 application has been reduced approximately 28 percent since performance measures were instituted. The statutory timeline is between 120 and 150 days to complete this type of application. Staff is rendering these decisions in 27 percent to 33 percent of the time statutorily required.

Strategic Objective: Render a staff decision on complex Type 2 discretionary land use permits within 65 days.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of complex Type 2 discretionary land use permits completed in 65 days or less	74%	75%	75%	75%
Average number of processing days	59	63	63	63

The average number of days to process a complex Type 2 application has been reduced approximately 32 percent since performance measures were instituted. The statutory timeline is between 120 and 150 days to complete this type of application. Staff is rendering these decisions in 39 percent to 49 percent of the time statutorily required.

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 2011-2012 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 workload levels, customer requests, 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, focusing on Type 2 applications. 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.

The Development Services Department's current permit tracking software system will cease to be supported in the next three to five years. This system tracks all of the building and planning permits as well as all code enforcement cases. Monies will be carried over from the 2012-2013 fiscal year into the 2013-2014 fiscal year to pay for the system upgrade. From initiation to deployment, this project is estimated to take nine months. A considerable amount of Current Planning staff time will need to be allocated to this project. As a result, other than processing land use applications, other Current Planning projects may be delayed. Staffing resources will be used to identify business processes, test systems and staff will spend a considerable amount of time training on the new software before it is fully implemented. This software upgrade will bring with it many improvements. One noteworthy benefit will be that customers will be able to track the progress of both building permits and planning applications online, in real-time.

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 operational costs surpass fees collected. This is due in part to the fact that the Program provides services for which the Program receives little or no compensation. These services include answering inquires that are not tied to an open land use application, whether it be over-the-counter, on the telephone, or by email. As such, the Program has historically relied heavily on the Community Development Fee to balance the Program budget.

Ten years ago the Budget Committee's direction to the Department was to reduce its reliance on the General Fund and become supported by fees. As a result, the Community Development Fee was adopted. The fee is a percentage of certain types of commercial and residential building permit fees. The Department has budgeted an increase, albeit less than 4 percent, in the Community Development Fee over what the Department actually collected during the 2011-2012 fiscal year. In addition, 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 increased

less than 3 percent or $42,681 from what was budgeted during the 2012-2013 fiscal year. This increase is due largely to the carryover for the upgrade of the Department's permit tracking software system with the Current Planning Program's budgeted portion of the total cost for this upgrade at $114,151. Excluding this carryover expense, the Current Planning Program's expenditures have decreased by 6 percent or $71,470 from what was budgeted during the 2012-2013 fiscal year.

Fees generate only 38 percent of this Program's revenue. In addition, a Title III grant provides less than 1 percent additional funding; the Community Development Fee provides 29 percent; and the remaining 32 percent is General Fund support. Of the General Fund contribution, 9 percent or $114,151 represents the Current Planning Program's allocation of the Department's permit tracking software system upgrade carryover from the 2012-2013 fiscal year.

During the 2013-2014 fiscal year, fees will be assessed based upon the average actual cost of processing the various types of land use applications or a cost plus overhead formula.

Program: 370104	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$0	$20	$0	$0
Fees & Other Service Charges	$1,295,894	$1,341,107	$860,623	$785,324	$872,823
Total	**$1,295,894**	**$1,341,107**	**$860,643**	**$785,324**	**$872,823**
EXPENDITURES					
Personnel Services	$683,386	$704,319	$691,320	$744,590	$770,875
Materials & Services	$439,666	$326,914	$324,663	$496,870	$513,266
Total	**$1,123,052**	**$1,031,233**	**$1,015,983**	**$1,241,460**	**$1,284,141**
Full-Time Equivalent	**10.45**	**9.60**	**8.15**	**8.05**	**8.05**

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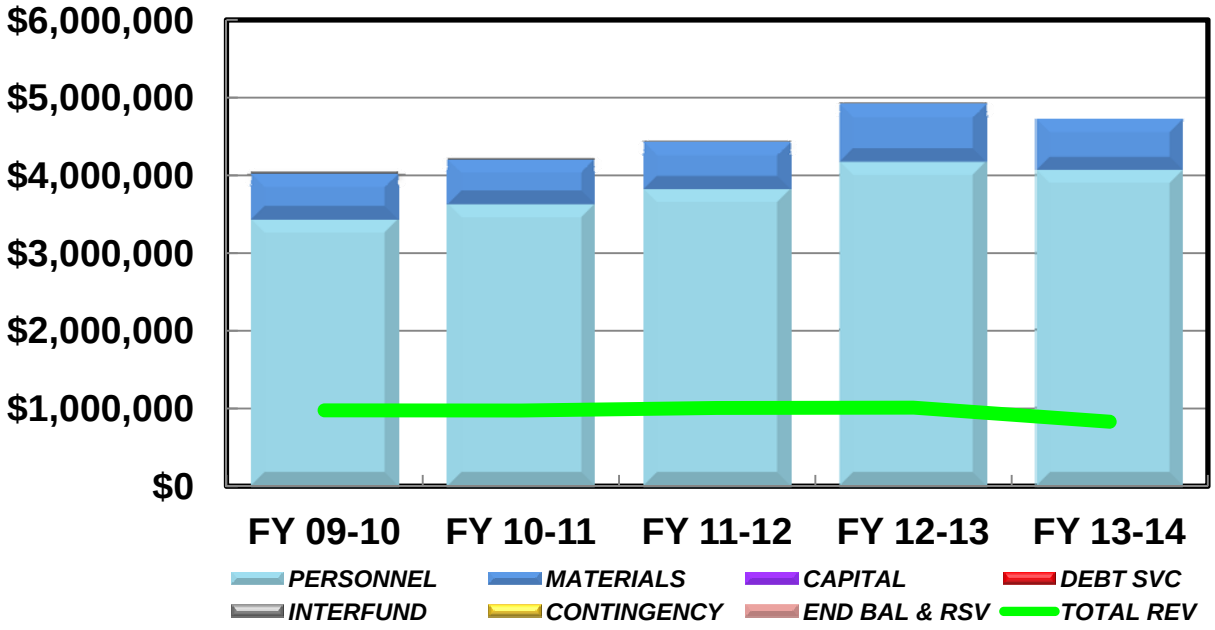
DISTRICT ATTORNEY

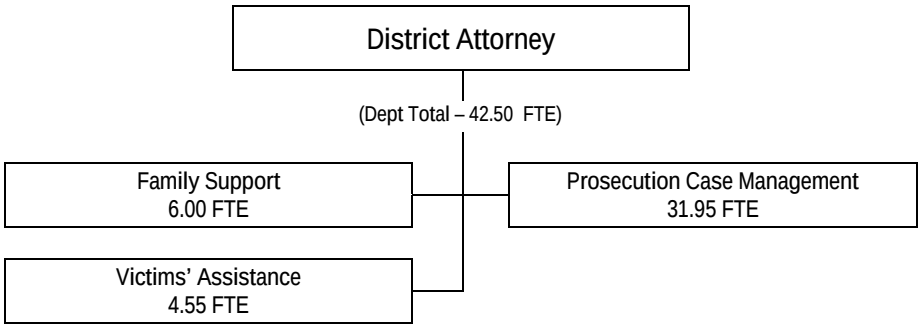
2009-2010 to 2013-2014



	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
PERSONNEL	$3,423,237	$3,621,382	$3,812,591	$4,165,128	$4,058,216
MATERIALS	$587,168	$576,069	$604,206	$743,245	$657,002
CAPITAL	$0	$0	$0	$0	$0
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$39,704	$18,827	$18,372	$15,000	$0
CONTINGENCY	$0	$0	$0	$0	$0
END BAL & RSV	$0	$0	$0	$0	$0
TOTAL EXP	$4,050,109	$4,216,278	$4,435,169	$4,923,373	$4,715,218
TOTAL REV	$975,274	$973,953	$1,006,381	$1,011,487	$830,715
FTEs	44.50	46.00	45.50	45.50	42.50

Numbers for FY 09-10 through FY 11-12 are actual revenues and expenditures. FY 12-13 and FY 13-14 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 on page 17 of this document. The Department has been impacted by a reduction in General Fund support and State revenues. To offset the loss, 3.00 FTEs were reduced in the FY 13-14 budget.

Organization Chart



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

DISTRICT ATTORNEY

Department Summary

Purpose Statement: To protect the safety and well-being of the citizens of Jackson County by prosecuting criminal offenses, providing services to crime victims and witnesses, and acting as an advisor to local police agencies in matters involving criminal law. Additionally, the District Attorney's Office, through the Family Support Program, assists in the establishment and maintenance of child support orders consistent with State guidelines, monitors payments of child support obligations, and assists in the enforcement of child support orders.

Highlights and Challenges

Major Issues and Service Level Goals for Fiscal Year 2013-2014

- The District Attorney's Office has been fortunate to avoid personnel cuts in the past. The fiscal year 2013-2014 budget includes reductions of one full-time equivalent (FTE) Deputy District Attorney, one FTE Office Assistant I and one FTE Restitution Clerk. The impact on the Criminal program will be that some cases submitted to the Office may not be prosecuted. Last year, the District Attorney's Office filed 6,637 cases with the court, an increase of 4 percent from the prior year. The projection for fiscal year 2013-2014 is 6,969. Caseloads are increasing, but the staffing levels will be reduced to the 2005-2010 levels. This Office continues to have one of the highest caseloads per Deputy District Attorney in the State.
- In spite of the cut backs, the District Attorney's Office is committed to providing the highest level of service to victim's and citizens of Jackson County. The Office will continue to streamline the internal operations and make improvements on the quality of services provided.
- The Victims' Assistance Program has two FTE Restitution Clerks. One of those positions is funded from the restitution pilot project. If the Oregon State Legislature does not continue the funding to the Oregon Department of Justice, there will be an additional reduction of one FTE Restitution Clerk. The Victims' Assistance Program also receives funding from the Violence Against Women Act. Those funds have not been reauthorized at this time. Should those funds not be reauthorized, the Program will lose one and one-half FTE positions which provide assistance to domestic violence victims.
- The District Attorney's Office is in the final stages of implementing the Karpel Data Case Management System. The Karpel System will be a major improvement over the outdated system this Office has been operating with the last eight years. The new system will store police reports that are electronically delivered to the Office and will allow discovery to be provided electronically. This will be a time and cost savings to the Jackson County Sheriff's Office. Cases would no longer be hand delivered and printing the cases or partial cases would be at staff's discretion. Another benefit of the new system will be the type of reports that can be generated. This Office will be able to track how quickly a case is filed, the time frame it took for the felony case to get through Grand Jury, and the time frame for

successful resolution of the case.

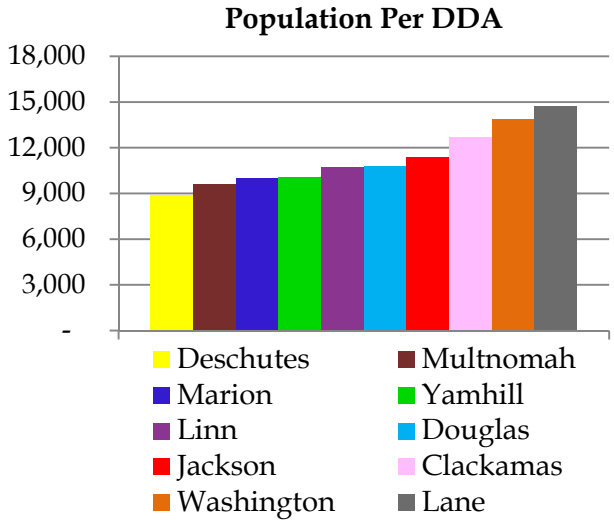
- The Family Support Program has seen caseload decreases of approximately 8 percent in the last year. This is partly due to more families relying on public assistance and so the child support is handled by the State's Division of Child Support. Even with the caseload reduction, the collection rate only decreased by 1.9 percent, so more dollars were collected per case this year than last year. The Program continues to exceed the performance level on getting child support orders on cases without orders 98.1 percent of the time. The Family Support Program ranked fourth out of 26 Oregon District Attorney Offices for effectiveness on this measure.

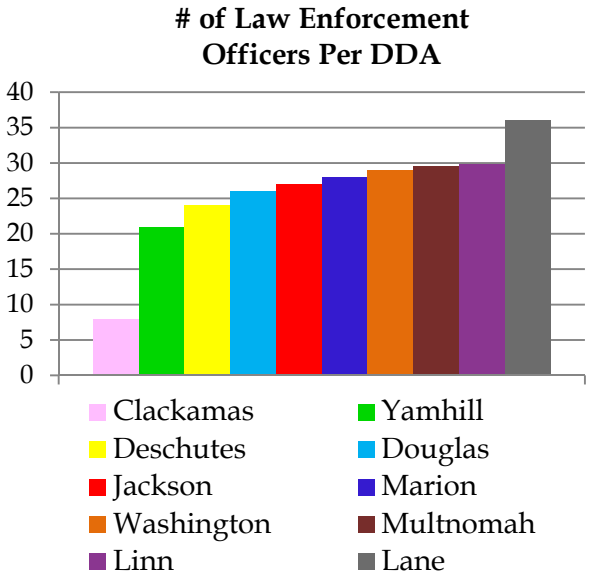
Major Issues and Service Level Accomplishments for Prior Year

- The Criminal program filed 6,637 cases with the court in 2012, which represents a 4 percent increase from 2011.
- The District Attorney's Office has two prosecutor's handling child abuse cases. New this year, one of the prosecutors is cross designated to also prosecute in Federal court. This allows staff to prosecute cases in the Federal system when warranted. The Office continues to work closely with the Southern Oregon High Tech Crimes Task Force (SOHTCTF). Most of the cases prosecuted from SOHTCTF are child exploitation cases. Last year the task force handled 68 child exploitation cases in Jackson County.
- The District Attorney's Office assigns two prosecutors full time to Juvenile Court. One primarily for dependency cases and the other for a combination of delinquency and dependency cases. This Office handled 321 juvenile delinquency cases and 217 dependency cases in 2012.
- The District Attorney's staffing levels allowed 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 to give adequate notice to witnesses and officers for cases in which the defendant is not lodged in jail. In an average month, over 320 cases are presented to those three Grand Juries.
- A change was made in January to have one prosecutor dedicated to the Medford Area Drug and Gang Enforcement Team (MADGE). That prosecutor is handling both drug and gang cases. This will allow one prosecutor to work closely with MADGE and be more involved in the cases from beginning through prosecution.
- In January, 2013, the District Attorney's Office implemented an in-house training program to provide continuing legal educations (CLE) credits for our attorneys. This program will allow the trainings to be tailored to specific needs and save funds that were previously used to send prosecutors to outside trainings, sometimes in other states.
- The District Attorney's Office is continuing to provide and increase the amount of training offered to police agencies. Jackson County has ten police agencies. Office staff has provided 63.5 hours of training to police and community partners this year. That is an increase of 34 percent over last year. Staff is developing a list of classes that can be provided to police agencies at their request.

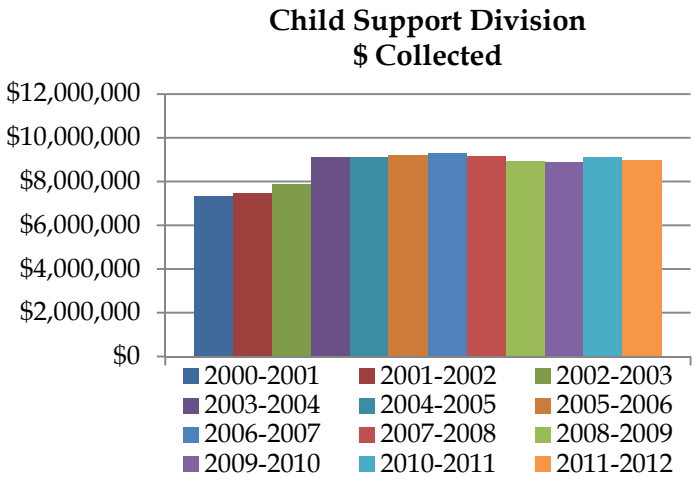
- Volunteers donated 2,423 hours of service to the Victims' Assistance Program. The volunteer force is very important to this Program because volunteers save the Office money and allows the community to be involved in the work that is done here. This Program helps citizens feel involved in their local government at a very tangible level.
- The Victims' Assistance Program provided services to 1,937 crime victims. This year that included 914 domestic violence victims, as compared to last year 725 domestic violence victims. Staff continues to work closely between the prosecution team, victim witness advocates, and community partners to support and assist victims of domestic violence.

Benchmark





DISTRICT ATTORNEY



Family Support

Program Purpose

To enhance the well being of children by providing child support services to families. The goal of the Family Support Program is 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 strive to provide consistent high-quality customer service to the citizens of Jackson County. The Family Support Program is helping to meet County goal: (1) Protect the health, safety, and well-being of all citizens.

Program Information

The Family Support Program provides the following services:

- **Attachment of Wages, Unemployment, Tax Refunds, 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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Child support collected	$8,933,560	$9,050,000	$8,900,000	$8,900,000
Cases with current/ongoing collections	72.1%	69.7%	69.7%	70.0%
Cases with arrears receiving payment on the arrears	72.3%	72.0%	72.0%	70.0%

Over the past five years the District Attorney's child support caseload size has steadily decreased. In the past year alone, the family support caseload decreased by approximately 8 percent. This trend is attributed to the economic recession. In this difficult economy more families are relying on public assistance, thereby receiving child support services from the State's Division of Child Support. The State's caseload has grown while the District Attorney's caseloads have decreased. Once the economy improves, it is anticipated that this trend will reverse. With fewer cases, fewer dollars are collected; however, the collections decreased by only 1.9 percent, compared to the 8 percent caseload reduction, which indicates that more dollars are being collected per case this year than last year. To further support the Program's success over the past fiscal year in collecting more money per case, the percentage of collections on current support due increased from 70.2 percent to 72.1 percent and payments on cases with arrears increased from 71.8 percent to 72.3 percent.

Due to continued economic uncertainty and higher than average unemployment in Jackson County, it remains difficult to project collections over the next fiscal year. It is hoped that new program improvements will have a positive impact on collections, such as the new payment alternative to pay child support via online debit and credit cards payments. Also, a new online Employer Portal will increase communication response times between employers and the Program which is expected to positively impact enforcement activity.

- **Contempt Actions Heard by the Court Resulting in Supervision of Support Payments and/or County Jail Time**

  Strategic Objective: Obtain court sanctions for failure to pay child support.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Utilize contempt/criminal non-support actions as an enforcement mechanism	190	200	185	185

The number of contempt actions increased during fiscal year 2012-2013. Again, this could be attributed to a poor economy and Jackson County's higher than average unemployment rates, or quicker enforcement response times by Family Support staff due to current work loads, or the changes experienced with a new Deputy District Attorney for the Program. In the last five months of this year, Family Support staff began tracking jail time and noted contempt actions resulted in 125 days of actual jail time for non-paying obligors.

- **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 Program on cases where obligors owe substantial arrears, typically in excess of $20,000. Criminal non-support charges are also pursued against obligors who have fled or reside outside of the State of Oregon because extradition of such obligors is available when felony charges are filed. Obligors convicted of criminal non-support are eligible for sentencing of up to five years in prison, subject to the sentencing guidelines.

- **Percentage of Cases with Orders**

Strategic Objective: To 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. Toward this measure, the Family Support Program has continued to maintain a current work load and deliver timely services. When an application for services is received, Family Support staff promptly initiates up front discovery and legal actions to establish child support as requested. Jackson County Family Support is very effective at establishing orders on those cases without orders, increasing productivity from 97 percent of cases with orders to 98.1 percent of cases without orders. The Family Support Program ranked #4 out of 26 Oregon District Attorney offices for effectiveness on this measure. The Program expects to keep the work current and close to these results knowing there will always be new cases needing new orders in the pipeline.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Increase cases with support and/or medical insurance orders	98.1%	97.0%	97.0%	97.0%

- **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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Provide services to modify child support orders	248	225	200	225
Increase paternity orders established	11	20	10	10

Obligated parents are more likely to pay their child support when they feel it accurately represents their current financial situation and they have had the opportunity to participate. To ensure child support orders are appropriate based on the changing economic and situational circumstances

of the families, the Family Support Program provides services to modify existing child support orders. With the current work status, the process to initiate a modification legal action usually begins within days of receipt of the required documents from the parties.

The Family Support Program establishes paternity on those cases where the child has no legal father. A child needs the love, care, and financial support of both parents even if the parents are not married. Once paternity has been established, Family Support staff can educate parents on the benefits of having a legal father such as rights to social security, veterans' benefits, healthcare, life insurance, and inheritance. Genetic tests can be arranged if requested.

Significant Issues in the Year Ahead

The Family Support Program works collaboratively with the State's Division of Child Support to deliver consistent child support services. Approximately 200 customers visit the Family Support Office monthly and meet with a case worker or the assigned Deputy District Attorney. Customer service is the staff's priority and every effort is made to return phone calls and process legal actions timely and to actively pursue enforcement activity to collect child support payments. Family Support staff regularly evaluates the program and processes to ensure work quality and recognize the opportunity for improvements and efficiencies.

To help increase support to children, the Oregon Child Support Program and the District Attorney Family Support Office continue to look for ways to overcome some of the barriers to paying child support. In the next year, it is Family Support's goal to re-evaluate the existing enforcement plan to look for ways to gain cooperation from non-paying parents and to collect more child support. Family Support staff intends to reach out to non-paying parents earlier in the process in an effort to gain compliance before the child support debt becomes unmanageable. It is also the intent of staff to look harder at those cases with high arrears due and collect more money for families.

Financial Condition

The Family Support Program will continue to receive funding through the State and Federal grants in place which support a substantial portion of the Program's costs, while continuing to be aware of tight budgets and potential funding cuts at all levels. The Program continues to be reimbursed for 66 percent of its qualifying expenditures by the Federal government through the State of Oregon. The State and Federal governments also provide performance-based "incentive funds" which are anticipated to be approximately $85,598 for fiscal year 2013-2014. In addition, this Program anticipates receiving $51,000 from the State's General Fund.

Approximately 31 percent of the Family Support Program is funded by the County General Fund.

Family Support

Program: 170102	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$440,864	$485,786	$451,628	$476,819	$377,759
Fees & Other Service Charges	$0	$0	$14	$0	$0
All Other Resources	$883	$9,052	$9,400	$6,000	$8,000
Total	**$441,747**	**$494,838**	**$461,042**	**$482,819**	**$385,759**
EXPENDITURES					
Personnel Services	$441,594	$447,497	$425,034	$475,936	$457,418
Materials & Services	$92,790	$89,066	$88,305	$103,622	$103,580
Total	**$534,384**	**$536,563**	**$513,339**	**$579,558**	**$560,998**
Full-Time Equivalent	**7.00**	**7.00**	**7.00**	**7.00**	**6.00**

Prosecution Case Management

Program Purpose

The Prosecution Case Management Program is responsible for preparing and filing formal charges against defendants and for conducting hearings and trials associated with those charges. The Program also acts as advisor to local police agencies in the process of investigating and obtaining evidence for use in criminal matters. The Program is helping to meet County goal (1) Protect the health, safety, and well-being of all citizens.

Program Information

The Prosecution Case Management Program provides the following services:

- **Criminal Prosecution of Adults in the Circuit Court**

Strategic Objective: Ensure that offenders are held accountable in the courts through the filing and prosecution of appropriate charges. Maintain a manageable caseload per Deputy District Attorney (DDA) to ensure quality representation to the citizens of Jackson County.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Average number of new misdemeanor cases filed with the court per DDA	739	792	757	787
Average number of new felony cases filed with the court per DDA	181	218	259	296
Total number of cases filed with the court	5,696	6,368	6,637	6,902
Percent of increase in cases filed with the court	6%	12%	4%	4%

- **Advise Local Law Enforcement Agencies and Partner Agencies About Criminal Law Issues**

Strategic Objective: Train/help area law enforcement officers to understand criminal statutory and constitution law and procedure. Deputy District Attorneys provide periodic training to local law enforcement agencies.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of hours of training provided	46.5	45.0	63.5	65.0

- **Provide In-House Specialized Training for Deputy District Attorneys and Staff**

Strategic Objective: To ensure that Deputy District Attorneys are trained on the most current information in criminal law and trial procedures and to allow attorney's to be cross trained on other specialty areas of the criminal law. Oregon requires 45 hours of continuing legal education (CLE) per attorney on a three year cycle.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Total number of in-house training hours provided for 19 attorneys	n/a	n/a	228	304
Hours per attorney	n/a	n/a	12	16
Percent of attorneys in compliance with CLE	n/a	n/a	100%	100%

- **Adjudication of Cases Involving Minors in the Juvenile Court**

Strategic Objective: Ensure that juvenile offenders are held accountable and that wardship or service agreements are established in dependency cases.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of delinquency cases opened within the Department	321	276	252	302
Number of dependency cases opened within the Department	217	226	212	230

Significant Issues in the Year Ahead

The District Attorney's Office has been fortunate to not experience any personnel cutbacks in prior years. The 2013-2014 fiscal year budget reduces staff in the Office by one Deputy District Attorney II. This will reduce the attorney staffing to levels seen in the 2005-2010 years. All projections indicate that the number of submitted cases will continue to rise. The Criminal Division will not be able to continue operating at current caseload level. Due to staffing limitations, the District Attorney's Office will be unable to file on some charges. The result for not

prosecuting cases is a reduction on future revenue due to less discovery fees. This will have a ripple effect on other agencies and will make it difficult to maintain the Program's goal of protecting the health, safety, and well-being of all citizens.

The current District Attorney Case Management System (DACMS) is significantly outdated and support is deficient. The purchase of a Karpel Solutions case management system in fiscal year 2012-2013 was made possible by making sacrifices that include not filling a Deputy District Attorney II position for six months and not hiring a summer intern. The Karpel system will allow the District Attorney's Office to accept police reports electronically from law enforcement agencies and to also provide discovery electronically to the defense bar. This will save police agencies significant resources in that they currently have to hand-deliver the reports to this Office. Cases will be processed quicker and allow a move toward a less paper environment. Some cases that resolve quickly will never have an actual file opened, saving resources; those cases will be maintained electronically. Due to the nature of some cases, a completely paperless system is not possible. Another advantage of the Karpel system is that it will allow streamlining procedures for maximum efficiency. The current case management system cannot produce reliable reports on how cases are being resolved, how quickly the cases are being resolved, etc. This new system will allow for more accountability to the public and staff as to exactly how well the Office is handling cases in a timely manner.

As a cost saving measure, an in-house training program has been implemented that will allow continued legal education to be tailed to areas in which there is an interest and a need. In the past, the District Attorney's Office had more training funds to allow prosecutors to be sent to trainings out of the area and out of State, which will now only be done on a rare occasion. The District Attorney's Office will partner with many of the local agencies to bring training to staff.

In the coming year, the County website will be modernized, providing more information in an easily used format to members of the public who would like to learn more about the District Attorney's Office as well as links to other websites to obtain additional information.

The District Attorney's Office has outgrown the three buildings it occupies so space continues to be an issue. Grand Jury is currently held three days a week in one of three buildings although the facility was not designed for that usage. The physical space does not allow for separation of hostile groups and there is not enough area to keep police officers and witnesses waiting for their grand jury appearance. In addition, Office staff does not have adequate spaces available to meet with victims or citizens in a private, secure setting. It is hoped that the District Attorney's Office continues to be the next planned capital project in Jackson County.

Prosecution Case Management

Financial Condition

The Prosecution Case Management Program is funded primarily by the County General Fund (96 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.

Program: 170101	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$59,236	$59,509	$58,828	$79,720	$57,468
Fees & Other Service Charges	$107,337	$96,075	$160,141	$94,000	$112,094
All Other Resources	$10,410	$8,297	$0	$5,184	$0
Total	**$176,983**	**$163,881**	**$218,969**	**$178,904**	**$169,562**
EXPENDITURES					
Personnel Services	$2,624,371	$2,832,767	$3,048,616	$3,294,077	$3,245,747
Materials & Services	$416,859	$403,016	$435,262	$552,946	$477,350
Total	**$3,041,230**	**$3,235,783**	**$3,483,878**	**$3,847,023**	**$3,723,097**
Full-Time Equivalent	**31.95**	**32.95**	**32.95**	**32.95**	**31.95**

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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of clients who report that the services they received helped them better understand the criminal justice system*	81%	90%	85%	87%

*As evidenced by a satisfaction survey.

During fiscal year 2011-2012, the Victims' Assistance Program provided services to 1,937 crime victims; this included 914 victims of domestic violence, 28 adult victims of sexual abuse, and just over 100 children who were sexually abused and/or physically assaulted at the hands of adults. The Program also assisted victims in over 200 cases where the offender was under the age of 18.

- **Prepare Restitution Orders**

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of restitution orders completed by the time of sentencing	51%	55%	55%	60%

The Victims' Assistance Program now has 2.00 full-time equivalent (FTE) employees dedicated to restitution. There were 1,240 restitution orders

prepared by the Program in fiscal year 2011-2012 totaling $6,509,860 in restitution. 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. The Program is currently working under a Restitution Pilot Grant which pays for resources to help staff collect restitution more effectively once it is ordered. The District Attorney's Office has collected well over $50,000 in restitution, prior to sentencing, using civil compromise and other negotiation tools.

- **Escorting Victims and Witnesses to Grand Jury**

Strategic Objective: Ensure that all victims and witnesses who are subpoenaed to appear at Grand Jury receive support, information, and education during the process.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of escorts provided to citizens subpoenaed to Grand Jury	98%	100%	97%	99%

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 868 victims and witnesses to Grand Jury during fiscal year 2011-2012. Over 65 percent of these services were provided by Program volunteers.

- **Community Outreach/Collaboration**

Strategic Objective: Ensure that victims receive the highest quality of service possible as they move through the criminal justice system in Jackson County. This is accomplished by providing quality comprehensive services that are coordinated between agencies.

- **Volunteers**

Strategic Objective: Maintain a strong volunteer force in order to maximize program availability for victims.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Maintain a minimum of six community volunteers	100%	100%	100%	100%

The Program has a strong volunteer force. In the previous fiscal year, there were some months in which as many as nine volunteers were working for the Program and only 5.50 full-time equivalent (FTE) staff. Volunteers are a vital part of the Program as well as a requirement of many of the Program's grants. Volunteers provided 2,423 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

Jackson County is still involved with the restitution pilot project; however funding for fiscal year 2013-2014 is uncertain. The project will come to an end at the close of the current fiscal year if the legislature does not continue the funding to the Oregon Department of Justice. This means the District Attorney's Office will lose 1.00 FTE restitution specialist, which will have a significant impact on the workload for the remaining staff.

The Violence Against Women Act is a Federal law which apportions dollars to fund several grants across of the country. Several of those grants have been awarded to Jackson County departments and partner agencies. This Act is up for reauthorization; at this point it has not yet been reauthorized which means the opportunities for funding positions with these dollars is currently questionable. There is an expectation that this Act will be reauthorized; however, if it is not, the Program will eliminate 1.50 FTE and be unable to adequately serve the over 900 families who are victims of domestic violence each year. This loss would have a great impact on the community as it would hinder staff's efforts to prosecute domestic violence, support victims, and hold offenders accountable.

Financial Condition

As previously mentioned, the Victims' Assistance Program will be downsizing with the loss of 1.00 FTE of the 5.50 FTE positions. The Program will have 3.50 FTE advocates (including the supervisor) and 1.00 FTE, restitution specialist position. The Program will continue to pursue grant opportunities as they become available. The Victims' Assistance Program is funded by: grants to the County (35 percent); Criminal Assessments (29 percent); and the County General Fund (36 percent).

Victims' Assistance

Program: 170103	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$168,927	$166,535	$167,891	$208,100	$152,630
Fees & Other Service Charges	$109,729	$111,663	$122,764	$111,664	$122,764
Interfund Transfers	$39,704	$18,828	$18,372	$15,000	$0
Total	**$318,360**	**$297,026**	**$309,027**	**$334,764**	**$275,394**
EXPENDITURES					
Personnel Services	$357,272	$341,118	$338,941	$395,115	$355,051
Materials & Services	$77,519	$83,987	$80,639	$86,677	$76,072
Total	**$434,791**	**$425,105**	**$419,580**	**$481,792**	**$431,123**
Full-Time Equivalent	**5.55**	**6.05**	**5.55**	**5.55**	**4.55**

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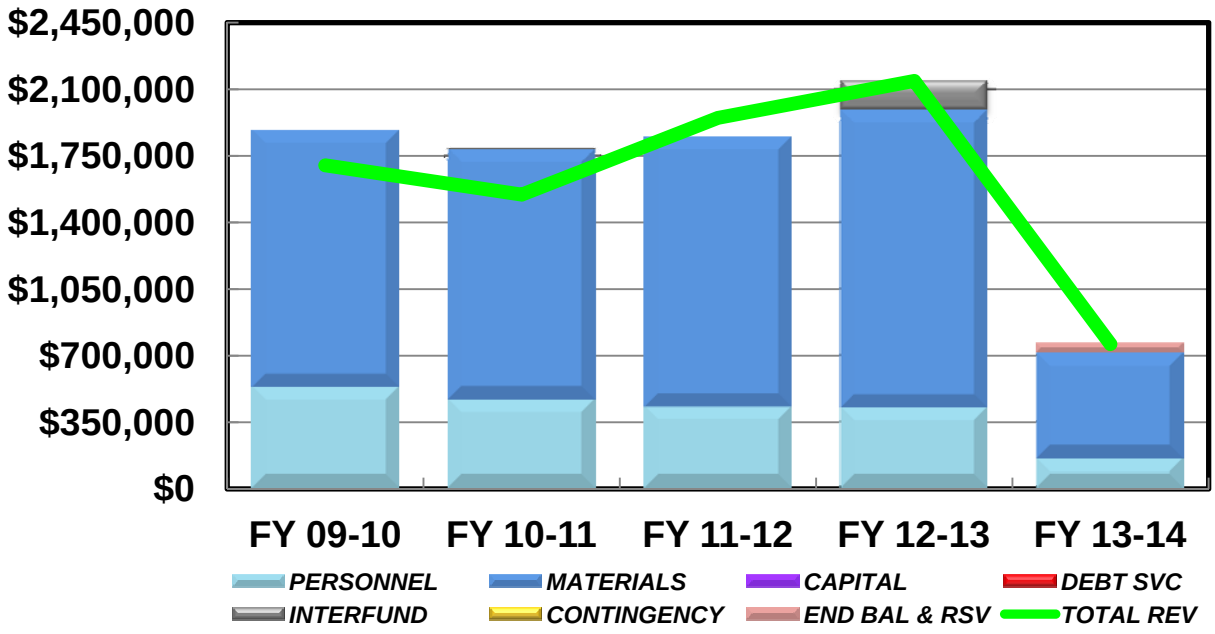
EXPO

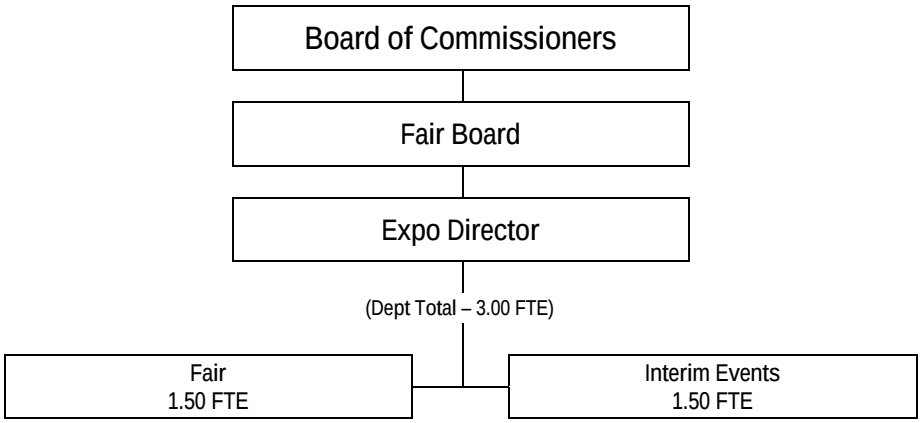
2009-2010 to 2013-2014



	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
PERSONNEL	$530,480	$464,473	$426,885	$422,222	$155,959
MATERIALS	$1,350,600	$1,318,142	$1,420,415	$1,566,559	$554,773
CAPITAL	$0	$0	$0	$0	$0
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$0	$5,000	$0	$154,884	$0
CONTINGENCY	$0	$0	$0	$0	$0
END BAL & RSV	$0	$0	$0	$0	$49,878
TOTAL EXP	$1,881,080	$1,787,615	$1,847,300	$2,143,665	$760,610
TOTAL REV	$1,699,960	$1,546,195	$1,949,724	$2,143,665	$760,610
FTEs	6.75	5.00	5.00	4.00	3.00

Numbers for FY 09-10 through FY 11-12 are actual revenues and expenditures. FY 12-13 and FY 13-14 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 on page 17 of this document. The Expo is an Enterprise Fund and plans are being developed to make the Expo completely self-sufficient. This budget supports three months of operational expenses; if sufficient funds are raised during the County fair, a supplemental budget will be processed for the remaining nine months. A reduction of 1.00 FTE in FY 13-14 was made to balance the Expo budget.

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 Expo Department's purpose is to provide for events that encourage youth leadership, self-discipline, skill development, common stewardship of land and agriculture, and activities that demonstrate pride in reflecting community values in Jackson County. The Expo produces events such as the County Fair, Harvest Fair, Wild Rogue Pro Rodeo, and Holiday Market. The Expo 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.

Major Issues and Service Level Goals for Fiscal Year 2013-2014

- Outsourcing of Fair and year-round concerts to mitigate financial risk.
- Fair marketing emphasis shift to Fair ground acts and lower price point.
- Change the Harvest Fair focus to microbrew event.
- Increase Rodeo utilization during the first two event nights.
- Utilize new, full-time, development director to best advantage.
- Placement of year-round concert series and family entertainment events in the Compton by outside promoter.
- Manage and grow interim events through customer retention.
- Continue to change the business model to keep it competitive in the ever changing environment.

Major Issues and Service Level Accomplishments for Prior Year

- The Friends of the Fair Foundation has hired a full-time development director which is actively working on new sources of funds to cover operating expenses.
- Implementation of a new open riding user fee.
- Improvements in operational performance during the Summer Fair.
- Introduction of the Rogue Saloon as a venue to the Rodeo event.
- The addition of new members to the Fair Board.
- Expanded planning horizon for all Expo-produced events.
- Outreach program with the Soil and Water Conservation District, Central Point, the Greenway project, and the Oregon Department of Transportation (ODOT).

Fair

Program Purpose

The Fair Program encompasses the annual County, Spring, and Harvest Fairs. The Program purpose is to produce fiscally sound events focusing on youth activities and development in the agricultural setting. 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; 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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Attendance	83,530	86,000	86,000	86,000
Increase over prior year	n/a*	n/a*	n/a*	0%

*Prior year data not available.

- **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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Paid attendance	8,461	8,500	8,500	8,700
Increase over prior year	n/a*	n/a*	n/a*	3%

*Prior year data not available.

- **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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Paid attendance	7,000	7,150	7,150	7,360
Increase over prior year	n/a*	n/a*	n/a*	3%

*Prior year data not available.

Significant Issues in the Year Ahead

In 2013 there will be a transition to the outsourcing of Fair concerts or discontinuing of Fair concerts. The budget reflects either alternative. This will be a significant change in the business model but one that will reduce financial risk to the Expo Department. Fair attendance due to the change is expected to be reduced by 23 percent. This change is a risk mitigation strategy, as historically 50 percent of the annual revenue has been generated by the six day Summer Fair. This change will start the process to more evenly distribute the income throughout the year and between the four Expo-produced events.

With the outsourcing of concerts to a third party promoter, the Fair focus will shift to the carnival and the ground acts at the event. Additional resources will be put into the ground acts in 2013. Shifting to grounds acts and concerts will reduce financial risk as these activities require much less upfront cost commitments than concerts. The issue for the Expo will be to shift the marketing focus to these components, in order to attract increased gate attendance at the $11/$6 price points. The issue is whether the value proposition for Fair attendance with free grounds acts and gate admission at the $11/$6 price points is attractive enough to sustain and grow gate admission. Even with this shift, the Fair is still relying on gate admissions as the major source of revenue, with its inherent unpredictability.

The Harvest Fair has been seeing more and more competition with similar events in the market place over the last few years, from what once was a uniquely Expo event. Many of these competing events have free admission or are subsidized in some way, while the Expo Harvest Fair charges admission. In 2013, the Harvest Fair will begin a transition from a generic harvest festival to focus on the microbrew element of the event.

This emphasis shift will accommodate what the public is asking for, as the 2012 microbrew sales saw a 101 percent increase over the 2011 event. This change will make the event unique again in the community (largest

microbrew between San Francisco and Portland). To that end, the event admission will be dropped with a comparable increase in the user fee for microbrew tastings. The issue will be to grow the level of revenue to make the event a larger component of the year round Expo Department revenue.

The Rodeo has been growing every year and is a popular event with commercial sponsors. The Rodeo is a three day event (Thursday, Friday, and Saturday) with Saturday being the largest night for attendance. The Rodeo will be challenged to increase attendance during the first two days of the event.

The 2012 Rodeo saw the introduction of the Rogue Saloon site at the Rodeo with great interest. The challenge will be to continue to market and increase the income from this venue.

The Friends of the Fair Foundation has hired a full time development director which is actively working on new sources of funds to cover operating expenses.

Legacy issues need to be addressed to resolution including water rights and revenue partners.

Financial Condition

Funding is primarily through gate receipts and concessions revenue collected from the public. The elimination of Expo-produced concerts at the Fair will reduce revenue and expenditures dramatically. The 2012 Summer Fair did not meet revenue budget expectations due to the shortfall in concert attendance. Outsourcing of concerts addresses this issue.

Program: 210101	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$114,922	$107,531	$78,000	$79,500	$19,000
Fees & Other Service Charges	$693,613	$739,357	$838,643	$1,034,682	$621,885
All Other Resources	$0	-$2,840	$2,524	$0	$0
Total	**$808,535**	**$844,048**	**$919,167**	**$1,114,182**	**$640,885**
EXPENDITURES					
Personnel Services	$193,608	$171,693	$198,733	$211,084	$137,831
Materials & Services	$793,371	$826,733	$757,812	$829,905	$401,010
Ending Balance and Reserves	$0	$0	$0	$0	$49,878
Total	**$986,979**	**$998,426**	**$956,545**	**$1,040,989**	**$588,719**
Full-Time Equivalent	**1.90**	**1.90**	**2.50**	**2.00**	**1.50**

Interim Events

Program Purpose

The Interim Events Program generates facility rental income by leasing the site to private or commercial renters 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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Interim attendance	167,755	175,000	175,000	180,000
Increase over prior year	n/a*	n/a*	n/a*	3%

*Prior year data not available.

Significant Issues in the Year Ahead

Efforts are in place to obtain an outside concert promoter for interim concerts and family entertainment events located in the Compton Arena. The expectation is that this effort will begin to see year round concerts inside the Compton which would be a return to how the facility was used before the Lithia Motors Amphitheater construction. This would be a new revenue stream.

The Expo now has a three year history of consecutive annual consumer price index (cpi) price increases. As with any customer base, customer turnover occurs. With interim rentals, customers have many competing options and ultimately the pricing must be competitive in the market place. The issue will be to retain existing customers, draw new customers, and to increase the facility utilization rates.

Financial Condition

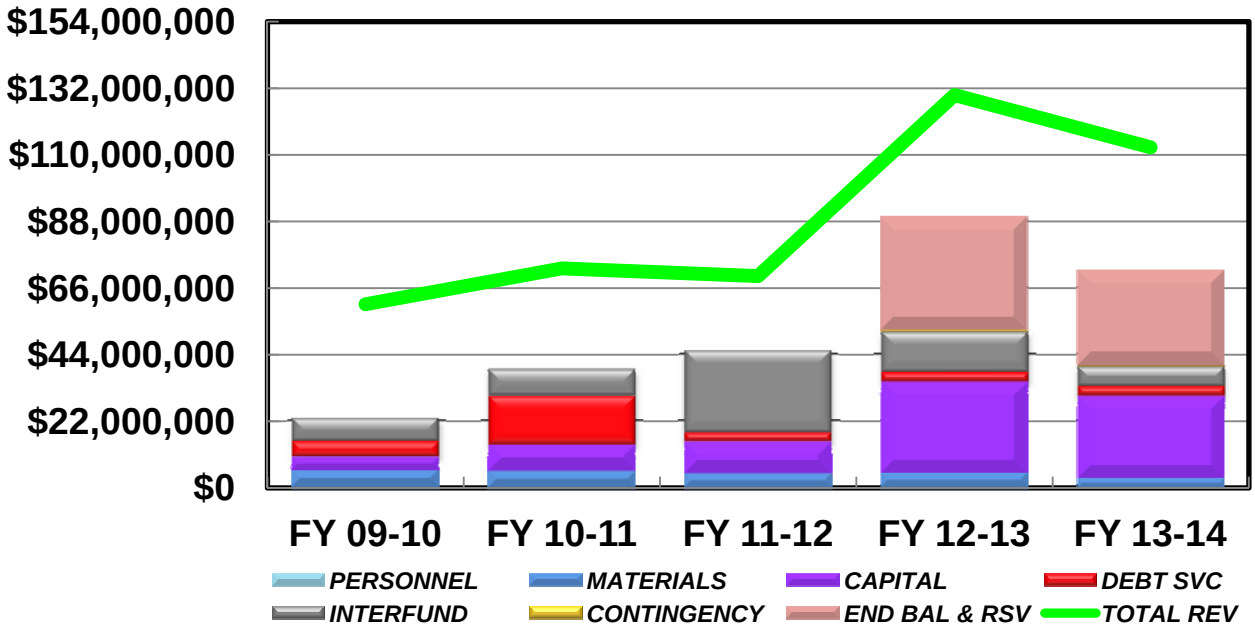
Funding is primarily through rental income from short-term facility users and some concessions revenue.

Interim Events

Program: 210102	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2013-2014 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$181,649	$109,098	$221,547	$182,823	$25,586
Fees & Other Service Charges	$643,589	$574,612	$616,416	$616,192	$94,139
All Other Resources	$5,432	$5,404	$2,262	$0	$0
Interfund Transfers	$60,755	$13,071	$190,332	$230,468	$0
Total	**$891,425**	**$702,185**	**$1,030,557**	**$1,029,483**	**$119,725**
EXPENDITURES					
Personnel Services	$336,872	$292,780	$228,152	$211,138	$18,128
Materials & Services	$557,229	$491,409	$662,603	$736,654	$153,763
Interfund Transfers	$0	$5,000	$0	$154,884	$0
Total	**$894,101**	**$789,189**	**$890,755**	**$1,102,676**	**$171,891**
Full-Time Equivalent	**4.85**	**3.10**	**2.50**	**2.00**	**1.50**

FIDUCIARY & SPECIAL FUNDS

2009-2010 to 2013-2014



	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
PERSONNEL	$85,092	$103,570	$107,021	$0	$0
MATERIALS	$5,598,003	$5,311,798	$4,464,637	$4,708,007	$2,990,515
CAPITAL	$4,410,969	$8,657,171	$10,506,013	$30,175,779	$27,226,927
DEBT SVC	$5,162,000	$16,140,812	$3,042,065	$3,040,965	$3,052,365
INTERFUND	$7,751,539	$8,868,250	$27,144,898	$13,426,119	$6,660,784
CONTINGENCY	$0	$0	$0	$500,000	$500,000
END BAL & RSV	$0	$0	$0	$37,498,317	$31,370,732
TOTAL EXP	$23,007,603	$39,081,601	$45,264,634	$89,349,187	$71,801,323
TOTAL REV	$60,659,151	$72,535,037	$69,962,004	$129,759,225	$112,468,135
FTEs	0.30	0.30	0.30	0.00	0.00

Numbers for FY 09-10 through FY 11-12 are actual revenues and expenditures. FY 12-13 and FY 13-14 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 on page 17 of this document. Reductions in the FY 13-14 budget 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 in this chart, please refer to "Total County Revenue" projection in the Budget Summary section on page 31 of this document.

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:

• Animal Control-Replace Freezer	$ 44,000
• Community Justice-Parking Lot Overflow (PY Carryover)	$ 227,902
• Courthouse-Common Area Remodel	$ 400,000
• Health Facility Construction (PY Carryover)	$ 17,011,664
• Health-Parking Garage Construction (PY Carryover)	$ 8,106,434
• Jail Roof Replacement	$ 260,000
• Medford Library-Roof Sealer	$ 100,000
• Sheriff's Depot-Driveway Access (PY Carryover)	$ 478,529
	$ 26,628,529

Program: 091201	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$114,905	$475,518	$15,685	$0	$0
Fees & Other Service Charges	$0	$0	$16,100	$0	$0
All Other Resources	$53,476	$35,131	$53,285	$20,000	$70,000
Interfund Transfers	$2,021,069	$4,000,490	$19,824,502	$22,650,979	$734,000
Fund Balance	$0	$0	$0	$6,609,800	$25,824,529
Total	**$2,189,450**	**$4,511,139**	**$19,909,572**	**$29,280,779**	**$26,628,529**
EXPENDITURES					
Materials & Services	$294,194	$476,059	$144,744	$105,000	$0
Capital Outlay	$4,257,378	$4,475,820	$10,332,653	$29,175,779	$26,628,529
Interfund Transfers	$0	$0	$170,000	$0	$0
Total	**$4,551,572**	**$4,951,879**	**$10,647,397**	**$29,280,779**	**$26,628,529**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

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	38,675
Beginning Fund Balance	3,222,710
TOTAL	**$3,261,385**

Expenditures in the Central Services Fiduciary account are as follows:

Contingency	200,000
Reserves	3,061,385
TOTAL	**$3,261,385**

Program: 090901	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
All Other Resources	$164,569	$141,394	$119,165	$36,870	$38,675
Interfund Transfers	$0	$0	$231,952	$0	$0
Fund Balance	$0	$0	$0	$3,351,826	$3,222,710
Total	**$164,569**	**$141,394**	**$351,117**	**$3,388,696**	**$3,261,385**
EXPENDITURES					
Materials & Services	$3,063	$54,235	$65,377	$0	$0
Contingency	$0	$0	$0	$200,000	$200,000
Ending Balance and Reserves	$0	$0	$0	$3,072,720	$3,061,385
Total	**$3,063**	**$54,235**	**$65,377**	**$3,272,720**	**$3,261,385**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

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 shared revenue timber receipts from Federal forests. 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	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2013-2014 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$1,107,026	$997,216	$490,290	$1,000,000	$500,000
Fees & Other Service Charges	$0	$0	$1,242	$0	$0
All Other Resources	$387	$1,602	$458	$0	$0
Total	**$1,107,413**	**$998,818**	**$491,990**	**$1,000,000**	**$500,000**
EXPENDITURES					
Materials & Services	$1,106,544	$997,216	$490,290	$1,000,000	$500,000
Total	**$1,106,544**	**$997,216**	**$490,290**	**$1,000,000**	**$500,000**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

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	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$193,895	$163,656	$193,948	$130,000	$130,000
All Other Resources	$9,939	$8,273	$5,496	$5,000	$5,000
Fund Balance	$0	$0	$0	$257,771	$240,794
Total	**$203,834**	**$171,929**	**$199,444**	**$392,771**	**$375,794**
EXPENDITURES					
Materials & Services	$202,843	$200,877	$206,837	$225,000	$262,220
Ending Balance and Reserves	$0	$0	$0	$167,771	$113,574
Total	**$202,843**	**$200,877**	**$206,837**	**$392,771**	**$375,794**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

General Fund Fiduciary

Program Purpose

The General Fund Fiduciary Program serves as the County's bank, provides transfers to other funds, and provides funding for community-wide programs. The General Fund Fiduciary Program is helping to meet all County goals.

The General Fund's revenues that are not directly attributable to a single program are included in the fiduciary budget. For fiscal year 2012-2013 those revenues are:

Revenues in the Central Services Fiduciary amount are as follows:

O & C Timber Receipts Replacement Funds	1,556,441
Beginning Fund Balance for 2013-2014	34,730,172
Current and Prior Year Property Taxes	32,785,350
Liquor Tax Proceeds (State-shared Revenue)	940,934
Cigarette Tax Proceeds (State-shared Revenue)	203,700
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	307,188
Prior Year Carryover	510,455
Interest	422,887
TOTAL	**$72,440,856**

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	14,500
Contracted Services	
Communications Agreements	60,000
Wildlife Service Agent	59,941
RV Television	90,000
Video on Demand	20,000
4-H/FFA	20,000
Reserves	
General Fund Reserves	2,000,000
Countywide Phone System	598,398
Transfers to Other Funds	
Health & Human Services	2,476,793
Board of Commissioners (General Fund Costs for Central Services)	43,974
IT/GIS (General Fund Costs for Central Services)	269,289
Accounting/Treasurer (General Fund Costs for Central Services)	71,821
Counsel (General Fund Costs for Central Services)	152,997
Administration (General Fund Costs for Central Services)	61,969
Internal Audit (General Fund Costs for Central Services)	192,448

General Fund Fiduciary

Human Resources (General Fund Costs for Central Services)	67,373
Facility Maintenance (General Fund Costs for Central Services)	1,056,780
Mail Services (General Fund Costs for Central Services)	17,487
Capital Projects	690,000
Contingency	200,000
Ending Fund Balance (General Fund)	9,769,252
Rainy Day Fund	13,830,922
Library – EJ Smith	8,500
Library – Ted Gerlock	1,600
TOTAL	**$31,774,044**

Program: 091102	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$14,509,309	$13,345,694	$6,342,619	$2,871,078	$3,046,775
Fees & Other Service Charges	$406,706	$289,048	$338,607	$245,000	$307,188
Property Tax Revenues	$29,518,568	$30,683,086	$31,016,798	$31,617,127	$31,583,350
All Other Resources	$2,743,471	$2,478,277	$2,464,135	$1,444,557	$1,624,887
Interfund Transfers	$180,000	$434,273	$561,273	$792,913	$638,029
Fund Balance	$0	$0	$0	$48,254,684	$35,240,627
Total	**$47,358,054**	**$47,230,378**	**$40,723,432**	**$85,225,359**	**$72,440,856**
EXPENDITURES					
Personnel Services	$0	$16,436	$9,856	$0	$0
Materials & Services	$346,252	$170,021	$393,101	$312,954	$264,441
Capital Outlay	$10,000	$4,181,350	$173,361	$1,000,000	$598,398
Interfund Transfers	$6,558,584	$8,162,043	$25,336,021	$11,880,824	$5,100,931
Contingency	$0	$0	$0	$200,000	$200,000
Ending Balance and Reserves	$0	$0	$0	$31,537,519	$25,610,274
Total	**$6,914,836**	**$12,529,850**	**$25,912,339**	**$44,931,297**	**$31,774,044**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Library Debt Service – 1st Bond Issue

Program Purpose

The purpose of the Library Debt Service Program is to repay bonds issued for the construction/remodel of the Library facilities. The Library bond measure was passed by voters 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-2nd Bond Issue. Bonds were sold in $5,000 denominations or integral multiples thereof. Interest is payable on December 1 and June 1 each year commencing on December 1, 2000. In March 2006, the 2011 through 2020 bonds were refinanced lowering the rate of interest. Below are the projected Maturity and Payment Schedules.

Maturity Schedule – Series 2006

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
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 2013-2014

Total Payment	Principal	Interest	Remaining Principal
$1,524,965	$1,165,000	$359,965	$8,140,000

Library Debt Service – 1st Bond Issue

Program: 090801	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Property Tax Revenues	$1,418,089	$1,450,431	$1,465,565	$1,464,365	$1,473,965
Revenue from Bonds & Other Debt	$0	$11,065,465	$0	$0	$0
All Other Resources	$57,029	$65,279	$70,050	$50,000	$51,000
Interfund Transfers	$373,084	$0	$0	$0	$0
Fund Balance	$0	$0	$0	$386,116	$400,000
Total	**$1,848,202**	**$12,581,175**	**$1,535,615**	**$1,900,481**	**$1,924,965**
EXPENDITURES					
Materials & Services	$0	$87,079	$4,154	$0	$0
Debt Service	$1,474,765	$12,471,379	$1,511,965	$1,514,365	$1,524,965
Ending Balance and Reserves	$0	$0	$0	$386,116	$400,000
Total	**$1,474,765**	**$12,558,458**	**$1,516,119**	**$1,900,481**	**$1,924,965**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Library Debt Service – 2nd Bond Issue

Program Purpose

The purpose of the Library Debt Service Program is to repay bonds issued for the construction/remodel of the Library facilities. The Library bond measure was passed by voters 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)

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 2013-2014

Total Payment	Principal	Interest	Remaining Principal
$1,527,400	$1,175,000	$352,400	$7,895,000

Program: 090701	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Property Tax Revenues	$1,530,973	$1,525,360	$1,398,550	$1,475,600	$1,478,400
All Other Resources	$61,941	$70,306	$73,780	$51,000	$49,000
Interfund Transfers	$373,084	$0	$0	$0	$0
Fund Balance	$0	$0	$0	$343,213	$324,899
Total	**$1,965,998**	**$1,595,666**	**$1,472,330**	**$1,869,813**	**$1,852,299**
EXPENDITURES					
Debt Service	$1,592,985	$1,585,184	$1,530,100	$1,526,600	$1,527,400
Ending Balance and Reserves	$0	$0	$0	$343,213	$324,899
Total	**$1,592,985**	**$1,585,184**	**$1,530,100**	**$1,869,813**	**$1,852,299**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Solid Waste

Program Purpose

The purpose of the Solid Waste Program is to reduce the potential risk of communicable diseases, other debilitating conditions, and environmental degradation by making convenient, affordable, and sanitary solid waste collection and disposal available to all citizens of Jackson County. The Solid Waste program is helping to meet County goal: (1) Protect the health, safety, and well-being of all citizens.

Program Information

The Solid Waste Program provides the following services:

- **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 2011 Recycling Recovery Rate is 47.6 percent.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Recycling recovery rate	47.6%	40%	40%	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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Recycling credits earned	6%	6%	6%	6%
Average number of volunteer service hours completed per Master Recycler	10	10	49	40

- **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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of Jackson County schools participating in the "Adopt A School" recycling program	50%	55%	55%	55%
Recycling services (provided by SMART Works and Master Recyclers) provided to community events that request it	85%	90%	90%	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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of reimbursements made	90%	90%	90%	90%

Significant Issues in the Year Ahead

Since 2010, Jackson County continues to surpass its State-mandated recycling goal of 40 percent; in 2011, this goal was achieved again with a recovery rate of 47.6 percent. 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, LLC 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. It is anticipated that the County will continue to receive statewide recognition for its recycling programs.

Financial Condition

This Program is funded by solid waste franchise fees. The fund is currently very healthy and enables Jackson County to effectively provide the services listed above.

Program: 091401	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$13,129	$16,738	$11,615	$0	$0
Fees & Other Service Charges	$718,418	$739,002	$763,330	$784,713	$845,020
All Other Resources	$67,293	$56,076	$46,893	$40,000	$35,000
Fund Balance	$0	$0	$0	$2,287,396	$2,153,308
Total	**$798,840**	**$811,816**	**$821,838**	**$3,112,109**	**$3,033,328**
EXPENDITURES					
Personnel Services	$85,092	$87,134	$97,165	$0	$0
Materials & Services	$69,584	$91,310	$91,831	$147,762	$158,463
Interfund Transfers	$446,786	$706,207	$828,579	$921,032	$914,265
Contingency	$0	$0	$0	$100,000	$100,000
Ending Balance and Reserves	$0	$0	$0	$1,943,315	$1,860,600
Total	**$601,462**	**$884,651**	**$1,017,575**	**$3,112,109**	**$3,033,328**
Full-Time Equivalent	**0.30**	**0.30**	**0.30**	**0.00**	**0.00**

Title II

Program Purpose

The purpose of the Title II Program is to fund projects on Federal lands in accordance with Public Law (PL) 112-141. 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	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$1,595,404	$1,437,177	$1,211,145	$1,000,000	$1,000,000
Total	**$1,595,404**	**$1,437,177**	**$1,211,145**	**$1,000,000**	**$1,000,000**
EXPENDITURES					
Materials & Services	$1,595,404	$1,437,177	$1,211,145	$1,000,000	$1,000,000
Total	**$1,595,404**	**$1,437,177**	**$1,211,145**	**$1,000,000**	**$1,000,000**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Title III/PL 106-393

Program Purpose

The purpose of the Title III/PL 106-393 Program is to fund projects that will meet criteria set by the former Secure Rural Schools and Community Self-Determination Act of 2000 or Public Law (PL) 106-393. The Title III/PL 106-393 Program helps to meet County goals: (5) Work to enhance the natural and man-made attractiveness of the area; and (12) Plan for the future.

Program Information

The Title III/PL 106-393 Program provides for separate accounting and grant management for projects that benefit Federal forests.

- **Grant Management**

Strategic Objective: Manage Title III projects in accordance with the former Public Law 106-393 requirements. Authorized uses include the following: 1) search, rescue, and emergency services performed on Federal lands; 2) community service work camps on Federal lands; 3) easement purchases for conversation purposes or to provide access to Federal lands; 4) forest-related educational opportunities; and 5) fire prevention and County wildfire planning.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Search, rescue, and other emergency services	1	1	1	1
Community service work camps	2	2	2	1
Forest related educational opportunities	2	2	2	2
Percent audit recommendations completed	100%	100%	100%	100%
Percent fund balance spent down	53%	91%	91%	100%

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 2013-2014.

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	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$17,500	$16,658	$0	$0	$0
All Other Resources	$134,742	$98,045	$62,153	$0	$0
Interfund Transfers	$81,479	$0	$0	$0	$0
Fund Balance	$0	$0	$0	$843,817	$301,421
Total	**$233,721**	**$114,703**	**$62,153**	**$843,817**	**$301,421**
EXPENDITURES					
Materials & Services	$1,082,972	$800,362	$850,554	$796,154	$301,421
Ending Balance and Reserves	$0	$0	$0	$47,663	$0
Total	**$1,082,972**	**$800,362**	**$850,554**	**$843,817**	**$301,421**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Title III/PL 110-343

Program Purpose

The purpose of the Title III/PL 110-343 Program is to fund projects that will meet criteria set by the Economic Stabilization Act of 2008 or Public Law (PL) 110-343. The Title III/PL 110-343 Program helps to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (5) Work to enhance the natural and man-made attractiveness of the area; and (12) Plan for the future.

Program Information

The Title III/PL 110-343 Program provides for separate accounting and grant management for projects that benefit Federal forests.

- **Grant Management**

Strategic Objective: Manage Title III projects in accordance with the Public Law 110-343 requirements. Authorized uses include the following: 1) Firewise Communities Program (including activities that are related such as education and assistance with siting and landscaping); 2) search, rescue, and other emergency services; and 3) community wildfire protection plans.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Search, rescue, and other emergency services	3	3	3	3
Community wildfire protection plans	13	11	11	11
Firewise communities program	3	4	4	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 exceeded the total costs for fiscal year 2012-2013 project applications. The Board of Commissioners obligated the remaining fund balance in 2012 for the 2012-2013 and 2013-2014 fiscal years, 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	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$872,465	$997,462	$2,371,542	$0	$0
Fund Balance	$0	$0	$0	$1,121,137	$341,947
Total	**$872,465**	**$997,462**	**$2,371,542**	**$1,121,137**	**$341,947**
EXPENDITURES					
Materials & Services	$872,465	$997,462	$1,006,604	$1,121,137	$341,947
Total	**$872,465**	**$997,462**	**$1,006,604**	**$1,121,137**	**$341,947**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

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	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$0	$805,272	$624,263	$807,611
All Other Resources	$0	$0	$6,553	$0	$0
Total	**$ 0**	**$ 0**	**$811,825**	**$624,263**	**$807,611**
EXPENDITURES					
Materials & Services	$0	$0	$0	$0	$162,023
Interfund Transfers	$0	$0	$810,299	$624,263	$645,588
Total	**$ 0**	**$ 0**	**$810,299**	**$624,263**	**$807,611**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

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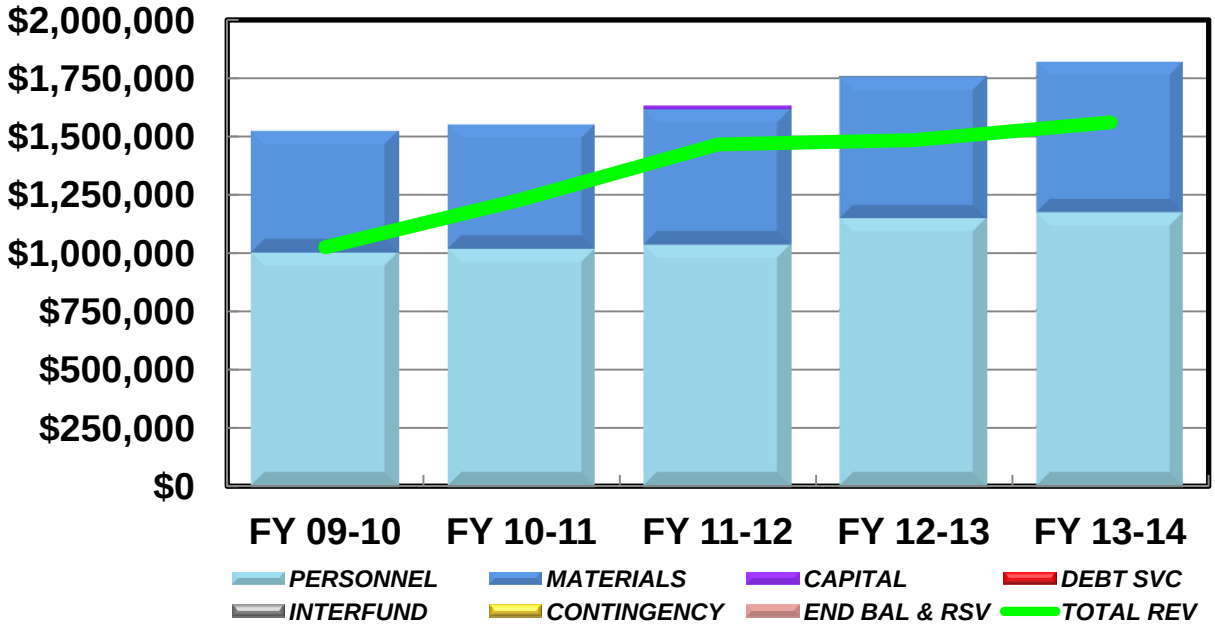
FINANCE

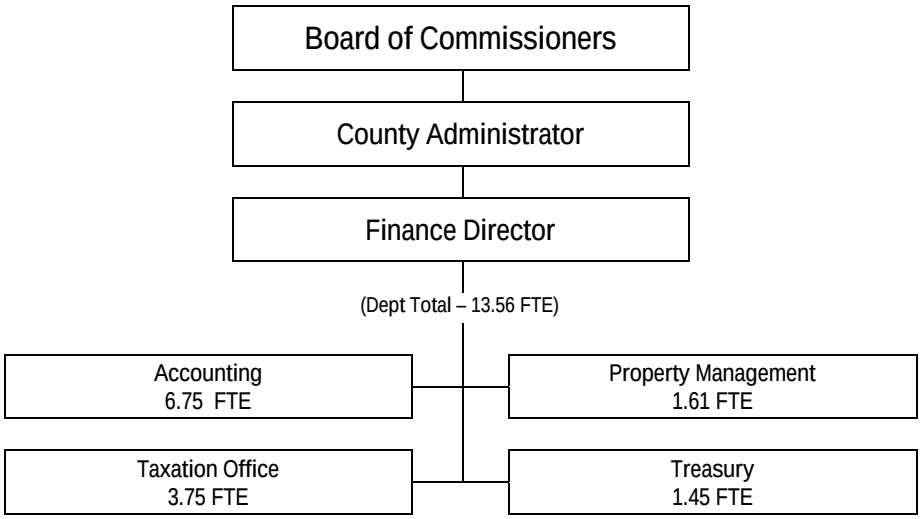
2009-2010 to 2013-2014



	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
PERSONNEL	$998,466	$1,014,458	$1,032,255	$1,144,513	$1,169,639
MATERIALS	$520,477	$532,209	$579,729	$606,214	$645,139
CAPITAL	$0	$0	$16,710	$0	$0
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$0	$0	$0	$0	$0
CONTINGENCY	$0	$0	$0	$0	$0
END BAL & RSV	$0	$0	$0	$0	$0
TOTAL EXP	$1,518,943	$1,546,667	$1,628,694	$1,750,727	$1,814,778
TOTAL REV	$1,025,722	$1,229,768	$1,466,051	$1,484,551	$1,560,851
FTEs	15.09	14.09	13.56	13.56	13.56

Numbers for FY 09-10 through FY 11-12 are actual revenues and expenditures. FY 12-13 and FY 13-14 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 on page 17 of this document. Between FY 12-13 and FY 13-14, there are no major changes to this budget and no change in the number of FTEs.

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 2013-2014

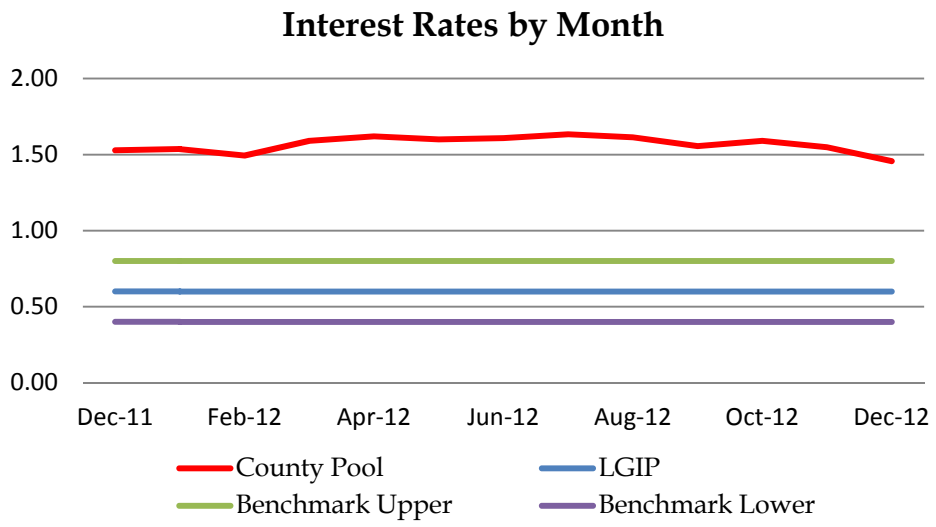
- Implementation of a new assessment and taxation software program. This new program should reduce or eliminate many manual reconciliation processes as well as increase efficiency and accuracy in the Taxation Office.
- Continue the use of electronic payment solutions for accounts payable to reduce costs and increase efficiency.
- Implementation of Treasury tracking software to replace prior software program to offer more accurate real time tracking of investments and income.
- Continue to improve efficiency of processes and implement best practices in all procedures.

Major Issues and Service Level Accomplishments for Prior Year

- Implemented Bill Pay consolidator service to eliminate the need to manually post these types of receipts for tax payments.
- Implementation of an electronic remittance system for the Taxation Office which resulted in reduced posting time of payments with more accuracy and eliminated lock box charges.
- 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.


Interest Rates by Month
2.00
1.50
1.00
0.50
0.00
Dec-11
Feb-12
Apr-12
Jun-12
Aug-12
Oct-12
Dec-12
County Pool
LGIP
Benchmark Upper
Benchmark Lower

Accounting

Program Purpose

The Accounting Program is responsible for providing a flexible, timely management information system that allows easy access to financial data important to decision making, while maintaining necessary internal controls and encouraging competitive and effective procurement practices in a decentralized environment. The Accounting Program is helping to meet County goal: (11) Maintain public records to provide financial, historical, and statistical information.

Program Information

The Accounting Program provides the following services:

- **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.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of funds maintained	58	58	54	54
Number of journal entry transactions posted	50,849	40,319	40,000	40,000
Number of payroll transactions created	31,131	26,020	26,000	26,000
Unqualified audit opinion	Yes	Yes	Yes	Yes
Awarded GFOA's "Certificate of Achievement for Excellence in Financial Reporting" (FY 11-12 is 28th 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

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Checks written	15,398	14,935	13,000	12,000
Electronic payments	24	231	1,300	2,000
Purchase card transactions	9,043	10,939	11,500	12,000
Purchase card rebate (earned based on volume of transactions)	$24,290	$34,924	$40,000	$45,000

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 93 percent funded by chargebacks to other County programs; 45 percent of those County programs are supported by the General Fund. The remaining 7 percent of funding for the Accounting Program is from miscellaneous revenues.

Program: 060101	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$17,031	$24,648	$35,241	$30,000	$45,468
Fees & Other Service Charges	$0	$92	$2	$0	$0
All Other Resources	$0	$0	$377	$0	$0
Interfund Transfers	$506,168	$559,595	$630,543	$640,459	$648,742
Total	**$523,199**	**$584,335**	**$666,163**	**$670,459**	**$694,210**
EXPENDITURES					
Personnel Services	$520,348	$534,076	$562,417	$609,549	$635,290
Materials & Services	$45,857	$54,027	$50,727	$60,910	$58,920
Total	**$566,205**	**$588,103**	**$613,144**	**$670,459**	**$694,210**
Full-Time Equivalent	**7.33**	**7.38**	**6.85**	**6.66**	**6.75**

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 final deed to the County.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of "Intent to Foreclose" notices sent	235	262	348	267
Deeded to County	7	23	32	24
Percent collected before final deed	97.02%	91.11%	90.80%	91.01%

- **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.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Total number of surplus properties in inventory	103	125	155	159
Surplus properties available to the public	26	29	37	21
Number of properties sold	1	2	20	10

- **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.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of contracts	1	1	6	7
Dollar value collected	$6,572	$7,200	$23,929	$23,929

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

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

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of contracts	5	8	7	7
Total revenue	$221,513	$375,580	$222,300	$225,578
Total direct expenditures	$155,353	$215,652	$148,957	$148,957

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 two years ago. 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 2012 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.

Program: 060202	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$0	$0	$57,850	$0
Fees & Other Service Charges	$56,677	$223,787	$371,055	$271,506	$352,148
Total	**$56,677**	**$223,787**	**$371,055**	**$329,356**	**$352,148**
EXPENDITURES					
Personnel Services	$31,935	$33,569	$35,289	$65,889	$113,502
Materials & Services	$235,884	$202,034	$244,322	$263,467	$267,103
Total	**$267,819**	**$235,603**	**$279,611**	**$329,356**	**$380,605**
Full-Time Equivalent	**0.43**	**0.43**	**0.40**	**0.99**	**1.61**

Taxation Office

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 Taxation Office Program 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 Taxation Office 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.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Projected	FY 2013-2014 Budgeted
Number of tax statements	97,853	98,480	98,480	98,500
Number of accounts handled per full time employee	18,324	23,171	26,261	26,266
Outside printing/postage costs per statement	0.57	0.40	0.42	0.45

- **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.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Projected	FY 2013-2014 Budgeted
Number of dog licenses issued	1,365	1,521	1,500	1,500
Number of Parks' bags counted	187	220	225	225

Significant Issues in the Year Ahead

The Assessment and Taxation Office Programs are working together to implement a new assessment and taxation software package. This will be 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 2013-2014 fiscal year the Taxation Office Program will continue to look for opportunities for efficiency and implementation of best practices to reduce costs and increase production. The Program implemented electronic remittance software for the 2011 tax season and expanded the usage in the 2012 tax year, eliminating the dependency on a third party lockbox service. The Program will be working on improving processes and efficiency in future tax seasons.

Financial Condition

Taxation Office Program expenses are covered 22 percent by the County Assessment and Tax Fund (CATF) grant from the State and approximately 34 percent is covered by other miscellaneous revenues; the remainder is from the General Fund.

Program: 060201	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$130,766	$128,323	$131,683	$141,333	$134,686
Fees & Other Service Charges	$103,789	$109,711	$142,094	$150,174	$184,100
All Other Resources	$1,201	$2,164	$3,018	$5,151	$6,102
Interfund Transfers	$9,419	$2,984	$4,200	$5,599	$5,982
Total	**$245,175**	**$243,182**	**$280,995**	**$302,257**	**$330,870**
EXPENDITURES					
Personnel Services	$294,785	$304,086	$266,778	$308,615	$284,110
Materials & Services	$213,610	$247,727	$246,356	$249,356	$272,230
Capital Outlay	$0	$0	$16,710	$0	$0
Total	**$508,395**	**$551,813**	**$529,844**	**$557,971**	**$556,340**
Full-Time Equivalent	**5.45**	**4.84**	**4.81**	**4.41**	**3.75**

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.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Invested principal lost during the year	$0	$0	$0	$0
Percent of investments held in 3rd party safekeeping	100%	100%	100%	100%
Percent of deposits in qualified financial institutions	100%	100%	100%	100%

Strategic Objective: Diversify investments.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent 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).

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Portfolio weighted average maturity at June 30	1.20	1.78	2.00	2.00
Number of months portfolio exceeded maturity policy	0	0	0	0

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

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

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Average monthly balance invested funds	$168,400,000	$158,450,000	$145,000,000	$135,000,000
Percent of total portfolio invested	94.35%	93.64%	90.00%	90.00%
Average portfolio rate of return for Jackson County portfolio	1.69%	1.50%	1.25%	1.25%
Benchmark - average rate of return for Local Government Investment Pool	0.51%	0.53%	0.60%	0.60%
Benchmark – average rate of return three year Treasury notes	0.92%	0.42%	0.50%	0.50%

- **Cash Management Integrity**

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

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Total cash receipts verified	7,944	7,101	7,000	7,000
Percent of bank accounts reconciled within 30 days	100%	100%	100%	100%
Un-reconciled items at June 30	$12	$8	$0	$0
Percent of balance at June 30	0%	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

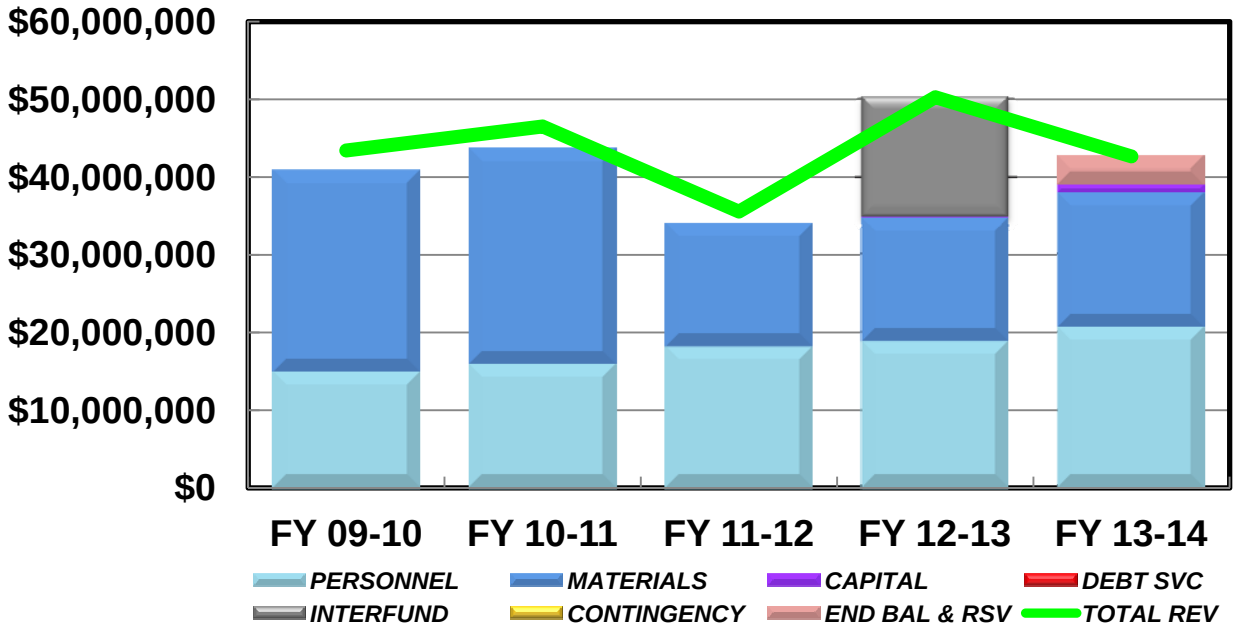
Financial Condition

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 42 percent of chargebacks are attributed to the General Fund.

Program: 060102	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$2,237	$1,923	$1,960	$1,423	$1,400
Fees & Other Service Charges	$0	$0	$0	$0	$472
All Other Resources	$183	$11	$38	$0	$0
Interfund Transfers	$198,250	$176,528	$145,839	$181,056	$181,751
Total	**$200,670**	**$178,462**	**$147,837**	**$182,479**	**$183,623**
EXPENDITURES					
Personnel Services	$151,398	$142,727	$167,771	$160,460	$136,737
Materials & Services	$25,126	$28,421	$38,324	$32,481	$46,886
Total	**$176,524**	**$171,148**	**$206,095**	**$192,941**	**$183,623**
Full-Time Equivalent	**1.88**	**1.44**	**1.50**	**1.50**	**1.45**

HEALTH & HUMAN SERVICES

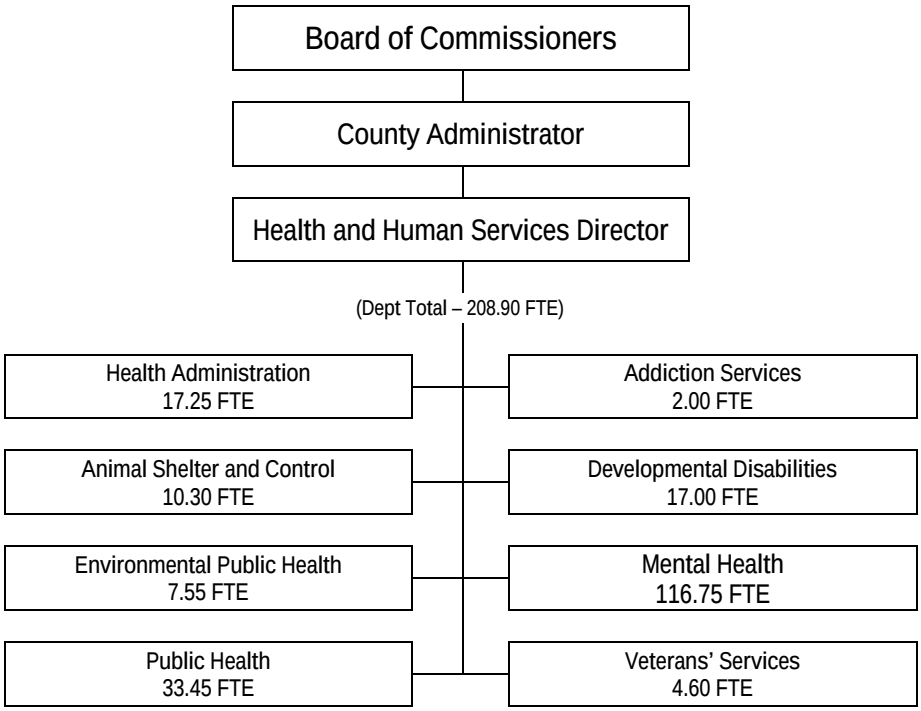
2009-2010 to 2013-2014



	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
PERSONNEL	$14,834,852	$15,831,047	$18,085,279	$18,763,737	$20,578,155
MATERIALS	$25,919,391	$27,724,234	$15,866,824	$15,892,110	$17,286,219
CAPITAL	$20,050	$0	$0	$80,000	$1,000,000
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$12,963	$0	$0	$15,535,813	$0
CONTINGENCY	$0	$0	$0	$0	$0
END BAL & RSV	$0	$0	$0	$0	$3,797,077
TOTAL EXP	$40,787,256	$43,555,281	$33,952,103	$50,271,660	$42,661,451
TOTAL REV	$43,422,212	$46,512,350	$35,559,816	$50,271,660	$42,661,451
FTEs	205.90	236.75	246.50	199.90	208.90

Numbers for FY 09-10 through FY 11-12 are actual revenues and expenditures. FY 12-13 and FY 13-14 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 on page 17 of this document. The Affordable Care Act has the State reorganizing how it provides health services to citizens. For FY 13-14, increases in funding from contracts with Coordinate Care Organizations and the Oregon Health Authority for health services are the reasons for the increase in personnel and materials and services expenses. An additional 9.00 FTEs have been included in the FY 13-14 budget to meet the increases in services.

Organization Chart



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

Highlights and Challenges

Department Summary

Purpose Statement: Protect and promote the health of Jackson County citizens.

Major Issues and Service Level Goals for Fiscal Year 2013-2014

- Approximately 69.5 percent of the Health and Human Services (HHS) 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.
- Significant time and effort has been put forth in statewide Health Transformation as two Coordinated Care Organizations (Jackson Care Connect and AllCare) are serving the Medicaid population in Jackson County. Jackson County is the administrator of the Mental Health benefit and the Mental Health Organization (MHO) for both plans. In anticipation of not only being a provider and developing the capacity to serve an additional 20,000 Medicaid lives (likely a 5-6 percent penetration rate), as a result of the implementation of the Affordable Care Act in January of 2014, the MHO and provider panel capacity must be developed. As such, a great deal of coordination, capacity, and technical expertise must be developed to support this transformation during the coming months. While a number of programs within HHS have experienced reductions due to increased costs, the additional full-time equivalent (FTE), compared to last year, has been established as a placeholder, pending anticipated provider and MHO capacity development.
- 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 HHS 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 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 WIC caseload is currently serving 6,650 individuals. This is a decrease of 334 individuals to that which were served last year. This is attributed to a

decrease in appointment availability as a result of fewer FTE on staff. WIC is working with more creative scheduling to try to make up the difference to prevent further reductions in flat Federal funding for fiscal year 2013-2014.

Major Issues and Service Level Accomplishments for Prior Year

- Mental Health had a challenging year in 2012. In spite of decreased budget and personnel, staff served 4,829 individuals over the course of the year; a slightly higher number of individuals than were served the prior year. At the end of the year, 2,062 individuals (771 children and 1,291 adults) were in active treatment. In 2012, Mental Health served 121 individuals in foster care and successfully moved 13 into independent living in the community.
- In 2012, Animal Control's volunteers averaged 900 hours per month. There were about 1,800 stray and surrendered cats and 1,700 stray and surrendered dogs taken in last year. Nearly 1,900 of those animals were reunited with owners, adopted, or transferred to other shelters. The live release rate for cats improved to approximately 37 percent in 2012 (17 percent in 2011). For dogs, the live release rate improved to 77 percent (65 percent in 2011).
- 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 decrease in caseload from 6,984 to 6,650 in the last year. The program peaked in March of 2012, serving 7,001 individuals.
- In the Environmental Public Health Program, Environmental Health Specialists are averaging 618 inspections per FTE for: public food service facilities; pools and spas; tourist facilities; and child care centers. In addition, 42 public drinking water systems were surveyed in 2012.
- The Developmental Disabilities Program currently has approximately 1,040 children and adults with developmental disabilities enrolled in services. HHS 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, and reduce the risk frequency of, substance use among youth ages 12-21. Emphasis will be placed on marijuana and non-medical use of prescription drugs.
- 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 2013-2014 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. Maintaining 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. Continued efforts and exploration of 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 mostly funded by chargebacks to other Health and Human Services' programs. There is General Fund support to this Program to cover the Medical Director and Jail medical expenses.

Health Administration

Program: 240101	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2013-2014 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$11,418,064	$12,289,738	$34,474	$233,600	$233,600
Fees & Other Service Charges	$26,254	$15,106	$12,583	$193,000	$197,683
All Other Resources	$61,887	$98,050	$335,066	$200,000	$75,000
Interfund Transfers	$1,602,260	$1,408,425	$1,777,277	$3,441,923	$3,295,952
Fund Balance	$0	$0	$0	$15,377,000	$5,300,000
Total	**$13,108,465**	**$13,811,319**	**$2,159,400**	**$19,445,523**	**$9,102,235**
EXPENDITURES					
Personnel Services	$99,269	$32,325	$277,729	$1,592,880	$1,696,365
Materials & Services	$12,601,485	$13,449,550	$1,251,605	$2,316,830	$2,030,870
Capital Outlay	$0	$0	$0	$0	$1,000,000
Interfund Transfers	$0	$0	$0	$15,535,813	$0
Ending Balance and Reserves	$0	$0	$0	$0	$3,797,077
Total	**$12,700,754**	**$13,481,875**	**$1,529,334**	**$19,445,523**	**$8,524,312**
Full-Time Equivalent	**6.19**	**8.53**	**12.22**	**16.15**	**17.25**

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.

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

Level of Care	# of Treatment Episodes	% of Episodes
Sobering	1,956	60.7
Outpatient Treatment	458	14.2
Child Welfare Outpatient	72	2.0
Youth Residential	22	0.6
Adult Residential	381	11.8
Dependent Children-Adult Res	74	2.3
Medication Assisted Treatment	258	8.0
Total	3,221	100

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.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of adults completing residential treatment successfully	59%	60%	n/a*	n/a*

*Services and data moved to Coordinated Care Organizations (CCOs).

- **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 2011-2012, Jackson County providers delivered services to 110 adults. Of these, 88 percent completed treatment successfully. In the first two quarters of fiscal year 2012-2013, services were provided to 78 individuals, suggesting that the need for problem gambling treatment may be increasing.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of adults completing gambling treatment successfully	86%	88%	86%	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.

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 2011-2012, Jackson County hosted a one day summit, "The Impact of Marijuana in Southern Oregon Schools." The summit drew together 70 attendees including school personnel, addictions treatment and juvenile justice professionals, youth consumers and their families, and representatives from other youth-serving organizations in the community. An evaluation of the event was distributed to all participants by email; of the respondents, 94.4 percent reported that the summit was "highly informative."

Prevention workforce development was a priority for fiscal year 2011-2012. Jackson County, with support from the Local Alcoholism and Drug Planning Committee (LADPC), provide three free trainings for addictions providers in Jackson and Josephine Counties, all of which were open to any individual working in the field. Those three trainings were: 1) Certified Recovery Mentor Training which was a three day training that provided the required curricula to meet the Addiction Counselor Certification Board of Oregon (ACCBO) requirements as a Certified Recovery Mentor. The County offered scholarships of $100 each to individuals with financial need who met the requirements for certification. Scholarships were awarded to seven individuals who completed certification applications as a result of the training. 2) Substance Abuse Prevention Specialist Training was a week-long intensive training that fulfilled one of the key requirements for individuals seeking ACCBO certification as Prevention Specialists. Prevention subcontractors will be required to have at least one Certified Prevention Specialist on staff to receive State prevention funding in the future. 3) Strengthening Families Program Facilitators Training was a three day training that fulfilled the requirements for individuals to become facilitators of the Strengthening Families Program, an evidence-based prevention curriculum for 10-14 year olds and their families. In 2012, the program was implemented at four sites throughout the County and staff from more than 15 agencies received training.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Increase frequency and diversity of macro-level prevention activities	3*	5**	5	5
Increase workforce development and prevention	3*	5**	5	5

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

**Marijuana Policy Summit, Marijuana Media Campaign, Strengthening Families, Life Art, Opiate Prescribers Group, Substance Abuse Prevention Specialist Training, Peer Recovery Mentor Training, Strengthening Families Facilitator Training, and Marijuana in the Schools Training.

Significant Issues in the Year Ahead

The Local Alcohol and Drug Planning Committee held an end of the year retreat in June, 2012, to review progress on the priorities established for 2011-2012, to assess the most recent substance use data available for our community, and to establish priorities for the coming year. Three priorities were selected: 1) access to mental health services; 2) development of a trauma informed system of care; and 3) prevention in the context of intergenerational transmission of addiction.

Health System Transformation has brought about changes in the Addiction Services Program. Beginning in fiscal year 2012-2013, funding for residential treatment is no longer administered by the County CMHP but directly billed to Medicaid by the providers. Additionally, the funding structure changed in 2012 from separate funding streams for each level of service to a flexible, global funding model. The impact on the County is a decrease in the total amount of funding to be subcontracted; a corresponding decrease in administrative oversight over residential funding, with the exception of a small amount of indigent funds; and increased flexibility in contracting for other services within the continuum of care.

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. Prevention funding will move from under the Mental Health Program to be consolidated with tobacco and other prevention activities within the Public Health Program. This Program will receive $160,985 in General Fund support.

Addiction Services

Program: 240103	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$3,915,128	$3,699,505	$3,527,646	$3,353,084	$2,147,350
Fees & Other Service Charges	$13,020	$25,925	$1	$1	$1
All Other Resources	-$290,162	$4,465	$2,575	$0	$0
Interfund Transfers	$185,068	$355,782	$194,004	$194,628	$192,785
Total	**$3,823,054**	**$4,085,677**	**$3,724,226**	**$3,547,713**	**$2,340,136**
EXPENDITURES					
Personnel Services	$342,366	$399,049	$200,114	$230,374	$209,762
Materials & Services	$3,612,885	$3,716,817	$3,426,827	$3,317,339	$2,130,374
Total	**$3,955,251**	**$4,115,866**	**$3,626,941**	**$3,547,713**	**$2,340,136**
Full-Time Equivalent	**4.20**	**3.55**	**3.06**	**2.00**	**2.00**

Animal Shelter and Control

Program Purpose

The purpose of the Animal Shelter and Control Program is to protect human and animal health and safety, increase responsible pet ownership, intake of stray domestic animals, and to 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 Shelter**

Strategic Objective: Pick up and take in stray and unwanted dogs and cats to reduce health concerns and the risk of bites or attacks to people and other animals/livestock.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Dogs handled	2,077	2,100	1,697	1,700
Cats handled	2,801	2,800	1,843	1,900
Dogs/cats returned/adopted	1,719	1,900	1,872	2,000

The Animal Care and Control facility continues to be the only open door shelter in Jackson County. Like most areas of the country, there is a percentage of the public that will not take responsibility for their animals. These animals not only become victims of neglect and abuse themselves, but also create health and safety issues for other animals and people. While the number of animals handled by Animal Care and Control is declining, a five year average of approximately 5,000 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, or transfer to other shelters a five year average of approximately 1,870 dogs and cats. It is the goal of Animal Care and Control to continue to improve the live release rate and the care of animals at the shelter.

- **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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Dangerous dog/livestock	336	350	280	280
Nuisance	398	430	308	350
Cruelty/neglect	174	350	174	225
Animal bites to humans	472	575	389	400

There is a continued need for Animal Care and Control's services to respond to aggressive dogs and neglected animals. It is essential that a proactive approach be taken to emphasize education and prevention, in addition to efficient handling of casework.

- **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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Annual dog licenses	20,860	25,000	21,000	25,000

Animal Care and Control's primary goal is to continue to protect human and animal health and safety. The secondary goal is to strongly encourage voluntary license compliance for dogs and to have an increased number of licensed cats; this goal will be reached through awareness and education programs and enforcement action, as warranted. This will be necessary to increase the Program's primary funding source. More importantly it will assure dogs and cats are properly vaccinated against rabies. Staff 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. There are also benefits for owners of a licensed dog, which include reduced or waived fees 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 licensed dogs and cats will also increase the redemption numbers, getting more dogs and cats out of the system and back home.

- **Animal Body Disposal**

Strategic Objective: Timely removal and proper disposal of animal bodies from County roads and the streets in those cities that contract for our services. Proper disposal of animal bodies euthanized by area veterinarians.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Calls to remove a dead animal from the roadway	353	470	355	375
Deer and wildlife disposed of	316	320	345	350
Dogs and cats	194	250	217	220
Animals disposed of for veterinarians	1,340	1,400	1,252	1,400

Significant Issues in the Year Ahead

During the past year, the Program has taken on new directions in implementing best practices outlined in the 2010 Association of Shelter Veterinarians Guidelines. The Oregon Humane Society conducted a comprehensive review of the Program based on these standards, which provided a roadmap to meet the Association of Shelter Veterinarians (ASV) guidelines. New software has just been implemented, which will improve efficiencies, animal care, and provide valuable data tracking. However, it will take time and resources to fully learn and maximize the capability of the new system. Ultimately, the goal is to increase the live release rate and improve the care of the animals at the shelter. During this transition process, staff is challenged with improving the levels of service to a growing County and the changing needs of its citizens.

Animal Care and Control has formed an alliance with the local shelters and welfare organizations who 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 the shelters each year. The alliance is committed to finding ways to reduce the growing conflicts between pets and people in Jackson County.

Financial Condition

With the exception of Solid Waste monies, the Animal Shelter and Control Program is funded through dog license sales, reimbursement contracts, adoption, other fees and fines, and, in some areas, through donations. The proposed budget includes 42 percent of one-time funds which, clearly, is not sustainable. Based on models from Lane and Multnomah Counties, it is anticipated that proposed changes to the Codified Ordinances of Jackson County will generate additional revenue. Should these efforts not

meet revenue projections, ongoing program capacity and/or viability will need to be assessed in future budget cycles.

There is no General Fund support for Animal Shelter and Control. Pet licensing is a critical source of revenue and there will be a focus on increasing dog licensing compliance.

Program: 240107	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2013-2014 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$380,898	$213,823	$263,333	$401,693	$680,923
Fees & Other Service Charges	$657,165	$665,336	$674,487	$818,796	$602,000
All Other Resources	$53,979	$29,840	$25,660	$30,000	$25,000
Interfund Transfers	$126,334	$126,334	$126,334	$126,334	$126,334
Fund Balance	$0	$0	$0	$280,958	$0
Total	**$1,218,376**	**$1,035,333**	**$1,089,814**	**$1,657,781**	**$1,434,257**
EXPENDITURES					
Personnel Services	$576,609	$569,046	$561,512	$753,431	$801,395
Materials & Services	$535,635	$609,336	$655,256	$824,350	$1,210,785
Capital Outlay	$0	$0	$0	$80,000	$0
Total	**$1,112,244**	**$1,178,382**	**$1,216,768**	**$1,657,781**	**$2,012,180**
Full-Time Equivalent	**10.23**	**10.25**	**10.77**	**10.20**	**10.30**

Developmental Disabilities

Program Purpose

The Developmental Disabilities Program provides specialized case management to eligible individuals who experience intellectual disabilities, 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 living at home; 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:

- **Services Coordination**

  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.

- **Eligibility Determination**

  Strategic Objective: Complete initial determinations of eligibility for services within state-mandated timelines. Also ensure that all age-specific redeterminations of eligibility are completed as required.

- **Residential Group Homes, Foster Homes, and Supported Living**

  Strategic Objective: Ensure the monitoring of services for each individual in a comprehensive service is completed 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.

- **Employment**

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

- **Support Services Brokerage**

  Strategic Objective: Brokerage services provide eligible adults living in the community without comprehensive residential supports, with various service possibilities based on a person-centered plan, done by a personal agent. Services might include in-home supports, respite, community inclusion, supported living, skills training, and employment.

Significant Issues in the Year Ahead

The Jackson County Community Developmental Disabilities Program (CDDP) will once again keep a focus on continued development and expanded capacity, across our range of service elements, to support the increased caseload and ever increasing need for crisis placements. Staff will continue to expand our provider base in residential and vocational services, as necessary, to meet the needs of those who are served. At the time of budget preparation, the Program has only two vacancies with the 24-hour County residential system.

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 the goal of the Program to decrease the number of kids that must be placed both out-of-county and out of our region during the next year. Over the past year, staff has been working to strengthen that capacity and, beginning in August of 2013, we will be able to develop host home services for children. Host home services do not offer the same extensive supports as does the children's residential services system, but will give us an opportunity to step-down some children in residential and bring them back to their own community. This, of course, should open up additional capacity in residential beds for the highest-needs children.

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 Developmental Disabilities Program will also continue to collaborate with community partners to further develop networks and relationships to ensure we are working together to best support those we serve. Staff looks

forward to co-location in 2014 with our fellow Health and Human Services programs within Jackson County and several community partners. In the meantime, we will be working hard to develop and strengthen relationships to facilitate the co-location transition and to make it occur as seamless as possible for those we support.

The Developmental Disabilities Program continues to strengthen our relationship with Families for Community, a local non-profit family network. This is an organization that is managed by families and supports families through training, advocacy, and various support groups. This program started in Jackson County and has been so successful here that the State has committed funding to replicate family networks across the State. Families for Community and the Developmental Disabilities Program are partnering in an effort to bring an "Autism Summit" to Jackson County to provide two days of training to the medical community, first responders, and to the education system. The Program is also partnering with another local organization, called Courts and Community, which holds annual trainings for law enforcement and the courts and human services providers. Staff will be assisting this organization to focus their annual Fall Judges Conference on developmental disabilities; including special speakers on Fetal Alcohol Syndrome, dual diagnosis, and Autism.

Financial Condition

The Developmental Disabilities Program reached 1,040 clients as of February 2013. That is an additional 80 individuals in services compared to last year at this time. It is expected that no additional funds will be allocated by the legislature to Community Developmental Disabilities Programs (CDDPs) for the 2013-2015 biennium. This means the Program has two years of significant caseload growth with no adjustments to our funding. At the same time, as the caseload has grown so have business costs. Together, this is causing significant increases in caseload for case management staff. The Program will continue to be challenged in how we provide the same great services to our community with fewer resources.

This is a State review year for this Program. In light of decreasing resources and staff, we continue to ensure that we maintain substantial compliance with State and Medicaid rules.

The Developmental Disabilities Program is funded with $26,000 from the County General Fund that matches State-allocated Federal grants.

Developmental Disabilities

Program: 240109	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2013-2014 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$2,280,260	$2,084,787	$2,604,951	$2,687,643	$2,987,582
Fees & Other Service Charges	$0	$0	$112	$0	$0
All Other Resources	$18,325	$15,964	$541	$0	$0
Interfund Transfers	$11,315	$0	$0	$0	$26,000
Total	**$2,309,900**	**$2,100,751**	**$2,605,604**	**$2,687,643**	**$3,013,582**
EXPENDITURES					
Personnel Services	$1,168,711	$1,221,589	$1,424,249	$1,575,199	$1,602,790
Materials & Services	$893,234	$937,152	$962,911	$1,112,444	$1,410,792
Capital Outlay	$6,760	$0	$0	$0	$0
Interfund Transfers	$12,963	$0	$0	$0	$0
Total	**$2,081,668**	**$2,158,741**	**$2,387,160**	**$2,687,643**	**$3,013,582**
Full-Time Equivalent	**18.00**	**18.00**	**17.59**	**17.00**	**17.00**

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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Annual inspections completed	2,362	2,351	2,365	2,365
Drinking water systems	42	41	42	42
Food handlers tested	5,564	5,678	5,735	5,750

- **Wood Stove and Open Burning Education and Compliance**

Strategic Objective: Reduce particulate air pollution through education, intervention, collaboration, and necessary enforcement of residential wood smoke and open burning regulations.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of citizen complaints that require response	58	60	50	50

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 flat revenues that 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	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$166,709	$145,373	$144,092	$142,715	$146,480
Fees & Other Service Charges	$766,701	$767,354	$774,548	$895,380	$914,409
All Other Resources	$9,187	$7,065	$59	$0	$0
Total	**$942,597**	**$919,792**	**$918,699**	**$1,038,095**	**$1,060,889**
EXPENDITURES					
Personnel Services	$609,899	$629,942	$675,398	$757,829	$788,280
Materials & Services	$184,365	$208,003	$193,865	$280,266	$272,609
Total	**$794,264**	**$837,945**	**$869,263**	**$1,038,095**	**$1,060,889**
Full-Time Equivalent	**7.58**	**7.55**	**7.34**	**7.65**	**7.55**

Mental Health

Program Purpose

The Mental Health Program provides medically necessary mental health services to eligible people in Jackson County with severe or chronic psychological or emotional problems. The Program helps individuals resolve crisis situations, develop skills to improve their functioning in daily life, and reduce criminal justice involvement. It supports citizens, with serious mental disorders, to sustain stable lives in recovery, in the community. The Mental Health Program is helping to meet County goal: (1) Protect the health, safety, and well-being of all citizens.

Program Information

The Mental Health Program provides the following services:

- **Access and Crisis Services**

Strategic Objective: Provide smooth access for individuals requesting treatment services. Provide rapid, appropriate response to people who are experiencing a mental health crisis and are at risk of hospitalization. Provide services for people being discharged from the hospital. Services include assessments, referrals, pre-commitment services, discharge planning, respite care, intensive case management, and a range of crisis intervention services, including drop-in support and community resource groups.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Individuals served	4,636	4,972	4,300	4,700
Crisis interventions provided	1,927	2,290	1,950	2,000
Pre-commitment investigation completed	688	537	500	500

The Mental Health Program continues to experience significant demand for services, with nearly 5,000 clients served over the course of the year. At the end of the year, over 2,000 individuals (750 children and 1,250 adults) were in active treatment. The Access Team receives over 378 calls for services each month. This year the Program implemented an open access process whereby individuals can come to the clinic and be seen for an assessment that same day. Crisis services have also increased as staff continues to find creative ways to meet the additional demands and expectations.

- **Adult Outpatient Services**

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

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

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Individuals with severe mental illness receiving intensive community support services to sustain capacity to live in the community	130	220	200	233

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; and 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.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Reduction in behavioral problems by parent report following PCIT	79%	88%	85%	85%
Improvement in housing status, school performance, social network, and reduction in self-harm from entry to wraparound program	n/a	65%	75%	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

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.

- **Residential Services**

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

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Successful transition from foster care to the community	9	12	13	15

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 2012, the Mental Health Program served 121 individuals in foster care and successfully transitioned 13 into independent living in the community. The transitional-supported housing program served 42 individuals and moved seven into their own stable housing. Staff successfully accepted seven 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.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Discharge from SRTF to lower level of care	8	8	2	2

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 2012, incidents occurred (four elopements and one behavioral episode) involving Hazel Center PSRB causing five clients needing to be moved to a higher level of care. These five clients were ultimately returned to the Oregon State Hospital with their conditional releases being revoked. Over the course of the year, eight of the eight total Hazel Center PSRB clients were engaged in a pre-employment program.

In the Community PSRB program in 2012, three clients needed to be moved to higher level of care. One Community PSRB program client successfully completed their supervision (PSRB early release). One client was accepted from the Oregon State Hospital (only client offered for placement during 2012); this client successfully moved to a Jackson County Mental Health foster level of care.

Significant Issues in the Year Ahead

The coming year will continue to bring new challenges and 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 continuing to streamline services, create expectations and productivity standards for staff, and continue 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. Efforts will continue with community providers, hospitals, primary care clinics, physician groups, and the Coordinated Care Organizations now established in the County.

A focus has been made to develop the necessary infra-structure to manage the body of work that this change brings to the mental health system. New managers have been hired and additional supports put in place to take on the tasks of managing client care in balance with managing the budget. A Clinical Operations Manager has been hired in an effort to really

train and support staff in the provision of treatment and to create a solid clinical environment that improves outcomes for the individuals that are served.

Many services that have historically been provided and developed outside of the County will now focus on building capacity within Jackson County. In an effort to manage the Program's cost and minimize use of the high cost placements such as the emergency room, a more expansive continuum of crisis services is a focus of the upcoming year. These services will insure 24/7 access to crisis services and stabilization services to those that would typically end up at the hospital. The Mental Health Program will continue to 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.

The community, as a whole, has seen a significant increase in mental health crises to which the Mental Health Program is challenged to respond. As a result, several initiatives have been proposed and will be implemented in the coming year. These include the training of a cadre of law enforcement officers and mental health staff that have been certified in Crisis Intervention Training (CIT) that is aimed at assisting law enforcement in responding to individuals with mental health issues in a more positive, less threatening way. This training will be implemented throughout the County with the goal of all law enforcement officers being certified within three years.

There is ongoing dialogue and community coordination around individuals identified by the Medford Police as being at risk individuals. This has been very successful with a handful of individuals and will continue to be an effort of the subcommittee of Public Safety Coordinating Council. Communication with agencies and providers has been increased and collaboration and barrier reduction will continue to be a focus of the upcoming year.

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, as well as an expanded quality management staff. A Clinical Trainer and Clinical Reviewer will be hired to move this forward.

Financial Condition

The Mental Health Program is funded 100 percent with fees, charges, State, and Federal funds. Persistent economic uncertainties will continue to affect State funding, from time to time, as the legislature adjusts the State budget in response to revenue forecasts. With the advancement of the

Affordable Health Care Act, these dollars will flow to the Coordinated Care Organizations (CCOs) with many of those delegations passed on to the Mental Health Program.

Program: 240112	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2013-2014 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$13,601,509	$16,299,973	$17,055,613	$15,098,903	$19,994,058
Fees & Other Service Charges	$230,866	$191,204	$208,186	$218,000	$265,500
All Other Resources	$110,743	$127,761	$2,089	$0	$0
Interfund Transfers	$79,000	$39,500	$0	$0	$0
Total	**$14,022,118**	**$16,658,438**	**$17,265,888**	**$15,316,903**	**$20,259,558**
EXPENDITURES					
Personnel Services	$8,331,228	$9,097,269	$11,040,746	$10,249,322	$11,898,019
Materials & Services	$3,900,235	$4,573,182	$5,547,962	$5,067,581	$8,361,539
Capital Outlay	$6,300	$0	$0	$0	$0
Total	**$12,237,763**	**$13,670,451**	**$16,588,708**	**$15,316,903**	**$20,259,558**
Full-Time Equivalent	**110.15**	**137.77**	**143.40**	**106.90**	**116.75**

Public Health

Program Purpose

The focus of the Public Health Program is to carry out those programs as mandated by the Local Public Health Authority (LPHA), by the Oregon Health Authority (OHA). Per Oregon Revised Statute (ORS) 431.416, the LPHA shall: a) administer and enforce the rules of the LPHA and public health laws and rules of the OHA; and b) assure activities necessary for the preservation of health or prevention of disease, in the area under its jurisdiction, as provided in the annual plan of the authority. These activities shall include, but not be limited to: a) epidemiology and control of preventable diseases and disorders; b) parent and child health services, including family planning clinics as described in ORS 435.205; c) collection and reporting of health statistics; d) health information and referral services; and e) environmental health services (provided by the Environmental Public Health Program in Jackson County). 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 the health care community and public on communicable diseases.

From July through December, 2012, Public Health investigated 75 reports of communicable diseases, not including Sexually Transmitted Diseases (STD's) and Hepatitis C. Of those 75, the most common were Campylobacter, Salmonella, and Cryptosporidiosis. There was one documented outbreak 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 were no active Tuberculosis (TB) cases in that time frame, but there were three Latent TB infected clients that required treatment.

- **Maternal and Child Health**

  Strategic Objective: Improve the health of women, children, and families by providing access to prenatal care; home based visiting services; 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.

From July through December, 2012, the maternal child health program provided 1,008 contacts to clients. In addition, there were 160 attendees to Child Birth Education classes provided in both English and Spanish.

- **Reproductive Health Clinic**

Strategic Objective: Provide reproductive, contraceptive, and sexually transmitted disease services and education to low income men and women to prevent unintended pregnancies, reduce teen pregnancy rates, and reduce disease transmission.

From July through December, 2012, the Reproductive Health Clinic provided services to 2,141 clients; 31 percent of the clients were of Hispanic origin and, of these, over 50 percent required interpretation services. Clients seeking services at Public Health can access STD testing and counseling, including Human Immunodeficiency Virus (HIV), free pregnancy testing, a full spectrum of birth control, and are provided a "warm hand-off" to other services like Women, Infants, and Children (WIC), maternal child health, immunizations, and HIV case management. Jackson County has the 10th highest teen pregnancy rate in Oregon and the 13th highest Latina teen pregnancy rate. In fiscal year 2013-2014, Public Health will continue efforts to reduce these rates through education and collaboration.

- **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.

From July through December, 2012, the immunization program provided 3,214 shots to all ages of the population. The 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. In addition, Jackson County received a one-time grant to improve vaccination rates in adults, with a focus on Influenza and Pertussis. This program coordinated with schools, businesses, pharmacies, and health care facilities to inform and improve rates in these populations.

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

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

From July through December, 2012, the WIC program served 9,801 clients for "regular" WIC services and an additional 1,501 clients on the Peer Breastfeeding Support Program. WIC served 57 percent of all pregnant women in the County and, of these families, 63 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 almost $4,00,000 was redistributed to local retailers in the form of food coupon payments.

- **Health Education and Outreach Programs**

Strategic Objective: These programs seek to educate, inform, and collaborate with the community and stakeholders to prevent and reduce areas of public health significance. Programs include: Tobacco Prevention and Education, Healthy Communities (chronic disease reduction and community health assessments), ¡Cuidate! (HIV/AIDs reduction in Latino Youth), Climate Health Initiative.

Significant Issues in the Year Ahead

Jackson County Public Health continues to struggle with level funding, increased costs, and increased requests for services and support by community members and partners. Public Health will continue to collaborate with partners in the areas of health care transformation and early learning/education transformation as these legislative mandates continue to form locally. Public Health is working with the two local Coordinated Care Organizations (CCOs) on required Community Health Assessments (CHA) and Community Health Improvement Plans (CHIP), and with consumer engagement and cultural competency. Public Health is working with early learning programs to identify the best steps to make work more efficient, serve more families, and improve kindergarten readiness. Public Health will also be incorporating the Prevention program from Mental Health Program in fiscal year 2013-2014, which will

round out the team already working on at risk activities that affect youth and our community.

Financial Condition

The County General Fund supports approximately 15 percent of the cost of providing public health services. The majority of Public Health programs are 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 the ability to sufficiently 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.

Program: 240105	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$4,124,172	$4,051,936	$3,895,422	$3,574,507	$3,655,717
Fees & Other Service Charges	$577,666	$559,254	$594,505	$531,000	$460,000
All Other Resources	$16,951	$11,591	$2,970	$0	$0
Interfund Transfers	$314,888	$408,999	$645,178	$779,437	$763,726
Fund Balance	$0	$0	$0	$0	$100,000
Total	**$5,033,677**	**$5,031,780**	**$5,138,075**	**$4,884,944**	**$4,979,443**
EXPENDITURES					
Personnel Services	$3,105,951	$3,250,279	$3,326,008	$3,184,001	$3,218,244
Materials & Services	$1,799,719	$1,840,028	$1,789,215	$1,700,943	$1,761,199
Capital Outlay	$6,990	$0	$0	$0	$0
Total	**$4,912,660**	**$5,090,307**	**$5,115,223**	**$4,884,944**	**$4,979,443**
Full-Time Equivalent	**40.15**	**42.40**	**41.46**	**34.00**	**33.45**

Veterans' Services

Program Purpose

The Veterans' Services Program assists veterans, their children, and surviving widows with obtaining 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.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Interviews completed	6,001	6,839	6,800	7,300

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 79 percent of the cost of the Veterans' Services Program.

Veterans' Services

Program: 240111	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$98,414	$91,489	$94,350	$92,397	$99,116
Fees & Other Service Charges	$9,943	$8,462	$7,420	$10,000	$0
All Other Resources	$932	$854	$100	$0	$0
Interfund Transfers	$172,884	$236,301	$332,884	$376,500	$372,235
Total	**$282,173**	**$337,106**	**$434,754**	**$478,897**	**$471,351**
EXPENDITURES					
Personnel Services	$187,344	$231,366	$336,216	$367,836	$363,300
Materials & Services	$107,544	$105,738	$98,548	$111,061	$108,051
Total	**$294,888**	**$337,104**	**$434,764**	**$478,897**	**$471,351**
Full-Time Equivalent	**4.00**	**4.00**	**7.70**	**5.00**	**4.60**

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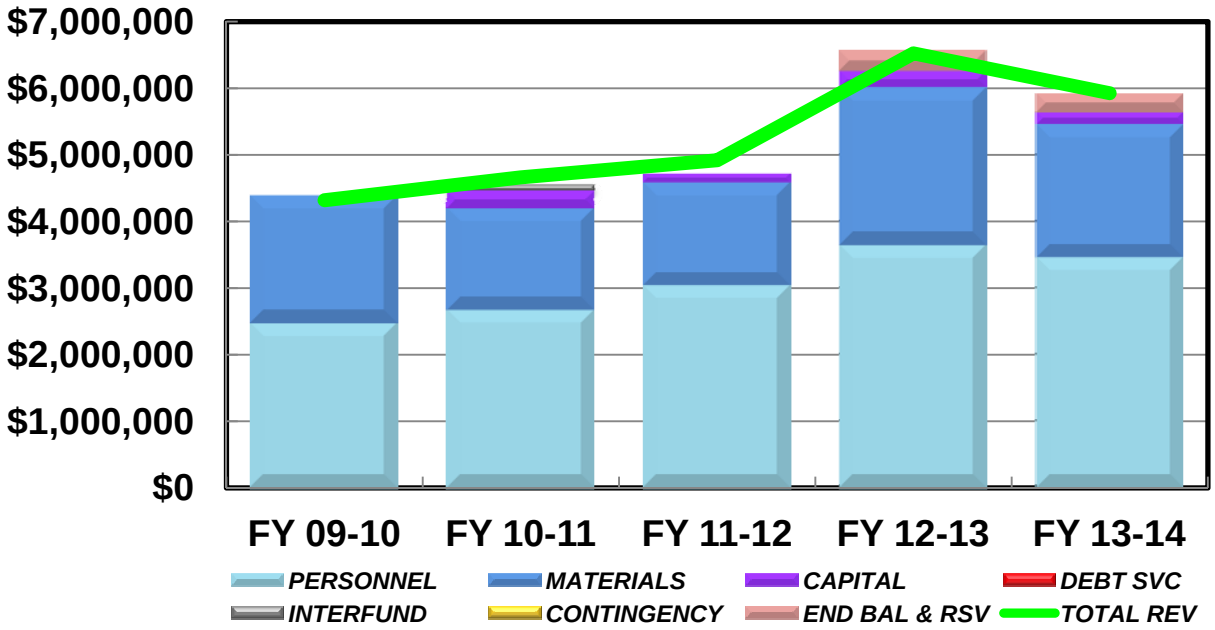
INFORMATION TECHNOLOGY

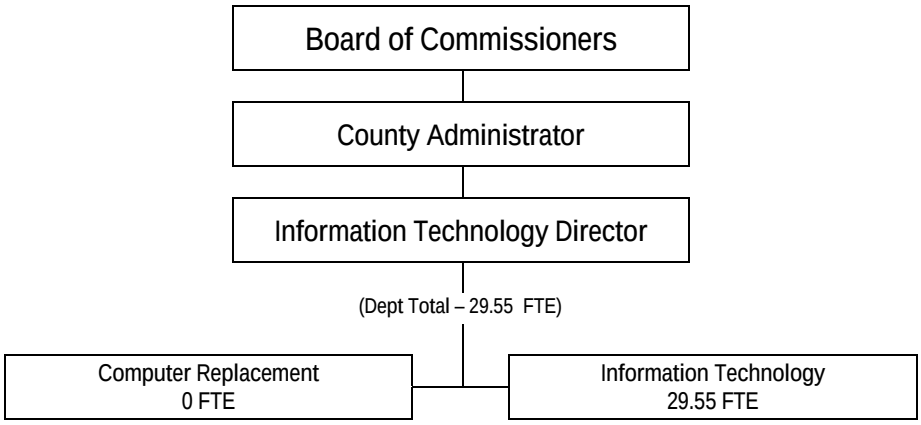
2009-2010 to 2013-2014



	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
PERSONNEL	$2,470,735	$2,668,352	$3,036,490	$3,641,393	$3,455,610
MATERIALS	$1,919,540	$1,533,658	$1,551,289	$2,366,110	$1,999,326
CAPITAL	$0	$260,916	$130,660	$249,713	$187,800
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$0	$84,144	$0	$0	$0
CONTINGENCY	$0	$0	$0	$0	$0
END BAL & RSV	$0	$0	$0	$309,036	$283,410
TOTAL EXP	$4,390,275	$4,547,070	$4,718,439	$6,566,252	$5,926,146
TOTAL REV	$4,318,487	$4,662,374	$4,918,861	$6,523,364	$5,926,146
FTEs	26.00	30.00	33.50	34.30	29.55

Numbers for FY 09-10 through FY 11-12 are actual revenues and expenditures. FY 12-13 and FY 13-14 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 on page 17 of this document. For FY 13-14, the decreases in the budget are due to decreased revenues. A reduction of 4.75 FTEs includes 2.00 FTEs being transferred to Health and Human Services as full-time support and the remaining 2.75 FTEs were from not filling recently vacated positions. The effect will be slower response times to County departments for technology issues.

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 2013-2014

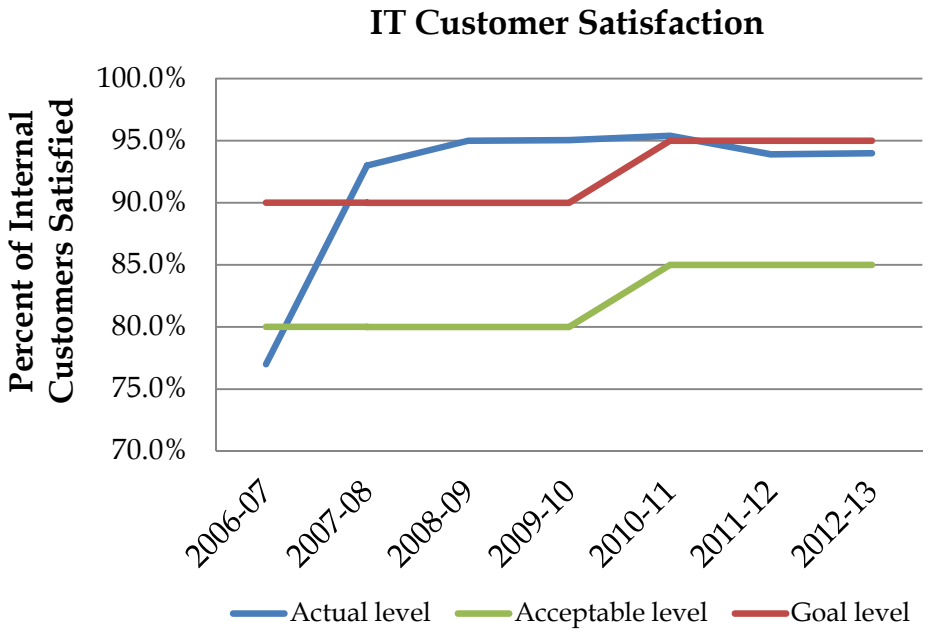
- Finish migration to a new telephone system in order to maintain reliable voice communication, and to position the County to reduce future operating costs and improve staff productivity by taking advantage of Unified Communications.
- Complete the replacement of the County's assessment and taxation system, targeting project completion in January, 2014.
- Replace the permit and case tracking system used by Development Services.
- 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.
- Maintain high customer satisfaction despite reduced staffing levels.

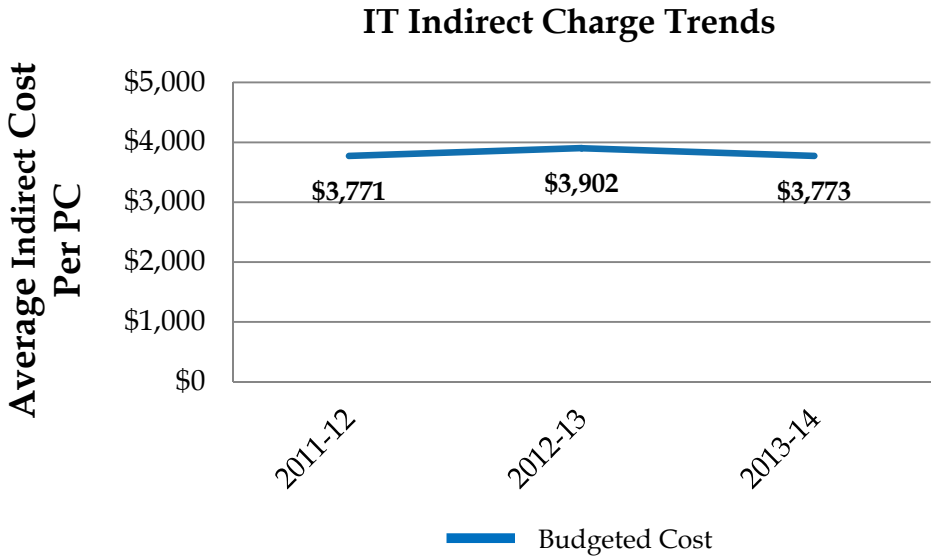
Major Issues and Service Level Accomplishments for Prior Year

- Completed migration of the email system from GroupWise to Microsoft Outlook.
- Completed Windows 7 deployments to all County computers.
- Implemented Electronic Document Management for the Assessor's Office to save paper and improve productivity of staff.
- Developed a plan to replace the permit and case tracking system used by Development Services.
- Passed key milestones in replacing the County's assessment and taxation system.
- Replaced the County's aging fleet of network switches to support Voice over Internet Protocol (VoIP).
- Replaced the case management system used by the District Attorney's Office.
- Deployed a new intranet to improve internal communication within the County.

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 2013-2014 fiscal year, the Computer Replacement Program will continue to provide the following services:

- **Hardware Replacement Cost Control**

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Average hardware contribution per PC	$213	$226	$226	$207
Average hardware replacement cost per PC	$226	$226	$207	$207

- **Hardware Life-Cycle Management**

Strategic Objective: Replace roughly 25 percent of the PCs in County service each year (variation from the target of up to 10 percent in a given year is expected because the number of PCs reaching obsolescence varies each year).

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
PCs in service	905	1,003	940	940
PCs replaced	264	219	215	219
Percent replaced	24%	22%	23%	23%

- **Software Replacement Cost Control**

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

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Years behind latest version	4	5	5	6

Significant Issues in the Year Ahead

In the year ahead, the Computer Replacement Program will focus on the following priorities: upgrade Microsoft Office Suite to the latest version on all County computers; 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 Program 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 Program maintains a balance sufficient to accommodate projected expenses for the upcoming year and software upgrade expenses that occur roughly every three to six years (an average of four years is assumed when calculating contribution levels).

Computer Replacement

Program: 030101	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$601	$0	$500	$0
All Other Resources	$18,512	$15,424	$11,072	$6,495	$6,849
Interfund Transfers	$249,675	$291,306	$286,835	$296,899	$267,799
Fund Balance	$0	$0	$0	$649,461	$684,923
Total	**$268,187**	**$307,331**	**$297,907**	**$953,355**	**$959,571**
EXPENDITURES					
Materials & Services	$178,668	$306,442	$216,438	$644,319	$676,161
Interfund Transfers	$0	$84,144	$0	$0	$0
Ending Balance and Reserves	$0	$0	$0	$309,036	$283,410
Total	**$178,668**	**$390,586**	**$216,438**	**$953,355**	**$959,571**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Information Technology

Program Purpose

The Information Technology (IT) Program provides computer information and communication systems that County employees depend on to serve the community. Indirectly, IT supports all of the County goals by helping other Departments choose and use technology to meet their goals efficiently and effectively. Directly, IT supports County goals: (9) Promote employee pride, high standards of performance, and productivity; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Information Technology Program provides the following services:

- **Operations (Core Services)**

Strategic Objective: Provide and maintain shared technology infrastructure to enable employees, partners, and the community to share and access information when and how they need it. Core services include: support for the network servers, messaging, data storage and protection, and information security; front-line support for personal computers (PCs), desktop software and printers; and Department administration. Align spending with County priorities and industry trends.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Average indirect charge for operations per PC	$2,326	$2,796	$2,793	$2,696

- **Applications (Including Geographic Information Systems)**

Strategic Objective: Develop, or integrate, and support the wide variety of software applications used by County staff and the public, including EnterpriseOne (E1), the County's financial and human resources system, and numerous department-specific databases and other software applications. Align spending with County priorities and industry trends.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Average indirect charge for E1 per employee	$548	$655	$655	$533

- **Telecom (Voice Systems)**

Strategic Objective: Provide efficient and effective telephone voice communications systems and mobile devices to meet each Department's operational needs. Align spending with County priorities and industry trends.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Average indirect charge for telecom per phone port	$148	$164	$178	$190

- **Web Content Management (Public Website 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. Align spending with County priorities and industry trends.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Average indirect charge for web content management per PC	$169	$306	$289	$334

Significant Issues in the Year Ahead

In the year ahead, IT will be focused on the following projects and/or priorities: complete migration to a new telephone system in order to maintain reliable voice communication; 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; implement the replacement of the Tidemark software used by Development Services; and complete the replacement of the County's assessment and taxation software.

Financial Condition

Like most Departments, IT faces rising labor, insurance, and materials costs. To address this increase in costs, and to reduce the budget pressure on internal customers that fund IT services, the IT Department will eliminate staff positions and cut back on other expenses where possible. As a result, service will be reduced and IT charges to Departments will decline on average. The cost of replacing the telephone system was budgeted as a capital project outside of the regular IT charges.

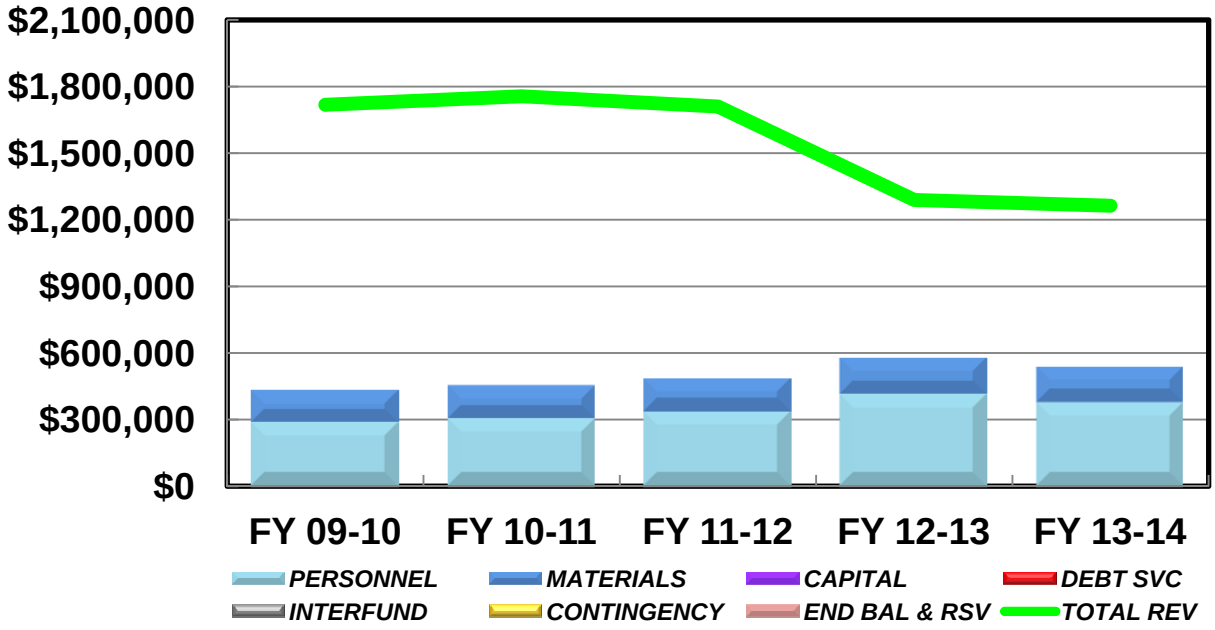
Direct charges recover costs for specialized systems that benefit specific County Departments. For example, the document recording software used by the Clerk is not used by other Departments, so the Clerk is charged directly for maintenance of that system. Indirect charges recover costs for shared services which are used by all County Departments, such as phones, email, and internet access. Indirect charges are allocated proportionately across all Departments on a per-PC, per-employee, or per-phone basis, as appropriate. Because many systems have a minimum maintenance cost regardless of the number of system users, the indirect charge per PC/employee/phone tends to increase when the County eliminates staff positions and decrease when the County adds positions.

The Information Technology Program will receive roughly 94 percent of its revenue through direct and indirect charges to other Departments. Approximately 6 percent of revenue comes from outside sources.

Program: 030201	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$266,148	$64,760	$729	$205,142	$68,000
Fees & Other Service Charges	$202,644	$201,582	$334,231	$186,500	$251,500
All Other Resources	$8,738	$12	$3,592	$0	$0
Interfund Transfers	$3,572,770	$4,088,689	$4,282,402	$5,178,367	$4,647,075
Total	**$4,050,300**	**$4,355,043**	**$4,620,954**	**$5,570,009**	**$4,966,575**
EXPENDITURES					
Personnel Services	$2,470,735	$2,668,352	$3,036,490	$3,641,393	$3,455,610
Materials & Services	$1,740,872	$1,227,216	$1,334,851	$1,721,791	$1,323,165
Capital Outlay	$0	$260,916	$130,660	$249,713	$187,800
Total	**$4,211,607**	**$4,156,484**	**$4,502,001**	**$5,612,897**	**$4,966,575**
Full-Time Equivalent	**26.00**	**30.00**	**33.50**	**34.30**	**29.55**

JUSTICE COURT DISTRICT

2009-2010 to 2013-2014

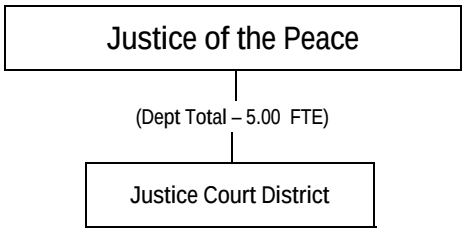


	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
PERSONNEL	$285,076	$302,701	$333,607	$410,857	$374,482
MATERIALS	$142,909	$146,914	$147,428	$162,134	$158,373
CAPITAL	$0	$0	$0	$0	$0
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$0	$0	$0	$0	$0
CONTINGENCY	$0	$0	$0	$0	$0
END BAL & RSV	$0	$0	$0	$0	$0
TOTAL EXP	$427,985	$449,615	$481,035	$572,991	$532,855
TOTAL REV	$1,717,823	$1,756,413	$1,709,881	$1,289,625	$1,263,505
FTEs	5.80	5.80	5.80	5.80	5.00

Numbers for FY 09-10 through FY 11-12 are actual revenues and expenditures. FY 12-13 and FY 13-14 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 on page 17 of this document. The reduction in revenue is a continued result of House Bill 2712 which increased the portion of fines that goes to the State. A reduction of 0.80 FTE from FY 12-13 was made to balance the FY 13-14 budget.

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 2013-2014

- 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.
- Monitor revenue impacts from House Bill (HB) 2712 legislation.

Major Issues and Service Level Accomplishments for Prior Year

- Legislative involvement to mitigate the effects of HB 2712 and seek amendments.
- Managed and processed a high volume caseload from the Jackson County Sheriff's Traffic Team and the State Weighmaster.
- Increased use of in-court technology, such as Google Maps, for better decision making.

Justice Court District

Program Purpose

The Justice Court District provides the citizens of Jackson County with judicial services for State and County violations in accordance with Oregon Revised Statues (ORS); operates the Court's facilities to serve the public needs within jurisdictional limitations as authorized by ORS in a cost-effective manner; efficiently and fairly processes increased filings from all law enforcement agencies within the County; and educates citizens regarding traffic, boating, and the Department of Transportation's trucking laws and regulations. This Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; and (2) Serve all citizens fairly and ensure access to County government.

Program Information

The Justice Court District is providing the following service:

- **Court**

Strategic Objective: Strengthen cooperation between public agencies, encourage and ensure compliance with applicable laws; efficiently and fairly process increased case filings.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Total number of case filings per fiscal year	15,470	13,737	14,400	15,000
Cases filed per FTE	3,600	3,435	3,600	3,750
Percent increase in traffic school attendance	0%	-.5%	.5%	.5%

Significant Issues in the Year Ahead

Significant issues facing the Justice Court in fiscal year 2013-2014 will be responding to the continuing negative effects of House Bill 2712, Section 6b (2011), which eliminated assessments and substituted a $60 priority payment to the State. The Justice Court will continue to efficiently process a high volume caseload despite diminishing revenue prospects.

Financial Condition

The Justice Court District is self-supported though fines collected from traffic and other violations.

Justice Court District

Program: 280101	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2013-2014 Adopted
REVENUES					
Fees & Other Service Charges	$1,717,823	$1,756,413	$1,709,881	$1,289,625	$1,263,505
Total	**$1,717,823**	**$1,756,413**	**$1,709,881**	**$1,289,625**	**$1,263,505**
EXPENDITURES					
Personnel Services	$285,076	$302,701	$333,607	$410,857	$374,482
Materials & Services	$142,909	$146,914	$147,428	$162,134	$158,373
Total	**$427,985**	**$449,615**	**$481,035**	**$572,991**	**$532,855**
Full-Time Equivalent	**5.80**	**5.80**	**5.80**	**5.80**	**5.00**

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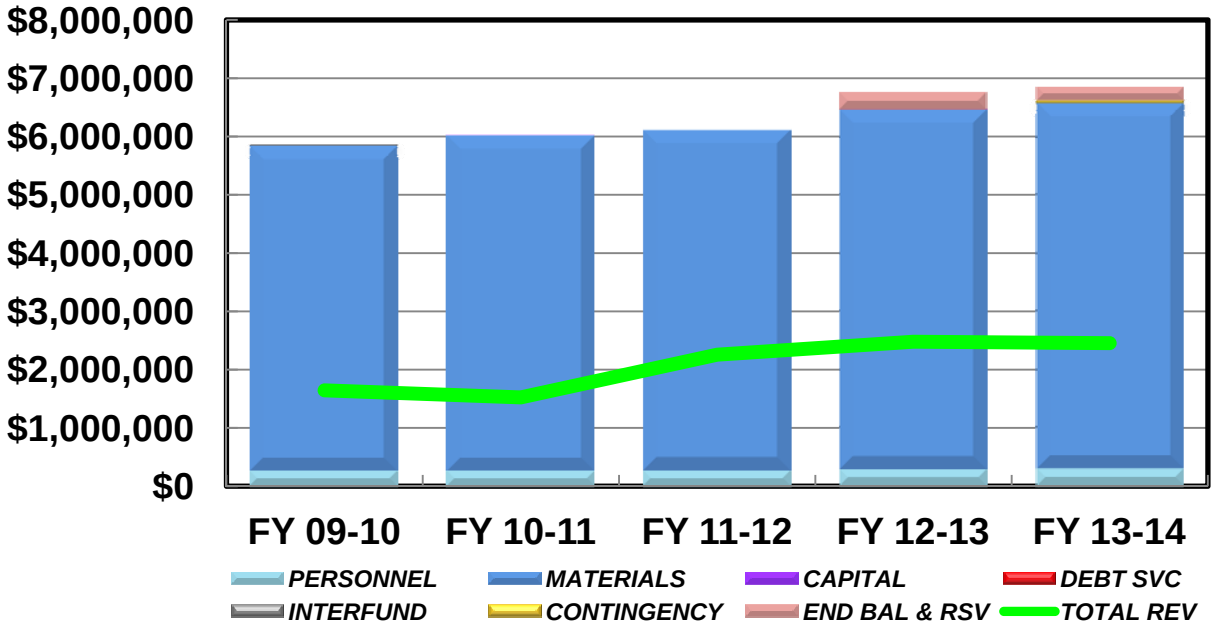
LIBRARY

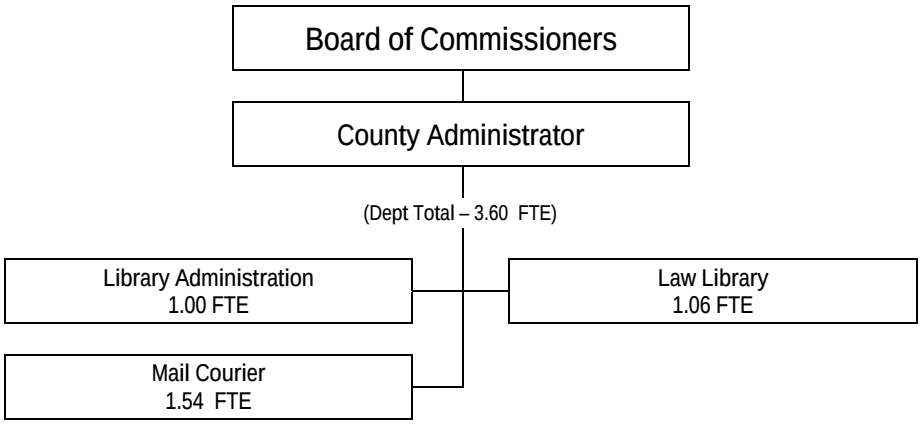
2009-2010 to 2013-2014



	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
PERSONNEL	$248,627	$249,004	$257,179	$275,463	$291,146
MATERIALS	$5,577,562	$5,755,730	$5,844,398	$6,174,257	$6,279,310
CAPITAL	$0	$15,719	$0	$11,000	$0
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$27,174	$0	$0	$0	$0
CONTINGENCY	$0	$0	$0	$0	$43,731
END BAL & RSV	$0	$0	$0	$290,990	$228,901
TOTAL EXP	$5,853,363	$6,020,453	$6,101,577	$6,751,710	$6,843,088
TOTAL REV	$1,645,537	$1,524,959	$2,257,058	$2,480,299	$2,454,638
FTEs	3.60	3.60	3.60	3.60	3.60

Numbers for FY 09-10 through FY 11-12 are actual revenues and expenditures. FY 12-13 and FY 13-14 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 on page 17 of this document. Between FY 12-13 and FY 13-14, there are no major changes to this budget and no change in the number of FTEs.

Organization Chart



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

LIBRARY

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.

Highlights and Challenges

Major Issues and Service Level Goals for Fiscal Year 2013-2014

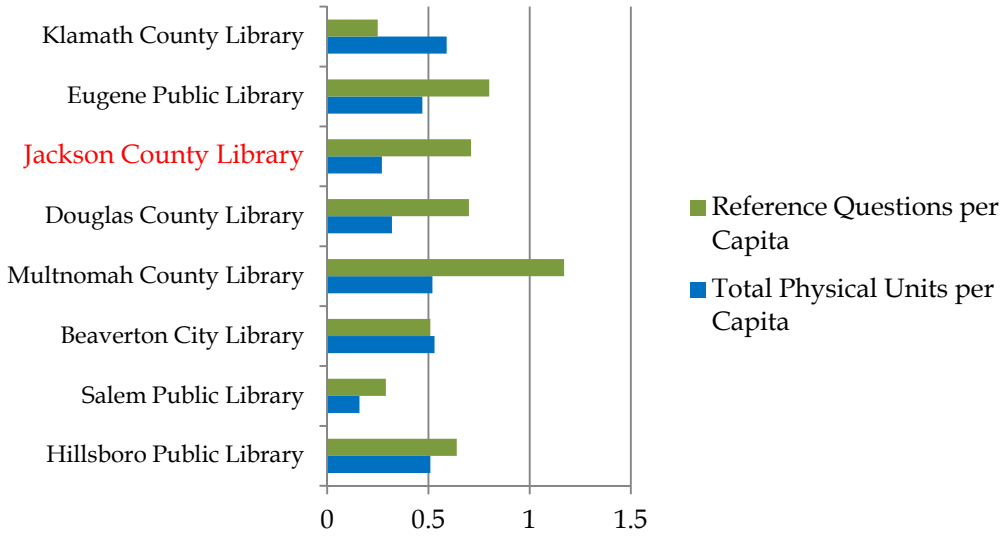
- Jackson County Library Services (JCLS) will work with a media consultant on a branding and marketing plan to create greater exposure and awareness of Library services and encourage use. The JCLS Webpage, as well as brochures and other materials will be updated to reflect consistent and exciting branding. The JCLS website is continually updated, as are the YouTube videos and Facebook page. The Facebook page has exceeded its fan base goal of 800 and will continue to add fans. JCLS has added a monthly eLibrary Newsletter, available to the public from the Library's website, and will continue to consider options for distribution of program and services information via email and online to interested patrons.
- The very popular booktalks to middle schools across the County will continue in fiscal year 2013-2014. Support for booktalks comes from the Hulburt Bequest. Also supported by the Hulburt Bequest are the adult basic computer classes, offered in English and Spanish. These popular 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. Patron Technical Support Workshops, also supported by the Hulburt Bequest, will continue with the Library2Go E-Reader and More classes and will expand to include new workshops on Freegal, Beyond Library2Go, and Basic Windows 8.
- JCLS will reach out to the County's multicultural community including the Latino population. The Library will continue to be a presence at the City of Medford's annual Multicultural Fair. Working through requests by organizations serving the Latino/Hispanic community, JCLS will continue to provide books and present storytimes in Spanish. Outreach to Child Care will continue providing services to residential child care sites serving Spanish-speaking families and children. Additionally, select programs such as adult basic computer classes will continue to be offered in Spanish. JCLS staff will continue to participate in the Hispanic Interagency Committee. The Library also offers weekly spoken and American Sign Language (ASL) preschool storytimes at a selected site.
- JCLS will continue to 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 established a Volunteer Recognition Instant Reward for volunteers who went above and beyond their volunteer assignments and will continue to look at ways to energize the volunteer workforce.

Major Issues and Service Level Accomplishments for Prior Year

- For the fourth consecutive year, Jackson County Library Services broke its previous circulation record, ending the year with over 1.6 million items circulated.
- The first-ever Family Literacy Day was held at the Medford Library. There were 20 organizations that teamed with JCLS to present a day of educational and fun programs and activities for all ages. Over 200 visitors participated in the "Literacy Resources" room where they visited booths to learn about literacy organizations and opportunities. JCLS also provided literacy information at community events such as the Phoenix Elementary Family Literacy Night and the Ashland YMCA's Healthy Kids Day.
- The literacy programming was successful with ten weekly Babies and Wobblers programs offered in Medford, Ashland, Central Point, Eagle Point, Rogue River, and White City. The experimental Toddler (two- and three-year-olds) program was successful and has continued as a weekly program at the Ashland Library. The Ashland Library also provided special bilingual and trilingual storytimes (ranging from Chinese, Japanese, English, French, and German, as well as Spanish).
- JCLS and the Friends of the Medford Library partnered with the Family Nurturing Center (FNC) in the Family Nurturing Center Book Bag Project. An extension of the Outreach to Child Care program, bags of books go home weekly with at-risk children in Jackson County's Children's Relief Nursery. The Nursery helps children and their families recover from trauma caused by abuse and neglect. The 150 bags are packed with age-appropriate books for storytime with the child and early literacy information for parents and caregivers to help parents provide the early literacy experience for their children.
- JCLS received the 2012 "Friend of Medford Parks and Recreation" award in the youth service group category for support of the "Flick N' Float" movie nights at the Jackson Aquatic Center and its educational outreach to children and teens in the community. This annual award acknowledges the efforts of individuals, businesses, and community groups in augmenting the Medford Parks and Recreation Department's efforts to provide quality community recreation programs and services.
- JCLS added WinWay Resume and job seeking software in each of its 15 libraries, providing local accessibility to this software, which is also available at the Job Council.
- JCLS partnered with many organizations and agencies in activities such as Southern Oregon University/Rogue Community College "Career Transformations Day," Ashland Book and Author Festival, White City Improvement Association's "White City Family Fun Day," Rogue Valley Business Resource Fair, the Southern Oregon Antiques and Collectibles Club show, and the annual Greater Medford Multicultural Fair. Staff promoted Library services and distributed information on services and volunteer opportunities.

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

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.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Babies and wobblers program attendees*	7,343	8,754	7,490	7,630
Percent of change	45%	19%	12%	1%
Number of preschool story times	1,912	1,839	1,996	2,034
Percent of change	8%	-4%	9%	2%
Number of outreach attendees	8,433	7,070	6,816	6,884
Percent of change	-14%	-16%	-4%	1%
Annual circulation of materials (0-5 years)	224,540	250,528	252,395	257,443
Percent of change	3%	12%	1%	2%

*Maxed out on number of sessions translates to a smaller growth estimate of attendees.

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, with weekly story time sessions. Ten sessions per week are now offered at various branch libraries.

Outreach to Child Care continued services to over 50 child care sites. Services include book deliveries and optional story times. Due to the economy, changes in child care subsidies , turnover in volunteers, and a lower number in day care sites, attendee statistics are down but hope for future economic upturn that may translate into a higher number of child care attendees.

- **Support Basic Literacy**

Strategic Objective: Adults, teens, and families will have support from the Library to improve their literacy skills in order to meet personal goals and live productive lives.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Summer reading program participants	4,553	4,873	4,922	4,971
Percent of change	-17%	7%	1%	1%
Latino outreach program attendees	761	907	681	688
Percent of change	133%	19%	-25%	1%
Other multi-cultural program attendees	451	959*	448	452
Percent of change	189%	113%	-53%	1%
Middle school booktalk students reached	2,401	3,443	2,566	2,592
Percent of change	n/a	43%	-25%	1%
Adult computer class attendees	2,077	2,175	2,482	2,482
Percent of change	264%	4%	14%	0%

*High number due to multicultural-themed program.

Summer reading programs and activities were held in all branches. Approximately 3,445 participants attended 130 summer reading activities and events. Over 3,000 children and teens reached their reading goals and finished the summer reading program.

The Library will actively continue to reach the Latino and multicultural segments of our community; however, the end of the Hispanic Outreach (Kidwell) donation hampers these efforts.

The Middle School Booktalk Program and systemwide computer classes are funded by the Hulburt Bequest; both are popular services. School scheduling impacts booktalk numbers, and we are nearing capacity on computer classes offered.

- **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.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of programs held	3,325	3,662	3,608	3,680
Percent of change	21%	10%	-1%	2%
Number of persons attending programs	60,367	63,367	60,462	61,400
Percent of change	26%	5%	-5%	1%
Number of items in collection	612,232	640,271	655,681	668,794
Percent of change	-5%	5%	2%	2%

JCLS provided successful programming for all ages, adult, child, and young adult, and will continue to offer programming on a wide variety of topics co-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 some downloadable 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.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of registered card holders	118,763	128,218	129,500	130,795
Percent of change	9%	8%	1%	1%

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of library items circulated	1,594,624	1,645,925	1,655,553	1,672,109
Percent of change	4%	3%	1%	1%
Number of program attendees	1,716	2,661	3,008	3,099
Percent of change	266%	55%	13%	2%
Library walk-in visits (Medford only)*	250,472	239,746	211,432	213,546
Percent of change	-2%	-4%	-12%	1%

*Count is into Library proper only, not community meeting rooms. Decrease due to parking change and limited hours combined.

The Library will market the collection through its website, e-newsletters, attractive displays, and other methods and will add popular new materials to the collection. Downloadable e-books, audio books, and videos are available through Library2Go. Through outreach programs, JCLS will deliver books and other materials to readers who are homebound and 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. Approximately 43 percent of checkout is now done using self-check stationsCirculation in fiscal year 2011-2012 was the highest it had been since fiscal year 2005-2006 and continues to rise.

The number of program attendees includes adult and young adult programs, forums, and discussions that promote reading, viewing, and listening for pleasure.

- **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.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Community commons use	4,170	4,242	4,111	4,193
Percent of change	-4%	2%	-3%	2%
Community commons attendees	76,943	70,432	64,577	65,223
Percent of change	4%	-8%	-8%	1%

All Library branches (except Butte Falls) have 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.

- **Public Internet Access and Access to Technology**

Strategic Objective: Jackson County residents will have access to the Library website and catalog 24 hours a day and 7 days a week. The JCLS website and Facebook pages will keep residents updated on events, news, features, new materials in the Library, and more.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of public internet sessions	175,682	161,877	160,745*	159,138*
Percent of change	-2%	-8%	-1%	-1%
Number of website visits (system total)	479,472	483,809	508,222	523,469
Percent of change	8%	1%	5%	3%
Technology-related workshop attendees	72	638	577	589
Percent of change	n/a	786%	-10%	2%

*Use of wireless devices impacting session numbers on branch machines. Trend will most likely continue as patrons use own devices.

Jackson County residents have access to a virtual collection for borrowing that includes audiobooks, e-books, and videos for downloading to their portable devices. In addition, Library-sponsored or co-sponsored workshops designed to enhance computer skills related to popular internet services and technologies will be provided. Funded by the Hulburt Bequest, technical support staff will continue to assist patrons on current technology, e-readers and downloadable services by providing

workshops, YouTube videos, on-on-one assistance, and instructional materials. Additional workshops are also in the planning stages.

Wireless connectivity allows patrons to use their own devices to access the internet at all libraries. A finite number of machines and limited open hours place a cap on in-library public internet session growth.

- **Library Core Activities**

Strategic Objective: The Library will continue offering quality core activities not specified in the strategic plan, such as reference services, where librarians assist patrons with research and finding resources to answer a variety of questions.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Service hours open to the public	15,627	15,578	15,622	15,586
Annual number of reference/ information transactions	143,648	145,184	149,448	150,942
Percent of change (transactions)	-5%	1%	3%	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.

The Library will strive to be proactive in meeting Library service needs with current staffing levels. It will work 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 version of Polaris and avail itself of additional features of Polaris to remain a vibrant system.

Finally, JCLS must stay abreast of new and emerging technologies and ensure that patrons have access to information as well as reading, viewing,

and listening materials in formats most useful to their lifestyles. JCLS will continue to add downloadable e-books and audiobooks to its collection. Downloadable music is now available from the JCLS website. In addition, funding options for newer technologies that could provide more cost-effective core services will be investigated.

Financial Condition

While funding is secure at the moment, Jackson County leaders, Library staff, LSSI, and Library support groups are working together to identify sources of funding that will be stable and sustainable into the future, Currently, plans are underway to create a consistent and deliberate rebranding of the Library including a media outreach plan for promoting the Library and its services to the community. It is the expectation that consistent and exciting branding, and a thoughtful and deliberate outreach plan, can accomplish objectives to prepare for the possibility of creating and funding a Library District.

Rogue Community College leases space in the Medford Library; use of security guard services when the Library is closed will now be reimbursed. 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 2013-2014. 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.

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," an early literacy 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 in 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 was slightly less this year and is also used to support Summer Reading for Jackson County so both programs may need to be curtailed in fiscal year 2013-2014 if no new funds are available.

Library Administration

Library revenues make up approximately 29 percent of the Library's budget; the balance of the budget comes from the County's General Fund.

Program: 310401	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$919,493	$816,884	$822,808	$832,865	$871,629
Fees & Other Service Charges	$286,640	$287,516	$276,977	$280,946	$271,602
All Other Resources	$800	$0	$387	$0	$0
Interfund Transfers	$27,174	$0	$807,799	$622,000	$622,000
Total	**$1,234,107**	**$1,104,400**	**$1,907,971**	**$1,735,811**	**$1,765,231**
EXPENDITURES					
Personnel Services	$80,918	$78,825	$87,901	$98,837	$108,826
Materials & Services	$5,355,452	$5,521,654	$5,606,896	$5,907,085	$6,044,855
Capital Outlay	$0	$8,541	$0	$0	$0
Total	**$5,436,370**	**$5,609,020**	**$5,694,797**	**$6,005,922**	**$6,153,681**
Full-Time Equivalent	**0.90**	**0.90**	**1.00**	**1.00**	**1.00**

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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Expenditures for collection	$153,107	$180,000	$140,000	$150,000

Westlaw's "Patron Access" service provides online access to a broad range of legal publications, saves money, and saves space.

- **Access to Computer Research Services**

Strategic Objective: Provide access to statutes and case law in an electronic format.

Outcome(s)	FY 2011-2011 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Computers available for public use	3	3	3	3

Computer workstations provide access to legal materials on the internet.

- **Reference Service**

Strategic Objective: Assist patrons by suggesting likely sources of information and explaining ways to do legal research. Staff does not do research for patrons or give legal advice.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Reference questions answered	1,401	1,298	1,382	1,475
Number of uses by attorneys and/or judges	845	509	532	575
Number of uses by the general public	1,423	1,288	1,376	1,400

A statewide "law librarians listserve" makes it easier to get help with reference questions and obtain copies of needed legal materials from other libraries. 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) are available on the public computers making research and filling out forms more convenient for patrons. In addition to purchasing copies and prints, thumb drives and CDs are also available for purchase.

The Jackson County Law Library's webpage provides contact information and a link to the automated catalog system where patrons and attorneys may browse the collection from the convenience of their home or office.

Significant Issues in the Year Ahead

Under the legislative changes implemented last fiscal year, the Jackson County Law Library is expecting to receive a percentage of the $7.3 million for the 2013-2015 Biennium. It is unknown at this time if further reductions in revenue are planned.

The Oregon State Library formed a task force to draft a legislative proposal introducing consolidation of training, union cataloging, materials, databases and other functions in all Oregon law libraries, administered by the Oregon State Library. Depending upon the outcome, the Jackson County Law Library may be forced to reduce services and hours if the legislative proposal fails and filing feeds decline and/or vanish.

Financial Condition

A portion of court filing fees, as specified by Oregon Statute and Jackson County Ordinance, provides over 93 percent of the Law Library revenue. The balance is from fees for photocopying, printing, and interest from a non-dedicated fund balance. The Law Library receives no General Fund support.

Law Library

Program: 310601	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Fees & Other Service Charges	$285,324	$296,565	$228,407	$214,747	$206,456
All Other Resources	$18,023	$16,439	$16,896	$12,996	$12,153
Fund Balance	$0	$0	$0	$402,110	$345,568
Total	**$303,347**	**$313,004**	**$245,303**	**$629,853**	**$564,177**
EXPENDITURES					
Personnel Services	$74,041	$74,286	$73,276	$77,287	$79,880
Materials & Services	$207,184	$218,248	$221,670	$250,576	$211,665
Capital Outlay	$0	$7,178	$0	$11,000	$0
Contingency	$0	$0	$0	$0	$43,731
Ending Balance and Reserves	$0	$0	$0	$290,990	$228,901
Total	**$281,225**	**$299,712**	**$294,946**	**$629,853**	**$564,177**
Full-Time Equivalent	**1.12**	**1.12**	**1.06**	**1.06**	**1.06**

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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Items delivered	107,250	111,800	123,136	125,000

- **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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Items prepared*	246,353	175,000	305,656	280,000

*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 efficiency of the County's mail room. In fiscal year 2013-2014, a customer satisfaction survey, monthly cost savings report, and education on continual cost reduction practices to County departments may further reduce costs.

Mail Courier

Financial Condition

A new scale is needed for the mail machine as the historical rate chip will become obsolete in the latter part of 2013. Updates will be available via internet transmission; therefore, purchase of a compatible scale is mandatory.

This Program is funded by chargebacks to the County departments that use the services. The amount of each department's chargeback is based on the volume of outgoing mail from the department and interoffice deliveries made to and from the department; counts are taken quarterly each year. Numbers are decreasing each year due to e-mail, scanned documents, etc., thereby increasing the chargeback distributions.

Program: 310501	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$1,159	$871	$0	$1,224	$1,301
Interfund Transfers	$106,342	$106,685	$103,784	$113,411	$123,929
Total	**$107,501**	**$107,556**	**$103,784**	**$114,635**	**$125,230**
EXPENDITURES					
Personnel Services	$93,669	$95,893	$96,001	$99,339	$102,440
Materials & Services	$14,893	$15,828	$15,831	$16,596	$22,790
Total	**$108,562**	**$111,721**	**$111,832**	**$115,935**	**$125,230**
Full-Time Equivalent	**1.58**	**1.58**	**1.54**	**1.54**	**1.54**

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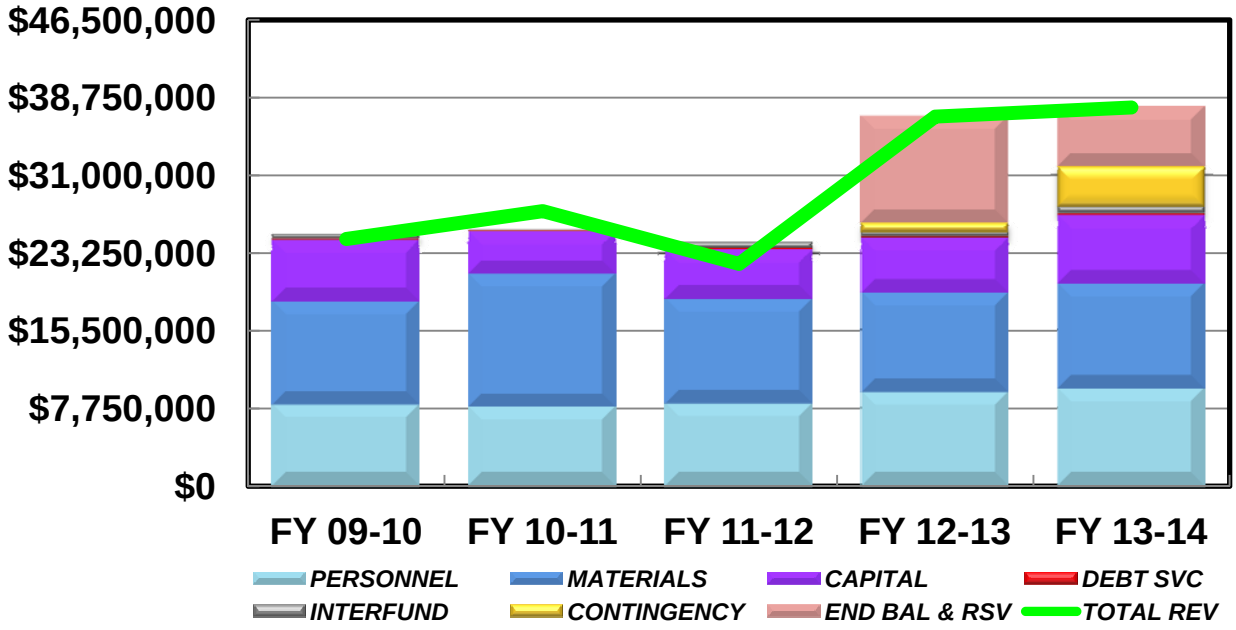
ROADS & PARKS

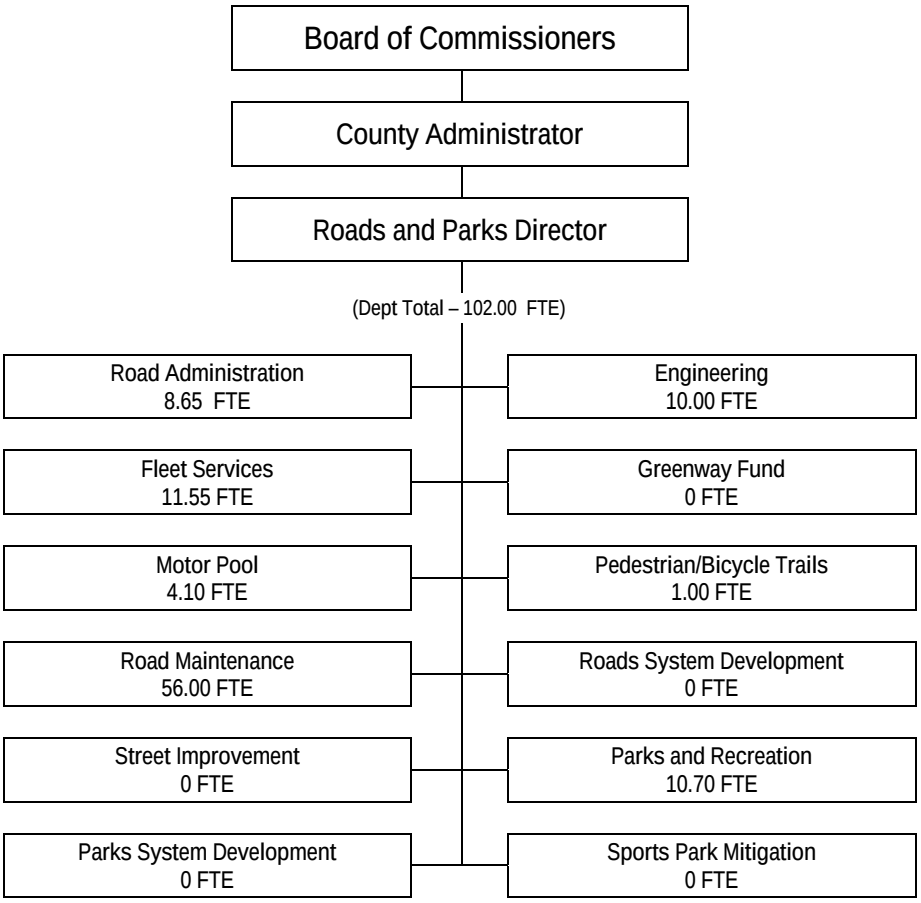
2009-2010 to 2013-2014



	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
PERSONNEL	$8,100,537	$7,878,976	$8,206,420	$9,350,894	$9,701,056
MATERIALS	$10,296,243	$13,223,152	$10,440,473	$9,910,290	$10,452,007
CAPITAL	$6,107,823	$4,222,537	$4,880,160	$5,463,275	$6,768,325
DEBT SVC	$150,420	$91,939	$166,920	$160,000	$215,000
INTERFUND	$448,303	$107,484	$634,714	$400,000	$670,000
CONTINGENCY				$946,814	$3,998,581
END BAL & RSV				$10,626,598	$5,969,530
TOTAL EXP	$25,103,326	$25,524,088	$24,328,687	$36,857,871	$37,774,499
TOTAL REV	$24,659,614	$27,434,063	$22,171,972	$36,857,871	$37,774,499
FTEs	111.00	113.00	108.00	107.00	102.00

Numbers for FY 09-10 through FY 11-12 are actual revenues and expenditures. FY 12-13 and FY 13-14 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 on page 17 of this document. With the reduction of Federal funding related to timber harvest of Federal forest lands, the workload focus has shifted from new construction to maintenance. For FY 13-14, the decrease of 5.00 FTEs is to balance the budget and due to attrition.

Organization Chart



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

ROADS AND PARKS

Highlights and Challenges

Department Summary

Purpose Statement: To provide and maintain the Jackson County road system; to provide and maintain a variety of quality recreational opportunities for the citizens and visitors of Jackson County.

Major Issues and Service Level Goals for Fiscal Year 2013-2014

- 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 of five full-time equivalent (FTE) employees, a continued reduction of capital construction projects, and a review of activities that can be outsourced.
- In an effort to improve pavement condition, continue to apply 70 miles per year of asphaltic chip seal to County road surfaces. This increased level of chip sealing is the second year of completing 70 miles per year and constitutes a 55 percent increase in chip seal miles over the last four years.
- 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 engineering design, right of way acquisition, and begin construction of the capital improvement project to improve Table Road from Wilson Road. to Elmhurst Way. This project will widen Table Rock Road to three lanes from Wilson and Elmhurst, add a signal at Wilson Road, and realign the intersection of East Gregory. Two bridges will also be widened or replaced by this project.
- Continue the engineering design and right of way acquisition for the capital improvement project to widen Lozier Lane between West Main Street and Stewart Avenue. The project is now fully funded with a variety of State and Federal grants and, when completed, will include two through lanes, a center turn lane, curb, gutter sidewalk, and bike lanes. This project is planned to start construction in the spring of 2015.
- Complete construction of the Peachy Way project in Ashland. This $900,000 Federally funded project will pave and add sidewalks to this unimproved gravel road within the city limits and the City of Ashland will assume jurisdiction of the facility when complete.
- Work with to complete the engineering design, right of way acquisition, and begin construction of the Bear Creek Greenway Trail from Pine Street to Upton Road in Central Point.
- Assume operational and maintenance responsibility for the Howard Prairie Resort. With the departure of the former concessionaire, Jackson County will now be directly operating and managing the resort, a move which should increase revenue and help stabilize the County's Parks Program.

- Complete the construction of a capital improvement project at the Howard Prairie Resort Campground to replace a restroom/shower facility.
- Complete the construction of a capital improvement project at the Shooting Range in the Jackson County Sports Park to construct a new restroom facility.

Major Issues and Service Level Accomplishments for Prior Year

- Continued to prepare the Department to deal with the loss of all Federal timber revenue and reduced gas tax receipts. This included the implementation of a planned downsizing of the Department of five FTEs. This reduction will be the sixth consecutive year of a reduced FTE count. Staffing has now been reduced 33.00 FTE (24 percent) since 2007.
- Continued to implement a winter maintenance plan to improve levels of service for snow plowing and sanding during winter storms.
- Completed chip seal paving on over 70 miles of County roads. This is an increase of 10 miles (17 percent) over last year. This increase is part of a Department strategy to ensure the investment in the County's pavements continues and efforts to improve pavement condition are increased.
- Completed the construction of the capital improvement project to improve Kirtland Road at Avenue G. This project straightened the 90 degree curve at the corner of Pacific Avenue and Avenue G and created a continuous route from Avenue G to Kirtland Road. This section of road has now been transferred to the Oregon Department of Transportation (ODOT) for future maintenance and operation.
- Completed 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 between Gold Hill and Central Point.
- Completed 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 ODOT.
- Secured all funding needed to complete the Lozier Lane project between West Main Street and Steward Avenue. This project is now fully funded with a variety of State and Federal grants and, when completed, will include two through lanes, a center turn lane, curb, gutter, sidewalk, and bike lanes.
- Completed the design and contract award to complete the West Jackson Street Local Improvement District (LID) project in the North Ashland area. This project will improve the poor intersection of West Jackson Street with Highway 99 and will create a much safer 4-way signalized intersection.
- Operated the Apserkaha Group Campground at Howard Prairie Reservoir 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.
- Completed the construction of new shower and restroom facilities at Willow Lake Campground. This new facility is a major improvement over the old shower and restroom facilities which were nearly 40 years old.
- Completed the Rogue River Recreation Access and Management Plan which establishes a plan for the long-term river access from Givan Ranch Park to the Nugget Falls recreation area.

- Completed a $1.4 million project which repaired and reconstructed approximately seven and three quarters (7¾) miles of the oldest sections of the Bear Creek Greenway. This major project has been a large improvement to the Greenway Trail and was largely the result of a collaborative working relationship between all of the local governments through the Joint Powers Agreement for trail maintenance.
- Secured a Transportation Enhancement Grant from ODOT to start the design and planning for the Pine Street to Upton Road section of the Bear Creek Greenway Trail in Central Point.
- 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

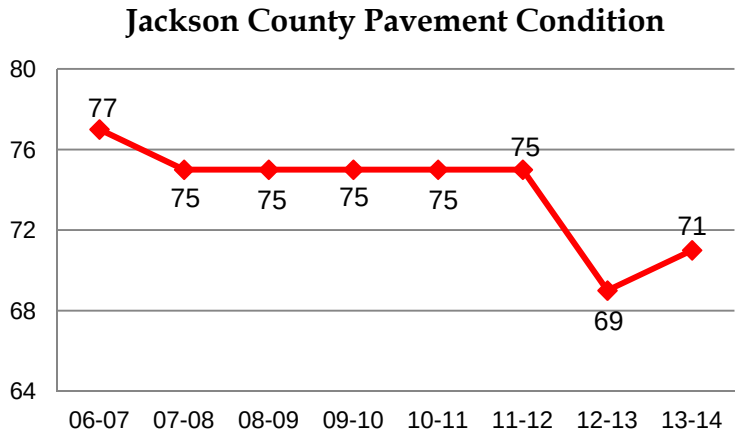
Many Oregon counties utilize the Metropolitan Transportation Commission (MTC) Pavement Management System to guide management decisions regarding their paved road systems. The MTC system uses a universal Pavement Condition Index (PCI) rating of between 0 PCI, indicating a non-existent surface, and 100, 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 improved from a PCI of 69 in November, 2011, to a PCI of 71 in the last inspection cycle in November, 2012. This pavement condition remains 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 2013-2014 continues funding for asphalt maintenance at an increased level to further attempt to raise the pavement condition back toward historic levels. This includes retaining chip seal miles at 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 an improvement from a PCI of 69 to 71 in fiscal year 2013-2014, 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 2013-2014, Department engineers will evaluate moving from the MTC software to another pavement management software model which better reflects true pavement condition.

ROADS AND PARKS



Roads Administration

Program Purpose

The Administration Program is responsible for issuing permits, processing payroll, tracking costs, budgeting, accounts payable, accounts receivable, personnel records, training, safety, the weighmaster program, and some information services. The Administration Program is helping to meet County goal: (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Administration Program oversees the general operations of the Roads and Parks Department.

- **Fiscal Services**

  Strategic Objective: Use management information systems and provide analyses that allow program managers to have relevant cost accounting and budget data necessary to make informed decisions.

- **Safety**

  Strategic Objective: Provide a safe and healthful work environment for all employees. Promote safety by providing necessary resources to implement prevention programs. Train employees to be responsible and accountable for a safe work environment.

- **Weighmaster**

  Strategic Objective: Utilize weighmasters in the County to ensure that commercial vehicles comply with size, weight, and safety laws of Oregon. Compliance with Oregon vehicle codes by commercial vehicles ensures that the County's investment in road infrastructure is protected along with the safety of all road users.

- **Clerical**

  Strategic Objective: Prepare and maintain the business and statistical records of the Department. Ensure that legally mandated records are kept and reports of significant events documented.

Significant Issues in the Year Ahead

Primary focus and attention will be given to identifying more efficient ways of delivering necessary service levels in light of decreased funding. Staff levels will continue to be analyzed and attrition will be used as needed to tailor the workforce to the Department's needs. Grant opportunities will continue to be aggressively sought to help share the load of necessary capital improvement projects.

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, 2013. 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 2013-2014, a significant reduction from the most recent payment of $1,467,939. The Department developed a budget which does not depend on future Federal timber payments being reauthorized.

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 2013-2014 to be $11,600,000 which, when compared to historic levels of revenue, will replace the majority of the lost Federal timber revenue. However, 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, will remain at a reduced level. 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	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2013-2014 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$14,998,224	$15,205,663	$14,112,471	$13,767,664	$13,098,651
Fees & Other Service Charges	$476,864	$507,234	$541,271	$415,500	$452,000
All Other Resources	$283,313	$245,674	$247,700	$100,000	$130,000
Interfund Transfers	$355,710	$96,884	$966,420	$350,000	$665,000
Fund Balance	$0	-$2,045	$0	$12,415,477	$12,486,409
Total	**$16,114,111**	**$16,053,410**	**$15,867,862**	**$27,048,641**	**$26,832,060**
EXPENDITURES					
Personnel Services	$683,876	$702,141	$735,453	$805,960	$1,031,536
Materials & Services	$1,200,465	$1,178,664	$1,144,068	$1,003,226	$992,072
Capital Outlay	$0	$13,510	$35,659	$0	$10,000
Interfund Transfers	$0	$0	$0	$50,000	$0
Contingency	$0	$0	$0	$500,000	$3,000,000
Ending Balance and Reserves	$0	$0	$0	$7,451,465	$3,746,508
Total	**$1,884,341**	**$1,894,315**	**$1,915,180**	**$9,810,651**	**$8,780,116**
Full-Time Equivalent	**8.40**	**8.40**	**8.35**	**8.65**	**8.65**

Engineering

Program Purpose

The Engineering Program provides engineering services for Roads, Parks, and other County departments. The Program provides in-house engineering for the design of road improvement projects to ensure that projects are properly engineered to provide the most efficient balance of service, life, and cost. The Program also provides construction surveying, project inspection, and contract administration for road improvement projects to ensure that improvements are properly constructed, and contractors are paid only when their work meets County specifications. The Engineering Program is helping to meet County goal: (8) Provide and maintain multiple transportation systems.

Program Information

The Engineering Program provides the following services:

- **Pavement Condition**

Strategic Objective: Maintain the pavement condition on County roads at a Pavement Condition Index (PCI) rating indicating a "good condition." Using management and systems techniques to maintain the surface condition at a PCI rating in the good category ensures the system is well maintained at a low cost.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Average pavement condition index (PCI) rating for the County road system	69 PCI	71 PCI	71 PCI	72 PCI

The PCI rating is a universally accepted standard for measuring pavement condition. Acceptable PCI ratings for the entire road system are between 75 PCI and 85 PCI. The goal is to manage the system to achieve close to 80 PCI, but a rating of 75 is considered acceptable.

- **Bridge Management**

Strategic Objective: Manage the County's bridges to ensure safety and accessibility. Use County, State, and Federal funding to provide inspection, maintenance, and replacement of County bridges.

- **Engineering Design and Inspection**

  Strategic Objective: Provide quality engineering designs, plans, and construction inspections for road improvement projects to ensure that projects are properly engineered and constructed to provide the most efficient balance of service, life, and cost.

Significant Issues in the Year Ahead

The modeled pavement condition rating improved from the fiscal year 2012-2013 PCI rating of 69 to a PCI rating of 71 for the last inspection cycle in November, 2012. This pavement condition is lower than the Department's target condition of near 80, and is still below the "good" pavement condition rating which is defined as a PCI between 75 and 85. During fiscal year 2013-2013, a continued higher level of funding is directed towards pavement maintenance in an attempt to increase PCI ratings back to the "good" category. This includes maintaining chip seal production at 70 miles.

During fiscal year 2013-2014, the County will embark on capital projects related to Table Rock Road between Wilson and Elmhurst. This includes starting construction on a project to widen Table Rock Road to three lanes from Wilson and Elmhurst, a signal installation at Wilson Road, and realign the intersection of East Gregory Road. Two bridges will also be widened or replaced by this project. 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 a center turn lane, sidewalks, and bike lanes. Funding for this project is now fully secured. Finally, projects will also be underway on Tiller-Trail Highway to straighten curves in a one-mile section as well as work on Thompson Creek Bridge to protect it better from erosion forces.

Without additional revenue, the construction of major capital improvement 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	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2013-2014 Adopted
REVENUES					
Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
EXPENDITURES					
Personnel Services	$1,197,272	$1,117,221	$1,110,972	$1,389,852	$1,179,917
Materials & Services	$180,021	$121,911	$117,900	$175,563	$164,032
Capital Outlay	$3,518,762	$2,856,242	$2,382,577	$3,606,175	$4,417,075
Total	**$4,896,055**	**$4,095,374**	**$3,611,449**	**$5,171,590**	**$5,761,024**
Full-Time Equivalent	**15.20**	**16.40**	**14.40**	**13.00**	**10.00**

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: 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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of work orders written as preventative maintenance	34%	34%	31%	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.

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, including the purchasing of used equipment when it is in the Department's best interest to do so.

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 5 percent of the total Program.

Program: 390206	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$502,186	$476,681	$289,685	$300,000	$250,000
Fees & Other Service Charges	$146,585	$183,940	$183,879	$135,000	$150,000
Revenue from Bonds & Other Debt	$0	$0	$2	$0	$0
Interfund Transfers	$274,843	$389,612	$426,134	$350,000	$300,000
Total	**$923,614**	**$1,050,233**	**$899,700**	**$785,000**	**$700,000**
EXPENDITURES					
Personnel Services	$1,044,441	$1,011,030	$949,391	$1,134,478	$1,006,798
Materials & Services	$2,209,444	$2,291,209	$2,390,328	$2,304,845	$2,415,472
Capital Outlay	$0	$0	$0	$5,500	$0
Total	**$3,253,885**	**$3,302,239**	**$3,339,719**	**$3,444,823**	**$3,422,270**
Full-Time Equivalent	**15.60**	**15.60**	**14.55**	**13.55**	**11.55**

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 engineering design and development to complete the Pine Street to Upton Road section of the greenway in fiscal year 2013-2014.

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 2013-2014, work will continue to complete the engineering designs and development of the section of the Greenway Trail from Pine Street to Upton Road so that this project can be constructed the following year. 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.

Program: 390701	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2013-2014 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$0	$11,002	$0	$0
All Other Resources	$778	$72	$68	$100	$250
Fund Balance	$0	$0	$0	$20,000	$185,000
Total	**$ 778**	**$ 72**	**$11,070**	**$20,100**	**$185,250**
EXPENDITURES					
Materials & Services	$45	$0	$0	$0	$0
Capital Outlay	$21,310	$68,186	$3,010	$20,100	$185,250
Total	**$21,355**	**$68,186**	**$3,010**	**$20,100**	**$185,250**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Motor Pool

Program Purpose

The Motor Pool Program has responsibility for providing clean, safe, and economical transportation to County departments. The Motor Pool Program is helping to meet County goal: (10) Make the best use of Jackson County's human and material resources.

Program Information

The Motor Pool Program provides the following services:

- **Vehicle Acquisition and Replacement**

  Strategic Objective: Acquire vehicles for departments that budget for or need additional units. Operate a vehicle replacement program for existing vehicles that have met or exceeded their useful life.

Vehicles are scheduled for replacement when mileage and years of service indicate 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.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of work orders written as preventative maintenance	52%	53%	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 $0.555 per mile).

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Cost per mile average	$0.45	$0.75	$0.53	$0.67

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 2013-2014, Motor Pool will procure 23 replacement vehicles for the County.

The total Motor Pool fleet size for fiscal year 2013-2014 has increased by 12 vehicles from the prior year. This increase occurred primarily in the Sheriff's Office. Current staff is able to maintain a consistent level of service to users. The current ratio is one Technician for every 144 vehicles (1:144).

Significant Issues in the Year Ahead

The purchasing and use of alternative fueled vehicles will continue to be explored and monitored to ensure that the most cost effective vehicles are being provided. Trials are being conducted on various alternative fuel vehicles and data will be used to continue to make informed purchasing decisions.

With budget reductions occurring in many departments, the need to reduce expenses can have various effects on fleet vehicle use. For example, there may be desires among user departments to postpone replacements to save money or to keep trade-in vehicles in their fleet to meet increased demand without investing in new units. Both of these actions can cause the fleet expenses overall to increase as units become less reliable and need more repairs.

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 76 percent of this Program's revenue comes from General Fund departments.

Motor Pool

Program: 390401	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2013-2014 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$66,808	$95,283	$137,632	$60,000	$70,000
Fees & Other Service Charges	$75,854	$84,334	$125,434	$61,500	$72,500
All Other Resources	$31,467	$26,901	$19,153	$25,000	$20,000
Interfund Transfers	$2,425,044	$2,137,268	$1,645,231	$1,627,381	$1,922,085
Fund Balance	$0	$0	$0	$1,175,000	$1,036,000
Total	**$2,599,173**	**$2,343,786**	**$1,927,450**	**$2,948,881**	**$3,120,585**
EXPENDITURES					
Personnel Services	$263,515	$279,693	$306,260	$334,519	$357,134
Materials & Services	$836,277	$1,006,531	$1,124,332	$1,024,548	$1,047,370
Capital Outlay	$1,395,036	$715,352	$833,253	$653,000	$882,500
Interfund Transfers	$108,800	$82,439	$21,545	$0	$0
Contingency	$0	$0	$0	$111,814	$408,581
Ending Balance and Reserves	$0	$0	$0	$825,000	$425,000
Total	**$2,603,628**	**$2,084,015**	**$2,285,390**	**$2,948,881**	**$3,120,585**
Full-Time Equivalent	**3.90**	**3.90**	**4.00**	**4.10**	**4.10**

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 road right-of-ways. 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. Jackson County serves as project coordinator to this Agreement and during fiscal year 2013-2014, the annual major maintenance plan will be updated and completed. The Joint Powers Agreement allows funding sources to remain consistent and facilitate large improvements to the Greenway.

A major success of the Pedestrian/Bicycle Trails Program was securing a $1.4 million Oregon Department of Transportation grant to construct the Pine Street to Upton Road section of the Bear Creek Greenway through the

Jackson County Expo Center. This project will have engineering designs completed during the 2013-2014 fiscal year and will be constructed the following year.

Financial Condition

The Pedestrian/Bicycle Trails Program is funded 59 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	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$190,000	$172,423	$191,794	$169,749	$173,249
Fees & Other Service Charges	$18,959	$14,363	$13,672	$14,500	$14,700
All Other Resources	$10,653	$5,572	$3,528	$3,500	$3,500
Interfund Transfers	$2,256	$8,400	$0	$5,000	$5,000
Fund Balance	$0	$0	$0	$160,000	$195,000
Total	**$221,868**	**$200,758**	**$208,994**	**$352,749**	**$391,449**
EXPENDITURES					
Personnel Services	$81,894	$87,000	$96,604	$105,240	$112,011
Materials & Services	$71,901	$44,119	$112,460	$131,429	$89,591
Capital Outlay	$0	$8,400	$0	$0	$0
Contingency	$0	$0	$0	$35,000	$35,000
Ending Balance and Reserves	$0	$0	$0	$81,080	$154,847
Total	**$153,795**	**$139,519**	**$209,064**	**$352,749**	**$391,449**
Full-Time Equivalent	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**

Road Maintenance

Program Purpose

The Road Maintenance Program provides maintenance services on the County road system. Maintenance on the road system in Jackson County preserves an investment in infrastructure and ensures safe roads. The Road Maintenance Program maintains 929 miles of road, 342 bridges, over 13,935 traffic signs, and other road related appurtenances. The Program is comprised of road surface maintenance, roadside drainage, vegetation management, 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 $22,000. This is in contrast to costs of approximately $250,000 per mile for a 2-inch overlay of asphalt. A comprehensive Pavement Management System is used to predict the annual amount of chip seal necessary to ensure the entire road system is maintained.

County crews additionally provide chip sealing on a reimbursable basis for several local entities as well as for the Oregon Department of Transportation (ODOT).

- **Drainage Maintenance**

  Strategic Objective: Maintain the drainage systems along County roads to ensure the road base is drained. Use "Best Management Practices" employing appropriate techniques and frequency to ensure good drainage while not adversely impacting water quality. Good roadbed drainage contributes to maximum infrastructure life.

- **Pavement Maintenance**

  Strategic Objective: Maintain the overall PCI near 80 or better. This will be accomplished through continued 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 is maintaining an increased target for chip seals of 70 miles per year. This increase, and the associated pavement repairs completed before a chip seal, 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	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$0	$393	$0	$0
Fees & Other Service Charges	$0	$0	$2,338	$0	$0
Total	**$ 0**	**$ 0**	**$2,731**	**$ 0**	**$ 0**
EXPENDITURES					
Personnel Services	$3,578,771	$3,452,029	$3,735,510	$4,232,420	$4,758,864
Materials & Services	$2,593,764	$2,720,205	$3,759,709	$3,866,643	$4,294,286
Capital Outlay	$842,449	$316,140	$438,020	$798,500	$515,500
Interfund Transfers	$15,450	$0	$0	$0	$0
Total	**$7,030,434**	**$6,488,374**	**$7,933,239**	**$8,897,563**	**$9,568,650**
Full-Time Equivalent	**53.20**	**53.00**	**52.00**	**53.00**	**56.00**

Roads System Development

Program Purpose

The Roads System Development Program funds the portion of projects related to increased capacity under the Capital Improvements Program. The Roads System Development Program provides capital improvement funds under County Ordinance No. 91-5 and Board Order No. 207-94. System Development Charges (SDC) are fees on new development to be used for capacity-increasing arterial and collector road improvement projects. The Roads System Development Program is helping to meet County goals: (8) Provide and maintain multiple transportation systems; and (12) Plan for the future.

Program Information

The Roads System Development Program provides the following service:

- **Increased Capacity of Roads**

  Strategic Objective: Fund capacity-increasing projects on County roads by charging new development for the added impact.

Significant Issues in the Year Ahead

System development fees continue to remain low as compared to historic levels. This continues to limit the ability of this fund to deliver projects in the future. For the 2013-2014 fiscal year, the available funds will be used to deliver a portion of the Table Rock Road project. 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	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Fees & Other Service Charges	$325,512	$260,351	$676,512	$350,000	$350,000
All Other Resources	$5,594	$2,544	$10,745	$1,000	$3,000
Fund Balance	$0	$0	$0	$274,600	$380,000
Total	**$331,106**	**$262,895**	**$687,257**	**$625,600**	**$733,000**
EXPENDITURES					
Materials & Services	$46,807	$45,920	$49,000	$49,000	$53,000
Interfund Transfers	$300,000	$0	$600,000	$300,000	$625,000
Contingency	$0	$0	$0	$0	$55,000
Ending Balance and Reserves	$0	$0	$0	$276,600	$0
Total	**$346,807**	**$45,920**	**$649,000**	**$625,600**	**$733,000**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Street Improvement Fund

Program Purpose

The Street Improvement Fund Program provides financing to property owners along local access roads who wish to improve the condition of a road to County road standards. The County then accepts jurisdictional ownership of the road and provides future road maintenance. The Street Improvement Program is helping to meet County goal: (8) Provide and maintain multiple transportation systems.

Program Information

The Street Improvement Fund Program is providing the following service:

- **Form Local Improvement District (LID)**

  Strategic Objective: Provide guidance and assistance to citizens who wish to improve their non-County road to a County road standard and have the County accept jurisdiction.

Significant Issues in the Year Ahead

A consequence of growth in the County and increased interest in this program means LID projects compete with Transportation System Plan (TSP) projects for funding. TSP projects benefit the entire transportation system in Jackson County and, therefore, must receive priority funding over LIDs.

Interest in this program varies throughout the year. 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 2013-2014 fiscal year, one LID project, West Jackson Street in Ashland, will be completed. No other projects are planned or proposed.

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	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$342,674	$321,230	$333,813	$110,000	$200,000
Revenue from Bonds & Other Debt	$0	$0	$0	$0	$849,700
All Other Resources	$20,562	$20,114	$20,750	$10,000	$15,000
Fund Balance	$0	$0	$0	$1,283,000	$600,000
Total	**$363,236**	**$341,344**	**$354,563**	**$1,403,000**	**$1,664,700**
EXPENDITURES					
Materials & Services	$0	$0	$9,153	$0	$120,000
Capital Outlay	$0	$0	$0	$0	$400,000
Debt Service	$150,420	$91,939	$166,920	$160,000	$215,000
Contingency	$0	$0	$0	$0	$200,000
Ending Balance and Reserves	$0	$0	$0	$1,243,000	$729,700
Total	**$150,420**	**$91,939**	**$176,073**	**$1,403,000**	**$1,664,700**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Parks and Recreation

Program Purpose

The Parks and Recreation Program provides a variety of quality recreational opportunities for the citizens and visitors of Jackson County. The Parks and Recreation Program operates 22 developed parks within Jackson County, encompassing over 7,000 acres of land and water. 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.

Additionally, Landscape Services are provided to County and non-County properties using efficient techniques ensuring a clean, neat appearance at the lowest possible cost.

The Jackson County Parks and Recreation Citizen Advisory Committee assists Program management by providing input on the strategic direction of the Program and helping to develop Program priorities. The Parks and Recreation 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, (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 Accommodations**

  Strategic Objective: Provide high quality overnight recreation opportunities for visitors and citizens in Jackson County.

- **Landscape Services**

  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.

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 2012 season had a favorable affect on park use levels. The general outlook for the 2013 recreational season appears to be normal with an anticipated steady amount of visitors.

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 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. However, it is anticipated that the statewide county share of recreational vehicle (RV) licensing fees will increase by 5 percent this year due to pending legislation. As such, the 2013-2014 RV licensing fee revenues are expected to increase by nearly $57,000. This increase will help offset rising personnel expenses in this Program.

Significant Issues in the Year Ahead

As part of a Roads and Parks Department reorganization, in 2012 the Landscape Services subprogram of the Department was shifted to Parks and Recreation Program management. This shift will result in a more efficient management of Department personnel and an anticipated increase in service level to landscape customers. The Landscape Services subprogram is expected to generate a moderate amount of revenue to help fund the Parks and Recreation Program.

Major projects which will be undertaken during fiscal year 2013-2014 include the construction of a replacement restroom/shower complex at the Howard Prairie Lake Resort, construction of a new restroom facility at the Sports Park public shooting ranges, as well as the addition of a playground structure and other day-use improvements at Willow Lake, are dependent upon grant fund availability. Scientific monitoring in relation to the removal of Gold Ray Dam will continue, funded wholly by a grant from the Oregon Watershed Enhancement Board.

Major maintenance on the park facilities will continue at reduced levels of service during the 2013-2014 fiscal year, with the slight amount of excess revenues allocated to Program reserves in anticipation of future operational expense increases.

Historically, the Howard Prairie Resort (a County park) has been operated through the terms of a concession agreement. However, beginning February 2013, Park staff has assumed full operational responsibility for the Howard Prairie Resort, resulting in an increased level of service to the public. Operations of the resort with Park staff will provide additional revenues to assist in funding the Parks and Recreation Program.

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 2013-2014 fiscal year is the fifth year that this Program has not been supported by the General Fund.

The Landscape Services subprogram receives approximately 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.

Parks and Recreation

Program: 390501	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2013-2014 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$2,717,371	$5,860,383	$898,051	$1,147,608	$1,160,807
Fees & Other Service Charges	$616,096	$695,825	$709,760	$748,150	$1,470,000
All Other Resources	$23,376	$20,004	$15,902	$15,000	$18,000
Interfund Transfers	$260,468	$150,997	$89,389	$117,875	$400,048
Fund Balance	$0	$0	$0	$860,000	$650,000
Total	**$3,617,311**	**$6,727,209**	**$1,713,102**	**$2,888,633**	**$3,698,855**
EXPENDITURES					
Personnel Services	$734,821	$705,531	$696,674	$763,526	$1,254,796
Materials & Services	$2,784,331	$5,617,498	$947,941	$1,079,654	$1,246,184
Capital Outlay	$110,824	$231,706	$87,830	$260,000	$358,000
Interfund Transfers	$0	$0	$3,860	$0	$0
Contingency	$0	$0	$0	$300,000	$300,000
Ending Balance and Reserves	$0	$0	$0	$485,453	$539,875
Total	**$3,629,976**	**$6,554,735**	**$1,736,305**	**$2,888,633**	**$3,698,855**
Full-Time Equivalent	**7.70**	**8.70**	**7.70**	**7.70**	**10.70**

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 2013-2014 fiscal year is estimated to be $65,000. This modest level of funding will be partially used to facilitate a picnic shelter and playground installation at Willow Lake, dependent upon successful acquisition of matching grants. Funds will additionally be used to install a flush restroom at the Sports Park public shooting ranges, to be matched by the managing partners.

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	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2013-2014 Adopted
REVENUES					
Fees & Other Service Charges	$79,582	$44,594	$93,354	$50,000	$65,000
All Other Resources	$2,314	$2,409	$2,983	$1,000	$2,500
Fund Balance	$0	$0	$0	$171,000	$275,000
Total	**$81,896**	**$47,003**	**$96,337**	**$222,000**	**$342,500**
EXPENDITURES					
Interfund Transfers	$24,053	$22,990	$9,309	$50,000	$45,000
Ending Balance and Reserves	$0	$0	$0	$172,000	$297,500
Total	**$24,053**	**$22,990**	**$9,309**	**$222,000**	**$342,500**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

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 third 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	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$0	$21,462	$0	$101,100
All Other Resources	$0	$43	$2,205	$2,000	$1,500
Fund Balance	$0	$0	$0	$120,000	$3,500
Total	**$ 0**	**$ 43**	**$23,667**	**$122,000**	**$106,100**
EXPENDITURES					
Materials & Services	$0	$0	$21,462	$30,000	$30,000
Ending Balance and Reserves	$0	$0	$0	$92,000	$76,100
Total	**$ 0**	**$ 0**	**$21,462**	**$122,000**	**$106,100**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

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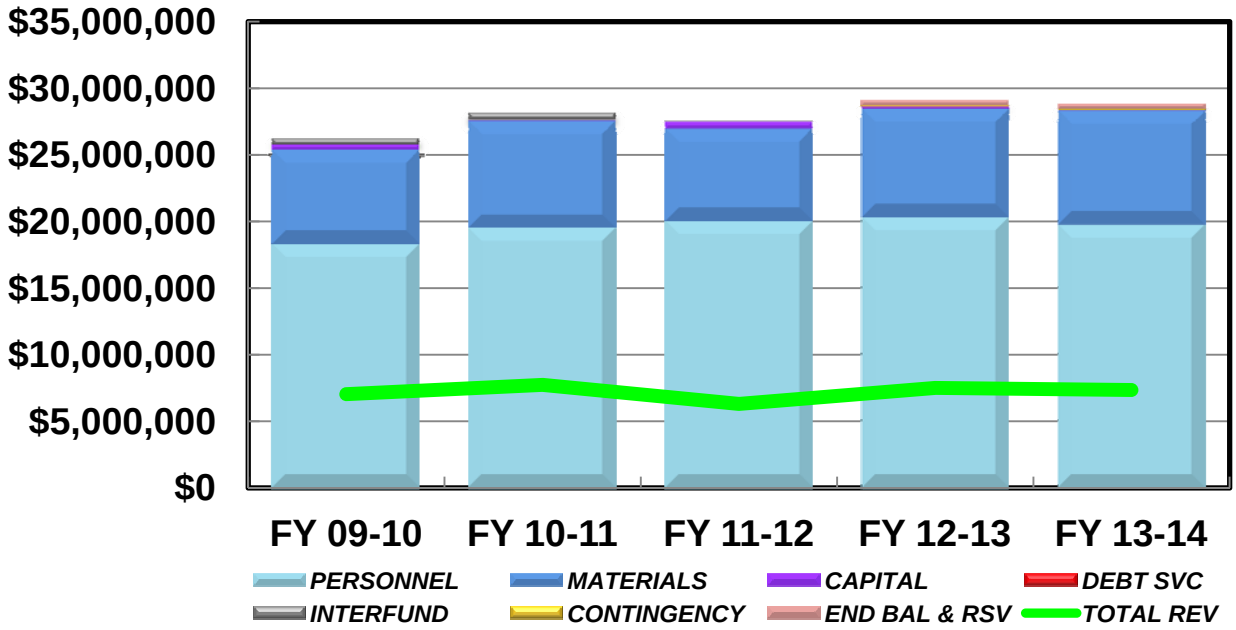
SHERIFF

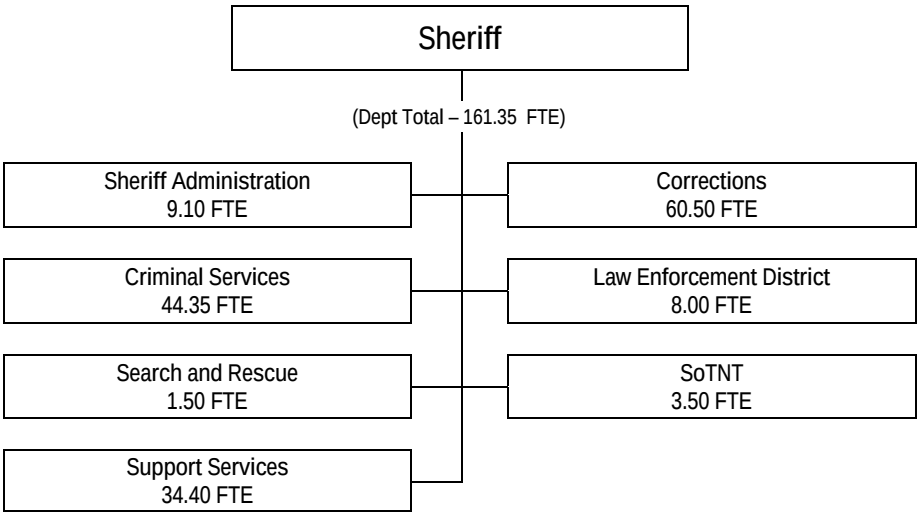
2009-2010 to 2013-2014



	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
PERSONNEL	$18,297,564	$19,496,521	$20,012,526	$20,292,177	$19,739,084
MATERIALS	$7,047,947	$8,024,656	$6,938,300	$8,127,028	$8,552,227
CAPITAL	$397,119	$69,831	$491,121	$176,000	$42,000
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$507,124	$551,022	$70,125	$0	$0
CONTINGENCY	$0	$0	$0	$100,000	$109,810
END BAL & RSV	$0	$0	$0	$375,795	$375,000
TOTAL EXP	$26,249,754	$28,142,030	$27,512,072	$29,071,000	$28,818,121
TOTAL REV	$7,038,863	$7,733,681	$6,308,001	$7,511,956	$7,355,235
FTEs	183.25	183.00	183.00	183.00	161.35

Numbers for FY 09-10 through FY 11-12 are actual revenues and expenditures. FY 12-13 and FY 13-14 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 on page 17 of this document. The Sheriff's Office FY 13-14 budget has been impacted by cutbacks in General Fund support and reductions in State funding. For FY 13-14, the reduction of 21.65 FTEs includes 11.65 vacant positions and 10.00 budgeted, but unfunded, positions in the FY 12-13 budget.

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 2013-2014

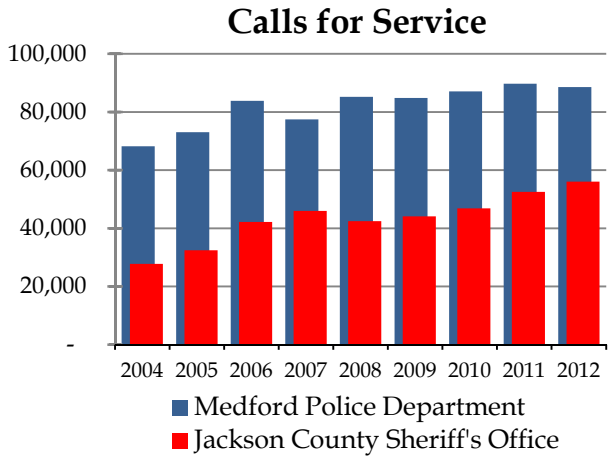
- With reductions in Federal and State funding, the careful monitoring of the Jackson County Sheriff's Office (JCSO) portion of the General Fund is crucial. The absolute mission of this agency will continue to be customer service, while effectively reviewing spending throughout the fiscal year, by limiting costs in all ways possible.
- The emphasis will be to allow for the most efficient use of existing employees while reducing overtime hours.
- Emphasis will be on developing a Community Information Plan to help ensure that JCSO is responsive to the needs of its constituents. Several projects are planned such as creating an online survey; updating the website to include a user friendly reporting system; and forming a citizen's advisory committee.

Major Issues and Service Level Accomplishments for Prior Year

- As an agency, JCSO has moved forward with Laserfiching records to reduce physical files and reduce archiving costs. Retrieval time will be faster, thus reducing staff time on this function.
- In addition to regularly provided services, this year the Sheriff's Office moved to a new, centrally located office at 5179 Crater Lake Highway. The new location has allowed for the consolidation of many services under one roof, providing better service to the citizens of Jackson County in a more fiscally responsive manner.
- At the Jail, construction has started to add 62 beds to the facility. Construction is slated to be complete by June, 2013.
- A new inmate phone system was implemented on December 11, 2012, with Legacy Inmate Communications. This new contract will increase revenue as well as provided updated technology to all agencies for investigative purposes. In addition, the contract with Legacy includes in-cell, touch screen kiosks. The kiosks will drastically reduce the amount of paper generated each year in the Jail as well as provide electronic tracking of requests and grievances. The inmate rule manual will be available through the kiosk, reducing printing costs, and the Law Library is also available through the system, reducing inmate movement and Deputy time. Kiosks are scheduled to be installed in March, 2013.

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. Since 2004, JCSO has seen a large increase in its calls for service, rising from 27,759 in 2004 to 56,054 in 2012.



Sheriff Administration

Program Purpose

The Sheriff Administration Program provides managerial direction for the Sheriff's Office as a whole. The Program incorporates six sections: Command, Emergency Management, Human Resources, Training, Public Information, and Financial Services. These sections include support of personnel services, recruitment and training, budget coordination and oversight, planning and policy development, procurement and maintenance of equipment and supplies, and system planning. 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:

- **Budget Administration and Execution**

Strategic Objective: Ensure that the Sheriff's Office is making the best, most efficient use of available public funds by implementing a systematic methodology that requires all expenditures to be tied to the Office's mission, vision, and objectives.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of variance between adopted and actual expenditures	94.71%	96.24%	99%	99%
Percent of variance in the number of budgeted full-time employees	0%	0%	-5.46%	-5.78%

The Sheriff's Office continues to be under budget while effectively managing the citizens' money. As revenues decrease, the amount of carry over monies decrease as well.

- **Organizational Effectiveness – Service Delivery, Leadership, Policy, Resources, and Hiring Practices**

Strategic Objective: Ensure that the Sheriff's Office has a minimum of 100 percent satisfaction among constituents and continue to be responsive to the needs of the citizens of Jackson County.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of citizen complaints	37	89	45	36
Sustained rate of citizen complaints	8	21	3	3
Percent of position vacancy rate	8.74%	2.73%	5.78%	0%
Percent of citizens successfully completing the Citizens' Academy	100%	100%	100%	100%

Tracking citizen complaints is one method that allows the Sheriff's Office to evaluate its success and identify patterns of potential problems that need to be addressed. Customer service is vital and significant changes have occurred since fiscal year 2011-2012 when the Office saw an increase in the amount of complaints which went from 37 complaints with 8 sustained, to 89 complaints with 21 sustained. With both increased calls for service and a population of over 200,000 residents, this is a minimal percentage for complaints.

The Citizens' Academy is designed to integrate the Sheriff's Office vision and interests with those of its stakeholders, the citizens. The academy consists of a series of evening workshops for volunteers and aspiring neighborhood leaders.

Significant Issues in the Year Ahead

A total of 11.65 vacant positions will not be filled for fiscal year 2013-2014, which include managerial, clerical and deputy positions. Ten positions were not filled in 2012-2013, showing a loss of 21.65 positions in two years. Authority for these unfunded positions will be retained at a zero balance. The challenge is to maintain overall service levels in light of budget constraints and increasing calls for services. The Jackson County Sheriff's Office continues to seek ways to do more work with fewer resources. This is accomplished with strategic planning, improved communication, both internally and externally, and providing training and equipment in an effort to keep everyone more safe.

The Sheriff's Office will be developing a Community Information Plan to help ensure we are responsive to the needs of constituents and our employees. Several projects for the plan include creating an on-line survey; updating the Department's page on the County website to include a user friendly reporting system; and forming a citizens' advisory committee.

A Department Operations Center (DOC) is now functional. It is available for use by the Sheriff's Office or other law enforcement and fire agencies

for emergencies. A department-wide level of emergency preparedness and training will be accomplished this year.

Financial Condition

The Sheriff Administration Program is 99.8 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	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$32,495	$49,461	$27,868	$0	$0
Fees & Other Service Charges	$295,093	$353,051	$367,774	$336,500	$6,400
All Other Resources	$2,355	$1,771	$0	$0	$0
Total	**$329,943**	**$404,283**	**$395,642**	**$336,500**	**$6,400**
EXPENDITURES					
Personnel Services	$2,624,348	$2,865,823	$3,058,128	$2,968,672	$2,333,177
Materials & Services	$2,459,301	$776,450	$601,929	$1,070,228	$956,155
Capital Outlay	$68,715	$0	$147,667	$0	$0
Interfund Transfers	$118,944	$476,670	$0	$0	$0
Total	**$5,271,308**	**$4,118,943**	**$3,807,724**	**$4,038,900**	**$3,289,332**
Full-Time Equivalent	**16.08**	**22.00**	**17.87**	**17.00**	**9.10**

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:

- **Jail**

Strategic Objective: Maintain the number of people waiting for trial and those not fit for release while held in the County jail.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Forced releases	1,738	3,699	5,136	5,650
Yearly lodgings/bookings	10,073	11,794	12,200	13,420
Number of inmates transferred to the Community Justice Work Center	1,826	1,908	1,726	1,900

Managing forced releases is ensuring that the most dangerous offenders are lodged and the Jail population is managed.

- **Court Security**

Strategic Objective: Provide security for citizens and personnel of the Courts so that justice can be fairly determined.

Outcome(s)	FY 2010-2012 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of Court panic alarms and medical emergencies responded to within two minutes	29	26	27	29
Number of contraband items found by Court Security staff	1,390	1,464	1,535	1,614

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. 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. Bookings reflect the workload of the Jail staff. Prison's are primarily long-term holding facilities; whereas, jails are short-term. Some arrestees remain in Jail, others are released on their own recognizance or post bail. All of these arrestees go through the booking and release process and it is anticipated that there will be an increase in bookings.

Financial Condition

The Corrections Program is 68.38 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	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$3,502,077	$3,715,462	$2,565,335	$2,873,100	$2,895,868
Fees & Other Service Charges	$125,333	$133,747	$175,769	$145,200	$79,200
All Other Resources	$400	$34	$865	$0	$0
Total	**$3,627,810**	**$3,849,243**	**$2,741,969**	**$3,018,300**	**$2,975,068**
EXPENDITURES					
Personnel Services	$6,952,772	$7,261,494	$7,496,910	$7,736,667	$7,120,379
Materials & Services	$1,625,117	$2,420,218	$2,313,996	$2,462,433	$2,288,255
Interfund Transfers	$57,186	$0	$70,125	$0	$0
Total	**$8,635,075**	**$9,681,712**	**$9,881,031**	**$10,199,100**	**$9,408,634**
Full-Time Equivalent	**78.50**	**71.50**	**76.30**	**77.50**	**60.50**

Criminal Services

Program Purpose

The Criminal Services Program is responsible for protecting the public through education, impartial investigations, and enforcement of laws. The Criminal Services Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; and (2) Serve all citizens fairly and ensure access to County government.

Program Information

The Criminal Services Program provides the following services:

- **Patrol – Respond to Calls for Service, Enforcement, and Follow-Up on Investigations**

  Strategic Objective: Effectively patrol areas the County to protect and preserve the general welfare of its citizens.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of total calls for service investigated by patrol	53,655	57,083	57,398	57,850
Number of police mental holds	176	179	186	195
Number of reported thefts	811	885	904	955

- **Traffic Safety**

  Strategic Objective: Maintain traffic safety education programs and utilize traffic team selected enforcement to continue reduction of fatal traffic crashes in Jackson County.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of traffic collisions involving death	15	21	18	17
Number of "Why Seat Belt?" attendees	643	634	688	702

- **Criminal Investigative Division – Investigate Criminal Offenses**

  Strategic Objective: Conduct impartial, high quality, in-depth investigations of serious crimes.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Assigned case clearance rate	80%	82%	83%	83%
Investigative support projects	2,400	2,500	2,460	2,400
Articles of evidence processed	2,181	2,541	2,762	2,900
Articles of evidence released	2,576	3,366	1,322	1,400
Deaths investigated that fall under the Medical Examiner's Program	8.49%	3.33%	5.08%	1.61%

- **Marine Law Enforcement**

  Strategic Objective: Patrol the waterways of Jackson County and promote safe boating.

Significant Issues in the Year Ahead

Three vacant Deputy positions are not being filled and four positions are being transferred to the Jail to meet critical staffing needs. This will impact the number of Criminal Patrol Deputies actually on the road. The Sheriff's Office continues to adjust operations to increase efficiencies as quality customer service remains a high priority.

The issue of mental illness is a national concern and the Sheriff's Office is projecting a continued increase in police mental holds of approximately 5 percent. A Crisis Intervention Program will be looked at being formed, which may increase officer safety and decrease the frequency of these individuals' encounters with the criminal justice system.

Financial Condition

The Criminal Services Program receives approximately 85.13 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

Program: 410104	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$653,171	$1,006,265	$989,330	$1,030,395	$996,500
Fees & Other Service Charges	$349,511	$353,307	$304,216	$316,061	$307,000
All Other Resources	$2,153	$342	$0	$0	$0
Interfund Transfers	$29,211	$0	$0	$0	$0
Total	**$1,034,046**	**$1,359,914**	**$1,293,546**	**$1,346,456**	**$1,303,500**
EXPENDITURES					
Personnel Services	$7,370,654	$7,609,124	$7,473,827	$7,587,176	$5,687,316
Materials & Services	$2,195,075	$3,446,116	$3,113,280	$3,204,324	$3,101,837
Capital Outlay	$5,800	$18,473	$87,380	$60,000	$0
Interfund Transfers	$269,894	$74,352	$0	$0	$0
Total	**$9,841,423**	**$11,148,065**	**$10,674,487**	**$10,851,500**	**$8,789,153**
Full-Time Equivalent	**74.77**	**74.90**	**72.86**	**72.15**	**44.35**

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.

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.

- **Community Policing**

Strategic Objective: Increase tracking and assured compliance of sex offenders currently residing within the WCELED.

Strategic Objective: Reduce the number of theft-related and/or vandalism crimes.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of offenses related to vandalism	92	104	94	90

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 students and staff with a safe learning environment. The SRO participated in many outreach programs and events with the 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.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of domestic/family dispute calls	123	128	164	190

Law Enforcement District

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. The Jackson County Sheriff's Office is committed to addressing crime proactively, with an emphasis on keeping the County's children and communities safe.

Gang issues are a major concern and targeted area of enforcement for the White City deputies. While still on a relatively small scale, gang issues such as graffiti and turf skirmishes are a top enforcement priority.

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.

Program: 410201	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$1,333,018	$1,321,271	$1,288,477	$1,318,315	$1,242,487
Fees & Other Service Charges	$0	$207	$0	$0	$0
Property Tax Revenues	$0	$0	$17,725	$0	$0
All Other Resources	$21,140	$18,375	$16,493	$16,685	$15,000
Fund Balance	$0	$0	$0	$650,000	$752,785
Total	**$1,354,158**	**$1,339,853**	**$1,322,695**	**$1,985,000**	**$2,010,272**
EXPENDITURES					
Personnel Services	$585,140	$883,536	$883,435	$957,080	$944,540
Materials & Services	$339,293	$479,576	$432,170	$552,125	$580,922
Capital Outlay	$0	$5,702	$0	$0	$0
Interfund Transfers	$54,551	$0	$0	$0	$0
Contingency	$0	$0	$0	$100,000	$109,810
Ending Balance and Reserves	$0	$0	$0	$375,795	$375,000
Total	**$978,984**	**$1,368,814**	**$1,315,605**	**$1,985,000**	**$2,010,272**
Full-Time Equivalent	**7.43**	**8.00**	**8.22**	**8.00**	**8.00**

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.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 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.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Volunteer hours contributed	16,978	17,594	18,000	18,360

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.

- **Provide Educational Programs to the Public**

Strategic Objective: Educational programs are offered to the public through various means to better prepare the community for emergency situations.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Attendees of "Lost but Found" program	7,500	8,000	9,000	10,080

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. In the year ahead, this Program 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 85.14 percent funded by the General Fund.

Program: 410105	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$7,674	$11,922	$11,432	$6,448	$6,448
Fees & Other Service Charges	$394,712	$237,757	$276,365	$203,052	$59,900
All Other Resources	$0	$244	$0	$0	$0
Total	**$402,386**	**$249,923**	**$287,797**	**$209,500**	**$66,348**
EXPENDITURES					
Personnel Services	$196,314	$258,915	$349,634	$299,170	$152,654
Materials & Services	$273,761	$392,942	$257,849	$263,830	$271,317
Capital Outlay	$285,870	$45,656	$256,074	$116,000	$42,000
Total	**$755,945**	**$697,513**	**$863,557**	**$679,000**	**$465,971**
Full-Time Equivalent	**1.40**	**1.60**	**2.48**	**2.60**	**1.50**

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 has combined with the Medford Area Drug and Gang Enforcement (MADGE) team 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. 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:

- **Reduce the Incidents of Marijuana Growing Operations in Jackson County**

  Strategic Objective: Reduce the use, sale, and distribution of marijuana.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of marijuana growing operations found	404	725	783	800
Number of marijuana plants seized	114,144	5,766	16,547	18,000
Total street value	$616,377,600	$31,136,400	$89,353,800	$97,200,000

- **Combating Drug Trafficking as a Multi-Agency Task Force – Medford Area Drug and Gang Enforcement (MADGE) Team**

  Strategic Objective: Enhance drug enforcement efforts and reduce drug-related incidents.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Methamphetamine seized	10 lb	25 lb 5 oz	101 lb 5 oz	101 lb
Heroin seized	3 lb 7 oz	6 lb 4 oz	54 lb	65 lb
Cocaine seized	21 lb	8 lb 1 oz	14 oz	10 oz
Drug proceeds seized	$227,706	$294,323	$294,322	$839,670

Southern Oregon Tactical Narcotics Team (SoTNT)

Significant Issues in the Year Ahead

SoTNT has increased Federal participation by directly teaming with the U.S. Drug Enforcement Agency (DEA). This unit is down two support staff positions whose duties have been reallocated to current staff.

The use of heroin is becoming more prevalent in Southern Oregon contributing to a sharp increase in overdose deaths. Criminal gang activity is also on the rise. The list includes motorcycle gangs, white supremacists, and a few crips and bloods; however, most of the increase is from Hispanic gangs such as Nortenos and Surenos which have roots in the California prison system.

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 71.48 percent funded by the General Fund.

Program: 410106	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$289,970	$574,690	$265,352	$616,200	$639,647
Fees & Other Service Charges	$549	-$44,225	$0	$0	$0
All Other Resources	$0	$0	$1,000	$0	$0
Total	**$290,519**	**$530,465**	**$266,352**	**$616,200**	**$639,647**
EXPENDITURES					
Personnel Services	$568,336	$617,628	$750,592	$743,412	$523,156
Materials & Services	$155,400	$509,355	$219,076	$574,088	$787,464
Capital Outlay	$36,735	$0	$0	$0	$0
Interfund Transfers	$6,548	$0	$0	$0	$0
Total	**$767,019**	**$1,126,983**	**$969,668**	**$1,317,500**	**$1,310,620**
Full-Time Equivalent	**5.08**	**5.00**	**5.26**	**5.75**	**3.50**

Support Services

Program Purpose

The Support Services Program is the central support for operations and corrections. The Program incorporated three sections: Criminal Records, Corrections Records, and Civil. This Program is helping 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; (4) Strengthen cooperation between public agencies; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Support Services Program provides the following services:

- **Criminal and Corrections Records**

Strategic Objective: Provide comprehensive records and reporting services for Jackson County.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of warrants entered into LEDS	1,971	2,440	3,200	4,000
Percent of warrants entered into LEDS within one day of receipt	100%	100%	100%	100%
Number of police incidents processed	22,532	26,156	26,200	26,300
Percent of police incidents processed within one day of receipt	100%	100%	100%	100%
Number of bookings at the Jail per year	10,073	11,111	12,500	13,750

Criminal Records handles the main telephone for non-emergency incidents and the walk-in public contact. Corrections Records handles the booking and release documentation of arrestees to include maintaining inmates' files and cashier services. In addition, Corrections Records handles the main telephone for all calls to the Jail for inmate information. All court proceedings while inmates are in custody are tracked and "No Contact Orders" imposed by the courts are entered into the Law Enforcement Data System (LEDS) by Jail staff.

- **Civil – Execution of the Processes and Orders of the Courts**

Strategic Objective: To meet statutory requirements in receiving and serving all court documents present to the Sheriff in accordance with Oregon Revised Statute (ORS) 206.010.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of documents served	22,347	22,608	24,882	27,370
Number of foreclosure documents	45	54	134	400

- **Concealed Weapon Permits**

Strategic Objective: To meet mandated requirements for concealed weapon application and issuance.

Outcome(s)	FY 2010-2011 Actual	FY 2011-2012 Actual	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of concealed handgun licenses issued (new and renewals)	2,894	2,981	2,960	3,050

The process for obtaining a concealed handgun license includes the completion of a gun safety course and certification, a criminal history check, and fingerprinting and photograph of the applicant. The fluctuation in the concealed handgun licenses issued is a function of the four-year renewal cycle.

Significant Issues in the Year Ahead

The Sheriff's Office Civil Unit is experiencing a large increase in the number of trustee foreclosures to process. Recent changes to State legislation require that Sheriff's Offices handle these court decisions.

The Criminal Records Division is striving to provide exceptional customer service by meeting or exceeding a 90 percent rating as good or excellent. This will be measured by video and audio taped contact with the public.

The Corrections Records Division continues to provide professional assistance to both law enforcement personnel and to those who are lodged in the Jail. Accurate record keeping is essential for everyone involved and that is what the Sheriff's Office strives for.

Financial Condition

The Support Services Program is 90.01 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.

Support Services

Program: 410111	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2013-2014 Adopted
REVENUES					
Fees & Other Service Charges	$0	$0	$0	$0	$354,000
Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$354,000**
EXPENDITURES					
Personnel Services	$0	$0	$0	$0	$2,977,862
Materials & Services	$0	$0	$0	$0	$566,277
Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$3,544,139**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**34.40**

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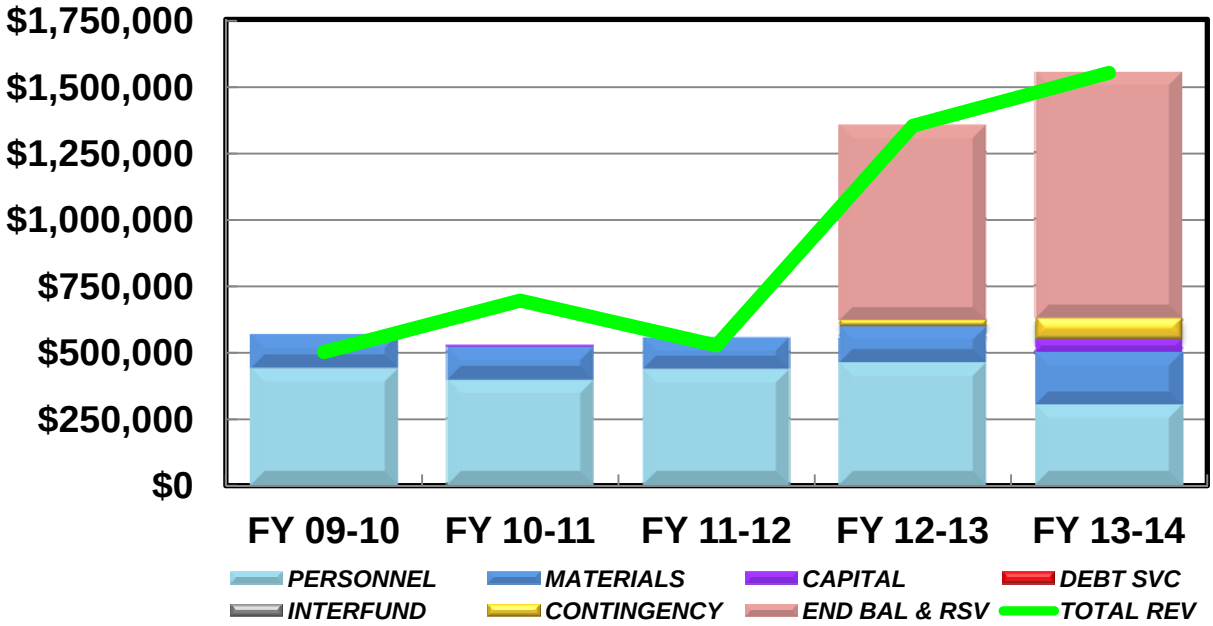
SURVEYOR

2009-2010 to 2013-2014

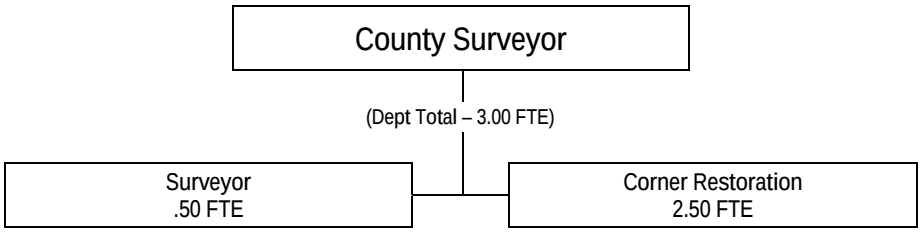


	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
PERSONNEL	$437,198	$393,674	$432,794	$458,378	$300,378
MATERIALS	$125,573	$123,023	$119,491	$135,278	$196,862
CAPITAL	$0	$8,400	$0	$0	$50,000
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$0	$0	$0	$0	$0
CONTINGENCY	$0	$0	$0	$25,000	$80,000
END BAL & RSV	$0	$0	$0	$735,668	$926,635
TOTAL EXP	$562,771	$525,097	$552,285	$1,354,324	$1,553,875
TOTAL REV	$502,880	$696,948	$527,696	$1,354,324	$1,553,875
FTEs	6.00	6.00	5.00	5.00	3.00

Numbers for FY 09-10 through FY 11-12 are actual revenues and expenditures. FY 12-13 and FY 13-14 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 on page 17 of this document. In FY 12-13 and FY 13-14, the ending balance and reserves includes the budgeting of reserves for the Corner Restoration Program. By State statute, it is dedicated to the preservation and rehabilitation of government land corners. The reduction of 2.00 FTEs between FY 12-13 and FY 13-14 is attributable to changes in economic conditions and demand.

SURVEYOR

Organization Chart



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

SURVEYOR

Department Summary

Highlights and Challenges

Purpose Statement: The County Surveyor is responsible for compliance with all Oregon Revised Statutes (ORS) and Oregon Administrative Rules (OAR) which regulate the practice of surveying in Oregon. Primary functions of the County Surveyor are as follows: establish or reestablish and maintain all public land survey corners which are the foundation of real property ownership in Oregon; review of all survey documents prior to filing for compliance with all laws and regulations related to the practice of surveying; and serve as the steward and guardian of all survey and land records which the County Surveyor is responsible for and make them publicly available in accordance with Oregon's public records laws. This summary of duties is essential and required by State statute in order to safeguard the health, welfare, and safety of the citizens Jackson County as they relate to the location and division of real property. The information managed and data which is produced by the County Surveyor is fundamental in all processes which involve the location, development, and taxation of real property.

Major Issues and Service Level Goals for Fiscal Year 2013-2014

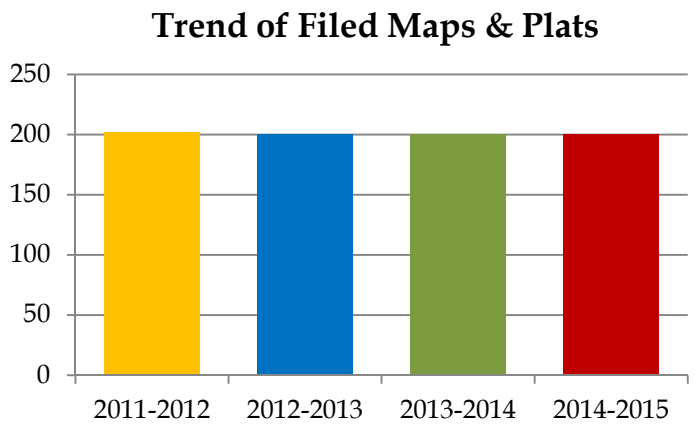
- Safeguard the health, welfare and safety of the public by ensuring that all survey maps, property line adjustments, subdivisions, partitions, and condominiums meet State and local law requirements and are evaluated quickly and efficiently.
- Restore and maintain all public land survey corners in the County which are the basis of land ownership and development of cadastral maps for taxation. Restore public land corners which provide the greatest benefit to the greatest number of citizens.
- Complete the migration of all survey and land records from a paper based environment to secure digital storage. Continue to digitally preserve and archive irreplaceable survey and land records.
- Develop a Geographic Information System (GIS) geo-database for the indexing and search of all survey, land, and corner restoration records to facilitate the public's access, increase compliance with public records laws, and decrease operating costs.
- Complete a countywide inventory of all public land survey corners and evaluate the date of their restoration.
- Produce a series of maps which display public land survey corners that are in need of restoration based on time, land development, and urban growth.
- Continue the County Surveyor's corner restoration activities with public works departments, construction contractors, and the timber industry to prevent the destruction of survey monuments.
- Develop a structure and implement a pay system for online purchase of survey and land records.

- Establish horizontal and vertical survey control on public land survey corners throughout the corner restoration process. Compile this data into a GIS dataset and make it publicly available.
- Collaborate more effectively with the Assessor's cadastral mapping by making survey control more available in GIS and assist with analysis of complex land boundary issues.
- Collaborate more effectively with Development Services in the overlap between planning and surveying as it relates to land division, lot legality, and floodplain mapping.
- Devote more time and resources to technical training of personnel.
- Utilize technology to do more with less; increase the level of service with fewer staff.

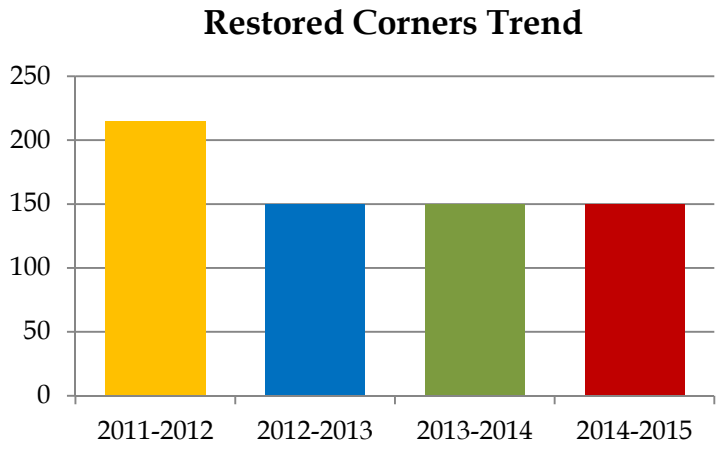
Major Issues and Service Level Accomplishments for Prior Year

- Acquisition and integration of a large body of valuable historic surveying records, previously owned by Mark Boyden.
- Stagnant revenue of document sales.
- 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 public land survey corners.
- The Surveyor's Office is continuing work on development of a database of all County Geodetic Survey positions. This valuable survey and mapping control is collected during staff's daily corner restoration work and other field projects. It is frequently requested and is a great way to stamp a permanent location on important public land survey corner positions.
- The Surveyor's Office has participated in cooperative efforts with other public agencies on several facility development projects.

Benchmarks



SURVEYOR


Restored Corners Trend
250
200
150
100
50
0
2011-2012
2012-2013
2013-2014
2014-2015

Surveyor

Program Purpose

The responsibility of the County Surveyor, as set out in the Oregon Administrative Rules (OAR) and Oregon Revised Statutes (ORS), is to safeguard the health, welfare, and safety of the public by ensuring that all survey maps, property line adjustments, subdivisions, partitions, and condominiums meet State and local law requirements and are evaluated quickly and efficiently. Once maps have been submitted, they are filed in the official County records, indexed in a protected environment, and made accessible to the public. Through the County's Surveyor Program, the property lines of all citizens are protected by assuring compliance with surveying laws prior to the filing of any records and by securing all surveys and land records and making them publicly available. The County Surveyor supports the other County departments by serving as the surveying, mapping, and land title and property boundary expert for Jackson County. The Surveyor Program is helping 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; (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; (4) Strengthen cooperation between public agencies; (10) Make the best use of Jackson County's human and material resources; and (11) Maintain public records to provide financial, historical, and statistical information.

Program Information

The Surveyor Program provides the following services:

- **Review and Filing of Survey Maps, Property Line Adjustments, Partition Plats, Subdivision Plats, Condominium Plats, and Right-of-Way Records and Provide Public Accessibility to Records**

  Strategic Objective: Review survey documents within seven business days of submission; file survey documents and make them available to the public within three business days of review and approval; complete survey document review and filing 70 percent faster than is required by ORS 209; and develop an online records delivery system to increase public accessibility to records, thus increasing public awareness and revenue.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Review survey documents within seven business days of submittal	n/a*	100%	100%	100%
File survey documents and make them available to the public within three business days of review and approval	n/a*	100%	100%	100%

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of survey documents purchased	n/a*	2,300	2,300	2,500
Percent of survey and land documents available online	n/a*	5%	5%	50%

*Format for tracking and measures achievement of program objectives has changed; therefore, 2011-2012 data does not exist.

- **Professional Surveying Services, Mapping Services, Land Title Analysis, Document Review**

  Strategic Objective: To supply efficient, cost-effective, accurate professional services to other County departments as needed for facility development, easements, property line adjustments, property line location, land title analysis, floodplain mapping, geodetic survey control, etc. Actively seek out this interdepartmental work and build relationships in which the expertise of the Surveyor's Office can assist County departments in achieving their goals.

Significant Issues in the Year Ahead

Migrating over 150 years of survey and land records from paper format to the digital age; preservation is essential for these irreplaceable survey and land records of which the County Surveyor is the dedicated steward/guardian under ORS 209. A massive work plan is in place to scan this information into an archival format and, in conjunction with this project, the creation of a Geographic Information System (GIS) geo-database for spatial indexing of all of the County Surveyor's records in addition to a text based database. The development of this GIS dataset requires substantial training of existing personnel to complete the project in a timely manner. The objective of this records and information management plan is multipurpose: 1) preservation, 2) overhead reduction, 3) public access, 4) online delivery, and 5) increase document sales revenue. Fostering a strong relationship with the Information Technology/GIS Department is already underway and will continue to assist in achieving these goals. The greatest challenge to this project is funding and the ability to recover costs through the sale of digital records.

Review and filing of survey documents within the timeframe set out by the County Surveyor, which is 70 percent less than what is required under ORS. The difficulty in achieving these goals is an inconsistent stream of submittals; volume fluctuates greatly from month to month throughout the fiscal year. Implementation of a new records management system will

also take some time for staff to become fully efficient. The loss of technical survey staff, who also doubled as the Deputy County Surveyor, due to funding poses challenges for meeting goals. It is the objective of the Surveyor's Office to review and file all survey documents as quickly and efficiently as possible.

Interdepartmental work on County projects appears to be increasing, though it is inconsistent and cannot be relied on as a sustained funding source. The objective of this work program is to provide effective, accurate, and cost efficient service to County departments in a timely.

Financial Condition

Within the Surveyor Program, revenue is being tracked in greater detail to account for the variability in funding sources. A comprehensive overview of the Department's financial structure has recently been performed and the results of this analysis are being utilized to the best of staff's ability to forecast the amount of revenue from each source.

The Surveyor Program has volatile funding sources as they are directly tied to real property and land development. Given the current economic conditions and fluctuations in monthly revenue, the use of conservative estimates is most practical. A review of the County Surveyor's fees for service is underway to ensure that State and local law is being complied with while protecting the interest of the public and offering the best possible service at the lowest cost. Innovation and outreach to increase public awareness of the services that the County Surveyor offers is key to the Surveyor Program remaining self-sufficient. The Surveyor Program receives no General Fund support.

Program: 430101	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Fees & Other Service Charges	$77,049	$61,189	$86,768	$71,596	$67,600
All Other Resources	$3,107	$25,365	$21,024	$0	$1,774
Interfund Transfers	$1,513	$220,000	$3,799	$600	$15,000
Total	**$81,669**	**$306,554**	**$111,591**	**$72,196**	**$84,374**
EXPENDITURES					
Personnel Services	$28,417	$44,892	$48,581	$52,407	$48,632
Materials & Services	$32,128	$1,347	$22,978	$19,789	$43,074
Total	**$60,545**	**$46,239**	**$71,559**	**$72,196**	**$91,706**
Full-Time Equivalent	**0.75**	**0.60**	**0.60**	**0.60**	**0.50**

Corner Restoration

Program Purpose

The County Surveyor is legally responsible for all public land survey corners in Jackson County and the Corner Restoration Program monitors and maintains those corners. The physical monument at the public land survey corner position marks on the surface of the earth the foundation of our land ownership system. Public Land Survey Corners are the basis for describing, dividing, developing, and taxing real property. Nearly 20,000 corners in our area were established since the 1800's and continue to be established through the division of land. As further development and population growth take place, the preservation of these corners is vital to maintaining and documenting the accurate boundaries of all properties. They are necessary to enable the less costly division of land, essential in location of rights of way, and serve as the foundation for the Assessor's cadastral mapping program which is the basis for the taxation of real property. The Corner Restoration Program is helping 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; (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; (11) Maintain public records to provide financial, historical, and statistical information; and (12) Plan for the future.

Program Information

The Corner Restoration Program pursues the following objectives:

- **Public Land Survey Corner Restoration**

Strategic Objective: To visit and restore Public Land Survey Corners that are in danger of being destroyed by logging, fire, construction, and exposure to the elements. Obtain geodetic survey positions on all Public Land Survey Corners. Legally and efficiently document corner restorations to effectively perpetuate their location and history.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of corners re-established or visited and reported upon	254	250	150	150
Percent of corners with geodetic survey positions	n/a	1%	1%	3%
Percent of corner re-establishment field notes scanned and archived	n/a	10%	10%	25%

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Percent of corner re-establishment records available online	n/a	25%	25%	50%
Number of trainings hosted to educate the public on corners	n/a	5	5	7

The objective of the Corner Restoration Program in the past has been to visit as many corners as possible in the fiscal year, regardless of location. A new priority is to focus on reestablishing those corners which affect the largest population. These corners require substantially more complex surveying than corners in the more rural areas of the County.

- **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 Survey Corners.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of technical training hours	30	32	30	75
Technical training hours per FTE	6	7	7.5	25

- **Revenue Diversification**

Strategic Objective: To diversify program revenue sources. The Public Land Corner Preservation Fund is a restoration and maintenance program as defined by Oregon Revised Statutes (ORS) 203 and 209. Public Land Survey Corners are often overlooked or intentionally destroyed. ORS 209 specifically states that the County Surveyor shall be notified prior to the disturbance of a Public Land Survey Corner and may be reimbursed for the materials and expenses for the maintenance of such corners.

Outcome(s)	FY 2011-2012 Actual	FY 2012-2013 Budgeted	FY 2012-2013 Expected	FY 2013-2014 Projected
Number of corners destroyed for which cost recovery was sought	n/a	2	2	10
Number of corners destroyed for which cost recovery was achieved	n/a	0	0	10

Significant Issues in the Year Ahead

The vast number of Public Land Survey Corners throughout the County, combined with difficult terrain and increasingly restricted access through private property, has created a "reactive" program rather than a general maintenance operation. Corner restoration productivity has been adversely affected when staffing levels were reduced during fiscal year 2012-2013. The objective in the past has been to restore and maintain as many corners as possible in a year regardless of location. This practice has led to neglect of Public Land Survey Corners in some of the most densely populated areas of the County, where the preservation of the corner position is of the utmost importance due to the great number of properties that a particular corner can affect. Corners in more populated areas require substantially more technical surveying and a greater amount of time to achieve legally compliant corner restoration.

Outreach and education of public works departments, agencies, construction contractors, and timber companies is essential for public awareness of the importance of Public Land Survey Corners. The County Surveyor will be hosting a number training opportunities to educate the public on the importance of Public Land Survey Corners. It is the objective of the County Surveyor that, by raising public awareness of the importance of the Corner Restoration Program, our system of land ownership is protected. Additionally, cost recovery will be sought when corners are destroyed without prior notice to the County Surveyor.

Utilization of the latest field survey instrumentation enables field staff to operate independently. The ability to capture data electronically in the field and seamlessly transfer it to the office environment for processing has reduced the staffing needs of this Program; lowering overhead and doing more with less through the use of technology. Keeping staff adequately trained and outfitted to obtain the greatest level of productivity in the field and office.

Corner Restoration

Financial Condition

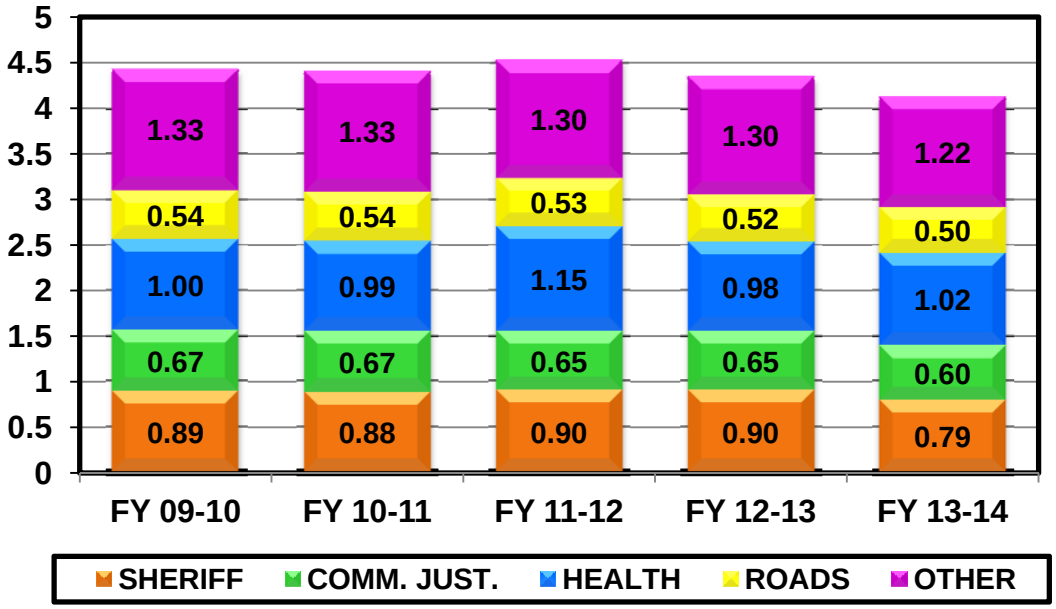
Revenue for the Corner Restoration Program is generated by a fee assessed to documents related to real property that are recorded in the Clerk's Office. Although this revenue stream has been negatively affected by the lower volume of documents being recorded, the impact has been lessened by reducing staffing levels during fiscal year 2012-2013.

A comprehensive overview of the Surveyor's Office financial structure has recently been performed and it was immediately apparent that since fiscal year 2009-2010, the Corner Restoration Program's reserves have been decreasing. A statistical analysis of revenue has been performed. The results of this analysis are being utilized to the best of staff's ability to forecast the amount of revenue. The Corner Restoration Program has a funding source that is directly tied to real property and land development. Given the current economic conditions, the use of conservative estimates is most

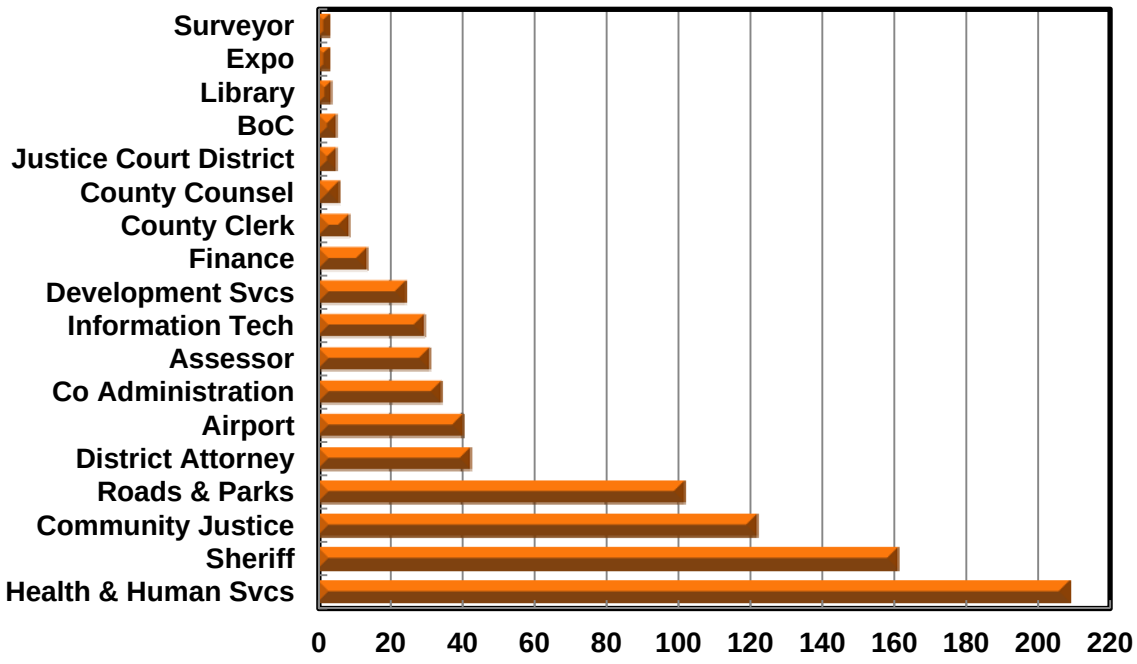
Overall the fund is stable and creates sufficient monthly revenue to support the majority of the Corner Restoration Program costs. The Corner Fund currently has a reserve to cover shortfalls in the associated monthly revenue source and to make one-time materials or services purchases to improve operational efficiency. Responsible fiscal management of the Public Land Corner Preservation Fund is essential to ensure long term sustainability of this Program. The Corner Restoration Program is self-supporting and does not receive General Fund support.

Program: 430102	**2009-2010 Actual**	**2010-2011 Actual**	**2011-2012 Actual**	**2012-2013 Adopted**	**2013-2014 Adopted**
REVENUES					
Fees & Other Service Charges	$380,566	$358,443	$362,662	$352,532	$360,000
All Other Resources	$23,439	$0	$0	$14,146	$10,054
Interfund Transfers	$17,207	$31,950	$53,444	$5,590	$0
Fund Balance	$0	$0	$0	$909,860	$1,099,447
Total	**$421,212**	**$390,393**	**$416,106**	**$1,282,128**	**$1,469,501**
EXPENDITURES					
Personnel Services	$408,781	$348,782	$384,213	$405,971	$251,746
Materials & Services	$93,445	$121,676	$96,513	$115,489	$153,788
Capital Outlay	$0	$8,400	$0	$0	$50,000
Contingency	$0	$0	$0	$25,000	$80,000
Ending Balance and Reserves	$0	$0	$0	$735,668	$926,635
Total	**$502,226**	**$478,858**	**$480,726**	**$1,282,128**	**$1,462,169**
Full-Time Equivalent	**5.25**	**5.40**	**4.40**	**4.40**	**2.50**

FTE PER THOUSAND POPULATION



FTE BY DEPARTMENT
FY 2013-2014



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2009 – 2010 ACTUAL	2010 – 2011 ACTUAL	2011 – 2012 ACTUAL	2012 – 2013 ADOPTED	2013-2014 ADOPTED

AIRPORT

AIRPORT							
	Admin Secretary	R2-1/4	1.00				
	Airport Security Supervisor	R3-1/4	1.00				
	Program Manager I	R3-4/7	1.00				
	Maintenance Manager	R3-5/8	1.00				
	Airport Director	R5-1/4	1.00				
	Accountant I	M0002		1.00	1.00	1.00	1.00
	Administrative Assistant II	M0002		1.00	1.00	1.00	1.00
	Maintenance Supervisor	M0006		0.00	1.00	1.00	1.00
	Program Manager II	M0009		2.00	2.00	2.00	2.00
	Senior Maintenance Manager	M0009		1.00	1.00	1.00	1.00
	Airport Director	M0018		1.00	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	1.00	1.00	1.00
	Airport Enf Officer	E0011	12.20	11.95	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	0.00	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	2.00	2.00	2.00	2.00
	Accounting Clerk III	E0015	1.00	0.00	0.00	0.00	0.00
	Airport Protection Specialist	E0015	0.00	4.20	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	0.50
	Airport Compliance Coordinator	E0018	1.00	1.00	1.00	1.00	1.00
	Sr Maintenance Worker	E0018	7.00	7.00	7.00	7.00	7.00
	Electrician	E0022	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		40.75	40.75	40.75	40.75	40.25

ASSESSOR

ASSESSOR							
	Secretary	R1-3/6	1.00				
	Program Manager I	R3-4/7	3.00				
	Program Manager II	R3-5/8	1.00				
	Chief Appraiser	R4-3/6	1.00				
	Administrative Assistant I	M0001		1.00	1.00	1.00	1.00
	Project/Program Coordinator II	M0005		1.00	1.00	1.00	1.00
	Project/Program Coordinator IV	M0007		0.00	1.00	1.00	1.00
	Supervisor V	M0007		2.00	0.00	0.00	0.00
	Program Manager IV	M0011		0.00	1.00	0.00	1.00
	Program Manager V	M0012		1.00	0.00	1.00	0.00
	Chief Appraiser	M0013		1.00	1.00	1.00	0.00
	County Assessor	C0091	1.00	1.00	1.00	1.00	1.00
	Office Assistant II	E0010	6.00	6.00	0.00	0.00	0.00
	Office Assistant III	E0012	5.00	5.00	9.00	8.00	8.00
	Office Assistant IV	E0015	2.00	2.00	2.00	2.00	2.00
	Cartographer	E0017	3.00	2.00	1.60	1.00	2.00

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2009 – 2010 ACTUAL	2010 – 2011 ACTUAL	2011 – 2012 ACTUAL	2012 – 2013 ADOPTED	2013-2014 ADOPTED
ASSESSOR	Property Appraiser I	E0019	3.00	1.00	1.00	0.00	1.00
	Sr Cartographer	E0019	1.00	1.00	1.00	1.00	1.00
	Data/Property Analyst I	E0021	0.00	0.00	0.00	1.00	0.00
	Property Appraiser II	E0021	8.00	10.00	8.00	8.00	6.00
	Commercial Appraiser	E0023	2.00	2.00	2.00	2.00	1.00
	Data/Property Analyst II	E0023	2.00	2.00	2.00	1.00	1.00
	Lead Appraiser/Appraiser Spec	E0024	1.00	1.00	4.00	3.00	4.00
	TOTAL DEPARTMENT		40.00	39.00	36.60	33.00	31.00

BOARD OF COMMISSIONERS

BOARD OF COMMISSIONERS	Executive Secretary	R2-2/5	2.00				
	Administrative Assistant II	M0002		2.00	1.80	1.80	1.80
	Project/Program Coordinator III	M0006		0.00	0.20	0.20	0.20
	County Commissioner	C0098	3.00	3.00	3.00	3.00	3.00
	TOTAL DEPARTMENT		5.00	5.00	5.00	5.00	5.00

COMMUNITY JUSTICE

COMMUNITY JUSTICE	Admin Secretary	R2-1/4	1.00				
	Supervisor I	R2-5/8	5.00				
	Fiscal/Adm Mgr	R3-2/5	1.00				
	Research/Projects Analyst - CJ	R3-3/6	1.00				
	Supervisor II	R3-3/6	1.00				
	Program Manager II	R3-5/8	3.00				
	Program Manager III	R4-1/4	3.00				
	Program Manager IV	R4-2/5	1.00				
	Program Manager V	R4-3/6	1.00				
	Community Justice Dir	R5-5/8	1.00				
	Supervisor I	M0003		4.00	4.00	4.00	4.00
	Supervisor II	M0004		1.00	1.00	1.00	1.00
	Project/Program Coordinator II	M0005		1.00	1.00	1.00	1.00
	Supervisor III	M0005		2.00	2.00	2.00	2.00
	Project/Program Coordinator IV	M0007		1.00	1.00	1.00	1.00
	Program Manager II	M0009		3.00	3.00	3.00	2.00
	Program Manager III	M0010		2.00	2.00	2.00	2.00
	Program Manager V	M0012		1.00	0.00	0.00	0.00
	Program Manager VIII	M0015		2.00	3.00	3.00	3.00
	Community Justice Director	M0019		1.00	1.00	1.00	1.00
	Office Assistant II	E0010	2.00	2.00	0.00	0.00	0.00
	Health Assistant I	E0011	0.00	0.00	1.00	1.00	1.00
	Office Assistant III	E0012	14.00	14.00	13.00	13.00	12.00
	Com Svc Crew Coord	E0013	11.00	11.00	11.00	11.00	10.00
	Transition Center Technician	E0013	11.00	11.00	11.00	11.00	12.00

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2009 – 2010 ACTUAL	2010 – 2011 ACTUAL	2011 – 2012 ACTUAL	2012 – 2013 ADOPTED	2013-2014 ADOPTED
COMMUNITY JUSTICE	Lead Com Svc Crew Coor	E0015	2.00	2.00	0.00	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	0.00	0.00	0.00
	Juvenile Justice Specialist I	E0017	0.00	0.00	22.00	21.00	21.00
	Program Specialist - Comm Just	E0017	7.00	6.00	6.00	6.00	1.00
	Group Counselor II	E0019	9.00	7.00	0.00	0.00	0.00
	Juvenile Justice Specialist II	E0019	0.00	0.00	7.00	7.00	6.00
	Alcohol and Drug Specialist	E0020	0.00	0.00	2.00	2.00	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	1.00	1.00	1.00
	Probation Officer II	E0022	11.00	11.00	0.00	0.00	0.00
	Juvenile Probation Officer	E0023	0.00	0.00	10.50	10.75	10.00
	Probation Officer III	E0023	2.00	2.00	1.00	1.00	1.00
	Mental Health Spec III	E0024	0.00	0.00	1.00	1.00	1.00
	Sr Deputy Probation	P0201	22.00	22.00	22.00	22.00	20.00
	TOTAL DEPARTMENT		141.00	138.00	133.50	132.75	122.00

COUNTY ADMINISTRATION

COUNTY ADMINISTRATION	Secretary	R1-3/6	0.50				
	Admin Secretary	R2-1/4	1.00				
	Executive Secretary	R2-2/5	1.00				
	Admin Assistant	R2-3/6	2.00				
	Sr Admin Assistant	R2-5/8	2.50				
	Sr Auditor	R3-2/5	2.00				
	Program Manager I	R3-4/7	1.00				
	Maintenance Manager	R3-5/8	2.00				
	Management Analyst	R3-5/8	3.00				
	Facility Maint Supt	R4-2/5	1.00				
	Sr Management Analyst	R4-2/5	2.00				
	County Auditor	R4-5/8	1.00				
	HR and Risk Director	R5-1/4	1.00				
	Sr Deputy County Administrator	R5-5/8	1.00				
	Administrative Assistant II	M0002		3.50	3.20	3.20	3.20
	Administrative Assistant III	M0003		1.00	1.00	1.00	1.00
	Project/Program Coordinator II	M0005		2.00	2.00	2.00	2.00
	Project/Program Coordinator III	M0006		1.00	0.80	0.80	0.80
	Maintenance Manager	M0007		2.00	2.00	2.00	2.00
	Budget Analyst	M0008		1.00	1.00	1.00	1.00
	Human Resources Risk Analyst	M0008		1.75	1.75	1.75	1.75
	Senior Auditor	M0008		2.00	2.00	2.00	2.00
	Emergency Manager	M0009		1.00	1.00	1.00	1.00
	Sr Human Resources/Risk Analys	M0010		2.00	2.00	2.00	1.00
	Program Manager VI	M0013		1.00	1.00	1.00	1.00
	County Auditor	M0017		1.00	1.00	1.00	1.00
	Human Resources and Risk Dir	M0017		1.00	1.00	1.00	1.00

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2009 – 2010 ACTUAL	2010 – 2011 ACTUAL	2011 – 2012 ACTUAL	2012 – 2013 ADOPTED	2013-2014 ADOPTED
COUNTY ADMINISTRATION	Sr Deputy County Administrator	M0019		1.00	1.00	1.00	1.00
	County Administrator	A0100	0.70	0.70	0.70	1.00	1.00
	Office Assistant II	E0010	0.00	0.00	0.50	0.50	0.50
	Maintenance Assistant	E0012	5.00	5.00	4.00	4.00	4.00
	Office Assistant III	E0012	1.00	1.00	1.00	1.00	1.00
	Assistant Watermaster I	E0017	1.00	1.00	1.00	1.00	0.00
	Sr Maintenance Worker	E0018	6.00	6.00	6.00	7.00	7.00
	Assistant Watermaster II	E0021	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		35.70	35.95	34.95	36.25	34.25

COUNTY CLERK

COUNTY CLERK							
	Supervisor I	R2-5/8	1.00				
	Program Manager I	R3-4/7	1.00				
	Supervisor I	M0003		1.00	1.00	1.00	1.00
	Program Manager II	M0009		1.00	1.00	1.00	1.00
	County Clerk	C0092	1.00	1.00	1.00	1.00	1.00
	Office Assistant III	E0012	4.00	4.00	5.00	5.00	5.60
	Office Assistant IV	E0015	1.00	1.00	0.00	0.00	0.00
	TOTAL DEPARTMENT		8.00	8.00	8.00	8.00	8.60

COUNTY COUNSEL

COUNTY COUNSEL							
	Admin Assistant	R2-3/6	1.00				
	Sr Admin Assistant	R2-5/8	1.00				
	Asst County Counsel	R4-1/4	0.00				
	Sr Assistant Co Counsel	R4-1/6	3.00				
	County Counsel	R5-5/8	1.00				
	Administrative Assistant II	M0002		1.00	1.00	1.00	1.00
	Project/Program Coordinator II	M0005		1.00	1.00	1.00	1.00
	Assistant County Counsel	M0010		1.00	1.00	1.00	1.00
	Senior Asst County Counsel I	M0013		2.00	2.00	2.00	2.00
	Senior Asst County Counsel II	M0015		1.00	0.00	0.00	0.00
	County Counsel	M0018		1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		6.00	7.00	6.00	6.00	6.00

DEVELOPMENT SERVICES

DEVELOPMENT SERVICES							
	Fiscal/Adm Mgr	R3-2/5	1.00				
	Program Manager I	R3-4/7	1.00				
	Program Manager V	R4-3/6	1.00				
	Development Svcs Director	R5-5/8	1.00				

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2009 – 2010 ACTUAL	2010 – 2011 ACTUAL	2011 – 2012 ACTUAL	2012 – 2013 ADOPTED	2013-2014 ADOPTED
DEVELOPMENT SERVICES	Project/Program Coordinator II	M0005		1.00	1.00	1.00	1.00
	Project/Program Coordinator IV	M0007		1.00	1.00	0.00	0.00
	Program Manager VI	M0013		1.00	1.00	1.00	1.00
	Development Services Director	M0018		1.00	1.00	1.00	1.00
	Office Assistant II	E0010	1.00	1.00	0.00	0.00	0.00
	Office Assistant III	E0012	1.50	1.50	1.50	1.50	1.50
	Building Technician	E0014	2.00	2.00	1.00	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	0.00	0.00	0.00
	Planning/Building Specialist	E0019	1.00	1.00	1.00	1.00	1.00
	Code Enforcement Officer	E0020	3.00	3.00	3.00	3.00	3.00
	Planner I	E0021	2.00	1.00	1.00	1.00	1.00
	Construction Inspector	E0024	5.00	5.00	4.00	4.00	4.00
	Planner II	E0024	3.00	3.00	3.00	3.00	3.00
	Planner III	E0026	4.00	4.00	4.00	4.00	4.00
	TOTAL DEPARTMENT		30.50	29.50	25.50	24.50	24.50

DISTRICT ATTORNEY

DISTRICT ATTORNEY							
	Supervisor II	R3-3/6	1.00				
	Deputy Dist Atty I	R3-4/7	7.00				
	Program Manager I	R3-4/7	2.00				
	Deputy Dist Atty II	R4-1/4	7.00				
	Sr Deputy District Attorney	R4-5/8	3.00				
	Chief Deputy Dist Attorney	R5-1/4	1.00				
	Deputy District Attorney I	M0005		7.00	7.00	7.00	7.00
	Supervisor III	M0005		1.00	1.00	1.00	1.00
	Supervisor IV	M0006		2.00	2.00	2.00	2.00
	Deputy District Attorney II	M0010		8.00	8.00	8.00	7.00
	Senior Deputy District Attorney	M0013		3.00	3.00	3.00	3.00
	Chief Deputy District Attorney	M0015		1.00	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	0.00
	Legal Assistant I	E0012	2.00	2.00	2.00	2.00	2.00
	Office Assistant III	E0012	6.00	6.00	6.00	6.00	1.00
	Project Specialist	E0013	1.50	2.00	1.50	1.50	1.50
	Legal Assistant II	E0015	11.00	11.00	11.00	11.00	11.00
	Office Assistant IV	E0015	0.00	0.00	0.00	0.00	4.00
	Victim/Witness Spec	E0022	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		44.50	46.00	45.50	45.50	42.50

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2009 – 2010 ACTUAL	2010 – 2011 ACTUAL	2011 – 2012 ACTUAL	2012 – 2013 ADOPTED	2013-2014 ADOPTED
EXPO							
EXPO							
	Fiscal/Adm Mgr	R3-2/5	1.00				
	Exposition Park Director	R5-1/4	1.00				
	Project/Program Coordinator III	M0006		1.00	1.00	1.00	1.00
	Exposition Park Director	M0017		1.00	1.00	1.00	0.00
	Accounting Clerk II	E0012	0.75	0.00	0.00	0.00	0.00
	Project Specialist	E0013	1.00	1.00	1.00	1.00	1.00
	Maintenance Worker	E0015	2.00	1.00	0.00	0.00	0.00
	Sr Maintenance Worker	E0018	1.00	1.00	2.00	1.00	1.00
	TOTAL DEPARTMENT		6.75	5.00	5.00	4.00	3.00
FIDUCIARY							
FIDUCIARY							
	County Administrator	A0100	0.30	0.30	0.30	0.00	0.00
	TOTAL DEPARTMENT		0.30	0.30	0.30	0.00	0.00
FINANCE							
FINANCE							
	Accountant I	R2-3/6	1.00				
	Admin Assistant	R2-3/6	1.00				
	Payroll Supervisor	R2-4/7	1.00				
	Accountant II	R2-5/8	2.00				
	Finance Dir/Treasurer	R5-1/4	1.00				
	Accountant II	M0003		1.00	1.00	1.00	0.00
	Supervisor I	M0003		1.00	1.00	1.00	1.00
	Accountant III	M0004		1.00	1.00	1.00	1.00
	Project/Program Coordinator IV	M0007		2.00	2.00	2.00	2.00
	Finance Director/Treasurer	M0017		1.00	1.00	1.00	1.00
	Accounting Clerk II	E0012	0.56	0.06	0.00	0.00	0.00
	Customer Service Specialist	E0012	3.53	3.03	3.56	3.56	3.56
	Accounting Clerk III	E0015	3.00	3.00	3.00	3.00	4.00
	Office Assistant V	E0017	1.00	1.00	0.00	0.00	0.00
	Personal Prop Field Dep	E0020	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		15.09	14.09	13.56	13.56	13.56
HEALTH AND HUMAN SERVICES							
HEALTH AND HUMAN SERVICES							
	Admin Secretary	R2-1/4	1.00				
	Accountant I	R2-3/6	1.00				
	Admin Assistant	R2-3/6	1.00				
	Special Projects Manager	R3-2/5	2.00				
	Supervisor II	R3-3/6	2.00				

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2009 – 2010 ACTUAL	2010 – 2011 ACTUAL	2011 – 2012 ACTUAL	2012 – 2013 ADOPTED	2013-2014 ADOPTED
HEALTH AND HUMAN SERVICES	Program Manager I	R3-4/7	3.00				
	Mediation Specialist	R3-5/8	1.70				
	Program Manager II	R3-5/8	1.00				
	Program Manager III	R4-1/4	3.00				
	Program Manager IV	R4-2/5	3.00				
	Program Manager V	R4-3/6	3.00				
	Program Manager VI	R4-4/7	3.00				
	Hlth/Human Svcs Dir	R5-5/8	1.00				
	Psychiatrist	R7-1/4	3.10				
	Med Director	R7-3/6	1.00				
	Administrative Assistant I	M0001		1.00	1.00	0.00	0.00
	Accountant I	M0002		1.00	1.00	1.00	1.00
	Administrative Assistant II	M0002		2.00	2.00	2.00	2.00
	IT Support Specialist I	M0002		0.00	1.00	0.00	1.00
	Supervisor I	M0003		1.00	2.00	1.00	2.00
	Supervisor II	M0004		1.00	1.00	1.00	1.00
	Project/Program Coordinator II	M0005		1.00	1.00	1.00	1.00
	Supervisor III	M0005		3.00	3.00	3.00	4.00
	System Administrator III	M0005		0.00	0.00	0.00	1.00
	Mediation Specialist	M0006		1.70	1.45	0.00	0.00
	Program Manager I	M0008		2.00	4.00	4.00	5.00
	Program Manager II	M0009		4.00	4.00	3.00	3.00
	Program Manager III	M0010		2.00	2.00	2.00	3.00
	Program Manager IV	M0011		1.00	1.00	1.00	3.00
	Program Manager V	M0012		4.00	4.00	3.00	2.00
	Program Manager VI	M0013		1.00	1.00	1.00	2.00
	Program Manager VII	M0014		2.00	2.00	2.00	2.00
	Program Manager VIII	M0015		2.00	2.00	2.00	2.00
	Program Manager IX	M0016		1.00	2.00	1.00	1.00
	Psychiatrist	M0016		3.10	3.10	2.00	1.00
	Medical Director	M0017		1.00	1.00	1.00	1.00
	Health and Human Services Dir	M0019		1.00	1.00	1.00	1.00
	Office Assistant II	E0010	7.50	6.50	3.50	6.50	2.40
	Health Assistant I	E0011	0.50	0.50	0.50	0.00	0.00
	Shelter Technician	E0011	3.00	3.00	3.00	3.00	4.00
	Accounting Clerk II	E0012	3.60	2.60	0.00	0.00	0.00
	Office Assistant III	E0012	15.45	16.60	18.60	15.60	20.80
	Health Assistant II	E0013	12.30	12.80	11.70	10.10	10.35
	Project Specialist	E0013	0.00	3.00	3.00	3.00	3.00
	Skills Trainer	E0014	27.50	32.50	33.50	16.50	17.00
	Accounting Clerk III	E0015	1.00	2.00	4.60	5.00	5.00
	Health Assistant III	E0015	0.00	0.50	1.50	0.50	0.50
	Office Assistant IV	E0015	5.50	4.50	2.50	2.50	3.00
	Senior Family Advocate	E0015	1.90	1.90	0.00	0.00	0.00
	Veterans Services Officer II	E0015	0.00	0.00	3.00	3.00	3.00
	Animal Control Deputy	E0016	3.00	3.00	3.00	3.00	2.00
	Community Progr Coordinator	E0018	0.00	0.00	0.00	0.00	0.80
	Database Operator	E0018	1.00	1.00	1.00	1.00	1.00

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2009 – 2010 ACTUAL	2010 – 2011 ACTUAL	2011 – 2012 ACTUAL	2012 – 2013 ADOPTED	2013-2014 ADOPTED
HEALTH AND HUMAN SERVICES	Sr Animal Control Deputy	E0018	1.00	0.00	0.00	0.00	0.00
	Alcohol and Drug Specialist	E0020	0.00	0.00	1.00	1.00	1.00
	Dev Disability Case Manager	E0020	9.00	9.00	11.00	11.00	11.00
	Disease Intervention Spec	E0020	0.80	0.80	0.70	0.70	1.00
	Envir Health Spec I	E0020	1.00	0.00	0.00	0.00	0.00
	Mental Health Spec I	E0020	14.00	15.50	16.00	13.00	13.00
	Com Outreach Ed	E0021	1.00	1.00	2.00	1.80	2.80
	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	3.00	4.00	4.00	3.00
	Project/Services Coordinator	E0022	1.00	1.00	0.00	0.00	0.00
	Mental Health Spec III	E0024	31.30	46.90	49.00	40.15	38.70
	Registered Dietitian	E0024	0.80	0.80	0.80	0.75	0.65
	Sr Project/Svcs Coordinator	E0024	2.00	1.00	0.00	0.00	0.00
	Com Health Nurse II	E0025	4.40	4.70	4.55	4.45	4.50
	Envir Health Spec II	E0025	3.00	4.00	4.00	4.00	4.00
	Envir Health Spec III	E0026	1.00	1.00	1.00	1.00	1.00
	Mental Health Spec IV	E0026	5.85	5.00	5.90	4.90	4.00
	Com Health Nurse III	E0027	4.85	4.50	4.25	3.70	4.00
	Mental Health Nurse	E0027	5.35	5.85	5.85	3.35	4.00
	Nurse Practitioner	E0032	3.50	3.50	3.50	1.40	1.40
	TOTAL DEPARTMENT		205.90	236.75	246.50	199.90	208.90

INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY	Computer Support Technician II	R2-2/5	2.00				
	Com Support Technician III	R2-5/8	1.00				
	Telecommunications Coordinator	R2-5/8	1.00				
	Comp Operations Coordinator	R3-1/4	1.00				
	Programmer Analyst I	R3-2/5	3.00				
	Computer Specialist	R3-4/7	9.00				
	Programmer Analyst II	R3-4/7	4.00				
	Sr. Program Analyst	R3-4/7	1.00				
	Tech Services Coord	R3-5/8	2.00				
	Program Manager III	R4-1/4	1.00				
	Technology Director	R5-1/4	1.00				
	Administrative Assistant I	M0001		0.00	1.00	1.00	0.75
	IT Support Specialist I	M0002		1.00	1.00	2.00	0.00
	IT Support Specialist II	M0003		2.00	1.00	2.00	1.00
	Programmer Analyst I	M0003		0.00	1.00	1.00	1.00
	System Administrator I	M0003		1.00	1.00	1.00	1.00
	IT Support Specialist III	M0004		6.00	4.00	4.00	4.00
	Programmer Analyst II	M0004		2.00	1.00	1.00	1.00
	System Administrator II	M0004		1.00	0.00	1.00	0.00
	Programmer Analyst III	M0005		2.00	3.80	2.80	3.80
	Project/Program Coordinator II	M0005		1.00	1.70	1.00	1.00

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2009 – 2010 ACTUAL	2010 – 2011 ACTUAL	2011 – 2012 ACTUAL	2012 – 2013 ADOPTED	2013-2014 ADOPTED
INFORMATION TECHNOLOGY	System Administrator III	M0005		3.00	6.00	4.00	4.00
	Programmer Analyst IV	M0007		0.00	1.00	2.00	1.00
	Project/Program Coordinator IV	M0007		0.00	0.00	0.50	0.00
	Programmer Analyst V	M0008		2.00	1.00	1.00	1.00
	System Administrator IV	M0008		3.00	3.00	3.00	3.00
	Program Manager II	M0009		0.00	2.00	2.00	2.00
	Programmer Analyst VI	M0009		2.00	2.00	2.00	2.00
	System Administrator V	M0010		1.00	1.00	1.00	1.00
	Program Manager IV	M0011		1.00	0.00	0.00	0.00
	Program Manager VI	M0013		1.00	1.00	1.00	1.00
	Technology Director	M0018		1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		26.00	30.00	33.50	34.50	29.55

JUSTICE COURT DISTRICT

JUSTICE COURT DISTRICT	Supervisor I	M0003		1.00	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	3.80	3.80	3.80	3.80	3.00
	Office Assistant III	E0012	1.00	0.00	0.00	0.00	0.00
	TOTAL DEPARTMENT		5.80	5.80	5.80	5.80	5.00

LIBRARY

LIBRARY	Secretary	R1-3/6	0.10				
	Program Manager I	R3-4/7	1.00				
	Administrative Assistant II	M0002		0.10	0.10	0.10	0.10
	Program Manager I	M0008		1.00	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				
	Sewer & Water Specialist	R2-5/8	1.00				
	Sr Admin Assistant	R2-5/8	1.00				
	Special Projects Manager	R3-2/5	1.00				
	Park Operations Supv	R3-3/6	2.00				
	Maint Supervisor	R3-4/7	1.00				
	Construction Mgr/Eng	R3-5/8	1.00				
	Maintenance Manager	R3-5/8	5.00				
	Program Manager II	R3-5/8	1.00				

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2009 – 2010 ACTUAL	2010 – 2011 ACTUAL	2011 – 2012 ACTUAL	2012 – 2013 ADOPTED	2013-2014 ADOPTED
ROADS AND PARKS	Survey Chief	R3-5/8	1.00				
	Traffic/Development Engineer	R3-5/8	1.00				
	Program Manager III	R4-1/4	1.00				
	Fleet Management Supt	R4-2/5	1.00				
	Program Manager IV	R4-2/5	1.00				
	Project Engineer	R4-2/5	1.00				
	Program Manager VI	R4-4/7	1.00				
	Roads and Parks Director	R5-5/8	1.00				
	Administrative Assistant III	M0003		2.00	2.00	2.00	2.00
	Project/Program Coordinator II	M0005		2.00	2.00	2.00	2.00
	Maintenance Supervisor	M0006		1.00	1.00	1.00	1.00
	Parks Operations Supervisor	M0006		1.00	1.00	1.00	1.00
	Project/Program Coordinator III	M0006		1.00	1.00	1.00	1.00
	Maintenance Manager	M0007		5.00	5.00	4.00	4.00
	Survey Chief	M0007		1.00	1.00	1.00	1.00
	Construction Manager/Engineer	M0010		2.00	1.00	1.00	1.00
	Program Manager V	M0012		3.00	3.00	3.00	3.00
	Project Engineer	M0013		1.00	1.00	1.00	1.00
	Program Manager VIII	M0015		1.00	1.00	1.00	1.00
	Program Manager IX	M0016		1.00	1.00	1.00	1.00
	Roads and Parks Director	M0019		1.00	1.00	1.00	1.00
	Office Assistant III	E0012	4.00	4.00	4.00	4.00	4.00
	Equipment Services Worker I	E0014	2.00	2.00	1.00	1.00	1.00
	Road Maintenance Worker	E0014	11.00	13.00	13.00	15.00	15.00
	Accounting Clerk III	E0015	1.00	1.00	1.00	1.00	1.00
	Traffic Control Worker	E0015	4.00	4.00	4.00	4.00	3.00
	Equipment Operator II	E0016	19.00	17.00	16.00	16.00	16.00
	Storeskeeper	E0016	1.00	1.00	1.00	1.00	1.00
	Weighmaster	E0016	1.00	1.00	1.00	0.00	0.00
	Bridge Carpenter	E0017	1.00	1.00	1.00	1.00	1.00
	Equipment Svcs Worker II	E0017	4.00	4.00	4.00	3.00	3.00
	Herbicide Applicator	E0017	2.00	2.00	2.00	2.00	2.00
	Landscape Technician	E0017	3.00	3.00	3.00	3.00	3.00
	Park Ranger	E0017	2.00	4.00	3.00	3.00	4.00
	Traffic Control Leadworker	E0017	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
	Equipment Operator III	E0018	7.00	8.00	8.00	8.00	0.00
	Planning Technician II	E0018	1.00	1.00	1.00	1.00	0.00
	Sr Weighmaster	E0018	1.00	1.00	0.00	0.00	0.00
	Equipment Mechanic	E0019	5.00	5.00	5.00	5.00	3.00
	Equipment Operator IV	E0019	4.00	4.00	4.00	4.00	0.00
	Lead Equipment Operator	E0019	0.0	0.00	0.00	0.00	12.00
	Weighmaster/Safety Technician	E0019	0.00	0.00	1.00	1.00	1.00
	Eng/Survey Tech II	E0020	1.00	2.00	1.00	1.00	1.00
	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	2.00

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2009 – 2010 ACTUAL	2010 – 2011 ACTUAL	2011 – 2012 ACTUAL	2012 – 2013 ADOPTED	2013-2014 ADOPTED
ROADS AND PARKS	Real Property Specialist	E0024	1.00	1.00	1.00	1.00	0.00
	Engineering Associate	E0025	2.00	2.00	2.00	2.00	2.00
	TOTAL DEPARTMENT		111.00	113.00	108.00	107.00	102.00

SHERIFF

SHERIFF							
	Program Specialist	R2-1/4	0.75				
	Admin Assistant	R2-3/6	5.00				
	Sr Admin Assistant	R2-5/8	1.00				
	Supervisor I	R2-5/8	1.00				
	Fiscal/Adm Mgr	R3-2/5	1.00				
	Supervisor II	R3-3/6	2.00				
	Program Manager III	R4-1/4	15.00				
	Program Manager V	R4-3/6	4.00				
	Captain	R4-5/8	2.00				
	Undersheriff	R5-2/5	1.00				
	Administrative Assistant I	M0001		2.00	1.00	2.00	1.00
	Administrative Assistant II	M0002		2.50	2.50	2.50	1.50
	Project/Program Coordinator II	M0005		3.00	3.00	3.00	3.00
	Supervisor IV	M0006		2.00	2.00	2.00	2.00
	Program Manager II	M0009		0.00	1.00	0.00	1.00
	Sergeant I	M0009		6.00	5.00	6.00	3.00
	Sergeant II	M0010		9.00	11.00	9.00	9.90
	Lieutenant	M0013		5.00	4.00	5.00	4.00
	Captain	M0016		2.00	2.00	2.00	2.00
	Undersheriff	M0017		1.00	1.00	1.00	0.00
	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	31.00	31.00	31.00	30.00
	Criminal Data Tech	F0540	3.00	4.00	3.00	3.00	1.00
	Emer Svcs Assistant	F0542	1.00	1.00	1.00	1.00	1.00
	Community Services Officer	F0545	3.00	3.00	3.00	3.00	3.00
	Property Evidence Clerk	F0550	1.00	1.00	2.00	2.00	2.00
	Corrections Deputy	F0571	47.00	48.00	48.00	48.00	43.00
	Criminal Deputy	F0581	56.00	56.00	56.00	56.00	47.45
	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		183.25	183.00	183.00	183.00	161.35

SURVEYOR

SURVEYOR							
	Admin Secretary	R2-1/4	1.00				
	Administrative Assistant II	M0002		1.00	1.00	1.00	0.00
	County Surveyor	C0095	1.00	1.00	1.00	1.00	1.00

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2009 – 2010 ACTUAL	2010 – 2011 ACTUAL	2011 – 2012 ACTUAL	2012 – 2013 ADOPTED	2013-2014 ADOPTED
SURVEYOR	Eng/Survey Tech I	E0018	1.00	0.00	0.00	0.00	0.00
	Land Surveyor I	E0018	0.00	1.00	0.00	0.00	0.00
	Eng/Survey Tech II	E0020	2.00	0.00	0.00	0.00	0.00
	Land Surveyor II	E0020	0.00	1.00	1.00	1.00	0.00
	Eng/Survey Tech III	E0022	1.00	0.00	0.00	0.00	0.00
	Land Surveyor III	E0022	0.00	2.00	2.00	2.00	2.00
	TOTAL DEPARTMENT		6.00	6.00	5.00	5.00	3.00
		GRAND TOTAL	915.14	946.74	940.06	887.91	844.06

Salary range codes are as follows: R (previous)/M (current) = Management*, C = Elected Officials,
E = Service Employees International Union, F = Jackson County Sheriff's Association Employees,
P = Federation of Oregon 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 1, 2013

Band	Step 1 (1 Year)	Step 2 (1 Year)	Step 3 (1 Year)	Step 4 (1 Year)	Step 5 (1 Year)	Step 6
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

Revised 03/16/2012

Elected Officials
Salary Schedule

Title	Class Code	07/01/13 Salary	01/13/14 Salary
County Assessor	C0091	42.72	44.86
County Clerk	C0092	41.68	43.76
County Commissioner	C0098	44.86	44.86
County Sheriff	C0096	63.79	63.79
County Surveyor	C0095	34.29	36.00
District Attorney (County Portion)	C0078	9.99	10.49
Justice of the Peace	C0087	34.61	36.34

Jackson County Service Employees International Union
Salary Schedule
July 2, 2012

Range	Step 1 (1 Year)	Step 2 (1 Year)	Step 3 (1 Year)	Step 4 (1 Year)	Step 5 (1 Year)	Step 6 (1 Year)	Step 7
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

Revised 03/16/2012

Jackson County Sheriff's Employees' Association
Salary Schedule
July 1, 2013

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	14.30	15.02	15.77	16.55	17.38	18.25
Airport Security Officer	104	515	15.55	16.33	17.14	18.00	18.90	19.85
Records Clerk	100	520		16.88	17.72	18.61	19.54	20.52
Criminal Data Technician	101	540	16.88	17.72	18.61	19.54	20.52	21.54
Search & Rescue Assistant	112	542	17.52	18.40	19.32	20.28	21.30	22.36
Community Services Officer	130	545	18.90	19.85	20.84	21.88	22.97	24.12
Property/Evidence Clerk	190	550	20.49	21.51	22.59	23.72	24.91	26.15
Civil Deputy	115	561	22.42	23.54	24.72	25.95	27.25	28.61
Corrections Specialist	103A	566A	20.49	21.51	22.59	23.72	24.91	26.15
	103B	566B	21.01	22.06	23.16	24.32	25.54	26.81
	103C	566C	21.49	22.56	23.69	24.88	26.12	27.43
	103D	566D	22.01	23.11	24.27	25.48	26.75	28.09
	103E	566E	22.52	23.65	24.83	26.07	27.37	28.74
Corrections Deputy	113A	571	23.15	24.31	25.52	26.80	28.14	29.55
	113B	572	23.75	24.94	26.18	27.49	28.87	30.31
	113C	573	24.32	25.54	26.81	28.15	29.56	31.04
	113D	574	24.91	26.16	27.46	28.84	30.28	31.79
	113E	575	25.46	26.73	28.07	29.47	30.95	32.49
Criminal Deputy	120A-E	581	23.63	24.81	26.05	27.35	28.72	30.16
Transportation Deputy	118A-E	582	24.19	25.40	26.67	28.00	29.40	30.87
		583	24.83	26.07	27.38	28.74	30.18	31.69
		584	25.41	26.68	28.01	29.42	30.89	32.43
		585	26.00	27.30	28.67	30.10	31.60	33.18

Revised 03/20/2013

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

Revised 03/16/2012

FIVE-YEAR PROJECTIONS: COMPREHENSIVE LONG-TERM FINANCIAL FORECAST

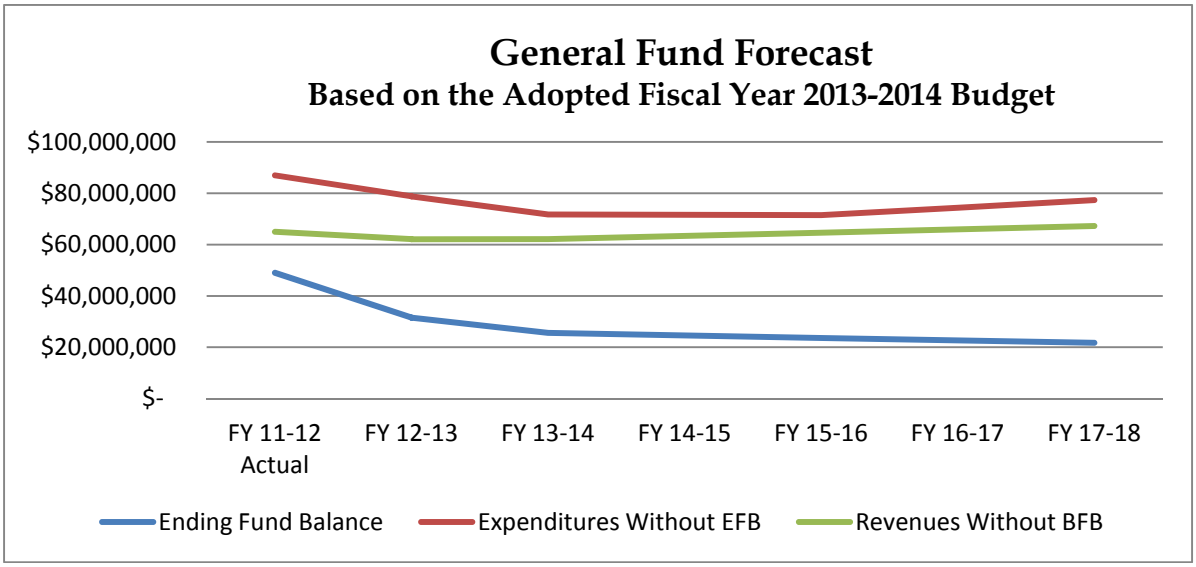
In this forecast, Jackson County projects expected revenues and expenditures for its major funds to help anticipate financial requirements. This tool is central to Jackson County's financial management strategy and budget planning process. This financial planning process can help shape decisions, and permits necessary and corrective action to be taken before problems become more severe.

The County forecasts operating 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 2013-2014 budget: the General Fund ($97,382,100), the Health and Human Services Fund ($42,661,451), the Airport Fund ($40,194,045), the Road Fund ($27,532,060), and the Central Services Fund ($16,057,435). 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.



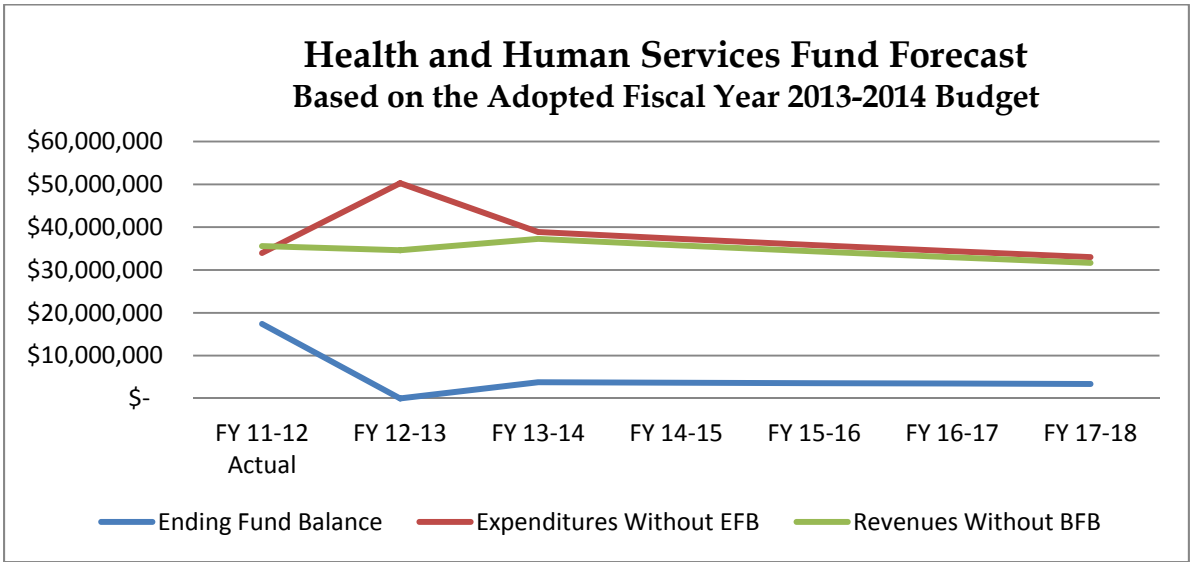
Looking to the future, the County can anticipate major changes in three significant sources of General Fund revenue: property taxes, Oregon and California railroad lands, and State-supported public safety programs. Property values continue to drop to levels that are approaching the maximum assessed value trend line imposed by Measure 50, which could have an effect on the amount of property taxes available. The last extension to the County's Oregon and California railroad lands revenue has expired and the remaining funds will be spent in the 2013-2014 budget. Steps have been and will be taken over the next few years to make departments self-sufficient and/or otherwise address the operating deficit.

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 reduces the amount of revenue collected by the Justice Court. Since the stated intent of the legislation was to be revenue neutral to the public safety programs, 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 2013-2014 Ending Fund Balance is associated with $6 million of General Fund reserves being set aside to purchase and/or remodel facilities to meet the needs of various departments. In fiscal years 2014-2015 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.



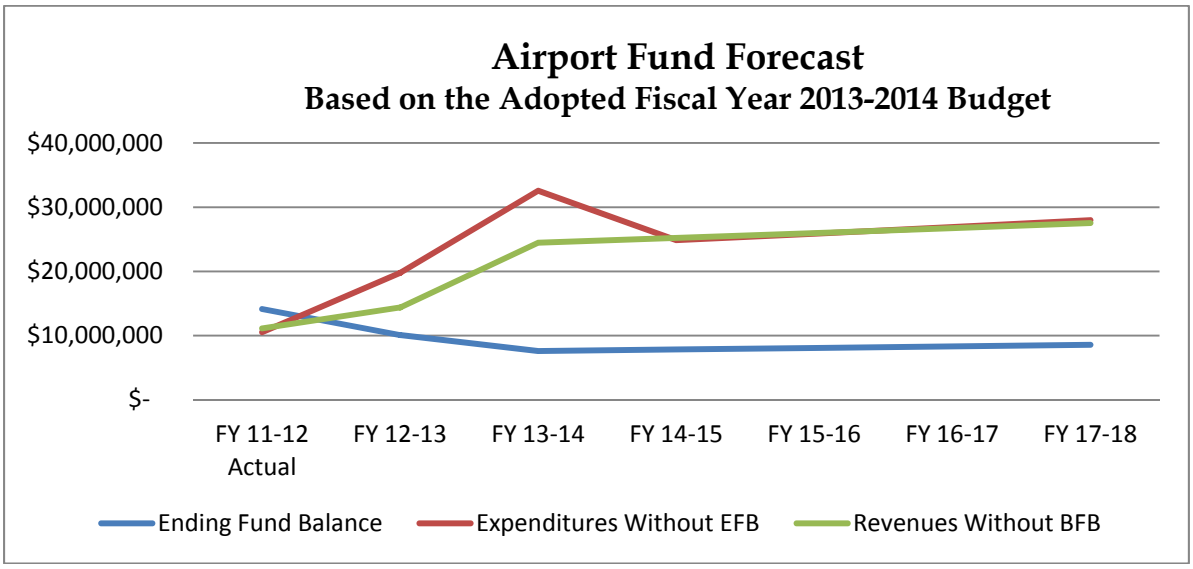
The fiscal year 2013-2014 budget maintains minimum State-mandated services and keeps the Budget Committee direction to not backfill State-funded services if State funding is reduced. In spite of dismal forecasts of the State budget, the demand for services is greater than it has been in most program 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 included funding for a new consolidated center in downtown Medford for Health and Human Services and construction of a new parking garage to serve the facility. This purchase was 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 addition 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 taxiway and runway improvements.

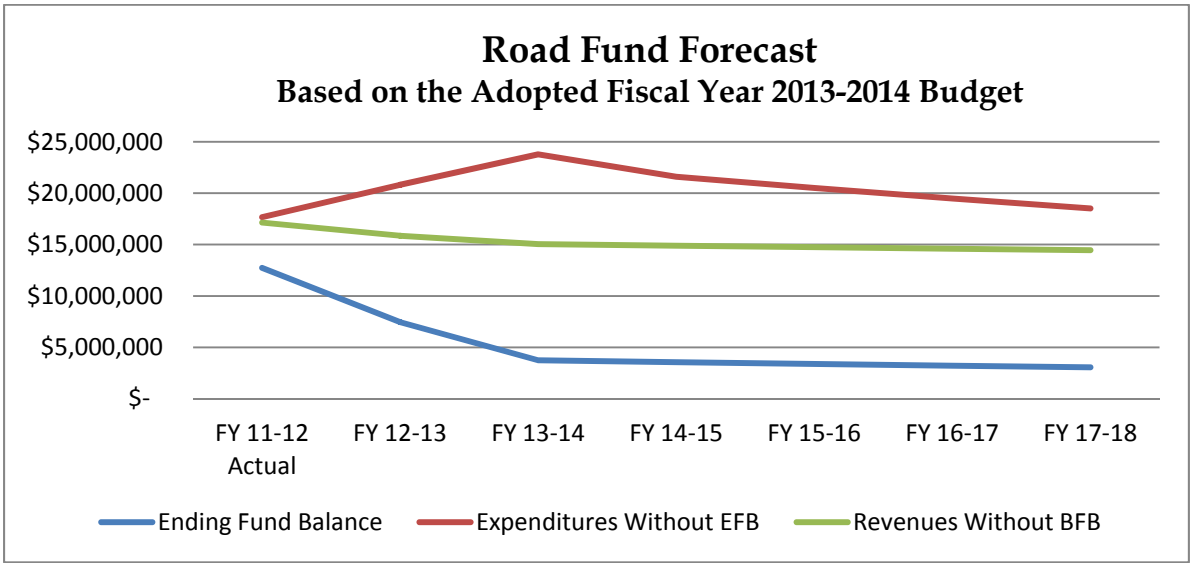


Operationally, the Airport continues to generate new revenues through its fees and charges. Additional opportunities to generate new sources of operating revenue will be considered as the sluggish economy continues in its current state.

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, Federal timber payments concluded in fiscal year 2011-2012. This loss will be approximately $4 million annually or approximately 30 percent of the Road Fund.

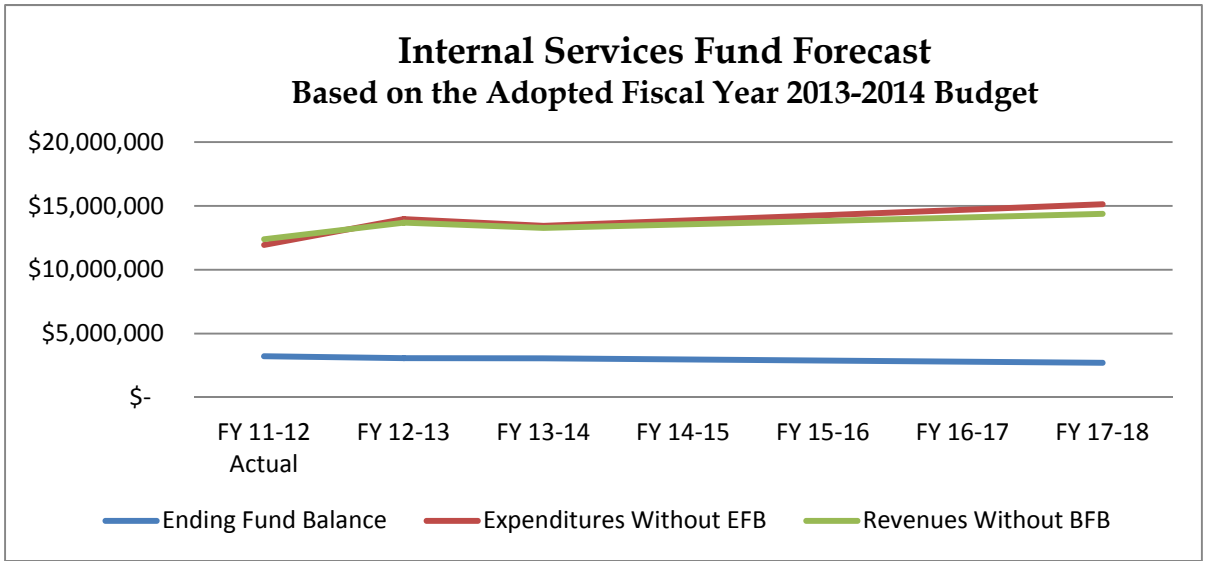
Fiscal year 2008-2009 showed a significant reduction in State gas tax and vehicle registration fees. Oregon House Bill (HB) 2001 increased vehicle registration and titling fees and added 6 cents per gallon to the State gas tax. This bill is now fully implemented and revenue from this program could be 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 was 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 2013-2014 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 Internal Services Fund (565)

The Internal Services Fund is comprised of services that enable all County departments to function efficiently. Internal 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.



Internal 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 Consumer Price Index (CPI), and increases in Internal Services Fund charges generally happen when departments request an increased service, staff has projected a modest increase in Internal 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 County 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 preceding the year of submission. The projections shall be considered as informational and not 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 2013 through 2017 were projected at a 4 percent increase from the 2013-2014 adopted budget. Not all capital outlay has been detailed in this projection. For a full report of capital outlay, see page 226 of this budget document.

COUNTY ADMINISTRATION/FIDUCIARY & CAPITAL PROJECTS

FISCAL YEAR		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
YEAR PROJECTED	2009-2010	$139,443,120				
	2010-2011	$150,596,345	$156,620,198			
	2011-2012	$145,598,971	$151,422,930	$157,479,847		
	2012-2013	$119,894,353	$124,690,127	$129,677,733	$134,864,842	
	2013-2014	$98,928,372	$102,885,507	$107,000,927	$111,280,964	$115,732,203

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

COURTHOUSE: COMMON AREA REMODEL	$400,000				
COMM JUSTICE/ELECTIONS: PARKING LOT OVERFLOW	$227,902				
HHS: FACILITY CONSTRUCTION	$17,011,664				
HHS: PARKING GARAGE CONSTRUCTION	$8,106,434				
HHS: ANIMAL CONTROL FREEZER	$44,000				
IT: REPLACE COUNTY PHONE SYSTEM	$598,398				
LIBRARY: ROOF SEALER	$100,000				
LIBRARY: GARAGE DOORS	$81,730				
ROADS: FLEET REMODEL CANOPY STRUCTURE	$14,500				
SHERIFF: DEPOT DRIVEWAY ACCESS	$478,529				
SHERIFF: JAIL ROOF REPLACEMENT	$260,000				
COMM JUSTICE: TTC BLDG REPLACE HVAC UNITS PODS		$43,000			
COURTHOUSE: RESEAL EXT LIMESTN/MASNRY/PAINTNG		$50,000			
DIST ATTORNEY: BUILDING ARCHITECTURAL SERVICES		$320,000			
HHS: ANIMAL CONTROL PARKING LOT		$35,000			
JUSTICE BLDG: ROOF REPLACEMENT		$225,000			
JUSTICE BLDG: HVAC UPGRADES		$60,000			
SHERIFF: JAIL TRANSFER SWITCH POWER COMPLETE		$75,000			
COMM JUSTICE: TTC BLDG UPGRADE/RPLC SECURITY SYS			$80,000		
COMM JUSTICE/ELECTIONS: EXTERIOR REPAIRS/PAINT/SEAL			$40,000		
DIST ATTORNEY: BUILDING CONSTRUCTION			$5,300,000		
LIBRARY: MEDFORD LOCATION SEAL MASONRY WALLS			$60,000		
ROGUE FAMILY CTR: HVAC SYSTEM REPLACE/REPAIR			$55,000		
SHERIFF: JAIL HVAC UPGRADES			$150,000		
COMM JUSTICE: TTC BLDG RE-ROOF MEN'S SECTION				$175,000	

HHS: DETOX BLDG REPLACE HVAC UNITS	$30,000	
LIBRARY: ASHLAND LOCATION EXTERIOR PAINT AND SEAL	$50,000	
MAINTENANCE: BUILDING 8 EXTERIOR FINISH	$40,000	
ROGUE FAMILY CTR: EXTERIOR PAINT & SEAL	$35,000	
COMM JUSTICE: JUVENILE BLDG REPLACE ROOF		$250,000
HHS: 1915 HAZEL EXTERIOR REPAIRS/PAINT		$40,000
JUSTICE BLDG: REPLACE GENERATOR SWITCH GEAR		$45,000

AIRPORT

FISCAL YEAR		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
YEAR PROJECTED	2009-2010	$49,124,483				
	2010-2011	$30,855,995	$32,090,235			
	2011-2012	$36,633,576	$38,098,919	$39,622,875		
	2012-2013	$35,815,136	$37,247,742	$38,737,651	$40,287,157	
	2013-2014	$44,662,080	$46,448,563	$48,306,506	$50,238,766	$52,248,317

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

UPGRADE SANITARY SEWER	$15,000				
SECURITY PROJECTS	$50,000				
MAINTENANCE VAN	$35,000				
CITY BLDG REQUIREMENTS	$25,000				
CAR RENTAL MAINTENANCE FACILITY-BUILDING	$2,500,000				
SOLAR CANOPY-TERMINAL WALKWAY-BLUE SKY	$170,684				
BLUE SKY MATCH-SOLAR CANOPY-TERMINAL WALKWAY	$57,000				
TAXIWAY B REHAB & DESIGN OF RUNWAY 14/32 REHAB	$100,000				
SNOW REMOVAL EQUIPMENT	$600,000				
REHAB TAXIWAY B & RUNWAY 14/32 REHAB	$6,985,400				
TAXIWAY C REHAB	$1,081,264				
RUNWAY 14/32 REHAB	$7,225,000				
PROPERTY ACQUISITION	$1,400,000				
LAWNSDALE RD IMPROVEMENTS-CAR RENTAL PROJECT	$1,000,000				
CO IV-RUNWAY 14/32 REHAB	$165,457				
5% MATCH-AIP 37-TAXIWAY B	$5,263				
10% MATCH-AIP 38-TAXIWAY B REHAB & RE14/32 REHAB DSN	$776,156				
10% MATCH-AIP 39-TAXIWAY C REHAB & RE 14/32 REHAB	$922,918				
5% MATCH-SNOW REMOVAL EQUIPMENT	$31,579				
PARKING LOT INVENTORY EQUIPMENT	$30,000				
REHAB GATE 1C APRON AREA		$2,440,070			
CONSTRUCT SNOW REMOVAL BUILDING			$1,688,263		
REHAB HANGAR TAXILANES			$900,407		
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		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
YEAR PROJECTED	2009-2010	$3,601,929				
	2010-2011	$3,597,597	$3,741,501			
	2011-2012	$4,144,176	$4,309,943	$4,482,341		
	2012-2013	$4,608,641	$4,792,987	$4,984,706	$5,184,094	
	2013-2014	$5,020,563	$5,221,386	$5,430,241	$5,647,451	$5,873,349

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

THOMSON REUTERS SOFTWARE CONVERSION		$2,589,787		$363,394	

BOARD OF COMMISSIONERS

FISCAL YEAR		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
YEAR PROJECTED	2009-2010	$920,158				
	2010-2011	$683,780	$711,131			
	2011-2012	$781,164	$812,411	$844,907		
	2012-2013	$768,648	$799,394	$831,370	$864,625	
	2013-2014	$741,268	$770,919	$801,755	$833,826	$867,179

COMMUNITY JUSTICE

FISCAL YEAR		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
YEAR PROJECTED	2009-2010	$16,195,014				
	2010-2011	$15,858,035	$16,650,937			
	2011-2012	$15,975,373	$16,614,388	$17,278,963		
	2012-2013	$15,753,445	$16,383,583	$17,038,926	$17,720,483	
	2013-2014	$14,950,251	$15,697,764	$16,482,652	$17,306,784	$18,172,124

COUNTY CLERK

FISCAL YEAR		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
YEAR PROJECTED	2009-2010	$1,466,730				
	2010-2011	$1,520,279	$1,581,090			
	2011-2012	$1,552,784	$1,614,895	$1,679,491		
	2012-2013	$1,488,127	$1,547,652	$1,609,558	$1,673,940	
	2013-2014	$1,492,248	$1,551,938	$1,614,015	$1,678,576	$1,745,719

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

MAINT & UPGRADES TO STATEWIDE VOTER REGISTRATION	$331,901	$32,858	$33,844	$34,859	$35,905
MAINT & UPGRADE TO HELION RECORDING SYSTEM	$20,112	$20,716	$21,337	$21,978	$22,637
UPDATE BALLOT TABULATION EQUIPMENT		$360,000			
BELL & HOWELL BALLOT SORTER MAINTENANCE	$29,550	$30,436	$31,350	$32,290	$33,259
REMODEL FRONT ELECTION COUNTERS		$30,000			

COUNTY COUNSEL

FISCAL YEAR		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
	2009-2010	$925,296				
	2010-2011	$862,506	$897,006			
YEAR PROJECTED	2011-2012	$936,848	$974,322	$1,013,295		
	2012-2013	$831,325	$864,578	$899,161	$935,128	
	2013-2014	$878,696	$922,631	$968,762	$1,017,200	$1,068,060

DEVELOPMENT SERVICES

FISCAL YEAR		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
	2009-2010	$4,508,962				
	2010-2011	$4,290,174	$4,461,781			
YEAR PROJECTED	2011-2012	$4,024,993	$4,185,992	$4,353,432		
	2012-2013	$3,804,806	$3,956,998	$4,115,278	$4,279,889	
	2013-2014	$3,851,673	$4,005,740	$4,165,970	$4,332,608	$4,505,913

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

COMP PLAN IMPLEMENTATION (E.G. ANNUAL LDO UPDATE)	$40,000	$40,000	$40,000	$35,000	$35,000
KEEP COMPREHENSIVE PLAN CURRENT	$35,000	$35,000	$35,000	$40,000	$40,000

DISTRICT ATTORNEY

FISCAL YEAR		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
	2009-2010	$5,063,215				
	2010-2011	$5,012,899	$5,213,415			
YEAR PROJECTED	2011-2012	$5,094,097	$5,246,920	$5,417,327		
	2012-2013	$4,945,726	$5,094,097	$5,246,920	$5,417,327	
	2013-2014	$4,715,218	$4,903,827	$5,099,980	$5,303,979	$5,516,138

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

KARPEL DA CASE MANAGEMENT SYSTEM	$160,000	
COPIER/PRINTER FOR 715 BUILDING		$13,000

EXPO

FISCAL YEAR		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
	2009-2010	$2,291,745				
	2010-2011	$2,081,163	$2,164,409			
YEAR PROJECTED	2011-2012	$2,110,566	$2,173,883	$2,239,100		
	2012-2013	$2,049,093	$2,110,566	$2,173,883	$2,239,100	
	2013-2014	$760,610	$791,034	$822,676	$855,583	$889,806

FINANCE

FISCAL YEAR		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
YEAR PROJECTED	2009-2010	$1,628,346				
	2010-2011	$1,634,762	$1,700,152			
	2011-2012	$1,841,621	$1,915,286	$1,991,897		
	2012-2013	$1,820,756	$1,893,586	$1,969,330	$2,048,103	
	2013-2014	$1,814,778	$1,887,369	$1,962,864	$2,041,378	$2,123,034

HEALTH AND HUMAN SERVICES

FISCAL YEAR		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
YEAR PROJECTED	2009-2010	$61,333,043				
	2010-2011	$56,953,706	$58,092,780			
	2011-2012	$67,075,778	$69,758,809	$72,549,161		
	2012-2013	$52,282,526	$54,373,827	$56,548,781	$58,810,732	
	2013-2014	$42,661,451	$44,794,524	$47,034,250	$49,385,962	$51,855,260

INFORMATION TECHNOLOGY

FISCAL YEAR		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
YEAR PROJECTED	2009-2010	$5,527,287				
	2010-2011	$5,687,976	$5,915,496			
	2011-2012	$6,177,636	$6,424,742	$6,681,731		
	2012-2013	$6,828,902	$7,102,058	$7,386,140	$7,681,586	
	2013-2014	$5,926,146	$6,163,192	$6,409,720	$6,666,108	$6,932,753

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

DATA STORAGE SYSTEM UPGRADE	$131,000
DATA SERVERS	$41,300
REPLACE NETWORK SWITCHES	$14,000
TIDEMARK REPLACEMENT	$50,080
NEWWORLD	$23,120
CORRECTIONS SYSTEMS REPLACEMENT PHASE 3	$10,700
TIBURON REPLACEMENT PLANNING PHASE	$15,700

JUSTICE COURT DISTRICT

FISCAL YEAR		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
YEAR PROJECTED	2009-2010	$577,805				
	2010-2011	$578,913	$602,070			
	2011-2012	$604,509	$628,690	$653,837		
	2012-2013	$595,911	$619,747	$644,537	$670,318	
	2013-2014	$532,855	$554,169	$576,336	$599,389	$623,365

LIBRARY

FISCAL YEAR		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
YEAR PROJECTED	2009-2010	$7,386,092				
	2010-2011	$7,549,486	$7,851,465			
	2011-2012	$7,439,845	$7,737,439	$8,046,936		
	2012-2013	$7,021,778	$7,302,650	$7,594,756	$7,898,546	
	2013-2014	$6,843,088	$7,116,812	$7,401,484	$7,697,543	$8,005,445

ROADS AND PARKS

FISCAL YEAR		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
YEAR PROJECTED	2009-2010	$46,304,183				
	2010-2011	$50,952,268	$52,990,359			
	2011-2012	$40,563,061	$42,185,583	$43,873,007		
	2012-2013	$38,332,186	$39,865,473	$41,460,092	$43,118,496	
	2013-2014	$37,774,499	$39,285,479	$40,856,898	$42,491,174	$44,190,821

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE – PARKS AND RECREATION					
EQUIPMENT REPLACEMENT	$25,000				
FUTURE ACQUISITIONS/DEVELOPMENT		$30,000	$30,000	$30,000	$30,000
IMPROVEMENT PROJECTS					
BEAR CREEK GREENWAY: PINE ST TO UPTON RD	$185,250				
CANTRALL BUCKLEY: CAMPGROUND UPGRADE				$37,500	
EMIGRANT LAKE: CABINS/YURTS			$50,000		
GIVAN PARK: MASTER PLAN				$50,000	
HOWARD PRAIRIE:					
GRIZZLY-NEW RAMP/PARKING					$50,000
KLUM LANDING-CAMPGROUND IMPROVEMENTS				$75,000	$75,000
WILLOW POINT-CAMPGROUND ELECTRICITY			$50,000		
RESORT-RESTROOM/SHOWER BUILDING	$243,000		$75,000		
RESORT-CABINS/YURTS			$75,000		
ROGUE ELK: NEW RESTROOMS/SHOWER					$75,000
SPORTS PARK: SHOOTING RANGE/NEW RESTROOMS	$90,000				
WILLOW LAKE: CAMPGROUND UPGRADES		$62,500			
FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE – PUBLIC WORKS					
EQUIPMENT REPLACEMENT	$561,500	$600,000	$600,000	$600,000	$600,000
RIGHT-OF-WAY ACQUISITION COSTS	$300,000	$350,000	$250,000	$50,000	$50,000
STREET IMPROVEMENT PROJECTS					
EAST GREGORY ROAD: BRIDGE #182 REALIGN	$150,000				
FOOTHILL ROAD: EXTENSION TO ATLANTIC			$1,800,000		
LOZIER LANE:					
RECONSTRUCT-INITIAL RIGHT-OF-WAY	$231,075				
RECONSTRUCT-CONSTRUCTION		$462,150			
OVERLAY PROJECT: VARIOUS LOCATIONS	$475,000		$475,000		$475,000
RAMSEY ROAD: BRIDGE #651 TIMBER BRDG RPLCMNT				$250,000	
SAFETY PROJECTS: VARIOUS LOCATIONS	$25,000	$25,000	$25,000	$25,000	
TABLE ROCK ROAD:					
ADD SIGNAL (WILSON ROAD)	$200,000				
ADD TURN LANE & REALIGN (WILSON TO GREGORY)	$2,400,000				

THOMPSON CREEK ROAD:			
BRIDGE #596 WIDEN AT SWANSON CREEK	$50,000		
BRIDGE #462 SCOUR PROTECTION	$50,000		
TILLER TRAIL HWY: STRAIGHTEN CURVES (MP 43-44)	$500,000		
WHEELER ROAD: BRIDGE #360 REPLACEMENT		$200,000	$180,000

SHERIFF

FISCAL YEAR		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
YEAR PROJECTED	2009-2010	$34,152,212				
	2010-2011	$35,213,176	$38,973,834			
	2011-2012	$33,737,619	$35,424,500	$37,195,725		
	2012-2013	$34,131,066	$33,737,619	$35,424,500	$37,195,725	
	2013-2014	$28,818,121	$29,970,846	$31,169,680	$32,416,467	$33,713,126

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

ANTARESX SYSTEM SUPPORT EQUIPMENT	$42,000

SURVEYOR

FISCAL YEAR		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
YEAR PROJECTED	2009-2010	$1,230,000				
	2010-2011	$1,400,000	$1,500,000			
	2011-2012	$1,614,393	$1,678,969	$1,746,127		
	2012-2013	$1,408,497	$1,464,837	$1,523,430	$1,584,368	
	2013-2014	$1,553,875	$1,616,030	$1,680,671	$1,747,898	$1,817,814

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

ROBOTIC TOTAL STATION	$50,000

APPROPRIATIONS

Below is a copy of the Order whereby the Board of Commissioners, after approval by the Jackson County Budget Committee, adopted this budget. Following the Order is a table with information by fund and department. All expenses and revenues are listed out as object totals. This will be useful if you want to find the total revenues for a department for a specific revenue source, such as fees and contracts with local governments.

Several changes have taken place with regard to functions and services provided by funds and departments. In order to provide a basis of comparison for prior years when a move has taken place, the history of revenues and expenditures have been moved with the function or service. The action will result in discrepancies between the budget tables and the County's Comprehensive Annual Financial Report (CAFR).

BEFORE THE BOARD OF COUNTY COMMISSIONERS

STATE OF OREGON, COUNTY OF JACKSON

IN THE MATTER OF ADOPTING THE 2013-2014 FISCAL YEAR BUDGET FOR JACKSON COUNTY, OREGON	)))	ORDER NO. **88-13**

WHEREAS, on April 9 and 11, 2013, the Jackson County Budget Committee held a public meeting and public hearings on the 2013-2014 budget; and

WHEREAS, the Budget Committee approved the budget for fiscal year 2013-2014; 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 22, 2013; and

WHEREAS, the Board of Commissioners held a public hearing on May 29, 2013, 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 $301,925,792 and full-time equivalent (FTE) positions in the amount of 844.06 for the fiscal year beginning July 1, 2013, through June 30, 2014, are hereby adopted.

2. The amounts for the fiscal year beginning July 1, 2013, for the purposes shown below, are hereby appropriated as follows:

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GENERAL FUNDS

General Fund

Assessment	$5,020,563
Finance	936,945
County Administration	1,146,773
Fiduciary	6,163,770
County Clerk	1,492,248
District Attorney	4,715,218
Justice Court District	532,855
Library	6,153,681
Development Services	3,851,673
Sheriff	26,807,849
Community Justice	14,950,251
TOTAL GENERAL FUND	$71,771,826

CAPITAL PROJECTS FUNDS

Capital Projects

Capital Projects	$26,628,529
Street Improvement	935,000
Greenway	185,250
Roads System Development	733,000
Parks System Development	45,000
TOTAL CAPITAL PROJECTS	$28,526,779

DEBT SERVICE FUNDS

Debt Service - Library

Debt Service - Library S1	$1,524,965
Debt Service - Library S2	1,527,400
TOTAL DEBT SERVICE - LIBRARY	$3,052,365

SPECIAL REVENUE FUNDS

Special Revenue Fund

Surveyor	$627,240
County Schools	500,000
County Trails	236,602
Title II	1,000,000
Title III	643,368
Solid Waste	1,172,728
Court Security	262,220

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Law Library	335,276
Video Lottery	807,611
Sports Park Mitigation	30,000
TOTAL SPECIAL REVENUE FUNDS	$5,615,045
General Roads	
Personnel Services	$7,977,115
Materials and Services	7,865,862
Capital Outlay	4,942,575
Contingency	3,000,000
TOTAL GENERAL ROADS	$23,785,552
Health and Human Services	
Personnel Services	$20,578,155
Materials and Services	17,286,219
Capital Outlay	1,000,000
TOTAL HEALTH & HUMAN SERVICES	$38,864,374
Law Enforcement District	
Personnel Services	$944,540
Materials and Services	580,922
Contingency	109,810
TOTAL LAW ENFORCEMENT DISTRICT	$1,635,272

INTERNAL SERVICES FUND

Central Services	
Commissioners	$741,268
Information Technology	4,966,575
Finance	877,833
County Counsel	878,696
County Administration	5,656,448
Fiduciary	200,000
Library	125,230
Motor Pool	2,695,585
Computer Replacement	676,161
Risk Management-General & Auto Liability	5,424,704
Self-Insurance Health Plan	5,013,132
Workers' Compensation	1,891,637
TOTAL INTERNAL SERVICES FUND	$29,147,269

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ENTERPRISE FUNDS

Airport	
Airport Enterprise	$32,577,934
Debt Service	1,339,716
Passenger Facility Charge	1,399,716
TOTAL AIRPORT	$35,317,366
Exposition Park	
Personnel Services	$155,959
Materials and Services	554,773
TOTAL EXPOSITION PARK	$710,732
Recreation Enterprise	
Personnel Services	$1,254,796
Materials and Services	1,246,184
Capital Outlay	358,000
Contingency	300,000
TOTAL RECREATION ENTERPRISE	$3,158,980
TOTAL APPROPRIATIONS ALL FUNDS	**$241,585,560**
TOTAL UNAPPROPRIATED AMOUNTS ALL FUNDS	**$60,340,232**
TOTAL BUDGET	**$301,925,792**

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, $1,568,048 for Debt Service - Library - S1; and $1,572,766 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 2013-2014 as follows:

	General Government Limitation	Excluded from Limitation
General Fund	$2.0099/$1,000	
Debt Service - Library - S1		$1,568,048
Debt Service - Library - S2		$1,572,766

5. The pay scale for non-represented management and confidential employees, which remains unchanged from fiscal year 2012-2013, 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 29th day of May, 2013, at Medford, Oregon.

JACKSON COUNTY BOARD OF COMMISSIONERS

/s/ Don Skundrick
Don Skundrick, Chair

/s/ John Rachor
John Rachor, Commissioner

/s/ Doug Breidenthal
Doug Breidenthal, 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 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	890,456	775,521	754,572	662,790	775,623
43100 Local Government Sources	31,488	0	23	0	0
Subtotal:	921,944	775,521	754,595	662,790	775,623
Fees & Other Service Charges					
45100 Fees	55,718	45,585	48,070	45,500	46,500
45500 Sales	4,243	2,307	1,659	1,550	1,300
Subtotal:	59,961	47,892	49,729	47,050	47,800
All Other Resources					
52900 Miscellaneous Revenue	417	300	8,062	1,000	3,000
Subtotal:	417	300	8,062	1,000	3,000
Interfund Transfers					
54100 Interfund Transfers	23,168	0	0	0	0
Subtotal:	23,168	0	0	0	0
Subtotal of Revenues:	1,005,490	823,713	812,386	710,840	826,423
Expenditures:					
Personnel Services					
62100 Salaries & Wages	1,749,205	1,768,035	1,523,885	1,736,602	1,598,385
62200 Payroll Taxes & Benefits	911,072	915,650	824,250	930,078	945,584
Subtotal:	2,660,277	2,683,685	2,348,135	2,666,680	2,543,969
Materials & Services					
64100 Contracted Services	611,978	586,023	619,070	1,062,915	793,173
64200 Operation Expenses	124,433	100,827	271,500	128,117	135,818
64300 Minor Equipment	2,579	15,030	28,222	1,000	3,000
64400 Equip Repair/Maint/Lease	15,785	3,441	6,886	10,688	10,300
64600 Travel & Training	10,537	12,435	10,310	14,200	14,600
64700 Software Expense	176,341	196,155	175,615	151,500	207,280
Subtotal:	941,653	913,911	1,111,603	1,368,420	1,164,171

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	5,136	0	0
68500 Capital Outlay-Software	0	0	504,059	424,395	1,299,423
Subtotal:	0	0	509,195	424,395	1,299,423
Transfers to Other Funds					
74100 Transfers To Other Funds	0	0	0	0	13,000
Subtotal:	0	0	0	0	13,000
Subtotal of Expenditures:	3,601,930	3,597,596	3,968,933	4,459,495	5,020,563

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	130,766	128,323	131,532	141,333	134,686
43100 Local Government Sources	0	0	151	0	0
44100 Private/NonProfit Sources	0	0	0	57,850	0
Subtotal:	130,766	128,323	131,683	199,183	134,686
Fees & Other Service Charges					
45100 Fees	154,419	328,296	508,235	412,796	416,819
45200 Fines	5,360	4,315	4,520	6,400	7,000
45500 Sales	687	888	394	2,484	112,429
Subtotal:	160,466	333,499	513,149	421,680	536,248
All Other Resources					
52900 Miscellaneous Revenue	1,201	2,164	3,018	5,151	6,102
Subtotal:	1,201	2,164	3,018	5,151	6,102
Interfund Transfers					
54500 Interdepartmental Charges	9,419	2,984	4,200	5,599	5,982
Subtotal:	9,419	2,984	4,200	5,599	5,982
Subtotal of Revenues:	301,852	466,970	652,050	631,613	683,018
Expenditures:					
Personnel Services					
62100 Salaries & Wages	204,945	217,256	195,174	235,677	252,071
62200 Payroll Taxes & Benefits	121,776	120,399	106,893	138,827	145,541
Subtotal:	326,721	337,655	302,067	374,504	397,612
Materials & Services					
64100 Contracted Services	297,134	96,337	84,930	92,898	200,003
64200 Operation Expenses	127,932	184,089	178,453	231,805	215,761
64300 Minor Equipment	487	7,560	3,615	1,000	0
64400 Equip Repair/Maint/Lease	1,363	724	1,989	1,222	1,712
64500 Property Maintenance/Utilities	19,289	156,177	217,120	177,267	115,623
64600 Travel & Training	3,290	4,874	4,522	6,291	3,234
64700 Software Expense	0	0	50	2,340	3,000
Subtotal:	449,495	449,761	490,679	512,823	539,333

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	16,710	0	0
Subtotal:	0	0	16,710	0	0
Subtotal of Expenditures:	776,216	787,416	809,456	887,327	936,945

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	143,971	127,651	214,616	193,686	181,576
42100 State Sources	180,266	108,418	78,407	310,076	277,699
43100 Local Government Sources	8,500	14,085	15,450	14,500	37,800
44100 Private/NonProfit Sources	2,635	0	27,563	0	10,000
Subtotal:	335,372	250,154	336,036	518,262	507,075
Fees & Other Service Charges					
45100 Fees	122,543	131,076	116,199	139,716	52,523
45500 Sales	30	14	375	25	25
Subtotal:	122,573	131,090	116,574	139,741	52,548
All Other Resources					
52900 Miscellaneous Revenue	-2,392	0	0	0	0
Subtotal:	-2,392	0	0	0	0
Subtotal of Revenues:	455,553	381,244	452,610	658,003	559,623
Expenditures:					
Personnel Services					
62100 Salaries & Wages	189,830	202,045	205,282	221,310	164,756
62200 Payroll Taxes & Benefits	97,501	102,709	112,057	116,214	96,427
62300 Labor Adjustments	0	-1,411	0	0	0
Subtotal:	287,331	303,343	317,339	337,524	261,183
Materials & Services					
64100 Contracted Services	546,556	524,294	638,077	624,611	440,383
64200 Operation Expenses	33,140	47,469	23,844	50,376	50,156
64300 Minor Equipment	49,635	59,235	115,543	201,843	94,866
64400 Equip Repair/Maint/Lease	772	1,199	972	800	900
64500 Property Maintenance/Utilities	0	1,690	165	24,085	25,535
64600 Travel & Training	3,116	2,662	6,296	11,400	13,750
Subtotal:	633,219	636,549	784,897	913,115	625,590
Capital Outlay					
68400 CO-Equipment/Machinery	0	9,625	31,450	0	0
Subtotal:	0	9,625	31,450	0	0

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Special Payments					
73100 Special Payments	0	0	0	0	260,000
Subtotal:	0	0	0	0	260,000
Subtotal of Expenditures:	920,550	949,517	1,133,686	1,250,639	1,146,773

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	12,819,816	11,583,055	5,206,439	1,715,078	1,851,141
42100 State Sources	1,689,493	1,762,638	1,136,181	1,156,000	1,195,634
Subtotal:	14,509,309	13,345,693	6,342,620	2,871,078	3,046,775
Fees & Other Service Charges					
45100 Fees	406,706	289,048	338,607	245,000	307,188
Subtotal:	406,706	289,048	338,607	245,000	307,188
Property Tax Revenues					
46100 Current Property Tax Revenue	29,518,568	30,683,086	31,016,798	31,617,127	31,583,350
Subtotal:	29,518,568	30,683,086	31,016,798	31,617,127	31,583,350
All Other Resources					
52100 Interest Revenue	1,896,595	1,530,661	1,034,952	510,964	422,887
52500 PriorYear Property Tax Revenue	846,876	947,616	1,202,850	933,593	1,202,000
52900 Miscellaneous Revenue	0	0	226,333	0	0
Subtotal:	2,743,471	2,478,277	2,464,135	1,444,557	1,624,887
Interfund Transfers					
54100 Interfund Transfers	180,000	434,273	561,273	792,913	638,029
Subtotal:	180,000	434,273	561,273	792,913	638,029
Fund Balance					
58100 Fund Balance	0	0	0	48,254,684	35,240,627
Subtotal:	0	0	0	48,254,684	35,240,627
Subtotal of Revenues:	47,358,054	47,230,377	40,723,433	85,225,359	72,440,856
Expenditures:					
Personnel Services					
62100 Salaries & Wages	0	0	9,294	0	0
62200 Payroll Taxes & Benefits	0	0	563	0	0
62300 Labor Adjustments	0	16,436	0	0	0
Subtotal:	0	16,436	9,857	0	0

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Materials & Services					
64100 Contracted Services	307,875	93,993	254,476	277,954	249,941
64200 Operation Expenses	14,290	44,276	35,769	35,000	14,500
64300 Minor Equipment	4,281	0	31,322	0	0
64500 Property Maintenance/Utilities	19,807	31,751	13,124	0	0
64600 Travel & Training	0	0	16,522	0	0
64700 Software Expense	0	0	41,888	0	0
Subtotal:	346,253	170,020	393,101	312,954	264,441
Capital Outlay					
68100 Capital Outlay-Land	0	4,181,350	0	0	0
68300 CO-Land Improvements	10,000	0	0	0	0
68400 CO-Equipment/Machinery	0	0	173,361	1,000,000	598,398
Subtotal:	10,000	4,181,350	173,361	1,000,000	598,398
Transfers to Other Funds					
74100 Transfers To Other Funds	6,558,584	8,162,043	25,336,021	11,880,824	5,100,931
Subtotal:	6,558,584	8,162,043	25,336,021	11,880,824	5,100,931
Contingency					
75005 Contingency	0	0	0	200,000	200,000
Subtotal:	0	0	0	200,000	200,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	2,000,000	2,000,000
78500 Unapprop Ending Fund Bal	0	0	0	29,537,519	23,610,274
Subtotal:	0	0	0	31,537,519	25,610,274
Subtotal of Expenditures:	6,914,837	12,529,849	25,912,340	44,931,297	31,774,044

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	7,132	11,174	8,879	8,050	8,258
43100 Local Government Sources	107,130	123,191	573	115,637	100,845
Subtotal:	114,262	134,365	9,452	123,687	109,103
Fees & Other Service Charges					
45100 Fees	1,088,984	1,150,150	1,340,257	1,262,348	1,339,450
45200 Fines	0	125	123	0	0
45400 Licenses	40,470	40,140	38,190	41,074	40,294
45500 Sales	10,806	24,966	10,918	17,252	17,012
Subtotal:	1,140,260	1,215,381	1,389,488	1,320,674	1,396,756
All Other Resources					
52900 Miscellaneous Revenue	150	4,207	2,517	0	0
Subtotal:	150	4,207	2,517	0	0
Subtotal of Revenues:	1,254,672	1,353,953	1,401,457	1,444,361	1,505,859
Expenditures:					
Personnel Services					
62100 Salaries & Wages	383,091	394,439	388,904	465,338	477,853
62200 Payroll Taxes & Benefits	187,130	187,863	211,004	225,483	266,575
Subtotal:	570,221	582,302	599,908	690,821	744,428
Materials & Services					
64100 Contracted Services	430,768	428,922	397,595	449,324	468,852
64200 Operation Expenses	242,680	235,358	197,642	267,201	252,638
64300 Minor Equipment	0	18,305	314	1,500	2,000
64400 Equip Repair/Maint/Lease	2,449	1,662	1,216	1,735	1,735
64600 Travel & Training	11,189	10,940	15,739	20,310	22,595
64700 Software Expense	476	103	50	0	0
Subtotal:	687,562	695,290	612,556	740,070	747,820
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	7,605	0	0
Subtotal:	0	0	7,605	0	0
Subtotal of Expenditures:	1,257,783	1,277,592	1,220,069	1,430,891	1,492,248

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	168,927	166,535	148,748	156,715	152,630
42100 State Sources	498,084	543,006	526,865	585,424	433,871
43100 Local Government Sources	0	0	422	22,500	0
44100 Private/NonProfit Sources	2,015	2,288	2,312	0	1,356
44400 Donations/Sponsorships	0	1	0	0	0
Subtotal:	669,026	711,830	678,347	764,639	587,857
Fees & Other Service Charges					
45100 Fees	217,066	207,738	281,715	200,664	229,858
45300 Forfeitures	0	0	1,046	5,000	5,000
45500 Sales	0	0	158	0	0
Subtotal:	217,066	207,738	282,919	205,664	234,858
All Other Resources					
52900 Miscellaneous Revenue	11,293	17,349	9,400	11,184	8,000
Subtotal:	11,293	17,349	9,400	11,184	8,000
Interfund Transfers					
54100 Interfund Transfers	39,704	18,828	18,372	15,000	0
Subtotal:	39,704	18,828	18,372	15,000	0
Subtotal of Revenues:	937,089	955,745	989,038	996,487	830,715
Expenditures:					
Personnel Services					
62100 Salaries & Wages	2,334,472	2,476,866	2,536,121	2,781,892	2,622,013
62200 Payroll Taxes & Benefits	1,088,765	1,144,517	1,276,452	1,383,236	1,436,203
62300 Labor Adjustments	0	0	18	0	0
Subtotal:	3,423,237	3,621,383	3,812,591	4,165,128	4,058,216
Materials & Services					
64100 Contracted Services	335,374	320,384	352,864	383,993	401,033
64200 Operation Expenses	163,870	158,736	171,794	210,785	172,956
64300 Minor Equipment	15,134	10,439	4,577	15,845	4,850
64400 Equip Repair/Maint/Lease	8,669	8,625	10,166	12,020	12,605
64500 Property Maintenance/Utilities	28,770	30,845	35,837	66,335	42,392
64600 Travel & Training	12,070	23,048	14,825	28,015	7,416
64700 Software Expense	23,280	23,991	14,142	26,252	15,750
Subtotal:	587,167	576,068	604,205	743,245	657,002
Subtotal of Expenditures:	4,010,404	4,197,451	4,416,796	4,908,373	4,715,218

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Fees & Other Service Charges					
45200 Fines	1,717,823	1,756,413	1,709,881	1,289,625	1,263,505
Subtotal:	1,717,823	1,756,413	1,709,881	1,289,625	1,263,505
Subtotal of Revenues:	1,717,823	1,756,413	1,709,881	1,289,625	1,263,505
Expenditures:					
Personnel Services					
62100 Salaries & Wages	181,105	190,823	207,221	259,957	227,470
62200 Payroll Taxes & Benefits	103,971	111,878	126,386	150,900	147,012
Subtotal:	285,076	302,701	333,607	410,857	374,482
Materials & Services					
64100 Contracted Services	54,877	61,095	58,189	83,014	72,482
64200 Operation Expenses	34,097	32,163	33,463	22,800	27,946
64300 Minor Equipment	775	1,225	1,422	1,000	700
64400 Equip Repair/Maint/Lease	1,197	993	679	700	700
64500 Property Maintenance/Utilities	44,885	44,678	46,963	47,270	48,753
64600 Travel & Training	1,411	2,149	2,100	2,150	2,300
64700 Software Expense	5,668	4,612	4,612	5,200	5,492
Subtotal:	142,910	146,915	147,428	162,134	158,373
Subtotal of Expenditures:	427,986	449,616	481,035	572,991	532,855

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	7,500	26,678	41,743	40,000	40,000
42100 State Sources	34,146	24,448	30,241	28,295	27,944
43100 Local Government Sources	426,802	441,521	455,012	466,226	502,517
44100 Private/NonProfit Sources	124,133	77,655	78,011	91,845	73,615
44400 Donations/Sponsorships	326,911	246,583	217,803	206,499	227,553
Subtotal:	919,492	816,885	822,810	832,865	871,629
Fees & Other Service Charges					
45100 Fees	141,206	137,082	123,484	129,646	122,178
45200 Fines	134,328	137,581	132,228	131,600	129,424
45500 Sales	11,105	12,856	21,266	19,700	20,000
Subtotal:	286,639	287,519	276,978	280,946	271,602
All Other Resources					
52100 Interest Revenue	14	0	0	0	0
52900 Miscellaneous Revenue	786	0	387	0	0
Subtotal:	800	0	387	0	0
Interfund Transfers					
54100 Interfund Transfers	27,174	0	807,799	622,000	622,000
Subtotal:	27,174	0	807,799	622,000	622,000
Subtotal of Revenues:	1,234,105	1,104,404	1,907,974	1,735,811	1,765,231
Expenditures:					
Personnel Services					
62100 Salaries & Wages	55,753	56,271	58,657	67,274	71,256
62200 Payroll Taxes & Benefits	25,165	22,554	29,244	31,563	37,570
Subtotal:	80,918	78,825	87,901	98,837	108,826
Materials & Services					
64100 Contracted Services	4,790,108	4,961,868	4,866,886	5,032,360	5,167,694
64200 Operation Expenses	54,455	45,443	137,982	174,892	243,645
64300 Minor Equipment	67,987	39,331	41,263	23,006	23,006
64400 Equip Repair/Maint/Lease	332	246	5,146	2,824	2,100
64500 Property Maintenance/Utilities	441,212	474,071	554,817	671,943	608,010
64600 Travel & Training	1,391	523	803	2,060	400
64700 Software Expense	0	171	0	0	0
Subtotal:	5,355,485	5,521,653	5,606,897	5,907,085	6,044,855

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Capital Outlay					
68400 CO-Equipment/Machinery	0	8,541	0	0	0
Subtotal:	0	8,541	0	0	0
Subtotal of Expenditures:	5,436,403	5,609,019	5,694,798	6,005,922	6,153,681

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	0	0	51	0	0
Subtotal:	0	0	51	0	0
Fees & Other Service Charges					
45100 Fees	2,126,998	2,175,479	2,530,236	2,329,723	2,637,193
45200 Fines	3,022	19,210	45,831	30,000	38,824
45500 Sales	5,242	5,638	2,442	5,200	6,000
Subtotal:	2,135,262	2,200,327	2,578,509	2,364,923	2,682,017
All Other Resources					
52900 Miscellaneous Revenue	49,337	55,618	49,000	0	0
Subtotal:	49,337	55,618	49,000	0	0
Interfund Transfers					
54100 Interfund Transfers	0	0	21,545	0	0
54500 Interdepartmental Charges	73,450	78,993	78,993	130,205	132,990
Subtotal:	73,450	78,993	100,538	130,205	132,990
Subtotal of Revenues:	2,258,049	2,334,938	2,728,098	2,495,128	2,815,007
Expenditures:					
Personnel Services					
62100 Salaries & Wages	1,498,530	1,530,141	1,433,193	1,585,944	1,577,119
62200 Payroll Taxes & Benefits	681,290	692,805	706,411	755,270	822,672
Subtotal:	2,179,820	2,222,946	2,139,604	2,341,214	2,399,791
Materials & Services					
64100 Contracted Services	995,136	790,289	807,939	971,565	1,176,585
64200 Operation Expenses	222,483	214,699	234,376	301,391	238,525
64300 Minor Equipment	2,483	6,420	2,995	5,517	5,472
64400 Equip Repair/Maint/Lease	8,344	9,079	7,131	13,050	11,727
64600 Travel & Training	12,279	13,187	14,185	25,730	19,573
Subtotal:	1,240,725	1,033,674	1,066,626	1,317,253	1,451,882
Transfers to Other Funds					
74100 Transfers To Other Funds	19,996	0	0	0	0
Subtotal:	19,996	0	0	0	0
Subtotal of Expenditures:	3,440,541	3,256,620	3,206,230	3,658,467	3,851,673

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	1,235,155	1,786,004	1,274,466	1,553,700	1,577,147
42100 State Sources	2,740,962	2,763,646	1,825,374	2,133,895	2,095,648
43100 Local Government Sources	425,952	698,044	684,774	764,100	791,220
44100 Private/NonProfit Sources	75,645	71,134	63,033	68,000	68,000
44400 Donations/Sponsorships	7,674	38,973	11,672	6,448	6,448
Subtotal:	4,485,388	5,357,801	3,859,319	4,526,143	4,538,463
Fees & Other Service Charges					
45100 Fees	900,629	754,198	778,958	702,613	570,500
45200 Fines	63,585	58,767	43,797	56,200	60,000
45300 Forfeitures	148	-44,233	0	0	0
45400 Licenses	105,906	148,250	154,190	130,000	130,000
45500 Sales	94,930	116,656	147,180	112,000	46,000
Subtotal:	1,165,198	1,033,638	1,124,125	1,000,813	806,500
All Other Resources					
52900 Miscellaneous Revenue	4,908	2,391	1,865	0	0
Subtotal:	4,908	2,391	1,865	0	0
Interfund Transfers					
54100 Interfund Transfers	29,211	0	0	0	0
Subtotal:	29,211	0	0	0	0
Subtotal of Revenues:	5,684,705	6,393,830	4,985,309	5,526,956	5,344,963
Expenditures:					
Personnel Services					
62100 Salaries & Wages	11,336,192	11,935,907	11,944,152	12,127,985	11,415,185
62200 Payroll Taxes & Benefits	6,376,231	6,677,076	7,184,940	7,207,112	7,379,359
Subtotal:	17,712,423	18,612,983	19,129,092	19,335,097	18,794,544
Materials & Services					
64100 Contracted Services	2,766,918	3,131,315	3,049,469	3,487,480	3,410,588
64200 Operation Expenses	2,983,560	3,346,906	2,650,693	3,174,084	3,506,018
64300 Minor Equipment	354,742	342,241	187,503	125,900	339,577
64400 Equip Repair/Maint/Lease	125,745	157,134	149,781	162,550	152,300
64500 Property Maintenance/Utilities	320,622	331,174	341,290	454,597	450,829
64600 Travel & Training	147,794	128,113	108,042	101,670	95,775
64700 Software Expense	9,271	108,197	19,355	68,622	16,218
Subtotal:	6,708,652	7,545,080	6,506,133	7,574,903	7,971,305

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Capital Outlay					
68400 CO-Equipment/Machinery	397,120	64,129	435,365	176,000	42,000
68500 Capital Outlay-Software	0	0	55,756	0	0
Subtotal:	397,120	64,129	491,121	176,000	42,000
Transfers to Other Funds					
74100 Transfers To Other Funds	452,572	551,022	70,125	0	0
Subtotal:	452,572	551,022	70,125	0	0
Subtotal of Expenditures:	25,270,767	26,773,214	26,196,471	27,086,000	26,807,849

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	873,584	891,894	864,125	1,110,983	891,583
42100 State Sources	4,762,450	4,781,207	5,264,653	5,161,077	6,002,694
43100 Local Government Sources	150,461	127,742	90,138	125,000	125,000
44100 Private/NonProfit Sources	14,512	18,282	16,974	18,000	18,000
44400 Donations/Sponsorships	200	100	100	0	0
Subtotal:	5,801,207	5,819,225	6,235,990	6,415,060	7,037,277
Fees & Other Service Charges					
45100 Fees	3,076,775	2,856,985	2,386,940	3,196,002	1,965,725
45200 Fines	175	34	76	0	0
45500 Sales	6,088	6,482	11,790	8,700	8,650
Subtotal:	3,083,038	2,863,501	2,398,806	3,204,702	1,974,375
All Other Resources					
52900 Miscellaneous Revenue	4,238	1,965	5,604	5,000	5,000
Subtotal:	4,238	1,965	5,604	5,000	5,000
Interfund Transfers					
54100 Interfund Transfers	59,886	50,169	0	0	0
54500 Interdepartmental Charges	0	0	0	0	330,248
Subtotal:	59,886	50,169	0	0	330,248
Subtotal of Revenues:	8,948,369	8,734,860	8,640,400	9,624,762	9,346,900
Expenditures:					
Personnel Services					
62100 Salaries & Wages	6,143,152	6,391,952	6,310,607	7,066,672	6,784,838
62200 Payroll Taxes & Benefits	3,192,498	3,281,853	3,504,201	3,862,555	3,976,360
Subtotal:	9,335,650	9,673,805	9,814,808	10,929,227	10,761,198
Materials & Services					
64100 Contracted Services	2,414,582	2,639,560	2,715,452	2,891,896	2,736,493
64200 Operation Expenses	796,802	765,768	825,390	832,106	853,090
64300 Minor Equipment	33,049	21,749	25,956	19,500	99,000
64400 Equip Repair/Maint/Lease	93,274	107,391	111,543	70,000	83,600
64500 Property Maintenance/Utilities	316,637	338,198	359,144	306,314	339,870
64600 Travel & Training	83,471	69,145	89,178	97,000	77,000
64700 Software Expense	13,100	1,825	1,526	1,500	0
Subtotal:	3,750,915	3,943,636	4,128,189	4,218,316	4,189,053

FUND 010 - GENERAL FUND **Dept 48 - Community Justice**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Capital Outlay					
68400 CO-Equipment/Machinery	12,477	0	0	0	0
Subtotal:	12,477	0	0	0	0
Subtotal of Expenditures:	13,099,042	13,617,441	13,942,997	15,147,543	14,950,251

FUND 010 - GENERAL FUND **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	27,886,766	27,339,797	19,170,903	16,913,707	17,608,488
Fees & Other Service Charges	10,494,992	10,366,046	10,778,765	10,520,818	9,573,397
Property Tax	29,518,568	30,683,086	31,016,798	31,617,127	31,583,350
Bonds & Other Debt	0	0	0	0	0
All Other Resources	2,813,423	2,562,271	2,543,988	1,466,892	1,646,989
Interfund Transfers	442,012	585,247	1,492,182	1,565,717	1,729,249
Fund Balance	0	0	0	48,254,684	35,240,627
Total Fund Revenues:	71,155,761	71,536,447	65,002,636	110,338,945	97,382,100
Expenditures:					
Personnel Services	36,861,674	38,436,064	38,894,909	41,349,889	40,444,249
Materials & Services	20,844,036	21,632,557	21,452,314	23,770,318	23,813,825
Capital Outlay	419,597	4,263,645	1,229,442	1,600,395	1,939,821
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	260,000
Interfund Transfers	7,031,152	8,713,065	25,406,146	11,880,824	5,113,931
Contingency	0	0	0	200,000	200,000
Ending Balance & Reserves	0	0	0	31,537,519	25,610,274
Total Fund Expenditures:	65,156,459	73,045,331	86,982,811	110,338,945	97,382,100

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	3,319,577	3,108,365	1,570,148	184,196	174,196
42100 State Sources	10,566,512	11,418,203	12,133,146	13,359,468	12,244,455
43100 Local Government Sources	821,717	391,691	238,972	238,536	300,000
44100 Private/NonProfit Sources	958,224	959,845	684,156	524,000	630,000
Subtotal:	15,666,030	15,878,104	14,626,422	14,306,200	13,348,651
Fees & Other Service Charges					
45100 Fees	533,594	563,162	651,434	512,000	557,000
45500 Sales	89,855	128,013	76,054	38,500	45,000
Subtotal:	623,449	691,175	727,488	550,500	602,000
Revenue from Bonds & Other Debt					
47100 Investment Revenue	0	0	2	0	0
Subtotal:	0	0	2	0	0
All Other Resources					
52100 Interest Revenue	283,313	245,674	205,204	100,000	130,000
52900 Miscellaneous Revenue	0	0	42,495	0	0
Subtotal:	283,313	245,674	247,699	100,000	130,000
Interfund Transfers					
54100 Interfund Transfers	306,130	2,055	880,515	300,000	625,000
54500 Interdepartmental Charges	527,293	662,450	656,158	602,731	340,000
Subtotal:	833,423	664,505	1,536,673	902,731	965,000
Fund Balance					
58100 Fund Balance	0	-2,045	0	12,415,477	12,486,409
Subtotal:	0	-2,045	0	12,415,477	12,486,409
Subtotal of Revenues:	17,406,215	17,477,413	17,138,284	28,274,908	27,532,060
Expenditures:					
Personnel Services					
62100 Salaries & Wages	4,734,421	4,612,141	4,710,195	5,408,007	5,237,154
62200 Payroll Taxes & Benefits	2,285,887	2,194,610	2,396,675	2,739,602	2,739,961
62300 Labor Adjustments	0	0	10	0	0
Subtotal:	7,020,308	6,806,751	7,106,880	8,147,609	7,977,115

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Materials & Services					
64100 Contracted Services	1,024,580	891,510	1,017,028	982,163	981,590
64200 Operation Expenses	2,899,940	3,012,233	3,844,720	4,008,573	4,182,305
64300 Minor Equipment	35,929	48,301	148,103	62,450	34,750
64400 Equip Repair/Maint/Lease	1,973,394	2,064,743	2,152,859	2,035,750	2,203,250
64500 Property Maintenance/Utilities	384,066	433,833	405,134	441,023	422,437
64600 Travel & Training	33,788	33,291	41,061	41,600	39,850
64700 Software Expense	25,813	25,170	22,415	24,100	1,680
Subtotal:	6,377,510	6,509,081	7,631,320	7,595,659	7,865,862
Capital Outlay					
68100 Capital Outlay-Land	85,460	167,567	88,527	1,000,000	300,000
68300 CO-Land Improvements	3,409,479	2,667,007	2,272,592	2,606,175	4,081,075
68400 CO-Equipment/Machinery	866,272	364,318	570,138	924,000	561,500
Subtotal:	4,361,211	3,198,892	2,931,257	4,530,175	4,942,575
Transfers to Other Funds					
74100 Transfers To Other Funds	15,450	0	0	50,000	0
Subtotal:	15,450	0	0	50,000	0
Contingency					
75005 Contingency	0	0	0	500,000	3,000,000
Subtotal:	0	0	0	500,000	3,000,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	50,000	50,000
78500 Unapprop Ending Fund Bal	0	0	0	7,401,465	3,696,508
Subtotal:	0	0	0	7,451,465	3,746,508
Subtotal of Expenditures:	17,774,479	16,514,724	17,669,457	28,274,908	27,532,060

FUND 020 - GENERAL ROAD FUND **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	15,666,030	15,878,104	14,626,422	14,306,200	13,348,651
Fees & Other Service Charges	623,449	691,175	727,488	550,500	602,000
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	2	0	0
All Other Resources	283,313	245,674	247,699	100,000	130,000
Interfund Transfers	833,423	664,505	1,536,673	902,731	965,000
Fund Balance	0	-2,045	0	12,415,477	12,486,409
Total Fund Revenues:	17,406,215	17,477,413	17,138,284	28,274,908	27,532,060
Expenditures:					
Personnel Services	7,020,308	6,806,751	7,106,880	8,147,609	7,977,115
Materials & Services	6,377,510	6,509,081	7,631,320	7,595,659	7,865,862
Capital Outlay	4,361,211	3,198,892	2,931,257	4,530,175	4,942,575
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	15,450	0	0	50,000	0
Contingency	0	0	0	500,000	3,000,000
Ending Balance & Reserves	0	0	0	7,451,465	3,746,508
Total Fund Expenditures:	17,774,479	16,514,724	17,669,457	28,274,908	27,532,060

FUND 024 - COUNTY SCHOOLS FUND **Dept 09 - Fiduciary**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	1,107,026	997,216	490,290	1,000,000	500,000
Subtotal:	1,107,026	997,216	490,290	1,000,000	500,000
Fees & Other Service Charges					
45200 Fines	0	0	1,242	0	0
Subtotal:	0	0	1,242	0	0
All Other Resources					
52100 Interest Revenue	387	1,602	458	0	0
Subtotal:	387	1,602	458	0	0
Subtotal of Revenues:	1,107,413	998,818	491,990	1,000,000	500,000
Expenditures:					
Materials & Services					
64200 Operation Expenses	1,106,544	997,216	490,290	1,000,000	500,000
Subtotal:	1,106,544	997,216	490,290	1,000,000	500,000
Subtotal of Expenditures:	1,106,544	997,216	490,290	1,000,000	500,000

FUND 024 - COUNTY SCHOOLS FUND **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	1,107,026	997,216	490,290	1,000,000	500,000
Fees & Other Service Charges	0	0	1,242	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	387	1,602	458	0	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	1,107,413	998,818	491,990	1,000,000	500,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	1,106,544	997,216	490,290	1,000,000	500,000
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	1,106,544	997,216	490,290	1,000,000	500,000

FUND 025 - LAW LIBRARY FUND **Dept 31 - Library**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	283,286	292,785	225,490	212,347	204,056
45500 Sales	2,038	3,781	2,917	2,400	2,400
Subtotal:	285,324	296,566	228,407	214,747	206,456
All Other Resources					
52100 Interest Revenue	12,469	9,578	7,502	5,969	4,775
52900 Miscellaneous Revenue	5,554	6,860	9,394	7,027	7,378
Subtotal:	18,023	16,438	16,896	12,996	12,153
Fund Balance					
58100 Fund Balance	0	0	0	402,110	345,568
Subtotal:	0	0	0	402,110	345,568
Subtotal of Revenues:	303,347	313,004	245,303	629,853	564,177
Expenditures:					
Personnel Services					
62100 Salaries & Wages	48,501	48,491	45,453	48,866	49,058
62200 Payroll Taxes & Benefits	25,540	25,795	27,823	28,421	30,822
Subtotal:	74,041	74,286	73,276	77,287	79,880
Materials & Services					
64100 Contracted Services	55,996	54,206	59,637	59,884	54,047
64200 Operation Expenses	147,486	161,665	159,556	189,215	156,141
64300 Minor Equipment	3,313	2,045	1,447	0	0
64400 Equip Repair/Maint/Lease	389	179	316	635	635
64500 Property Maintenance/Utilities	0	0	0	100	100
64600 Travel & Training	0	153	0	742	742
64700 Software Expense	0	0	714	0	0
Subtotal:	207,184	218,248	221,670	250,576	211,665
Capital Outlay					
68400 CO-Equipment/Machinery	0	7,178	0	11,000	0
Subtotal:	0	7,178	0	11,000	0
Contingency					
75005 Contingency	0	0	0	0	43,731
Subtotal:	0	0	0	0	43,731

FUND 025 - LAW LIBRARY FUND **Dept 31 - Library**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Ending Balance and Reserves					
78100 Reserves	0	0	0	290,990	228,901
Subtotal:	0	0	0	290,990	228,901
Subtotal of Expenditures:	281,225	299,712	294,946	629,853	564,177

FUND 025 - LAW LIBRARY FUND **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	285,324	296,566	228,407	214,747	206,456
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	18,023	16,438	16,896	12,996	12,153
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	402,110	345,568
Total Fund Revenues:	303,347	313,004	245,303	629,853	564,177
Expenditures:					
Personnel Services	74,041	74,286	73,276	77,287	79,880
Materials & Services	207,184	218,248	221,670	250,576	211,665
Capital Outlay	0	7,178	0	11,000	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	43,731
Ending Balance & Reserves	0	0	0	290,990	228,901
Total Fund Expenditures:	281,225	299,712	294,946	629,853	564,177

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	434,226	405,342	429,251	407,628	410,600
45500 Sales	23,389	14,290	20,178	16,500	17,000
Subtotal:	457,615	419,632	449,429	424,128	427,600
All Other Resources					
52100 Interest Revenue	26,546	21,345	18,969	14,146	11,828
52900 Miscellaneous Revenue	0	4,021	2,055	0	0
Subtotal:	26,546	25,366	21,024	14,146	11,828
Interfund Transfers					
54100 Interfund Transfers	0	220,000	13,083	0	0
54500 Interdepartmental Charges	18,720	31,950	44,160	6,190	15,000
Subtotal:	18,720	251,950	57,243	6,190	15,000
Fund Balance					
58100 Fund Balance	0	0	0	909,860	1,099,447
Subtotal:	0	0	0	909,860	1,099,447
Subtotal of Revenues:	502,881	696,948	527,696	1,354,324	1,553,875
Expenditures:					
Personnel Services					
62100 Salaries & Wages	292,958	265,698	285,607	304,871	199,286
62200 Payroll Taxes & Benefits	144,240	127,977	147,187	153,507	101,092
Subtotal:	437,198	393,675	432,794	458,378	300,378
Materials & Services					
64100 Contracted Services	98,182	94,897	82,425	88,892	109,566
64200 Operation Expenses	23,714	24,050	31,772	30,617	42,396
64300 Minor Equipment	0	0	0	1,123	0
64400 Equip Repair/Maint/Lease	1,294	660	1,018	6,846	10,900
64600 Travel & Training	2,385	1,915	3,276	3,800	16,000
64700 Software Expense	0	1,501	1,000	4,000	18,000
Subtotal:	125,575	123,023	119,491	135,278	196,862
Capital Outlay					
68400 CO-Equipment/Machinery	0	8,400	0	0	50,000
Subtotal:	0	8,400	0	0	50,000

FUND 026 - SURVEYOR FUND **Dept 43 - Surveyor**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Contingency					
75005 Contingency	0	0	0	25,000	80,000
Subtotal:	0	0	0	25,000	80,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	735,668	0
78500 Unapprop Ending Fund Bal	0	0	0	0	926,635
Subtotal:	0	0	0	735,668	926,635
Subtotal of Expenditures:	562,773	525,098	552,285	1,354,324	1,553,875

FUND 026 - SURVEYOR FUND **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	457,615	419,632	449,429	424,128	427,600
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	26,546	25,366	21,024	14,146	11,828
Interfund Transfers	18,720	251,950	57,243	6,190	15,000
Fund Balance	0	0	0	909,860	1,099,447
Total Fund Revenues:	502,881	696,948	527,696	1,354,324	1,553,875
Expenditures:					
Personnel Services	437,198	393,675	432,794	458,378	300,378
Materials & Services	125,575	123,023	119,491	135,278	196,862
Capital Outlay	0	8,400	0	0	50,000
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	25,000	80,000
Ending Balance & Reserves	0	0	0	735,668	926,635
Total Fund Expenditures:	562,773	525,098	552,285	1,354,324	1,553,875

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	42,275	0	533	0	0
42100 State Sources	88,076	103,044	132,124	112,500	116,000
43100 Local Government Sources	57,149	57,149	57,149	57,149	57,149
44100 Private/NonProfit Sources	2,500	500	0	0	0
44400 Donations/Sponsorships	0	11,730	1,988	100	100
Subtotal:	190,000	172,423	191,794	169,749	173,249
Fees & Other Service Charges					
45100 Fees	15,349	13,211	12,644	14,000	14,000
45500 Sales	3,610	1,152	1,028	500	700
Subtotal:	18,959	14,363	13,672	14,500	14,700
All Other Resources					
52100 Interest Revenue	5,709	5,572	3,528	3,500	3,500
52900 Miscellaneous Revenue	4,945	0	0	0	0
Subtotal:	10,654	5,572	3,528	3,500	3,500
Interfund Transfers					
54100 Interfund Transfers	2,256	8,400	0	5,000	5,000
Subtotal:	2,256	8,400	0	5,000	5,000
Fund Balance					
58100 Fund Balance	0	0	0	160,000	195,000
Subtotal:	0	0	0	160,000	195,000
Subtotal of Revenues:	221,869	200,758	208,994	352,749	391,449
Expenditures:					
Personnel Services					
62100 Salaries & Wages	55,504	59,402	64,424	71,622	72,694
62200 Payroll Taxes & Benefits	26,390	27,599	32,180	33,618	39,317
Subtotal:	81,894	87,001	96,604	105,240	112,011
Materials & Services					
64100 Contracted Services	12,079	-139	31,909	24,622	7,316
64200 Operation Expenses	6,788	13,162	10,158	10,607	11,125
64300 Minor Equipment	190	4,718	0	0	0
64500 Property Maintenance/Utilities	51,885	22,963	66,868	92,500	67,500
64600 Travel & Training	958	3,414	3,524	3,700	3,650
Subtotal:	71,900	44,118	112,459	131,429	89,591

FUND 028 - COUNTY TRAILS FUND **Dept 39 - Roads & Parks**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Capital Outlay					
68400 CO-Equipment/Machinery	0	8,400	0	0	0
Subtotal:	0	8,400	0	0	0
Contingency					
75005 Contingency	0	0	0	35,000	35,000
Subtotal:	0	0	0	35,000	35,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	81,080	154,847
Subtotal:	0	0	0	81,080	154,847
Subtotal of Expenditures:	153,794	139,519	209,063	352,749	391,449

FUND 028 - COUNTY TRAILS FUND **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	190,000	172,423	191,794	169,749	173,249
Fees & Other Service Charges	18,959	14,363	13,672	14,500	14,700
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	10,654	5,572	3,528	3,500	3,500
Interfund Transfers	2,256	8,400	0	5,000	5,000
Fund Balance	0	0	0	160,000	195,000
Total Fund Revenues:	221,869	200,758	208,994	352,749	391,449
Expenditures:					
Personnel Services	81,894	87,001	96,604	105,240	112,011
Materials & Services	71,900	44,118	112,459	131,429	89,591
Capital Outlay	0	8,400	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	35,000	35,000
Ending Balance & Reserves	0	0	0	81,080	154,847
Total Fund Expenditures:	153,794	139,519	209,063	352,749	391,449

FUND 029 - LIQUOR ENFORCEMENT FUND **Dept 17 - District Attorney**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Fees & Other Service Charges					
45200 Fines	37,775	18,021	17,208	15,000	0
Subtotal:	37,775	18,021	17,208	15,000	0
All Other Resources					
52100 Interest Revenue	410	187	136	0	0
Subtotal:	410	187	136	0	0
Subtotal of Revenues:	38,185	18,208	17,344	15,000	0
Expenditures:					
Transfers to Other Funds					
74100 Transfers To Other Funds	39,704	18,828	18,372	15,000	0
Subtotal:	39,704	18,828	18,372	15,000	0
Subtotal of Expenditures:	39,704	18,828	18,372	15,000	0

FUND 029 - LIQUOR ENFORCEMENT FUND **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	37,775	18,021	17,208	15,000	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	410	187	136	0	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	38,185	18,208	17,344	15,000	0
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	39,704	18,828	18,372	15,000	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	39,704	18,828	18,372	15,000	0

FUND 030 - TITLE III FUND **Dept 09 - Fiduciary**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	844,965	954,120	2,371,542	0	0
42100 State Sources	10,000	0	0	0	0
43100 Local Government Sources	35,000	60,000	0	0	0
Subtotal:	889,965	1,014,120	2,371,542	0	0
All Other Resources					
52100 Interest Revenue	134,742	98,045	62,153	0	0
Subtotal:	134,742	98,045	62,153	0	0
Interfund Transfers					
54100 Interfund Transfers	81,479	0	0	0	0
Subtotal:	81,479	0	0	0	0
Fund Balance					
58100 Fund Balance	0	0	0	1,964,954	643,368
Subtotal:	0	0	0	1,964,954	643,368
Subtotal of Revenues:	1,106,186	1,112,165	2,433,695	1,964,954	643,368
Expenditures:					
Materials & Services					
64100 Contracted Services	1,954,993	1,797,659	1,856,881	1,917,291	643,368
64200 Operation Expenses	444	164	277	0	0
Subtotal:	1,955,437	1,797,823	1,857,158	1,917,291	643,368
Ending Balance and Reserves					
78100 Reserves	0	0	0	47,663	0
Subtotal:	0	0	0	47,663	0
Subtotal of Expenditures:	1,955,437	1,797,823	1,857,158	1,964,954	643,368

FUND 030 - TITLE III FUND **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	889,965	1,014,120	2,371,542	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	134,742	98,045	62,153	0	0
Interfund Transfers	81,479	0	0	0	0
Fund Balance	0	0	0	1,964,954	643,368
Total Fund Revenues:	1,106,186	1,112,165	2,433,695	1,964,954	643,368
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	1,955,437	1,797,823	1,857,158	1,917,291	643,368
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	47,663	0
Total Fund Expenditures:	1,955,437	1,797,823	1,857,158	1,964,954	643,368

FUND 031 - TITLE II PROJECTS **Dept 09 - Fiduciary**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	1,595,404	1,437,177	1,211,145	1,000,000	1,000,000
Subtotal:	1,595,404	1,437,177	1,211,145	1,000,000	1,000,000
Subtotal of Revenues:	1,595,404	1,437,177	1,211,145	1,000,000	1,000,000
Expenditures:					
Materials & Services					
64100 Contracted Services	1,595,404	1,437,177	1,211,145	1,000,000	1,000,000
Subtotal:	1,595,404	1,437,177	1,211,145	1,000,000	1,000,000
Subtotal of Expenditures:	1,595,404	1,437,177	1,211,145	1,000,000	1,000,000

FUND 031 - TITLE II PROJECTS **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	1,595,404	1,437,177	1,211,145	1,000,000	1,000,000
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	1,595,404	1,437,177	1,211,145	1,000,000	1,000,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	1,595,404	1,437,177	1,211,145	1,000,000	1,000,000
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	1,595,404	1,437,177	1,211,145	1,000,000	1,000,000

FUND 033 - HEALTH AND HUMAN SERVICES FUND **Dept 24 - Health & Human Services**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	2,012,655	1,998,143	1,818,481	1,680,206	1,260,691
42100 State Sources	35,129,452	38,101,818	26,700,800	24,781,601	28,397,809
43100 Local Government Sources	211,642	212,275	212,086	157,896	154,326
44100 Private/NonProfit Sources	278,840	248,832	222,567	135,000	98,000
44400 Donations/Sponsorships	240,686	51,404	135,548	34,000	34,000
Subtotal:	37,873,275	40,612,472	29,089,482	26,788,703	29,944,826
Fees & Other Service Charges					
45100 Fees	1,264,702	1,212,222	1,236,478	1,222,607	1,129,901
45200 Fines	54,676	63,406	79,656	100,940	55,000
45300 Forfeitures	52,085	61,112	32,978	3,000	23,000
45400 Licenses	1,114,496	1,102,718	1,125,288	1,339,630	1,230,692
45500 Sales	214	82	351	0	1,000
Subtotal:	2,486,173	2,439,540	2,474,751	2,666,177	2,439,593
All Other Resources					
52100 Interest Revenue	288,195	219,459	285,893	230,000	100,000
52900 Miscellaneous Revenue	-291,880	88,197	91,856	10,000	0
Subtotal:	-3,685	307,656	377,749	240,000	100,000
Interfund Transfers					
54100 Interfund Transfers	2,555,183	2,674,809	3,179,703	2,777,768	2,603,127
54500 Interdepartmental Charges	511,271	477,872	438,136	2,141,054	2,173,905
Subtotal:	3,066,454	3,152,681	3,617,839	4,918,822	4,777,032
Fund Balance					
58100 Fund Balance	0	0	0	15,657,958	5,400,000
Subtotal:	0	0	0	15,657,958	5,400,000
Subtotal of Revenues:	43,422,217	46,512,349	35,559,821	50,271,660	42,661,451
Expenditures:					
Personnel Services					
62100 Salaries & Wages	10,281,382	10,937,827	12,252,058	11,610,155	12,251,090
62200 Payroll Taxes & Benefits	4,553,470	4,893,222	5,833,223	5,866,518	6,659,576
62300 Labor Adjustments	1	-1	1	1,287,064	1,667,489
Subtotal:	14,834,853	15,831,048	18,085,282	18,763,737	20,578,155

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Materials & Services					
64100 Contracted Services	23,143,364	24,915,120	13,365,392	13,264,586	14,969,912
64200 Operation Expenses	1,792,170	1,859,177	1,937,520	1,733,974	1,531,491
64300 Minor Equipment	90,125	90,921	87,630	20,000	15,650
64400 Equip Repair/Maint/Lease	30,161	20,555	20,684	18,200	21,448
64500 Property Maintenance/Utilities	743,987	636,395	226,449	696,160	578,838
64600 Travel & Training	110,517	174,285	194,236	129,390	142,314
64700 Software Expense	9,066	27,779	34,913	29,800	26,566
Subtotal:	25,919,390	27,724,232	15,866,824	15,892,110	17,286,219
Capital Outlay					
68400 CO-Equipment/Machinery	20,050	0	0	0	1,000,000
68500 Capital Outlay-Software	0	0	0	80,000	0
Subtotal:	20,050	0	0	80,000	1,000,000
Transfers to Other Funds					
74100 Transfers To Other Funds	12,963	0	0	15,535,813	0
Subtotal:	12,963	0	0	15,535,813	0
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	0	3,797,077
Subtotal:	0	0	0	0	3,797,077
Subtotal of Expenditures:	40,787,256	43,555,280	33,952,106	50,271,660	42,661,451

FUND 033 - HEALTH AND HUMAN SERVICES FUND SUMMARY

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	37,873,275	40,612,472	29,089,482	26,788,703	29,944,826
Fees & Other Service Charges	2,486,173	2,439,540	2,474,751	2,666,177	2,439,593
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	-3,685	307,656	377,749	240,000	100,000
Interfund Transfers	3,066,454	3,152,681	3,617,839	4,918,822	4,777,032
Fund Balance	0	0	0	15,657,958	5,400,000
Total Fund Revenues:	43,422,217	46,512,349	35,559,821	50,271,660	42,661,451
Expenditures:					
Personnel Services	14,834,853	15,831,048	18,085,282	18,763,737	20,578,155
Materials & Services	25,919,390	27,724,232	15,866,824	15,892,110	17,286,219
Capital Outlay	20,050	0	0	80,000	1,000,000
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	12,963	0	0	15,535,813	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	3,797,077
Total Fund Expenditures:	40,787,256	43,555,280	33,952,106	50,271,660	42,661,451

FUND 035 - VIDEO LOTTERY **Dept 09 - Fiduciary**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	0	0	805,272	624,263	807,611
Subtotal:	0	0	805,272	624,263	807,611
All Other Resources					
52100 Interest Revenue	0	0	6,553	0	0
Subtotal:	0	0	6,553	0	0
Subtotal of Revenues:	0	0	811,825	624,263	807,611
Expenditures:					
Materials & Services					
64100 Contracted Services	0	0	0	0	162,023
Subtotal:	0	0	0	0	162,023
Transfers to Other Funds					
74100 Transfers To Other Funds	0	0	810,299	624,263	645,588
Subtotal:	0	0	810,299	624,263	645,588
Subtotal of Expenditures:	0	0	810,299	624,263	807,611

FUND 035 - VIDEO LOTTERY **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	805,272	624,263	807,611
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	0	0	6,553	0	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	0	0	811,825	624,263	807,611
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	162,023
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	810,299	624,263	645,588
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	0	0	810,299	624,263	807,611

FUND 037 - SOLID WASTE MANAGEMENT FUND **Dept 09 - Fiduciary**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	0	16,738	11,615	0	0
44100 Private/NonProfit Sources	13,129	0	0	0	0
Subtotal:	13,129	16,738	11,615	0	0
Fees & Other Service Charges					
45100 Fees	718,418	739,002	763,330	784,713	845,020
Subtotal:	718,418	739,002	763,330	784,713	845,020
All Other Resources					
52100 Interest Revenue	67,293	56,076	46,893	40,000	35,000
Subtotal:	67,293	56,076	46,893	40,000	35,000
Fund Balance					
58100 Fund Balance	0	0	0	2,287,396	2,153,308
Subtotal:	0	0	0	2,287,396	2,153,308
Subtotal of Revenues:	798,840	811,816	821,838	3,112,109	3,033,328
Expenditures:					
Personnel Services					
62100 Salaries & Wages	55,343	58,917	61,574	0	0
62200 Payroll Taxes & Benefits	29,749	28,216	35,591	0	0
Subtotal:	85,092	87,133	97,165	0	0
Materials & Services					
64100 Contracted Services	65,571	80,085	79,310	100,336	112,688
64200 Operation Expenses	3,541	1,072	2,610	42,301	40,650
64300 Minor Equipment	0	10,153	9,910	0	0
64400 Equip Repair/Maint/Lease	0	0	0	375	375
64600 Travel & Training	471	0	0	4,750	4,750
Subtotal:	69,583	91,310	91,830	147,762	158,463
Transfers to Other Funds					
74100 Transfers To Other Funds	446,786	706,207	828,579	921,032	914,265
Subtotal:	446,786	706,207	828,579	921,032	914,265
Contingency					
75005 Contingency	0	0	0	100,000	100,000
Subtotal:	0	0	0	100,000	100,000

FUND 037 - SOLID WASTE MANAGEMENT FUND **Dept 09 - Fiduciary**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Ending Balance and Reserves					
78100 Reserves	0	0	0	1,943,315	1,860,600
Subtotal:	0	0	0	1,943,315	1,860,600
Subtotal of Expenditures:	601,461	884,650	1,017,574	3,112,109	3,033,328

FUND 037 - SOLID WASTE MANAGEMENT FUND **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	13,129	16,738	11,615	0	0
Fees & Other Service Charges	718,418	739,002	763,330	784,713	845,020
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	67,293	56,076	46,893	40,000	35,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	2,287,396	2,153,308
Total Fund Revenues:	798,840	811,816	821,838	3,112,109	3,033,328
Expenditures:					
Personnel Services	85,092	87,133	97,165	0	0
Materials & Services	69,583	91,310	91,830	147,762	158,463
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	446,786	706,207	828,579	921,032	914,265
Contingency	0	0	0	100,000	100,000
Ending Balance & Reserves	0	0	0	1,943,315	1,860,600
Total Fund Expenditures:	601,461	884,650	1,017,574	3,112,109	3,033,328

FUND 038 - COURT SECURITY FUND **Dept 09 - Fiduciary**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	58,746	48,814	25,408	30,000	0
43100 Local Government Sources	135,149	114,842	168,540	100,000	130,000
Subtotal:	193,895	163,656	193,948	130,000	130,000
All Other Resources					
52100 Interest Revenue	9,939	8,273	5,496	5,000	5,000
Subtotal:	9,939	8,273	5,496	5,000	5,000
Fund Balance					
58100 Fund Balance	0	0	0	257,771	240,794
Subtotal:	0	0	0	257,771	240,794
Subtotal of Revenues:	203,834	171,929	199,444	392,771	375,794
Expenditures:					
Materials & Services					
64100 Contracted Services	202,843	200,877	206,837	225,000	262,220
Subtotal:	202,843	200,877	206,837	225,000	262,220
Ending Balance and Reserves					
78100 Reserves	0	0	0	167,771	113,574
Subtotal:	0	0	0	167,771	113,574
Subtotal of Expenditures:	202,843	200,877	206,837	392,771	375,794

FUND 038 - COURT SECURITY FUND **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	193,895	163,656	193,948	130,000	130,000
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	9,939	8,273	5,496	5,000	5,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	257,771	240,794
Total Fund Revenues:	203,834	171,929	199,444	392,771	375,794
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	202,843	200,877	206,837	225,000	262,220
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	167,771	113,574
Total Fund Expenditures:	202,843	200,877	206,837	392,771	375,794

FUND 039 - LAW ENHANCEMENT DISTRICT **Dept 41 - Sheriff**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	1,333,018	1,321,271	1,288,477	1,318,315	1,242,487
Subtotal:	1,333,018	1,321,271	1,288,477	1,318,315	1,242,487
Fees & Other Service Charges					
45100 Fees	0	207	0	0	0
Subtotal:	0	207	0	0	0
Property Tax Revenues					
46100 Current Property Tax Revenue	0	0	17,725	0	0
Subtotal:	0	0	17,725	0	0
All Other Resources					
52100 Interest Revenue	21,140	18,375	16,493	16,685	15,000
Subtotal:	21,140	18,375	16,493	16,685	15,000
Fund Balance					
58100 Fund Balance	0	0	0	650,000	752,785
Subtotal:	0	0	0	650,000	752,785
Subtotal of Revenues:	1,354,158	1,339,853	1,322,695	1,985,000	2,010,272
Expenditures:					
Personnel Services					
62100 Salaries & Wages	389,710	592,298	576,658	635,222	600,938
62200 Payroll Taxes & Benefits	195,430	291,239	306,777	321,858	343,602
Subtotal:	585,140	883,537	883,435	957,080	944,540
Materials & Services					
64100 Contracted Services	146,853	175,849	194,038	222,436	238,485
64200 Operation Expenses	165,873	226,222	223,940	295,045	307,793
64300 Minor Equipment	9,641	52,413	11,550	7,000	7,000
64400 Equip Repair/Maint/Lease	0	2,570	1,546	2,644	2,644
64500 Property Maintenance/Utilities	14,250	14,296	0	15,000	15,000
64600 Travel & Training	2,677	8,226	1,097	10,000	10,000
Subtotal:	339,294	479,576	432,171	552,125	580,922
Capital Outlay					
68400 CO-Equipment/Machinery	0	5,702	0	0	0
Subtotal:	0	5,702	0	0	0

FUND 039 - LAW ENHANCEMENT DISTRICT **Dept 41 - Sheriff**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Transfers to Other Funds					
74100 Transfers To Other Funds	54,551	0	0	0	0
Subtotal:	54,551	0	0	0	0
Contingency					
75005 Contingency	0	0	0	100,000	109,810
Subtotal:	0	0	0	100,000	109,810
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	375,795	375,000
Subtotal:	0	0	0	375,795	375,000
Subtotal of Expenditures:	978,985	1,368,815	1,315,606	1,985,000	2,010,272

FUND 039 - LAW ENHANCEMENT DISTRICT **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	1,333,018	1,321,271	1,288,477	1,318,315	1,242,487
Fees & Other Service Charges	0	207	0	0	0
Property Tax	0	0	17,725	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	21,140	18,375	16,493	16,685	15,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	650,000	752,785
Total Fund Revenues:	1,354,158	1,339,853	1,322,695	1,985,000	2,010,272
Expenditures:					
Personnel Services	585,140	883,537	883,435	957,080	944,540
Materials & Services	339,294	479,576	432,171	552,125	580,922
Capital Outlay	0	5,702	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	54,551	0	0	0	0
Contingency	0	0	0	100,000	109,810
Ending Balance & Reserves	0	0	0	375,795	375,000
Total Fund Expenditures:	978,985	1,368,815	1,315,606	1,985,000	2,010,272

FUND 040 - SPORTS PARK MITIGATION **Dept 39 - Roads & Parks**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	0	0	21,462	0	101,100
Subtotal:	0	0	21,462	0	101,100
All Other Resources					
52100 Interest Revenue	0	43	2,205	2,000	1,500
Subtotal:	0	43	2,205	2,000	1,500
Fund Balance					
58100 Fund Balance	0	0	0	120,000	3,500
Subtotal:	0	0	0	120,000	3,500
Subtotal of Revenues:	0	43	23,667	122,000	106,100
Expenditures:					
Materials & Services					
64100 Contracted Services	0	0	21,462	25,000	25,000
64500 Property Maintenance/Utilities	0	0	0	5,000	5,000
Subtotal:	0	0	21,462	30,000	30,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	92,000	76,100
Subtotal:	0	0	0	92,000	76,100
Subtotal of Expenditures:	0	0	21,462	122,000	106,100

FUND 040 - SPORTS PARK MITIGATION **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	21,462	0	101,100
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	0	43	2,205	2,000	1,500
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	120,000	3,500
Total Fund Revenues:	0	43	23,667	122,000	106,100
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	21,462	30,000	30,000
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	92,000	76,100
Total Fund Expenditures:	0	0	21,462	122,000	106,100

FUND 471 - TED GERLOCK **Dept 31 - Library**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
All Other Resources					
52100 Interest Revenue	36	0	0	0	0
Subtotal:	36	0	0	0	0
Subtotal of Revenues:	36	0	0	0	0
Expenditures:					
Transfers to Other Funds					
74100 Transfers To Other Funds	1,677	0	0	0	0
Subtotal:	1,677	0	0	0	0
Subtotal of Expenditures:	1,677	0	0	0	0

FUND 471 - TED GERLOCK **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	36	0	0	0	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	36	0	0	0	0
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	1,677	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	1,677	0	0	0	0

FUND 472 - D HOULIHAN **Dept 31 - Library**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
All Other Resources					
52100 Interest Revenue	547	0	0	0	0
Subtotal:	547	0	0	0	0
Subtotal of Revenues:	547	0	0	0	0
Expenditures:					
Transfers to Other Funds					
74100 Transfers To Other Funds	25,497	0	0	0	0
Subtotal:	25,497	0	0	0	0
Subtotal of Expenditures:	25,497	0	0	0	0

FUND 472 - D HOULIHAN **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	547	0	0	0	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	547	0	0	0	0
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	25,497	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	25,497	0	0	0	0

FUND 500 - AIRPORT ENTERPRISE FUND **Dept 01 - Airport**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	533,484	593,467	1,676,541	6,270,905	16,289,219
42100 State Sources	2,915,165	1,893,080	1,986,865	521,052	165,457
44100 Private/NonProfit Sources	2,645,472	2,654,750	2,570,316	2,780,092	3,117,190
Subtotal:	6,094,121	5,141,297	6,233,722	9,572,049	19,571,866
Fees & Other Service Charges					
45100 Fees	4,734,390	4,691,073	4,573,992	4,542,028	4,478,908
45200 Fines	3,883	7,445	5,648	1,400	1,690
45500 Sales	32,669	19,134	163	0	162,639
Subtotal:	4,770,942	4,717,652	4,579,803	4,543,428	4,643,237
All Other Resources					
52100 Interest Revenue	187,905	256,504	237,775	264,100	262,000
52900 Miscellaneous Revenue	13,992	38,470	24,280	13,000	500
Subtotal:	201,897	294,974	262,055	277,100	262,500
Interfund Transfers					
54100 Interfund Transfers	3,510,601	0	51,668	0	0
54500 Interdepartmental Charges	0	0	1,471	0	0
Subtotal:	3,510,601	0	53,139	0	0
Fund Balance					
58100 Fund Balance	0	0	0	15,482,988	15,716,442
Subtotal:	0	0	0	15,482,988	15,716,442
Subtotal of Revenues:	14,577,561	10,153,923	11,128,719	29,875,565	40,194,045
Expenditures:					
Personnel Services					
62100 Salaries & Wages	1,313,969	1,380,741	1,387,671	1,811,119	1,883,950
62200 Payroll Taxes & Benefits	681,336	702,333	790,417	1,063,423	1,137,224
Subtotal:	1,995,305	2,083,074	2,178,088	2,874,542	3,021,174

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Materials & Services					
64100 Contracted Services	1,302,973	1,537,498	1,359,433	1,824,003	1,907,815
64200 Operation Expenses	356,602	349,506	400,869	606,005	796,841
64300 Minor Equipment	57,374	75,012	58,914	106,680	108,265
64400 Equip Repair/Maint/Lease	51,325	73,534	81,008	99,250	269,169
64500 Property Maintenance/Utilities	868,975	904,013	944,931	1,100,162	1,230,239
64600 Travel & Training	43,528	42,146	40,993	68,145	68,710
64700 Software Expense	268	0	9,604	0	0
Subtotal:	2,681,045	2,981,709	2,895,752	3,804,245	4,381,039
Capital Outlay					
68100 Capital Outlay-Land	0	34,731	0	0	0
68200 Capital Outlay-Buildings	468,819	865,561	2,627,560	2,575,000	2,752,684
68300 CO-Land Improvements	3,255,408	2,532,601	2,809,933	9,697,163	20,276,458
68400 CO-Equipment/Machinery	498,633	72,971	28,172	86,500	146,579
Subtotal:	4,222,860	3,505,864	5,465,665	12,358,663	23,175,721
Contingency					
75005 Contingency	0	0	0	750,000	2,000,000
Subtotal:	0	0	0	750,000	2,000,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	10,088,115	3,575,000
78500 Unapprop Ending Fund Bal	0	0	0	0	4,041,111
Subtotal:	0	0	0	10,088,115	7,616,111
Subtotal of Expenditures:	8,899,210	8,570,647	10,539,505	29,875,565	40,194,045

FUND 500 - AIRPORT ENTERPRISE FUND **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	6,094,121	5,141,297	6,233,722	9,572,049	19,571,866
Fees & Other Service Charges	4,770,942	4,717,652	4,579,803	4,543,428	4,643,237
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	201,897	294,974	262,055	277,100	262,500
Interfund Transfers	3,510,601	0	53,139	0	0
Fund Balance	0	0	0	15,482,988	15,716,442
Total Fund Revenues:	14,577,561	10,153,923	11,128,719	29,875,565	40,194,045
Expenditures:					
Personnel Services	1,995,305	2,083,074	2,178,088	2,874,542	3,021,174
Materials & Services	2,681,045	2,981,709	2,895,752	3,804,245	4,381,039
Capital Outlay	4,222,860	3,505,864	5,465,665	12,358,663	23,175,721
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	750,000	2,000,000
Ending Balance & Reserves	0	0	0	10,088,115	7,616,111
Total Fund Expenditures:	8,899,210	8,570,647	10,539,505	29,875,565	40,194,045

FUND 501 - AIRPORT DEBT SERVICE FUND **Dept 01 - Airport**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
All Other Resources					
52100 Interest Revenue	16,481	7,052	4,311	1,479	2,031
Subtotal:	16,481	7,052	4,311	1,479	2,031
Interfund Transfers					
54100 Interfund Transfers	1,334,622	1,338,600	1,341,544	1,338,582	1,339,716
Subtotal:	1,334,622	1,338,600	1,341,544	1,338,582	1,339,716
Fund Balance					
58100 Fund Balance	0	0	0	299,771	304,634
Subtotal:	0	0	0	299,771	304,634
Subtotal of Revenues:	1,351,103	1,345,652	1,345,855	1,639,832	1,646,381
Expenditures:					
Debt Service					
72100 Debt Service	1,334,622	1,338,600	1,341,544	1,338,582	1,339,716
Subtotal:	1,334,622	1,338,600	1,341,544	1,338,582	1,339,716
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	301,250	306,665
Subtotal:	0	0	0	301,250	306,665
Subtotal of Expenditures:	1,334,622	1,338,600	1,341,544	1,639,832	1,646,381

FUND 501 - AIRPORT DEBT SERVICE FUND **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	16,481	7,052	4,311	1,479	2,031
Interfund Transfers	1,334,622	1,338,600	1,341,544	1,338,582	1,339,716
Fund Balance	0	0	0	299,771	304,634
Total Fund Revenues:	1,351,103	1,345,652	1,345,855	1,639,832	1,646,381
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	1,334,622	1,338,600	1,341,544	1,338,582	1,339,716
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	301,250	306,665
Total Fund Expenditures:	1,334,622	1,338,600	1,341,544	1,639,832	1,646,381

FUND 502 - TERMINAL CONSTRUCTION-SERIES A **Dept 01 - Airport**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
All Other Resources					
52100 Interest Revenue	268	224	28	0	0
Subtotal:	268	224	28	0	0

FUND 502 - TERMINAL CONSTRUCTION-SERIES A **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	268	224	28	0	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	268	224	28	0	0
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	0	0	0	0	0

FUND 503 - PASSENGER FACILITY CHARGE FUND **Dept 01 - Airport**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	0	140,322	0	0	0
Subtotal:	0	140,322	0	0	0
Fees & Other Service Charges					
45100 Fees	1,148,270	1,221,832	1,171,582	1,447,791	1,454,420
Subtotal:	1,148,270	1,221,832	1,171,582	1,447,791	1,454,420
All Other Resources					
52100 Interest Revenue	22,584	23,416	17,919	18,000	28,000
Subtotal:	22,584	23,416	17,919	18,000	28,000
Fund Balance					
58100 Fund Balance	0	0	0	1,456,443	1,339,234
Subtotal:	0	0	0	1,456,443	1,339,234
Subtotal of Revenues:	1,171,122	1,385,794	1,189,529	2,922,234	2,821,654
Expenditures:					
Materials & Services					
64100 Contracted Services	0	0	0	60,000	60,000
Subtotal:	0	0	0	60,000	60,000
Capital Outlay					
68300 CO-Land Improvements	137,927	13,599	0	0	0
Subtotal:	137,927	13,599	0	0	0
Transfers to Other Funds					
74100 Transfers To Other Funds	1,334,622	1,338,600	1,341,544	1,338,582	1,339,716
Subtotal:	1,334,622	1,338,600	1,341,544	1,338,582	1,339,716
Ending Balance and Reserves					
78100 Reserves	0	0	0	1,523,652	1,421,938
Subtotal:	0	0	0	1,523,652	1,421,938
Subtotal of Expenditures:	1,472,549	1,352,199	1,341,544	2,922,234	2,821,654

FUND 503 - PASSENGER FACILITY CHARGE FUND SUMMARY

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	140,322	0	0	0
Fees & Other Service Charges	1,148,270	1,221,832	1,171,582	1,447,791	1,454,420
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	22,584	23,416	17,919	18,000	28,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	1,456,443	1,339,234
Total Fund Revenues:	1,170,854	1,385,570	1,189,501	2,922,234	2,821,654
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	60,000	60,000
Capital Outlay	137,927	13,599	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	1,334,622	1,338,600	1,341,544	1,338,582	1,339,716
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	1,523,652	1,421,938
Total Fund Expenditures:	1,472,549	1,352,199	1,341,544	2,922,234	2,821,654

FUND 504 - TERMINAL CONSTRUCTION PROJECT **Dept 01 - Airport**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	2,678,716	0	0	0	0
Subtotal:	2,678,716	0	0	0	0
All Other Resources					
52100 Interest Revenue	69,430	0	0	0	0
Subtotal:	69,430	0	0	0	0
Subtotal of Revenues:	2,748,146	0	0	0	0
Expenditures:					
Capital Outlay					
68200 Capital Outlay-Buildings	923,764	0	0	0	0
68300 CO-Land Improvements	713,817	0	0	0	0
Subtotal:	1,637,581	0	0	0	0
Transfers to Other Funds					
74100 Transfers To Other Funds	3,483,211	0	0	0	0
Subtotal:	3,483,211	0	0	0	0
Subtotal of Expenditures:	5,120,792	0	0	0	0

FUND 504 - TERMINAL CONSTRUCTION PROJECT SUMMARY

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	2,678,716	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	69,430	0	0	0	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	2,748,146	0	0	0	0
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	1,637,581	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	3,483,211	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	5,120,792	0	0	0	0

FUND 523 - EXPOSITION PARK FUND **Dept 21 - Expo**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	41,963	36,031	50,002	49,673	0
44100 Private/NonProfit Sources	59,437	32,298	19,840	21,300	14,086
44400 Donations/Sponsorships	195,172	148,300	229,705	191,350	30,500
Subtotal:	296,572	216,629	299,547	262,323	44,586
Fees & Other Service Charges					
45100 Fees	1,337,142	1,313,969	1,455,059	1,650,874	716,024
45200 Fines	60	0	0	0	0
45500 Sales	0	0	0	0	0
Subtotal:	1,337,202	1,313,969	1,455,059	1,650,874	716,024
All Other Resources					
52100 Interest Revenue	4,421	663	2,091	0	0
52900 Miscellaneous Revenue	1,011	1,861	2,695	0	0
Subtotal:	5,432	2,524	4,786	0	0
Interfund Transfers					
54100 Interfund Transfers	20,755	13,071	190,332	230,468	0
54500 Interdepartmental Charges	40,000	0	0	0	0
Subtotal:	60,755	13,071	190,332	230,468	0
Subtotal of Revenues:	1,699,961	1,546,193	1,949,724	2,143,665	760,610
Expenditures:					
Personnel Services					
62100 Salaries & Wages	363,024	333,899	297,980	292,303	106,689
62200 Payroll Taxes & Benefits	167,457	130,575	128,905	129,919	49,270
Subtotal:	530,481	464,474	426,885	422,222	155,959
Materials & Services					
64100 Contracted Services	384,438	362,341	496,027	490,265	210,997
64200 Operation Expenses	576,319	625,043	576,677	706,163	215,461
64300 Minor Equipment	6,049	4,821	5,986	2,000	730
64400 Equip Repair/Maint/Lease	96,554	71,904	83,216	106,041	43,550
64500 Property Maintenance/Utilities	277,044	252,274	257,212	251,407	84,035
64600 Travel & Training	10,196	1,759	1,297	10,683	0
Subtotal:	1,350,600	1,318,142	1,420,415	1,566,559	554,773

FUND 523 - EXPOSITION PARK FUND **Dept 21 - Expo**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Transfers to Other Funds					
74100 Transfers To Other Funds	0	5,000	0	154,884	0
Subtotal:	0	5,000	0	154,884	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	0	49,878
Subtotal:	0	0	0	0	49,878
Subtotal of Expenditures:	1,881,081	1,787,616	1,847,300	2,143,665	760,610

FUND 523 - EXPOSITION PARK FUND **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	296,572	216,629	299,547	262,323	44,586
Fees & Other Service Charges	1,337,202	1,313,969	1,455,059	1,650,874	716,024
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	5,432	2,524	4,786	0	0
Interfund Transfers	60,755	13,071	190,332	230,468	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	1,699,961	1,546,193	1,949,724	2,143,665	760,610
Expenditures:					
Personnel Services	530,481	464,474	426,885	422,222	155,959
Materials & Services	1,350,600	1,318,142	1,420,415	1,566,559	554,773
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	5,000	0	154,884	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	49,878
Total Fund Expenditures:	1,881,081	1,787,616	1,847,300	2,143,665	760,610

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	1,898,595	4,011,950	249,662	35,000	138,000
42100 State Sources	665,916	1,596,207	507,412	1,000,808	797,385
43100 Local Government Sources	0	120,414	26,507	0	117,222
44100 Private/NonProfit Sources	152,861	131,813	113,471	111,800	63,200
44400 Donations/Sponsorships	0	0	1,000	0	45,000
Subtotal:	2,717,372	5,860,384	898,052	1,147,608	1,160,807
Fees & Other Service Charges					
45100 Fees	615,717	695,084	703,380	748,150	1,394,000
45200 Fines	240	303	155	0	0
45500 Sales	140	439	6,226	0	76,000
Subtotal:	616,097	695,826	709,761	748,150	1,470,000
All Other Resources					
52100 Interest Revenue	20,935	16,910	13,918	15,000	18,000
52900 Miscellaneous Revenue	2,441	3,094	1,984	0	0
Subtotal:	23,376	20,004	15,902	15,000	18,000
Interfund Transfers					
54100 Interfund Transfers	260,468	96,762	89,389	112,875	107,875
54500 Interdepartmental Charges	0	54,235	0	5,000	292,173
Subtotal:	260,468	150,997	89,389	117,875	400,048
Fund Balance					
58100 Fund Balance	0	0	0	860,000	650,000
Subtotal:	0	0	0	860,000	650,000
Subtotal of Revenues:	3,617,313	6,727,211	1,713,104	2,888,633	3,698,855
Expenditures:					
Personnel Services					
62100 Salaries & Wages	530,995	506,126	480,526	530,968	888,730
62200 Payroll Taxes & Benefits	203,827	199,408	216,147	232,558	366,066
Subtotal:	734,822	705,534	696,673	763,526	1,254,796

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Materials & Services					
64100 Contracted Services	2,359,982	5,242,798	509,036	651,900	520,038
64200 Operation Expenses	88,498	83,781	92,638	106,284	141,972
64300 Minor Equipment	6,176	16,117	29,811	9,050	21,600
64400 Equip Repair/Maint/Lease	12,114	16,967	15,066	18,450	106,200
64500 Property Maintenance/Utilities	308,839	251,529	293,530	284,470	443,874
64600 Travel & Training	8,130	5,501	7,268	8,700	11,500
64700 Software Expense	595	806	595	800	1,000
Subtotal:	2,784,334	5,617,499	947,944	1,079,654	1,246,184
Capital Outlay					
68200 Capital Outlay-Buildings	13,439	75,875	95	0	333,000
68300 CO-Land Improvements	97,385	147,082	62,736	235,000	0
68400 CO-Equipment/Machinery	0	8,750	25,000	25,000	25,000
Subtotal:	110,824	231,707	87,831	260,000	358,000
Transfers to Other Funds					
74100 Transfers To Other Funds	0	0	3,860	0	0
Subtotal:	0	0	3,860	0	0
Contingency					
75005 Contingency	0	0	0	300,000	300,000
Subtotal:	0	0	0	300,000	300,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	485,453	539,875
Subtotal:	0	0	0	485,453	539,875
Subtotal of Expenditures:	3,629,980	6,554,740	1,736,308	2,888,633	3,698,855

FUND 535 - RECREATION ENTERPRISE FUND **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	2,717,372	5,860,384	898,052	1,147,608	1,160,807
Fees & Other Service Charges	616,097	695,826	709,761	748,150	1,470,000
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	23,376	20,004	15,902	15,000	18,000
Interfund Transfers	260,468	150,997	89,389	117,875	400,048
Fund Balance	0	0	0	860,000	650,000
Total Fund Revenues:	3,617,313	6,727,211	1,713,104	2,888,633	3,698,855
Expenditures:					
Personnel Services	734,822	705,534	696,673	763,526	1,254,796
Materials & Services	2,784,334	5,617,499	947,944	1,079,654	1,246,184
Capital Outlay	110,824	231,707	87,831	260,000	358,000
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	3,860	0	0
Contingency	0	0	0	300,000	300,000
Ending Balance & Reserves	0	0	0	485,453	539,875
Total Fund Expenditures:	3,629,980	6,554,740	1,736,308	2,888,633	3,698,855

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
44100 Private/NonProfit Sources	66,808	95,283	137,632	60,000	70,000
Subtotal:	66,808	95,283	137,632	60,000	70,000
Fees & Other Service Charges					
45100 Fees	4,119	6,158	3,936	1,500	2,500
45500 Sales	71,735	78,176	121,498	60,000	70,000
Subtotal:	75,854	84,334	125,434	61,500	72,500
All Other Resources					
52100 Interest Revenue	31,467	26,720	19,153	25,000	20,000
52900 Miscellaneous Revenue	0	181	0	0	0
Subtotal:	31,467	26,901	19,153	25,000	20,000
Interfund Transfers					
54100 Interfund Transfers	418,023	84,091	9,404	0	13,000
54500 Interdepartmental Charges	2,007,021	2,053,177	1,635,827	1,627,381	1,909,085
Subtotal:	2,425,044	2,137,268	1,645,231	1,627,381	1,922,085
Fund Balance					
58100 Fund Balance	0	0	0	1,175,000	1,036,000
Subtotal:	0	0	0	1,175,000	1,036,000
Subtotal of Revenues:	2,599,173	2,343,786	1,927,450	2,948,881	3,120,585
Expenditures:					
Personnel Services					
62100 Salaries & Wages	173,061	183,122	197,423	217,968	228,847
62200 Payroll Taxes & Benefits	90,454	96,571	108,837	116,551	128,287
Subtotal:	263,515	279,693	306,260	334,519	357,134
Materials & Services					
64100 Contracted Services	74,532	53,511	67,907	81,655	77,602
64200 Operation Expenses	24,291	38,560	26,883	32,259	34,504
64300 Minor Equipment	4,901	5,849	782	6,000	6,000
64400 Equip Repair/Maint/Lease	707,832	879,145	998,132	869,650	903,350
64500 Property Maintenance/Utilities	19,585	21,975	21,383	25,284	23,414
64600 Travel & Training	1,486	3,241	906	3,000	2,500
64700 Software Expense	3,650	4,250	8,340	6,700	0
Subtotal:	836,277	1,006,531	1,124,333	1,024,548	1,047,370

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Capital Outlay					
68100 Capital Outlay-Land	276,150	0	0	0	0
68300 CO-Land Improvements	0	26,002	64,264	0	0
68400 CO-Equipment/Machinery	1,118,886	689,350	768,989	653,000	882,500
Subtotal:	1,395,036	715,352	833,253	653,000	882,500
Transfers to Other Funds					
74100 Transfers To Other Funds	108,800	82,439	21,545	0	0
Subtotal:	108,800	82,439	21,545	0	0
Contingency					
75005 Contingency	0	0	0	111,814	408,581
Subtotal:	0	0	0	111,814	408,581
Ending Balance and Reserves					
78100 Reserves	0	0	0	825,000	0
78500 Unapprop Ending Fund Bal	0	0	0	0	425,000
Subtotal:	0	0	0	825,000	425,000
Subtotal of Expenditures:	2,603,628	2,084,015	2,285,391	2,948,881	3,120,585

FUND 559 – MOTOR POOL **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	66,808	95,283	137,632	60,000	70,000
Fees & Other Service Charges	75,854	84,334	125,434	61,500	72,500
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	31,467	26,901	19,153	25,000	20,000
Interfund Transfers	2,425,044	2,137,268	1,645,231	1,627,381	1,922,085
Fund Balance	0	0	0	1,175,000	1,036,000
Total Fund Revenues:	2,599,173	2,343,786	1,927,450	2,948,881	3,120,585
Expenditures:					
Personnel Services	263,515	279,693	306,260	334,519	357,134
Materials & Services	836,277	1,006,531	1,124,333	1,024,548	1,047,370
Capital Outlay	1,395,036	715,352	833,253	653,000	882,500
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	108,800	82,439	21,545	0	0
Contingency	0	0	0	111,814	408,581
Ending Balance & Reserves	0	0	0	825,000	425,000
Total Fund Expenditures:	2,603,628	2,084,015	2,285,391	2,948,881	3,120,585

FUND 560 - COMPUTER REPLACEMENT FUND **Dept 03 - Information Technology**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
44100 Private/NonProfit Sources	0	601	0	500	0
Subtotal:	0	601	0	500	0
All Other Resources					
52100 Interest Revenue	17,519	15,424	11,072	6,495	6,849
52900 Miscellaneous Revenue	993	0	0	0	0
Subtotal:	18,512	15,424	11,072	6,495	6,849
Interfund Transfers					
54500 Interdepartmental Charges	249,675	291,306	286,835	296,899	267,799
Subtotal:	249,675	291,306	286,835	296,899	267,799
Fund Balance					
58100 Fund Balance	0	0	0	649,461	684,923
Subtotal:	0	0	0	649,461	684,923
Subtotal of Revenues:	268,187	307,331	297,907	953,355	959,571
Expenditures:					
Materials & Services					
64200 Operation Expenses	0	70	105	0	100,000
64300 Minor Equipment	163,209	293,322	213,093	304,319	291,876
64600 Travel & Training	0	0	0	0	52,860
64700 Software Expense	15,459	13,050	3,240	340,000	231,425
Subtotal:	178,668	306,442	216,438	644,319	676,161
Transfers to Other Funds					
74100 Transfers To Other Funds	0	84,144	0	0	0
Subtotal:	0	84,144	0	0	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	309,036	283,410
Subtotal:	0	0	0	309,036	283,410
Subtotal of Expenditures:	178,668	390,586	216,438	953,355	959,571

FUND 560 - COMPUTER REPLACEMENT FUND **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	601	0	500	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	18,512	15,424	11,072	6,495	6,849
Interfund Transfers	249,675	291,306	286,835	296,899	267,799
Fund Balance	0	0	0	649,461	684,923
Total Fund Revenues:	268,187	307,331	297,907	953,355	959,571
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	178,668	306,442	216,438	644,319	676,161
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	84,144	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	309,036	283,410
Total Fund Expenditures:	178,668	390,586	216,438	953,355	959,571

FUND 561 - RISK MGMT-GEN AUTO LIAB **Dept 08 - County Administration**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	10,387	5,104	0	0	0
44100 Private/NonProfit Sources	0	119	1,042	1,741	185
Subtotal:	10,387	5,223	1,042	1,741	185
All Other Resources					
52100 Interest Revenue	258,118	133,261	40,252	23,442	60,523
52900 Miscellaneous Revenue	4,228	0	212	0	0
Subtotal:	262,346	133,261	40,464	23,442	60,523
Interfund Transfers					
54100 Interfund Transfers	0	0	0	1,500,000	0
54500 Interdepartmental Charges	6,158,868	2,001,412	2,420,816	2,469,013	2,814,044
Subtotal:	6,158,868	2,001,412	2,420,816	3,969,013	2,814,044
Fund Balance					
58100 Fund Balance	0	0	0	2,344,297	5,043,556
Subtotal:	0	0	0	2,344,297	5,043,556
Subtotal of Revenues:	6,431,601	2,139,896	2,462,322	6,338,493	7,918,308
Expenditures:					
Personnel Services					
62100 Salaries & Wages	138,121	140,837	167,976	202,869	190,734
62200 Payroll Taxes & Benefits	56,898	54,937	69,689	90,826	95,813
Subtotal:	195,019	195,774	237,665	293,695	286,547
Materials & Services					
64100 Contracted Services	442,352	212,543	228,575	276,603	239,612
64200 Operation Expenses	6,149,628	1,726,476	1,700,426	1,851,203	4,887,516
64300 Minor Equipment	635	2,006	0	1,500	1,500
64400 Equip Repair/Maint/Lease	46	23	3,126	3,200	2,879
64500 Property Maintenance/Utilities	0	0	0	200	200
64600 Travel & Training	5,156	4,001	455	6,450	6,450
64700 Software Expense	0	147	1,998	0	0
Subtotal:	6,597,817	1,945,196	1,934,580	2,139,156	5,138,157
Transfers to Other Funds					
74100 Transfers To Other Funds	0	5,029,588	0	0	0
Subtotal:	0	5,029,588	0	0	0

FUND 561 - RISK MGMT-GEN AUTO LIAB **Dept 08 - County Administration**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Ending Balance and Reserves					
78100 Reserves	0	0	0	3,905,642	2,493,604
Subtotal:	0	0	0	3,905,642	2,493,604
Subtotal of Expenditures:	6,792,836	7,170,558	2,172,245	6,338,493	7,918,308

FUND 561 - RISK MGMT-GEN AUTO LIAB **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	10,387	5,223	1,042	1,741	185
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	262,346	133,261	40,464	23,442	60,523
Interfund Transfers	6,158,868	2,001,412	2,420,816	3,969,013	2,814,044
Fund Balance	0	0	0	2,344,297	5,043,556
Total Fund Revenues:	6,431,601	2,139,896	2,462,322	6,338,493	7,918,308
Expenditures:					
Personnel Services	195,019	195,774	237,665	293,695	286,547
Materials & Services	6,597,817	1,945,196	1,934,580	2,139,156	5,138,157
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	5,029,588	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	3,905,642	2,493,604
Total Fund Expenditures:	6,792,836	7,170,558	2,172,245	6,338,493	7,918,308

FUND 562 - SELF INSURANCE HEALTH PLAN **Dept 08 - County Administration**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
All Other Resources					
52100 Interest Revenue	0	41,489	53,839	32,417	48,251
52900 Miscellaneous Revenue	0	245,464	290,999	0	0
Subtotal:	0	286,953	344,838	32,417	48,251
Interfund Transfers					
54100 Interfund Transfers	0	2,500,979	0	0	0
54500 Interdepartmental Charges	0	3,157,525	3,346,352	4,080,156	4,321,650
Subtotal:	0	5,658,504	3,346,352	4,080,156	4,321,650
Fund Balance					
58100 Fund Balance	0	0	0	3,241,571	4,020,925
Subtotal:	0	0	0	3,241,571	4,020,925
Subtotal of Revenues:	0	5,945,457	3,691,190	7,354,144	8,390,826
Expenditures:					
Materials & Services					
64100 Contracted Services	0	112,134	133,243	161,944	166,375
64200 Operation Expenses	0	3,162,839	3,931,876	3,902,242	4,846,757
Subtotal:	0	3,274,973	4,065,119	4,064,186	5,013,132
Ending Balance and Reserves					
78100 Reserves	0	0	0	3,289,958	3,377,694
Subtotal:	0	0	0	3,289,958	3,377,694
Subtotal of Expenditures:	0	3,274,973	4,065,119	7,354,144	8,390,826

FUND 562 – SELF-INSURANCE HEALTH PLAN **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	0	286,953	344,838	32,417	48,251
Interfund Transfers	0	5,658,504	3,346,352	4,080,156	4,321,650
Fund Balance	0	0	0	3,241,571	4,020,925
Total Fund Revenues:	0	5,945,457	3,691,190	7,354,144	8,390,826
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	3,274,973	4,065,119	4,064,186	5,013,132
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	3,289,958	3,377,694
Total Fund Expenditures:	0	3,274,973	4,065,119	7,354,144	8,390,826

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	0	0	53,482	10,000	15,000
Subtotal:	0	0	53,482	10,000	15,000
All Other Resources					
52100 Interest Revenue	0	52,349	85,015	44,866	37,596
52900 Miscellaneous Revenue	0	0	0	4,000	4,000
Subtotal:	0	52,349	85,015	48,866	41,596
Interfund Transfers					
54100 Interfund Transfers	0	2,520,209	0	0	0
54500 Interdepartmental Charges	0	976,913	654,473	806,488	825,079
Subtotal:	0	3,497,122	654,473	806,488	825,079
Fund Balance					
58100 Fund Balance	0	0	0	4,486,575	3,133,019
Subtotal:	0	0	0	4,486,575	3,133,019
Subtotal of Revenues:	0	3,549,471	792,970	5,351,929	4,014,694
Expenditures:					
Materials & Services					
64100 Contracted Services	0	71,846	69,105	107,000	78,400
64200 Operation Expenses	0	539,902	548,139	746,888	1,807,817
64600 Travel & Training	0	417	400	5,000	5,000
64700 Software Expense	0	0	1,033	0	420
Subtotal:	0	612,165	618,677	858,888	1,891,637
Transfers to Other Funds					
74100 Transfers To Other Funds	0	0	0	1,500,000	0
Subtotal:	0	0	0	1,500,000	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	2,993,041	2,123,057
Subtotal:	0	0	0	2,993,041	2,123,057
Subtotal of Expenditures:	0	612,165	618,677	5,351,929	4,014,694

FUND 563 - WORKERS' COMPENSATION **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	53,482	10,000	15,000
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	0	52,349	85,015	48,866	41,596
Interfund Transfers	0	3,497,122	654,473	806,488	825,079
Fund Balance	0	0	0	4,486,575	3,133,019
Total Fund Revenues:	0	3,549,471	792,970	5,351,929	4,014,694
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	612,165	618,677	858,888	1,891,637
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	1,500,000	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	2,993,041	2,123,057
Total Fund Expenditures:	0	612,165	618,677	5,351,929	4,014,694

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Fees & Other Service Charges					
45500 Sales	14	5	56	75	75
Subtotal:	14	5	56	75	75
Interfund Transfers					
54100 Interfund Transfers	70,027	37,943	49,440	44,625	67,562
54500 Interdepartmental Charges	662,813	374,572	649,254	686,298	673,631
Subtotal:	732,840	412,515	698,694	730,923	741,193
Subtotal of Revenues:	732,854	412,520	698,750	730,998	741,268
Expenditures:					
Personnel Services					
62100 Salaries & Wages	332,018	338,433	374,248	422,134	384,156
62200 Payroll Taxes & Benefits	155,180	136,865	180,645	183,769	218,292
Subtotal:	487,198	475,298	554,893	605,903	602,448
Materials & Services					
64100 Contracted Services	12,493	14,606	7,932	11,292	11,138
64200 Operation Expenses	86,587	83,817	71,538	78,932	84,944
64300 Minor Equipment	1,774	164	0	1,000	1,000
64400 Equip Repair/Maint/Lease	1,559	4,372	3,573	5,520	5,300
64600 Travel & Training	1,404	14,196	15,800	35,438	35,438
64700 Software Expense	190	0	15	1,000	1,000
Subtotal:	104,007	117,155	98,858	133,182	138,820
Subtotal of Expenditures:	591,205	592,453	653,751	739,085	741,268

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	266,148	64,760	0	205,142	68,000
43100 Local Government Sources	0	0	10	0	0
44100 Private/NonProfit Sources	0	0	719	0	0
Subtotal:	266,148	64,760	729	205,142	68,000
Fees & Other Service Charges					
45100 Fees	200,311	199,469	313,351	185,000	250,000
45500 Sales	2,334	2,113	20,880	1,500	1,500
Subtotal:	202,645	201,582	334,231	186,500	251,500
All Other Resources					
52900 Miscellaneous Revenue	8,738	12	3,592	0	0
Subtotal:	8,738	12	3,592	0	0
Interfund Transfers					
54100 Interfund Transfers	320,728	341,848	266,270	271,209	269,289
54500 Interdepartmental Charges	3,252,042	3,746,841	4,016,132	4,907,158	4,377,786
Subtotal:	3,572,770	4,088,689	4,282,402	5,178,367	4,647,075
Subtotal of Revenues:	4,050,301	4,355,043	4,620,954	5,570,009	4,966,575
Expenditures:					
Personnel Services					
62100 Salaries & Wages	1,731,583	1,873,495	2,074,568	2,513,965	2,302,635
62200 Payroll Taxes & Benefits	739,150	794,859	961,923	1,127,428	1,152,975
62300 Labor Adjustments	0	0	0	0	0
Subtotal:	2,470,733	2,668,354	3,036,491	3,641,393	3,455,610
Materials & Services					
64100 Contracted Services	394,441	105,305	177,297	875,092	641,438
64200 Operation Expenses	401,144	382,313	409,335	611,553	575,914
64300 Minor Equipment	427,175	257,619	202,434	33,215	17,700
64500 Property Maintenance/Utilities	0	0	2,755	0	0
64600 Travel & Training	23,460	33,248	40,808	111,313	68,584
64700 Software Expense	494,651	448,732	502,225	90,618	19,529
Subtotal:	1,740,871	1,227,217	1,334,854	1,721,791	1,323,165

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Capital Outlay					
68400 CO-Equipment/Machinery	0	224,933	130,660	212,513	181,500
68500 Capital Outlay-Software	0	35,983	0	37,200	6,300
Subtotal:	0	260,916	130,660	249,713	187,800
Subtotal of Expenditures:	4,211,604	4,156,487	4,502,005	5,612,897	4,966,575

FUND 565 - CENTRAL SERVICES FUND **Dept 06 - Finance**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	2,237	1,923	1,960	1,423	1,400
43100 Local Government Sources	0	0	11	0	0
44100 Private/NonProfit Sources	17,031	24,648	35,230	30,000	45,468
Subtotal:	19,268	26,571	37,201	31,423	46,868
Fees & Other Service Charges					
45100 Fees	0	92	0	0	472
45500 Sales	0	0	2	0	0
Subtotal:	0	92	2	0	472
All Other Resources					
52900 Miscellaneous Revenue	183	11	415	0	0
Subtotal:	183	11	415	0	0
Interfund Transfers					
54100 Interfund Transfers	66,912	68,585	71,902	72,327	71,821
54500 Interdepartmental Charges	637,506	667,538	704,480	749,188	758,672
Subtotal:	704,418	736,123	776,382	821,515	830,493
Subtotal of Revenues:	723,869	762,797	814,000	852,938	877,833
Expenditures:					
Personnel Services					
62100 Salaries & Wages	468,373	466,093	488,861	516,943	498,673
62200 Payroll Taxes & Benefits	203,373	210,709	241,329	253,066	273,354
Subtotal:	671,746	676,802	730,190	770,009	772,027
Materials & Services					
64100 Contracted Services	23,891	26,818	34,135	25,530	23,650
64200 Operation Expenses	42,046	45,161	42,232	51,382	53,857
64300 Minor Equipment	0	5,203	2,474	3,250	700
64400 Equip Repair/Maint/Lease	1,032	553	245	750	1,105
64600 Travel & Training	4,014	4,713	9,965	12,479	11,494
64700 Software Expense	0	0	0	0	15,000
Subtotal:	70,983	82,448	89,051	93,391	105,806
Subtotal of Expenditures:	742,729	759,250	819,241	863,400	877,833

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	0	0	181	0	0
Subtotal:	0	0	181	0	0
Fees & Other Service Charges					
45100 Fees	0	0	192	200	200
45500 Sales	0	0	244	0	0
Subtotal:	0	0	436	200	200
All Other Resources					
52900 Miscellaneous Revenue	2,131	-144	40	0	0
Subtotal:	2,131	-144	40	0	0
Interfund Transfers					
54100 Interfund Transfers	215,325	171,879	157,729	154,336	152,997
54500 Interdepartmental Charges	372,905	541,550	667,120	632,707	725,499
Subtotal:	588,230	713,429	824,849	787,043	878,496
Subtotal of Revenues:	590,361	713,285	825,506	787,243	878,696
Expenditures:					
Personnel Services					
62100 Salaries & Wages	448,062	497,437	409,480	479,009	521,769
62200 Payroll Taxes & Benefits	175,574	159,357	161,432	207,603	254,476
Subtotal:	623,636	656,794	570,912	686,612	776,245
Materials & Services					
64100 Contracted Services	10,634	29,020	38,949	25,763	25,267
64200 Operation Expenses	44,585	36,417	49,006	45,559	46,145
64300 Minor Equipment	6,170	7,078	29	3,500	3,000
64400 Equip Repair/Maint/Lease	4,222	4,573	4,161	7,119	6,804
64500 Property Maintenance/Utilities	0	223	0	1,500	1,500
64600 Travel & Training	8,743	12,507	8,796	29,298	19,735
64700 Software Expense	1,900	736	0	0	0
Subtotal:	76,254	90,554	100,941	112,739	102,451
Subtotal of Expenditures:	699,890	747,348	671,853	799,351	878,696

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	5,000	5,000	5,000	5,000	5,000
42100 State Sources	34,862	83,190	36,841	39,603	65,000
43100 Local Government Sources	23,118	23,158	12,550	30,648	20,000
44100 Private/NonProfit Sources	7,033	6,757	6,483	5,842	7,357
Subtotal:	70,013	118,105	60,874	81,093	97,357
Fees & Other Service Charges					
45100 Fees	1,746	4,363	4,487	600	600
45200 Fines	25	25	25	0	0
45300 Forfeitures	2,048	11,924	0	0	0
45400 Licenses	0	0	0	0	500
45500 Sales	214	4,096	1,583	95	141
Subtotal:	4,033	20,408	6,095	695	1,241
All Other Resources					
52900 Miscellaneous Revenue	4,040	513	1,136	500	0
Subtotal:	4,040	513	1,136	500	0
Interfund Transfers					
54100 Interfund Transfers	1,336,191	1,400,448	1,424,600	1,463,311	1,460,597
54500 Interdepartmental Charges	3,988,080	3,680,536	3,484,182	4,051,910	4,097,253
Subtotal:	5,324,271	5,080,984	4,908,782	5,515,221	5,557,850
Subtotal of Revenues:	5,402,357	5,220,010	4,976,887	5,597,509	5,656,448
Expenditures:					
Personnel Services					
62100 Salaries & Wages	1,768,937	1,811,348	1,807,675	2,102,402	2,013,283
62200 Payroll Taxes & Benefits	813,400	780,445	895,404	969,744	1,089,680
62300 Labor Adjustments	0	1,411	0	0	0
Subtotal:	2,582,337	2,593,204	2,703,079	3,072,146	3,102,963
Materials & Services					
64100 Contracted Services	377,956	190,403	166,675	267,038	370,584
64200 Operation Expenses	164,205	165,114	159,360	211,705	213,167
64300 Minor Equipment	30,624	32,407	30,233	20,450	20,450
64400 Equip Repair/Maint/Lease	9,085	5,481	7,320	8,930	11,631
64500 Property Maintenance/Utilities	2,121,106	1,886,767	1,930,387	1,986,150	1,868,632
64600 Travel & Training	25,042	20,247	37,812	54,970	52,445
64700 Software Expense	2,544	12,734	25,657	17,251	16,576
Subtotal:	2,730,562	2,313,153	2,357,444	2,566,494	2,553,485

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Capital Outlay					
68200 Capital Outlay-Buildings	71,531	128,556	43,830	0	0
68400 CO-Equipment/Machinery	5,765	0	19,357	0	0
Subtotal:	77,296	128,556	63,187	0	0
Transfers to Other Funds					
74100 Transfers To Other Funds	20,012	0	0	0	0
Subtotal:	20,012	0	0	0	0
Subtotal of Expenditures:	5,410,207	5,034,913	5,123,710	5,638,640	5,656,448

FUND 565 - CENTRAL SERVICES FUND **Dept 09 - Fiduciary**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
All Other Resources					
52100 Interest Revenue	164,569	141,394	119,165	36,870	38,675
Subtotal:	164,569	141,394	119,165	36,870	38,675
Interfund Transfers					
54100 Interfund Transfers	0	0	231,952	0	0
Subtotal:	0	0	231,952	0	0
Fund Balance					
58100 Fund Balance	0	0	0	3,351,826	3,222,710
Subtotal:	0	0	0	3,351,826	3,222,710
Subtotal of Revenues:	164,569	141,394	351,117	3,388,696	3,261,385
Expenditures:					
Materials & Services					
64100 Contracted Services	3,063	0	0	0	0
64200 Operation Expenses	0	54,235	65,377	0	0
Subtotal:	3,063	54,235	65,377	0	0
Contingency					
75005 Contingency	0	0	0	200,000	200,000
Subtotal:	0	0	0	200,000	200,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	3,072,720	3,061,385
Subtotal:	0	0	0	3,072,720	3,061,385
Subtotal of Expenditures:	3,063	54,235	65,377	3,272,720	3,261,385

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	1,159	0	0	0	0
44100 Private/NonProfit Sources	0	871	0	1,224	1,301
Subtotal:	1,159	871	0	1,224	1,301
Interfund Transfers					
54100 Interfund Transfers	19,566	19,477	18,632	19,005	17,487
54500 Interdepartmental Charges	86,776	87,208	85,152	94,406	106,442
Subtotal:	106,342	106,685	103,784	113,411	123,929
Subtotal of Revenues:	107,501	107,556	103,784	114,635	125,230
Expenditures:					
Personnel Services					
62100 Salaries & Wages	58,380	60,026	57,847	60,702	60,931
62200 Payroll Taxes & Benefits	35,288	35,867	38,154	38,637	41,509
Subtotal:	93,668	95,893	96,001	99,339	102,440
Materials & Services					
64100 Contracted Services	7,189	10,168	7,327	7,923	8,830
64200 Operation Expenses	6,600	4,820	7,335	7,833	9,120
64300 Minor Equipment	230	0	0	0	4,000
64400 Equip Repair/Maint/Lease	663	840	1,169	840	840
64500 Property Maintenance/Utilities	210	0	0	0	0
Subtotal:	14,892	15,828	15,831	16,596	22,790
Subtotal of Expenditures:	108,560	111,721	111,832	115,935	125,230

FUND 565 - CENTRAL SERVICES FUND **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	356,588	210,307	98,985	318,882	213,526
Fees & Other Service Charges	206,692	222,087	340,820	187,470	253,488
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	179,661	141,786	124,348	37,370	38,675
Interfund Transfers	11,028,871	11,138,425	11,826,845	13,146,480	12,779,036
Fund Balance	0	0	0	3,351,826	3,222,710
Total Fund Revenues:	11,771,812	11,712,605	12,390,998	17,042,028	16,507,435
Expenditures:					
Personnel Services	6,929,318	7,166,345	7,691,566	8,875,402	8,811,733
Materials & Services	4,740,632	3,900,590	4,062,356	4,644,193	4,246,517
Capital Outlay	77,296	389,472	193,847	249,713	187,800
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	20,012	0	0	0	0
Contingency	0	0	0	200,000	200,000
Ending Balance & Reserves	0	0	0	3,072,720	3,061,385
Total Fund Expenditures:	11,767,258	11,456,407	11,947,769	17,042,028	16,507,435

FUND 600 - CAPITAL PROJECTS FUND **Dept 09 - Fiduciary**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	113,756	411,044	0	0	0
43100 Local Government Sources	1,149	0	0	0	0
44100 Private/NonProfit Sources	0	64,474	15,685	0	0
Subtotal:	114,905	475,518	15,685	0	0
Fees & Other Service Charges					
45500 Sales	0	0	16,100	0	0
Subtotal:	0	0	16,100	0	0
All Other Resources					
52100 Interest Revenue	40,816	34,092	52,614	20,000	70,000
52900 Miscellaneous Revenue	12,660	1,039	671	0	0
Subtotal:	53,476	35,131	53,285	20,000	70,000
Interfund Transfers					
54100 Interfund Transfers	2,021,069	4,000,490	19,824,502	22,650,979	690,000
54500 Interdepartmental Charges	0	0	0	0	44,000
Subtotal:	2,021,069	4,000,490	19,824,502	22,650,979	734,000
Fund Balance					
58100 Fund Balance	0	0	0	6,609,800	25,824,529
Subtotal:	0	0	0	6,609,800	25,824,529
Subtotal of Revenues:	2,189,450	4,511,139	19,909,572	29,280,779	26,628,529
Expenditures:					
Materials & Services					
64200 Operation Expenses	3,407	-386	0	0	0
64500 Property Maintenance/Utilities	290,788	476,446	144,703	105,000	0
64600 Travel & Training	0	0	41	0	0
Subtotal:	294,195	476,060	144,744	105,000	0
Capital Outlay					
68100 Capital Outlay-Land	0	0	2,038,210	0	0
68200 Capital Outlay-Buildings	4,257,378	4,475,820	8,294,443	29,175,779	26,628,529
Subtotal:	4,257,378	4,475,820	10,332,653	29,175,779	26,628,529

FUND 600 - CAPITAL PROJECTS FUND **Dept 09 - Fiduciary**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Transfers to Other Funds					
74100 Transfers To Other Funds	0	0	170,000	0	0
Subtotal:	0	0	170,000	0	0
Subtotal of Expenditures:	4,551,573	4,951,880	10,647,397	29,280,779	26,628,529

FUND 600 - CAPITAL PROJECTS FUND **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	114,905	475,518	15,685	0	0
Fees & Other Service Charges	0	0	16,100	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	53,476	35,131	53,285	20,000	70,000
Interfund Transfers	2,021,069	4,000,490	19,824,502	22,650,979	734,000
Fund Balance	0	0	0	6,609,800	25,824,529
Total Fund Revenues:	2,189,450	4,511,139	19,909,572	29,280,779	26,628,529
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	294,195	476,060	144,744	105,000	0
Capital Outlay	4,257,378	4,475,820	10,332,653	29,175,779	26,628,529
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	170,000	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	4,551,573	4,951,880	10,647,397	29,280,779	26,628,529

FUND 611 - CITY/COUNTY ARTERIAL FUND **Dept 39 - Roads & Parks**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
All Other Resources					
52100 Interest Revenue	53	10	0	0	0
Subtotal:	53	10	0	0	0
Fund Balance					
58100 Fund Balance	0	2,045	0	0	0
Subtotal:	0	2,045	0	0	0
Subtotal of Revenues:	53	2,055	0	0	0
Expenditures:					
Transfers to Other Funds					
74100 Transfers To Other Funds	0	2,055	0	0	0
Subtotal:	0	2,055	0	0	0
Subtotal of Expenditures:	0	2,055	0	0	0

FUND 611 - CITY/COUNTY ARTERIAL FUND **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	53	10	0	0	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	2,045	0	0	0
Total Fund Revenues:	53	2,055	0	0	0
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	2,055	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	0	2,055	0	0	0

FUND 612 - STREET IMPROVEMENT FUND **Dept 39 - Roads & Parks**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
44100 Private/NonProfit Sources	342,674	321,230	333,813	110,000	200,000
Subtotal:	342,674	321,230	333,813	110,000	200,000
Revenue from Bonds & Other Debt					
47100 Investment Revenue	0	0	0	0	849,700
Subtotal:	0	0	0	0	849,700
All Other Resources					
52100 Interest Revenue	20,562	20,114	20,750	10,000	15,000
Subtotal:	20,562	20,114	20,750	10,000	15,000
Fund Balance					
58100 Fund Balance	0	0	0	1,283,000	600,000
Subtotal:	0	0	0	1,283,000	600,000
Subtotal of Revenues:	363,236	341,344	354,563	1,403,000	1,664,700
Expenditures:					
Materials & Services					
64100 Contracted Services	0	0	9,153	0	120,000
Subtotal:	0	0	9,153	0	120,000
Capital Outlay					
68300 CO-Land Improvements	0	0	0	0	400,000
Subtotal:	0	0	0	0	400,000
Debt Service					
72100 Debt Service	150,420	91,939	166,920	160,000	215,000
Subtotal:	150,420	91,939	166,920	160,000	215,000
Contingency					
75005 Contingency	0	0	0	0	200,000
Subtotal:	0	0	0	0	200,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	1,243,000	729,700
Subtotal:	0	0	0	1,243,000	729,700
Subtotal of Expenditures:	150,420	91,939	176,073	1,403,000	1,664,700

FUND 612 - STREET IMPROVEMENT FUND **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	342,674	321,230	333,813	110,000	200,000
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	849,700
All Other Resources	20,562	20,114	20,750	10,000	15,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	1,283,000	600,000
Total Fund Revenues:	363,236	341,344	354,563	1,403,000	1,664,700
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	9,153	0	120,000
Capital Outlay	0	0	0	0	400,000
Debt Service	150,420	91,939	166,920	160,000	215,000
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	200,000
Ending Balance & Reserves	0	0	0	1,243,000	729,700
Total Fund Expenditures:	150,420	91,939	176,073	1,403,000	1,664,700

FUND 613 - GREENWAY FUND **Dept 39 - Roads & Parks**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
44400 Donations/Sponsorships	0	0	11,002	0	0
Subtotal:	0	0	11,002	0	0
All Other Resources					
52100 Interest Revenue	778	72	68	100	250
Subtotal:	778	72	68	100	250
Fund Balance					
58100 Fund Balance	0	0	0	20,000	185,000
Subtotal:	0	0	0	20,000	185,000
Subtotal of Revenues:	778	72	11,070	20,100	185,250
Expenditures:					
Materials & Services					
64600 Travel & Training	45	0	0	0	0
Subtotal:	45	0	0	0	0
Capital Outlay					
68300 CO-Land Improvements	21,310	68,186	3,010	20,100	185,250
Subtotal:	21,310	68,186	3,010	20,100	185,250
Subtotal of Expenditures:	21,355	68,186	3,010	20,100	185,250

FUND 613 - GREENWAY FUND **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	11,002	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	778	72	68	100	250
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	20,000	185,000
Total Fund Revenues:	778	72	11,070	20,100	185,250
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	45	0	0	0	0
Capital Outlay	21,310	68,186	3,010	20,100	185,250
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	21,355	68,186	3,010	20,100	185,250

FUND 614 - ROADS SYSTEM DEVELOPMENT FUND **Dept 39 - Roads & Parks**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	325,512	260,351	676,512	350,000	350,000
Subtotal:	325,512	260,351	676,512	350,000	350,000
All Other Resources					
52100 Interest Revenue	5,594	2,544	10,745	1,000	3,000
Subtotal:	5,594	2,544	10,745	1,000	3,000
Fund Balance					
58100 Fund Balance	0	0	0	274,600	380,000
Subtotal:	0	0	0	274,600	380,000
Subtotal of Revenues:	331,106	262,895	687,257	625,600	733,000
Expenditures:					
Materials & Services					
64100 Contracted Services	46,807	45,920	49,000	49,000	53,000
Subtotal:	46,807	45,920	49,000	49,000	53,000
Transfers to Other Funds					
74100 Transfers To Other Funds	300,000	0	600,000	300,000	625,000
Subtotal:	300,000	0	600,000	300,000	625,000
Contingency					
75005 Contingency	0	0	0	0	55,000
Subtotal:	0	0	0	0	55,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	276,600	0
Subtotal:	0	0	0	276,600	0
Subtotal of Expenditures:	346,807	45,920	649,000	625,600	733,000

FUND 614 - ROADS SYSTEM DEVELOPMENT FUND SUMMARY

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	325,512	260,351	676,512	350,000	350,000
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	5,594	2,544	10,745	1,000	3,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	274,600	380,000
Total Fund Revenues:	331,106	262,895	687,257	625,600	733,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	46,807	45,920	49,000	49,000	53,000
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	300,000	0	600,000	300,000	625,000
Contingency	0	0	0	0	55,000
Ending Balance & Reserves	0	0	0	276,600	0
Total Fund Expenditures:	346,807	45,920	649,000	625,600	733,000

FUND 615 - PARKS SYSTEM DEVELOPMENT FUND **Dept 39 - Roads & Parks**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	79,582	44,594	93,354	50,000	65,000
Subtotal:	79,582	44,594	93,354	50,000	65,000
All Other Resources					
52100 Interest Revenue	2,314	2,409	2,983	1,000	2,500
Subtotal:	2,314	2,409	2,983	1,000	2,500
Fund Balance					
58100 Fund Balance	0	0	0	171,000	275,000
Subtotal:	0	0	0	171,000	275,000
Subtotal of Revenues:	81,896	47,003	96,337	222,000	342,500
Expenditures:					
Transfers to Other Funds					
74100 Transfers To Other Funds	24,053	22,990	9,309	50,000	45,000
Subtotal:	24,053	22,990	9,309	50,000	45,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	172,000	297,500
Subtotal:	0	0	0	172,000	297,500
Subtotal of Expenditures:	24,053	22,990	9,309	222,000	342,500

FUND 615 - PARKS SYSTEM DEVELOPMENT FUND SUMMARY

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	79,582	44,594	93,354	50,000	65,000
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	2,314	2,409	2,983	1,000	2,500
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	171,000	275,000
Total Fund Revenues:	81,896	47,003	96,337	222,000	342,500
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	24,053	22,990	9,309	50,000	45,000
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	172,000	297,500
Total Fund Expenditures:	24,053	22,990	9,309	222,000	342,500

FUND 616 - BRITT CAPITAL IMPROVEMENTS **Dept 39 - Roads & Parks**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
All Other Resources					
52100 Interest Revenue	840	0	0	0	0
Subtotal:	840	0	0	0	0
Subtotal of Revenues:	840	0	0	0	0
Expenditures:					
Materials & Services					
64200 Operation Expenses	125,701	0	0	0	0
Subtotal:	125,701	0	0	0	0
Capital Outlay					
68300 CO-Land Improvements	7,851	0	0	0	0
Subtotal:	7,851	0	0	0	0
Subtotal of Expenditures:	133,552	0	0	0	0

FUND 616 - BRITT CAPITAL IMPROVEMENTS **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	840	0	0	0	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	840	0	0	0	0
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	125,701	0	0	0	0
Capital Outlay	7,851	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	133,552	0	0	0	0

FUND 619 - LIBRARY CAPITAL PROJECT S2 **Dept 09 - Fiduciary**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
All Other Resources					
52100 Interest Revenue	4,234	0	0	0	0
Subtotal:	4,234	0	0	0	0
Subtotal of Revenues:	4,234	0	0	0	0
Expenditures:					
Materials & Services					
64100 Contracted Services	24,681	0	0	0	0
Subtotal:	24,681	0	0	0	0
Capital Outlay					
68300 CO-Land Improvements	143,590	0	0	0	0
Subtotal:	143,590	0	0	0	0
Transfers to Other Funds					
74100 Transfers To Other Funds	746,168	0	0	0	0
Subtotal:	746,168	0	0	0	0
Subtotal of Expenditures:	914,439	0	0	0	0

FUND 619 - LIBRARY CAPITAL PROJECT S2 **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	4,234	0	0	0	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	4,234	0	0	0	0
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	24,681	0	0	0	0
Capital Outlay	143,590	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	746,168	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	914,439	0	0	0	0

FUND 622 - LIBRARY DEBT SERVICE S1 **Dept 09 - Fiduciary**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Property Tax Revenues					
46100 Current Property Tax Revenue	1,418,089	1,450,431	1,465,565	1,464,365	1,473,965
Subtotal:	1,418,089	1,450,431	1,465,565	1,464,365	1,473,965
Revenue from Bonds & Other Debt					
47100 Investment Revenue	0	11,065,465	0	0	0
Subtotal:	0	11,065,465	0	0	0
All Other Resources					
52100 Interest Revenue	14,372	19,190	15,673	10,000	11,000
52500 PriorYear Property Tax Revenue	42,657	46,090	54,377	40,000	40,000
Subtotal:	57,029	65,280	70,050	50,000	51,000
Interfund Transfers					
54100 Interfund Transfers	373,084	0	0	0	0
Subtotal:	373,084	0	0	0	0
Fund Balance					
58100 Fund Balance	0	0	0	386,116	400,000
Subtotal:	0	0	0	386,116	400,000
Subtotal of Revenues:	1,848,202	12,581,176	1,535,615	1,900,481	1,924,965
Expenditures:					
Materials & Services					
64100 Contracted Services	0	87,079	4,154	0	0
Subtotal:	0	87,079	4,154	0	0
Debt Service					
72100 Debt Service	1,474,765	12,471,379	1,511,965	1,514,365	1,524,965
Subtotal:	1,474,765	12,471,379	1,511,965	1,514,365	1,524,965
Ending Balance and Reserves					
78100 Reserves	0	0	0	386,116	400,000
Subtotal:	0	0	0	386,116	400,000
Subtotal of Expenditures:	1,474,765	12,558,458	1,516,119	1,900,481	1,924,965

FUND 622 - LIBRARY DEBT SERVICE S1 **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	1,418,089	1,450,431	1,465,565	1,464,365	1,473,965
Bonds & Other Debt	0	11,065,465	0	0	0
All Other Resources	57,029	65,280	70,050	50,000	51,000
Interfund Transfers	373,084	0	0	0	0
Fund Balance	0	0	0	386,116	400,000
Total Fund Revenues:	1,848,202	12,581,176	1,535,615	1,900,481	1,924,965
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	87,079	4,154	0	0
Capital Outlay	0	0	0	0	0
Debt Service	1,474,765	12,471,379	1,511,965	1,514,365	1,524,965
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	386,116	400,000
Total Fund Expenditures:	1,474,765	12,558,458	1,516,119	1,900,481	1,924,965

FUND 623 - JUVENILE DEBT SERVICE **Dept 09 - Fiduciary**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Property Tax Revenues					
46100 Current Property Tax Revenue	2,263,417	1,869,843	0	0	0
Subtotal:	2,263,417	1,869,843	0	0	0
All Other Resources					
52100 Interest Revenue	24,455	22,538	0	0	0
52500 PriorYear Property Tax Revenue	29,094	51,000	0	0	0
Subtotal:	53,549	73,538	0	0	0
Subtotal of Revenues:	2,316,966	1,943,381	0	0	0
Expenditures:					
Debt Service					
72100 Debt Service	2,094,250	2,084,250	0	0	0
Subtotal:	2,094,250	2,084,250	0	0	0
Subtotal of Expenditures:	2,094,250	2,084,250	0	0	0

FUND 623 - JUVENILE DEBT SERVICE **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	2,263,417	1,869,843	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	53,549	73,538	0	0	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	2,316,966	1,943,381	0	0	0
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	2,094,250	2,084,250	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	2,094,250	2,084,250	0	0	0

FUND 624 - LIBRARY DEBT SERVICE S2 **Dept 09 - Fiduciary**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
Property Tax Revenues					
46100 Current Property Tax Revenue	1,530,973	1,525,360	1,398,550	1,475,600	1,478,400
Subtotal:	1,530,973	1,525,360	1,398,550	1,475,600	1,478,400
All Other Resources					
52100 Interest Revenue	15,357	20,083	15,647	10,000	9,000
52500 PriorYear Property Tax Revenue	46,584	50,224	58,133	41,000	40,000
Subtotal:	61,941	70,307	73,780	51,000	49,000
Interfund Transfers					
54100 Interfund Transfers	373,084	0	0	0	0
Subtotal:	373,084	0	0	0	0
Fund Balance					
58100 Fund Balance	0	0	0	343,213	324,899
Subtotal:	0	0	0	343,213	324,899
Subtotal of Revenues:	1,965,998	1,595,667	1,472,330	1,869,813	1,852,299
Expenditures:					
Debt Service					
72100 Debt Service	1,592,985	1,585,184	1,530,100	1,526,600	1,527,400
Subtotal:	1,592,985	1,585,184	1,530,100	1,526,600	1,527,400
Ending Balance and Reserves					
78100 Reserves	0	0	0	343,213	324,899
Subtotal:	0	0	0	343,213	324,899
Subtotal of Expenditures:	1,592,985	1,585,184	1,530,100	1,869,813	1,852,299

FUND 624 - LIBRARY DEBT SERVICE S2 **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	1,530,973	1,525,360	1,398,550	1,475,600	1,478,400
Bonds & Other Debt	0	0	0	0	0
All Other Resources	61,941	70,307	73,780	51,000	49,000
Interfund Transfers	373,084	0	0	0	0
Fund Balance	0	0	0	343,213	324,899
Total Fund Revenues:	1,965,998	1,595,667	1,472,330	1,869,813	1,852,299
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	1,592,985	1,585,184	1,530,100	1,526,600	1,527,400
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	343,213	324,899
Total Fund Expenditures:	1,592,985	1,585,184	1,530,100	1,869,813	1,852,299

FUND 625 - BRIDGE REPLACEMENT **Dept 39 - Roads & Parks**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Adopted
Revenue:					
All Other Resources					
52100 Interest Revenue	37,137	31,484	11,248	0	0
Subtotal:	37,137	31,484	11,248	0	0
Subtotal of Revenues:	37,137	31,484	11,248	0	0
Expenditures:					
Materials & Services					
64100 Contracted Services	53,673	0	0	0	0
64200 Operation Expenses	0	0	544,806	0	0
Subtotal:	53,673	0	544,806	0	0
Capital Outlay					
68300 CO-Land Improvements	211,591	0	1,024,811	0	0
Subtotal:	211,591	0	1,024,811	0	0
Subtotal of Expenditures:	265,264	0	1,569,617	0	0

FUND 625 - BRIDGE REPLACEMENT **SUMMARY**

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	37,137	31,484	11,248	0	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	37,137	31,484	11,248	0	0
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	53,673	0	544,806	0	0
Capital Outlay	211,591	0	1,024,811	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	265,264	0	1,569,617	0	0

GRAND TOTAL ALL FUNDS

	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Revised	FY 13-14 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	99,426,651	101,419,768	77,555,314	73,734,040	86,132,382
Fees & Other Service Charges	23,682,856	23,545,197	24,622,717	24,229,796	23,133,435
Property Tax	34,731,047	35,528,720	33,898,638	34,557,092	34,535,715
Bonds & Other Debt	0	11,065,465	2	0	849,700
All Other Resources	4,511,729	4,651,335	4,524,071	2,519,488	2,678,145
Interfund Transfers	32,240,485	34,889,978	48,383,395	55,662,781	32,894,738
Fund Balance	0	0	0	125,515,871	121,701,677
Grand Total Revenues:	194,592,768	211,100,463	188,984,137	316,219,068	301,925,792
Expenditures:					
Personnel Services	70,628,660	73,494,389	77,207,482	83,423,126	84,323,671
Materials & Services	78,529,175	82,827,544	67,752,442	72,687,296	77,228,990
Capital Outlay	17,024,102	16,892,217	22,101,769	48,938,825	59,750,196
Debt Service	6,647,042	17,571,352	4,550,529	4,539,547	4,607,081
Special Payments	0	0	0	0	260,000
Interfund Transfers	13,644,646	16,002,916	29,209,654	32,370,398	8,683,500
Contingency	0	0	0	2,321,814	6,732,122
Ending Balance & Reserves	0	0	0	71,938,062	60,340,232
Grand Total Expenditures:	186,473,625	206,788,418	200,821,876	316,219,068	301,925,792

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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.

All Other Resources – These revenues include earned interest on investments, prior years' property tax revenue received in the current year, and revenues that do not fit under any other form of classification.

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.

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

Budget – A policy statement detailing the County's plan for the accomplishment of stated goals within a particular fiscal year, including estimates of required expenditures and anticipated revenues to carry out stated goals.

Budget Message – A written explanation of the budget and the local government's financial priorities. It is prepared and presented by the executive office or chairperson of the governing body.

Budgeting for Outcomes – A system driven by goals and performance, to provide information that compares budgeting, planning and outputs/results.

Capital Outlay – An expenditure category encompassing all material and property expenditures in excess of $5,000. This includes, but is not limited to, expenses incurred in the purchase of land; the purchase, improvement, or repair of County facilities; or the acquisition or replacement of County equipment.

Capital Improvement Plan – An annual, updated plan of capital expenditures for public facilities and infrastructure (buildings, streets, etc.) with estimated costs, sources of funding and timing of work over a period of time.

Capital Project – Those activities resulting in the acquisition or improvement of major capital items such as land, buildings, and County facilities.

Capital Reserve Fund – A fund established to carry dedicated funds for a specific future capital expenditure into the next fiscal year.

Category – A major division of the program budget that contains programs and activities. Categories are also know as functional areas.

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

Contingency – An expenditure classification for those funds reserved to fulfill unanticipated demands and expenses. According to Oregon Local Budget Law, contingencies can be no more than 15 percent of the total fund appropriations.

Contractual Services – Expenses that are usually incurred by entering into a formal agreement or contract with another party. Expenses in this category can include repairs, professional fees or services.

Court Appointed Special Advocate (CASA) – A non-profit service that provides advocates for abused children involved in the justice system.

Current Financial Resources Measurement Focus – A measurement focus that recognizes the net affect of transactions on current financial resources by recording accruals for revenue and expenditure transactions occurring by year's end.

Debt Service – Payment of interest and principal on an obligation resulting from the issuance of bonds.

Debt Service Fund – A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Dedicated Revenue – Revenue that, by law, is dedicated, appropriated, or set aside for a limited object or purpose.

Department Request – The annual budgetary alternative prepared by Department Directors indicating an appropriate, justified, and needed level of service for their department together with associated expenditures and revenues.

Depreciation – The charging of a fixed asset as an expense over the estimated service life of theat asset.

Encumbrance – An obligation chargeable to an appropriation and for which part of the appropriation is reserved.

Enterprise Funds – Funds that are financed and operate in a manner similar to private business enterprises, where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

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

Fees and Other Service Charges – These are revenues the County receives for providing services to the general public.

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, debt service, capital projects, special revenue, enterprise , internal services, 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, Gifts, Allocations and Donations – These revenues are given to the County by Federal, State, and local governments and private entities through grants, gifts, allocations, and donations.

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 Services Funds – Accounts for services, materials, and administrative support that are charged to other County departments.

Internal Services Reimbursement – Revenues generated by services provided to departments within the County organization.

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.

Outcome – A result; the mathematical expression of the effect on customers, clients, the environment, or infrastructure that reflect the purpose of a program.

Personnel Services – An expenditure classification encompassing all expenditures relating to County employees. This includes union and non-union labor costs, employee benefits, and payroll tax expenses.

Program – A group of related activities performed by one or more organized unites for the purpose of accomplishing a function for which the County is responsible (sub-unit or categories or functional areas).

Program Budget – A method of budgeting whereby money is allocated to the functions or activities of the County rather than to specific items of cost. Services are broken down into identifiable service programs or performance unites. A unite can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives.

Projected – An estimation of revenues and expenditures based on past trends, current economic conditions and future financial forecasts.

Property Tax – A tax assessed on real estate by the local government.

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: Grants, Gifts, Allocations and Donations; Fees and Other Service Charges; Property Taxes; Bond Proceeds; Interfund Transfers; Internal Services Reimbursements; and All Other Resources.

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 Payments – Payments collected by the County and then paid to another organization on a pass-through basis and includes grants made or distributed to others that will be expended by them.

Special Revenue Funds – Funds used to account for receipts from revenue sources that are earmarked for special projects.

Supplemental Budget – A financial plan prepared to meet unexpected needs or to spend revenues not anticipated with the regular budget was adopted. It cannot be used to authorize a tax.

System Development Charge – A fee paid at the time of construction which goes to projects which will mitigate the impact on a specific service. The County has two SDCs: one to increase the park facilities and to other for road development.

Target Budget – Desirable expenditure levels provided to department in developing the coming year's recommended budget. Based on prior year's adopted budget, projected revenues, and reserve requirements.

Transfers – Legally authorized intra-County transfers of appropriations from one County fund to another County fund. Revenue and expenditures are accounted for in both funds.

Tax Levy – The total amount eligible to be raised by general property taxes.

Tax Rate – The amount of tax levied for teach $1,000 of assessed valuation. The tax rate is multiplied by the assessed valuation to determine the total amount.

Unappropriated Ending Fund Balance – An expenditure classification for those funds not appropriated for any purpose and reserved for ensuing fiscal years. This may include specific reserves for buildings or equipment or may be generally reserved funds for no specific purpose.

User Fees – The payment of a fee for direct receipt of a public service by the party benefitting from the service.

Volunteers – An unpaid County worker who provides services to the County as a public service, or as a personal interest. Volunteers typically do short-term projects or donate a small number of hours a month.

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