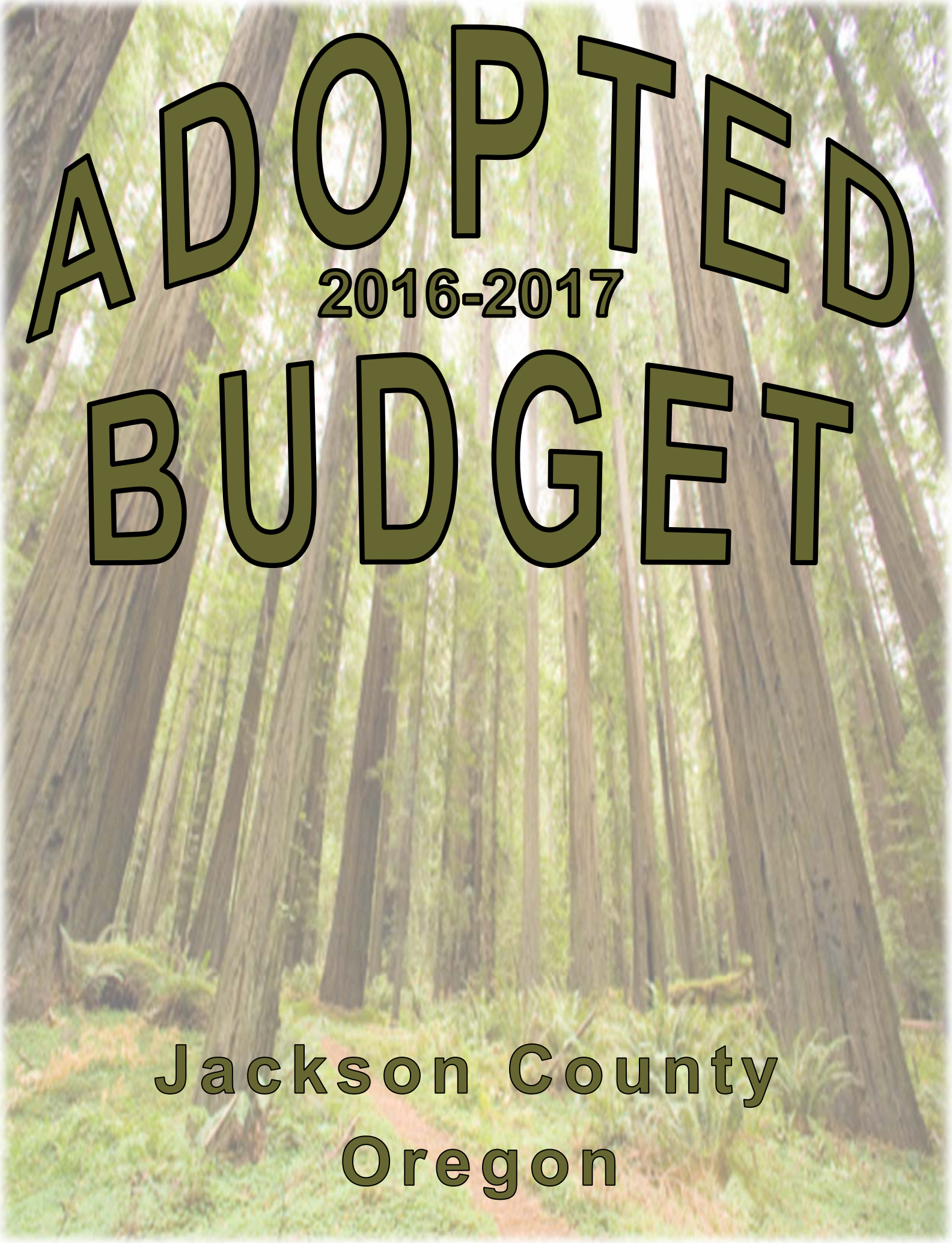


ADOPTED BUDGET

2016-2017

Jackson County Oregon

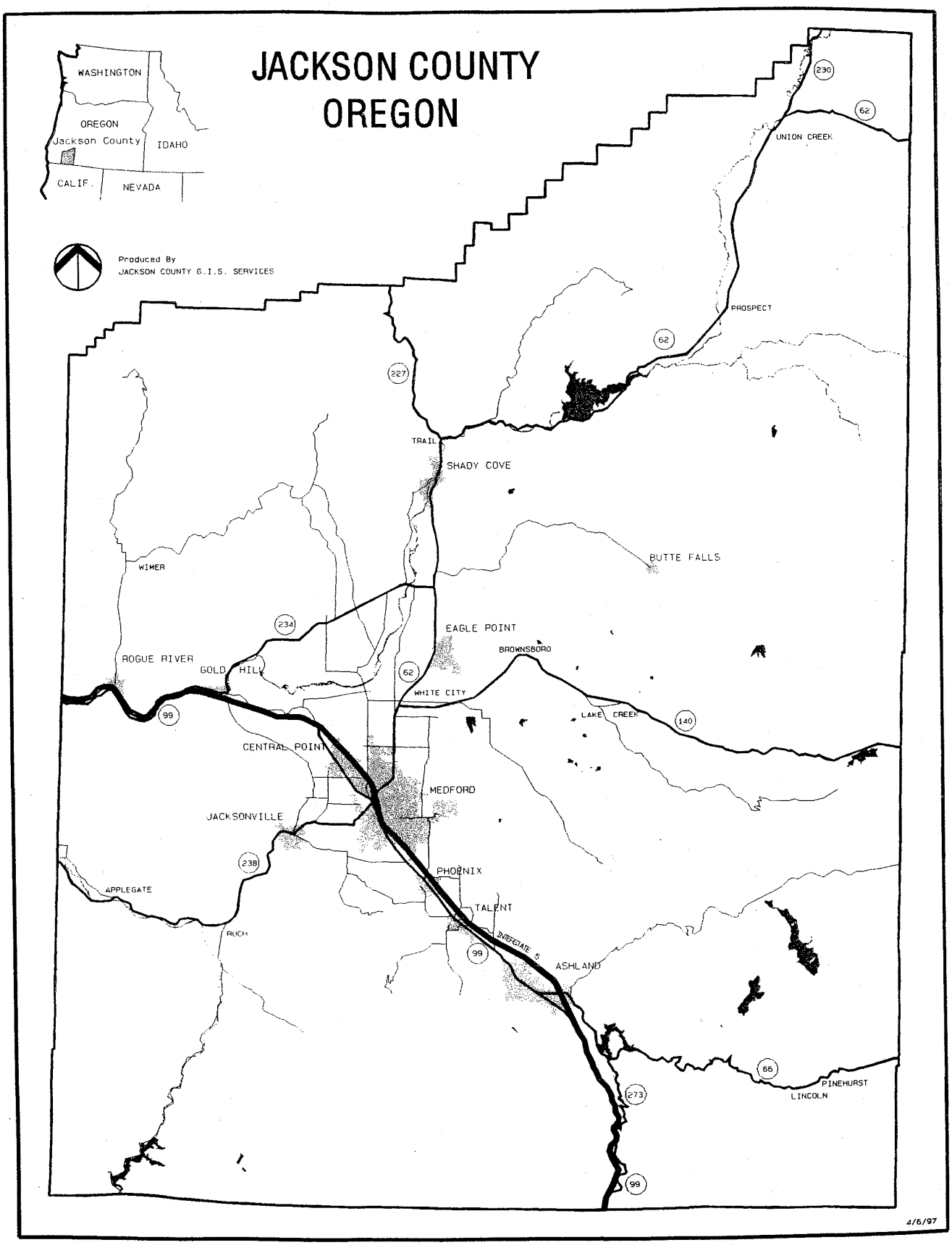
Adopted Budget

JACKSON COUNTY
Oregon

Fiscal Year 2016-2017

BUDGET COMMITTEE MEMBERS

Board of Commissioners	Citizen Budget Committee
Rick Dyer, Chair	Dick Rudisile, Presiding Officer
Colleen Roberts	Craig Morris
Doug Breidenthal	April Sevcik


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

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Jackson County

Oregon

For the Fiscal Year Beginning

July 1, 2015

Executive Director

The Government Finance Officers Association (GFOA) of the United States and Canada presented an award of Distinguished Budget Presentation to Jackson County for its annual budget for the fiscal year beginning July 1, 2015. 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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Budget Message
Jackson County, Oregon
Fiscal Year 2016-2017

July 1, 2016

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

The total adopted Jackson County budget for fiscal year 2016-2017 is $339,382,245. The adopted budget for fiscal year 2015-2016 totaled $328,363,457. The adopted budget for fiscal year 2016-2017 continues on the principles adopted in fiscal year 2015-2016. However, 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 $15,100,000. Based on Consumer Price Index (CPI), the current value of that payment today would be approximately $26,300,000. Listing of the spotted owl as an endangered species brought timber harvests to a virtual 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 tax rate limits much lower than those counties who did not receive O&C payments. To illustrate this fact and to provide perspective, of those counties that received O&C payments, their permanent tax rate limits (per thousand dollars of assessed valuation) are as follows: Josephine-$0.5867, Curry-$0.5996, Coos-$1.0799, Douglas-$1.1124, Klamath-$1.7326, Lane-$1.3793, and Jackson-$2.0099. The rates of those counties with little or no O&C payments are as follows: Clackamas-$2.9766, Yamhill-$2.5775, Multnomah-$4.3434, Washington-$2.2484; and some of the northeastern Oregon counties are even higher: Wheeler-$8.5266 and Sherman-$8.7141. Since the rate limit was added to the Oregon Constitution, the only way to change it is a statewide measure.

At this point the revenue guarantees are done; Senators and House Representatives are telling us they are not seeking any more short term fixes, and it would seem that the final compromise is to halt all

logging permanently since the most recent proposed 20 year management plan for Bureau of Land Management (BLM) properties does not include any, even though it is a direct contradiction to the O&C Act. As a result of this proposed management plan, Jackson County, along with the other members of the Association of O&C Counties, has no alternative but to file a lawsuit in an attempt to force the issue.

In this adopted budget, full-time equivalent (FTE) positions up from 940.06 adopted in fiscal year 2015-2016 to 1,103.30 in fiscal year 2016-2017. Of the 163.24 FTE increase, 138.65 FTEs are in the Health and Human Services Department Mental Health Program and are a direct result of the Affordable Health Care Act. Many of the internal services departments' FTE increases are also a result of this expansion.

Labor costs for this budget are held relatively flat. Non-represented employees (management and confidential) are budgeted to receive a 0.64 percent cost of living increase in addition to step increases for those who are eligible. The labor agreement with the Service Employees International Union (SEIU), which is the largest union, expired June 30, 2016, and the agreement with the Federation of Oregon Parole and Probation Officers (FOPPO) also expired June 30, 2016, so we are currently in negotiations with both of these unions. The Jackson County Sheriff's Employees' Association (JCSEA) union is in the third year of their contract and, based on the negotiated salary schedule using the annual (CPI-W) All U.S. Cities index, the projected salary increase is 0 percent.

Retirement costs will be flat for fiscal year 2016-2017 because the Public Employees Retirement System (PERS) rate adjustments are synced with the State's biennial budget process and this is the second year of the State's two year plan. However, PERS has informed all participants that it anticipates raising the contribution rates by approximately 3.28 percent of salaries in each of the next three biennials. At this point, the total estimated impact for fiscal year 2017-2018 is an increase of approximately $2,400,000. The General Fund portion will be approximately $1,000,000. By underspending operating revenues in fiscal year 2016-2017 we hope to put the County in a position to absorb the first increase in fiscal year 2017-2018 without layoffs.

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 2016-2017
- Processes Used to Develop the Budget and Organization

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

Issues related to O&C payments and PERS have already been discussed.

County Facilities

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. State Court Facilities: Under State statute, counties are responsible to house the State courts. Statistics show that, given current caseloads, Jackson County qualifies to have three more judges; however, the current facility lacks sufficient space.

2. District Attorney: Construction of the new facility is under way and will be completed in October of 2016.

3. Justice Court: The new facility was completed in April of 2016 and is located near the intersection of East Pine Street and Hamrick Road in Central Point.

4. Health and Human Services (HHS): Depending on how negotiations turn out with the Coordinated Care Organizations, HHS would like to expand and provide services in Ashland, which will require a new facility in that community to serve it and the surrounding population.

5. Roads and Parks: The Parks Program is currently building a recreational vehicle (RV) park next to the Expo. The General Fund contributed $2,000,000 to the project during fiscal year 2015-2016 and will loan the project $3,500,000 in fiscal year 2016-2017. The park will be able to accommodate RVs in time for the 2016 County Fair, but construction will not be complete until the end of October 2016.

6. Airport: Construction continues on a Snow Removal Equipment (SRE) storage building and the rehabilitation of Taxiway A North and the Terminal Apron.

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 negotiate a low interest loan for construction of the new Health Facility. Since it is a loan and not a bond sale, arbitrage laws do not apply. The loan rate is low enough that proceeds have been invested in secure holdings that will turn a net profit from the debt service payments.

Airport bonds have also been refinanced. By doing so, the Airport will save approximately $4,800,000 over the remaining life of the bonds.

Fiscal Policies

Complete lists of adopted fiscal policies that have been applied to this budget are found in this 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 2016-2017. Some may continue beyond 2016-2017. However, they are presented here as factors with a direct impact on this adopted budget.

Contingency

The 2016-2017 General Fund budget includes a contingency in the amount of $3,000,000. 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. The total contingency for all funds is $16,440,317.

Cash Carry Forward

Each year the County carries forward funds necessary to meet cash flow projects until Federal O&C receipts and property tax payments are received. Those funds are included in the General Fund Ending Fund Balance in the amount of $10,700,326 and are in addition to the Rainy Day Fund balance. Ending Fund Balance information can be found under General Fund Fiduciary on page 220 of this document.

Significant Departmental and Fund Highlights and Issues for 2016-2017

As the economy has improved, the demand for services has also increased causing many of our departments to increase their FTEs.

Airport

The FTE increase of 2.00 is due to the addition of a second electrician during fiscal year 2015-2016 and a position to concentrate efforts to work with airlines to maintain and/or expand services. Also, as previously mentioned, the Airport bonds were refinanced.

Assessor

A 1.00 FTE Property Appraiser will be added to work on data provided by the aerial photography project. The position is offset by 0.25 FTE reduction of an Office Assistant.

Community Justice

This budget increased the Department's FTEs by 8.50 which will be funded by a State Justice Reinvestment Initiative grant. Of these FTEs, all but 1.50 were added during fiscal year 2015-2016. The purpose of the grant is to reduce the number of people housed in prisons by offering residential and transitional support services through the Transition Center and sunsets July 1, 2023. It is subject to re-appropriation each biennium.

County Administration

There is an increase of 2.00 FTEs in this Department's budget that includes 1.00 FTE in the Human Resources Program that will, in large part, maintain compensation rates for the County; and 1.00 FTE in the Watermaster Program for a contract-funded position.

County Clerk

The County Clerk was able to add an additional 0.40 FTE Office Assistant position during the current fiscal year with approval from the Board. This position was funded by savings in other accounts and is being carried forward into fiscal year 2016-2017.

Development Services

Development Services is part of the General Fund. Although General Fund support for this Department continues to be reduced, the improved economy is causing enough increased workload with a related increase in fees that the Department added 3.00 FTEs during fiscal year 2015-2016. In this adopted budget, the Department is adding 1.00 FTE for a total of 4.00 FTEs since the adopted fiscal year 2015-2016 budget. The positions include a Building Technician, a Construction Inspector, an Office Assistant, and a Planner.

District Attorney

During fiscal year 2015-2016, the Board approved an additional 2.50 FTEs to the District Attorney's budget that are funded by Justice Reinvestment Initiative and Coordinated Care Organization funds. An additional 1.00 FTE Office Assistant position is being added to the Prosecution Case Management Program in fiscal year 2016-2017.

Finance

A Customer Service Specialist position has been reduced by .06 FTE for the coming fiscal year.

Health and Human Services

The State continues the process of reorganizing how it will provide physical, dental, and mental health services as part of the Affordable Care Act. During fiscal year 2015-2016, the Board authorized the addition of 138.00 FTEs to the adopted budget that were supported by CCOs and the State; an additional 0.65 FTE is included in this adopted budget for a total of 138.65. These positions will assist in the delivery of mental health services and continue to serve as a Managed Health Organization (MHO) to provide administrative oversight to meet mandatory requirements. Addiction services are being contracted directly by the State and will no longer pass through the County budget; this action results in a $1,700,000 decrease to the Addiction Services Program budget.

Information Technology

FTEs have increased by 4.00 from the adopted fiscal year 2015-2016 budget. Of those positions, 2.00 FTEs were approved by the Board during the current fiscal year as front line and phone support for the Health and Human Services expansion. There are 2.00 FTEs in this adopted budget; one position will provide additional support to Health and Human Services and one position is slated as Geographic Information System (GIS) support to accommodate projects from the Surveyor's Office.

Sheriff

There is an increase of 3.50 FTEs from the current year's adopted budget. The addition of 1.00 FTE was approved by Board to support the contract with the City of Gold Hill during fiscal year 2015-2016; this adopted budget retains that position, adds 2.00 criminal deputies, 1.00 Undersheriff, and reduces a community service officer FTE by 0.50.

Processes Used to Develop the Budget and Organization

The Budget Committee was convened in a special public meeting on December 1, 2015, 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 did not make recommendations or deliberate. These meetings took place on March 11, 14, and 15, 2016. No public testimony was heard at these meetings.

The Budget Committee hearings on the recommended budget were held April 11 and 12, 2016. 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 12, 2016. 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 11, 2016, at 12:15 p.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 June 8, 2016. 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 organization chart found on page 21 of this document 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 the previous years' budget hearings and deliberations, the County is in good financial condition. Although there are services that would be enhanced if funding levels would permit, based on the current funding levels the services provided are balanced to the needs of the citizens.

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 Carrier, Budget Analyst; Linda Strickland, Sr. Administrative Assistant; 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 wish to thank all those who have provided input and I want to especially thank the Budget Committee for their participation throughout the process of preparing, and then ultimately approving, the budget.

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 2016-2017. The total amount of property tax the County expects to levy on behalf of the General Fund is $38,038,557. Of this amount, the County expects to collect 94 percent for a net of $35,756,244.

The County expects to levy $1,572,633 on behalf of its first Library debt service (Series 2006), and expects to collect 94 percent or $1,478,275. For its second Library debt service (Series 2010), the County expects to levy $1,549,894 and collect $1,456,900 (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 79.93 percent 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 2.5 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 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. 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. In May 2013, the County issued $3,590,000 in Airport Revenue Bonds with an interest rate of 2.840 percent. The proceeds were used to refund $3,355,000 of outstanding 2007 Series B Airport Revenue Bonds which had an interest rate of 5.169 percent. The refunding reduces future debt service payments by $420,602 and resulted in an economic gain (difference between the present values of the debt service payments on the old and new debt) of $414,995. In February 2016, the County issued $12,170,000 in Airport Revenue Bonds with a variable interest rate of 3.125 to 5.00 percent and an average of 4.034 percent. The proceeds were used to refund $13,480,000 of outstanding 2007 Series A Airport Revenue Bonds which had an interest rate of 5.169 percent. The refunding reduced future debt service payments by $4,825,168 and resulted in an economic gain of $2,457,284.

The budget for 2016-2017 includes debt service in the amount of $1,110,126. 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 2038. Debt service for the terminal project is found on page 74 of this budget document.

Health and Human Services Facility

A low interest loan was offered to the General Fund in the amount of $8,000,000 to offset some of the shared expense related to the construction project. Since the interest rate on the loan was about half of the rate the County could gain through investments, the loan was arranged. Earnings from investments are not subject to Federal arbitrage laws since there are no bonds involved. The first debt service payment was due in June, 2014, and paid out of the General Fund Fiduciary, and the remaining balance is included as part of the General Fund's Beginning and Unappropriated Ending Fund Balances. Debt service payments for fiscal year 2016-2017 total $1,645,168.

Library

Debt service for the Library begins on page 222 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 (1st Bond Issue/Series 1). Bonds were refinanced through Seattle Northwest Securities at 4.07 percent interest on March 21, 2006.

The final sale occurred on December 19, 2002 (2nd Bond Issue/Series 2). The bonds were sold at 4.37 percent interest and were purchased by Salomon Smith Barney. In December 2010, the 2013 through 2020 bonds were refinanced to lower the rate of interest. The 2016-2017 budget includes debt service payments in the amount of $1,537,775 for the first and $1,516,400 for the second library bond for principal and interest. Final payment on both issues will be made in 2020.

Street Improvement – Ironwood/Leafwood LID

Jackson County Roads Ironwood/Leafwood Local Improvement District (LID) 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, 2024. 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 LID 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.

Street Improvement – West Jackson Road LID

In April 2014, the Board of Commissioners authorized the procurement of funding through the Oregon Transportation Infrastructure Bank (OTIB) for the West Jackson Road Local Improvement District (LID). The original loan of $770,537 calls for payments of $31,054, including principal and interest, due semi-annually in January and July of each year commencing January 10, 2015, until paid or at maturity on July 10, 2029. Interest is calculated at the rate per annum of the eight-year, general obligation, “AA Rated,” Thomson Reuters Municipal Market Data index as of February 26, 2014 (2.300 percent). The proceeds of the loan were used to reimburse the General Road Fund for work already completed on the West Jackson Road improvement project and pay loan fees. The debt service on these debts will be paid from payments received by the County from assessment contracts entered into with property owners who benefited by the road improvement projects. These amounts, including interest, are 100 percent pledged to pay the scheduled principal and interest payments on the special assessment debt.

This Page Reserved for Notes

BUDGET SUMMARY

CALENDAR FOR FISCAL YEAR 2016-2017 BUDGET PREPARATION

Planning

October 2015	Budget Preparation Manual distributed to departments.

Preparation

December 14, 2015 - February 23, 2016	Budget submissions due from departments.

Review

December 15, 2015 - March 10, 2016	Administrative staff reviews department-requested budgets.
March 11, 14, and 15, 2016	County Administrator reviews individual budgets by department with the Department Director and administrative staff; the budget committee is invited.

Approval

April 5, 11, and 12, 2016	Presentation of the Recommended Budget and Budget Committee public hearings are held.

Adoption

June 8, 2016	The Jackson County Board of Commissioners' public hearing held to adopt the 2016-2017 fiscal year budget.

Budget Preparation

Preliminary budget materials were distributed to the Department Directors and Program Managers in October 2015. 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 2015. 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 11, 14, and 15, 2016. These meetings were held with the Department Directors, Program Managers, and the County Administrator; the Budget Committee was invited to attend as well. Notice for the meetings was published in the *Mail Tribune* on March 8, 2016. The County Administrator's recommended budget was prepared and presented to the public on April 5, 11, and 12, 2016. The recommended budget was printed and open to public inspection. Notice for the April meetings was published in the *Mail Tribune* on March 23, 2016, and posted on the Jackson County web page. Following its adoption by the Budget Committee, the budget was published in the *Mail Tribune* on June 1, 2016, indicating the time and place of the budget hearing—as required by Oregon Revised Statutes (ORS). On June 8, 2016,

following the public hearing, the Board of Commissioners adopted the budget for fiscal year 2016-2017. It is important to note that this budget was prepared according to, and in compliance with, Generally Accepted Accounting Principles (GAAP) for modified accrual accounting. *(**Note:** The budget document was prepared prior to the end of the fiscal year. Therefore, revised budget numbers may vary due to Board action after June 8, 2016. All prior year actual information is meant for comparison only. This information may be inconsistent with the audited numbers due to County reorganization; history was moved with the program in order to give the reader a sense of comparison for prior years.)*

Expenditure Controls

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

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

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

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

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: A budget is balanced when total resources in a fund equal the total of expenditures and requirements for that fund. This policy enables Jackson County to comply with ORS 294.388(1).

- 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 Chapters 294 and 295. 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 60 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 (2016-2017) are included in the Capital and Debt Schedules section of this budget.

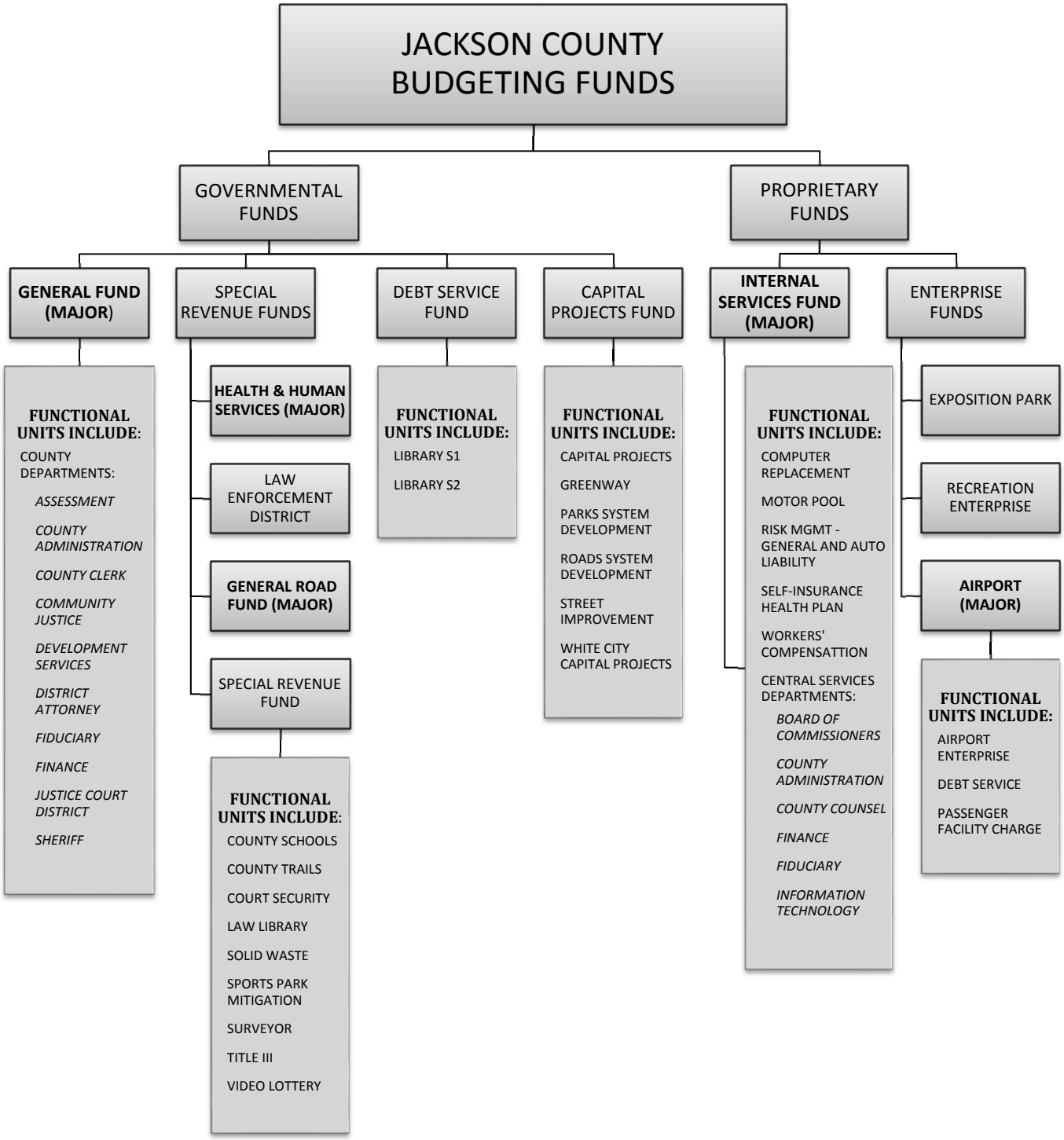
  Rationale: This policy is meant to assure that the County does not pay more in interest than is absolutely necessary and that the County is not left paying for equipment that is no longer useful.

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.

FUND STRUCTURE FOR FISCAL YEAR 2016-2017



All funds shown above are appropriated in the budget and are included in the audited financial statements. The County's Fiduciary Funds are not appropriated, but are included in the audited financial statements.

Explanation of 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. All of the funds of the County can be divided into three categories: Governmental Funds, used to account for governmental activities; Proprietary Funds, used to account for business-type activities; and Fiduciary Funds, used to account for resources held for the benefit of parties outside of the County.

Major Funds. For budgeting purposes major funds are defined as any fund whose revenues or expenditures, are greater than 10 percent of the revenues or expenditures of the appropriated budget; other financing sources and uses, such as interfund transfers are excluded from the calculation (i.e. for fiscal year 2016-2017, the calculation would be the total appropriated budget less transfers {$249,643,200 - $10,050,710} * 10% = $23,959,249; any fund with an expenditure appropriation greater than $23,959,249 would be considered a major fund for budget purposes). Major funds defined for budget purposes may be different from major funds identified in the Comprehensive Annual Financial Report (CAFR) as the calculation for financial reporting includes asset and liability accounts and excludes Internal Services Funds.

Governmental Major Funds:

- *General Fund* – 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, elections, 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.).

- *General Road Fund* – The General Road Fund is a Special Revenue Fund used to construct and maintain the Jackson County road system. The primary sources of revenues are the State gas tax and vehicle registration fees.

- *Health and Human Services Fund* – The Health and Human Services Fund is a Special Revenue Fund used to protect and promote the health of Jackson County citizens. The primary revenue sources are State and Federal grants.

Proprietary Major Funds:

- *Airport Enterprise Fund* – The Airport Enterprise Fund supports airport operations. The primary revenues sources are Federal Aviation Administration (FAA) grants and landing fees. The Airport Enterprise Fund includes accounting for Airport Enterprise, Debt Service and Passenger Facility Charges.

- *Internal Services Fund* – The Internal Services Fund is similar to Enterprise Funds except that services are not rendered to the general public, but serve Jackson County's other departments and activities. The Internal Services Fund relies on revenues acquired by charging individual departments for services rendered. This type of fund is used to help account for costs of services provided to the departments and to encourage accounting for those uses.

Non-Major Funds. For budgeting purposes smaller funds are grouped into fund types and presented together.

Governmental Non-Major Funds:

- *Special Revenue Funds* – Special Revenue Funds account for receipts from specific revenue sources that are legally restricted to expenditures for specific purposes. Special Revenue Funds include: County Schools, County Trails, Court Security, Law Library, Solid Waste, Sports Park Mitigation, Surveyor, Title III, Video Lottery, and the 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: Capital Projects, Greenway, Parks Systems Development, Road System Development, Street Improvement, and White City Capital Projects.

- *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. Current Debt Service Funds include Library Series 1 (S1) and Library Series 2 (S2).

Proprietary Non-Major Funds:

- *Enterprise Funds* – Enterprise Funds account for "business-type" activities. Activities within these funds are supported largely by user charges. Enterprise Funds include: Exposition Park and Recreation Enterprise.

Fiduciary Funds:

- *Trust and Agency Funds* – Trust and Agency Funds account for assets held for the 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. The County's Trust and Agency Funds are not budgeted because the resources are not available to support the County's own programs and, therefore, not required under Oregon budget law to be appropriated.

FUND STRUCTURE BY DEPARTMENT

	MAJOR FUNDS					NON-MAJOR FUNDS			
DEPARTMENT	GENERAL FUND	GENERAL ROAD FUND	HEALTH & HUMAN SERVICES FUND	AIRPORT ENTERPRISE FUND	INTERNAL SERVICES FUND	SPECIAL REVENUE FUNDS	CAPITAL PROJECTS FUNDS	DEBT SERVICE FUNDS	ENTERPRISE FUNDS
Airport				X					
Assessor	X								
Board of Commissioners					X				
Community Justice	X								
County Administration	X				X	X			
County Clerk	X								
County Counsel					X				
Development Services	X								
District Attorney	X								
Expo									X
Fiduciary and Special Funds					X	X	X	X	
Finance	X				X				
Health and Human Services			X						
Information Technology					X				
Justice Court District	X								
Roads and Parks		X			X	X	X		X
Sheriff	X					X			
Surveyor						X			

Difference Between "Actual" and "Adopted" Budgeted Numbers

Throughout the budget document there is a difference between the "actual" (FY 2012-2013 to FY 2014-2015) and "adopted" (FY 2015-2016 and FY 2016-2017) budgeted numbers. There are two main reasons for the difference: 1) it is against the law to over expend the budget so the adopted budgeted amount will always be higher than the actual expenditure; and 2) the difference between the basis of accounting and the basis of budgeting.

Measurement Focus and 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 here, is in accordance with Generally Accepted Accounting Principles (GAAP).

Basis of Budgeting

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.

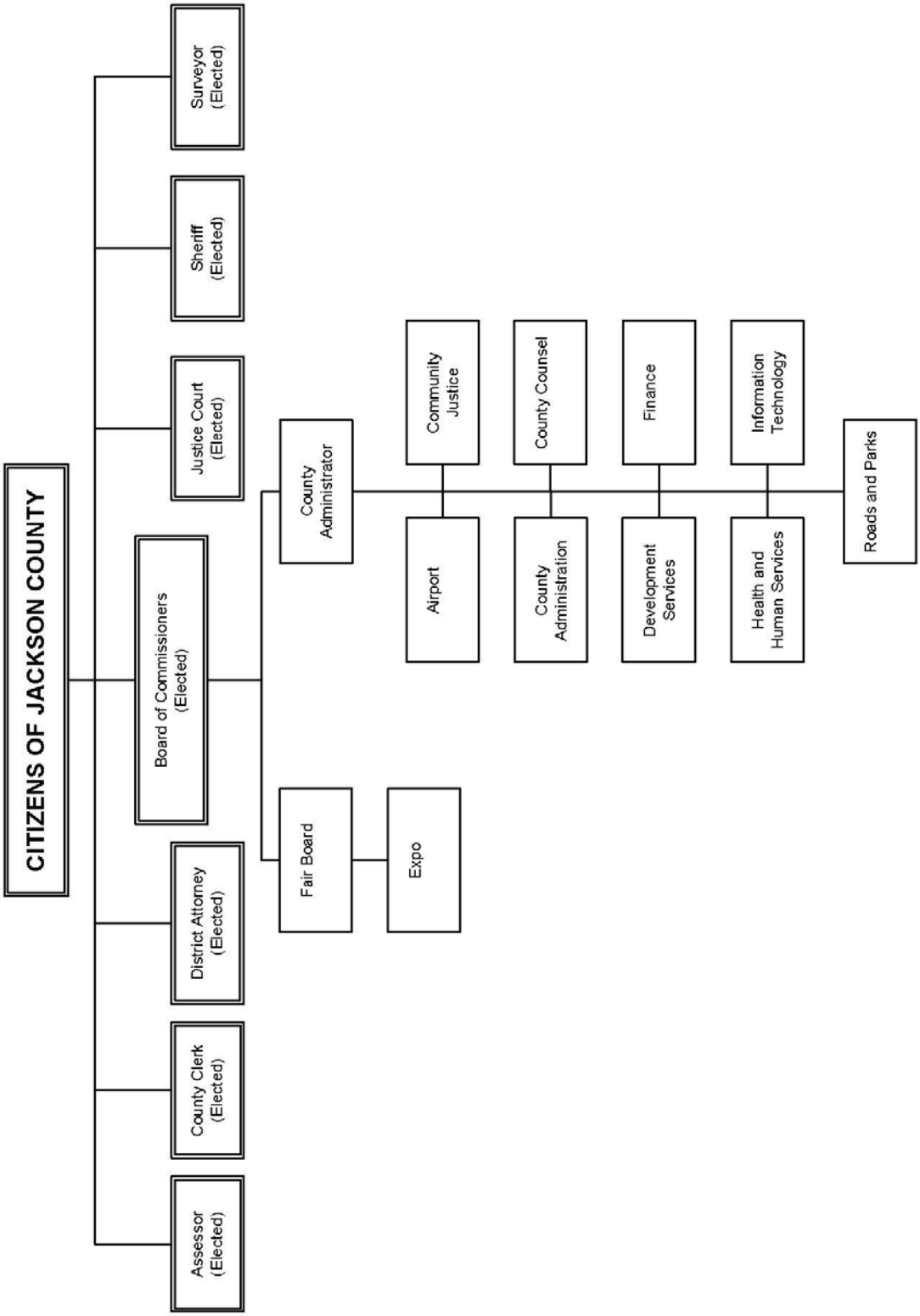
Capital Outlay in Enterprise Funds. Oregon budget law requires local government to budget estimated expenditures for capital outlay. Capital outlay is defined as "expenditures that result in the acquisition of or addition to fixed assets." Fixed assets are defined as "assets of a long-term character 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 Organization Chart

Fiscal Year 2016-2017



JACKSON COUNTY GOALS MATRIX

Jackson County's Goals are:

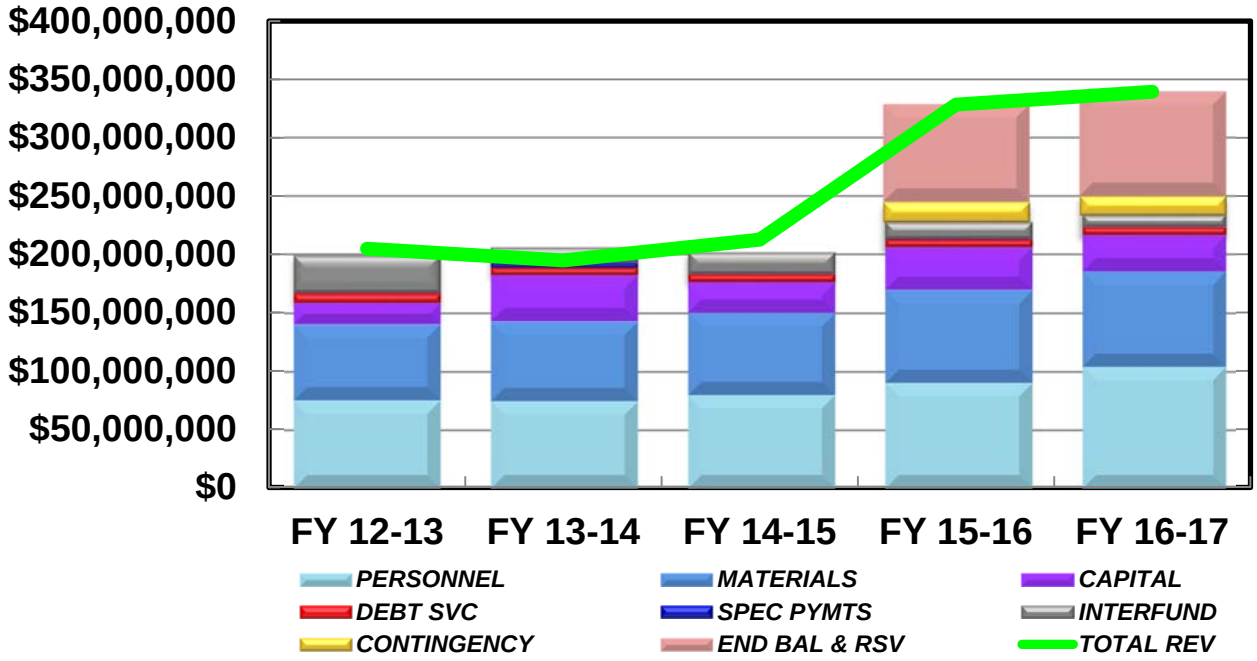
1. Protect the health, safety, and well-being of all citizens.
2. Serve all citizens fairly and ensure access to County government.
3. Provide opportunities for all citizens to prosper by promoting the economic development of the area.
4. Strengthen cooperation between public agencies.
5. Work to enhance 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.

Following is a matrix identifying the goals that each department and/or program is helping to meet:

	Goals											
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**
Airport	✓	✓		✓	✓			✓	✓	✓		✓
Assessor		✓		✓		✓			✓		✓	✓
Board of Commissioners	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Community Justice	✓	✓		✓	✓				✓	✓		✓
County Administration	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
County Clerk		✓		✓					✓		✓	✓
County Counsel	✓	✓		✓					✓	✓		✓
Development Services	✓	✓		✓	✓	✓			✓	✓		✓
District Attorney	✓	✓		✓		✓			✓	✓		
Expo		✓	✓	✓			✓		✓		✓	✓
Fiduciary and Special Funds	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Finance		✓		✓					✓	✓	✓	✓
Health and Human Services	✓	✓		✓					✓	✓		✓
Information Technology				✓					✓	✓	✓	✓
Justice Court District	✓	✓		✓					✓			
Roads and Parks	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓
Sheriff	✓	✓		✓		✓			✓	✓	✓	✓
Surveyor	✓	✓	✓	✓	✓	✓			✓		✓	

Information on how each department is meeting the goals identified can be found within the department and program pages of this document.

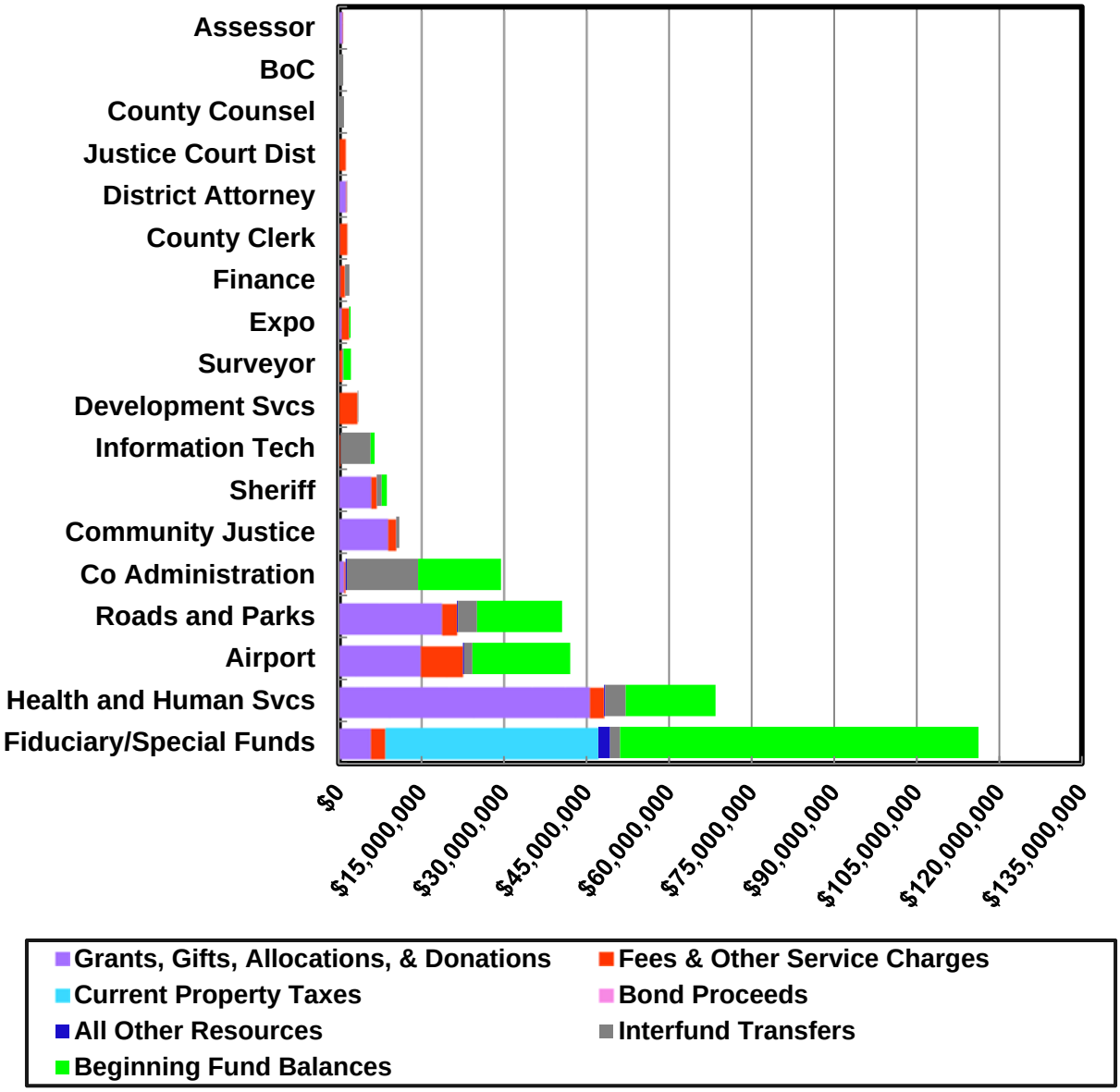
JACKSON COUNTY
TOTAL REVENUES AND EXPENDITURES
2012-2013 to 2016-2017



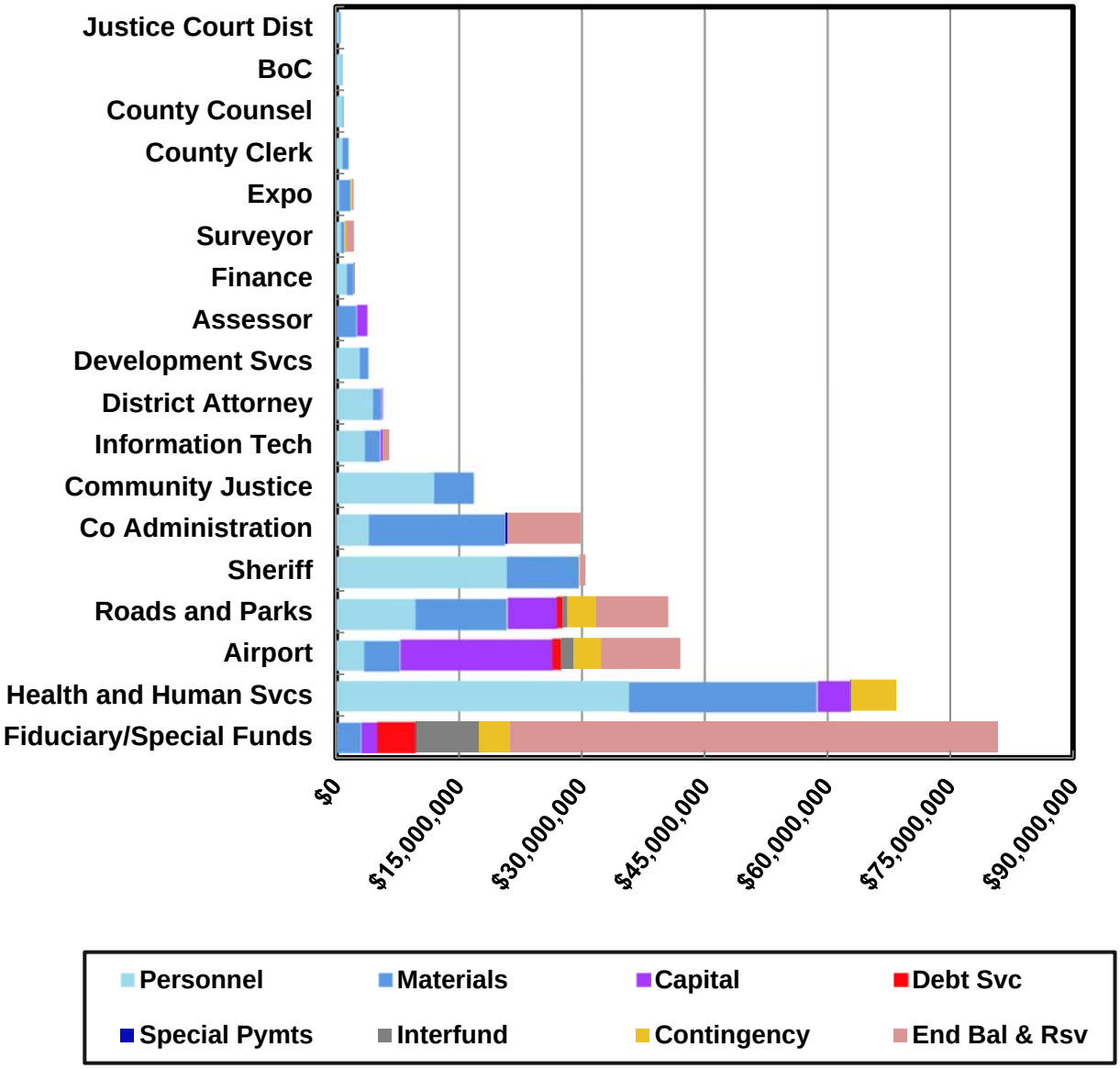
	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted
PERSONNEL	$75,246,356	$74,491,568	$79,831,992	$90,163,951	$104,030,072
MATERIALS	$65,261,670	$68,399,729	$70,296,368	$79,156,114	$80,976,581
CAPITAL	$18,213,362	$38,994,052	$25,878,665	$36,427,655	$31,210,501
DEBT SVC	$7,860,423	$6,129,042	$6,514,196	$6,530,507	$6,549,469
SPEC PYMTS	$511,366	$4,284,439	$473,637	$811,000	$385,550
INTERFUND	$31,790,492	$13,497,542	$18,498,756	$14,293,896	$10,050,710
CONTINGENCY	$0	$0	$0	$17,255,964	$16,440,317
END BAL & RSV	$0	$0	$0	$83,724,370	$89,739,045
TOTAL EXP	$198,883,669	$205,796,372	$201,493,614	$328,363,457	$339,382,245
TOTAL REV	$204,734,598	$194,721,998	$212,628,622	$328,363,457	$339,382,245

Overall, the County's revenues and expenditures increased by 3.36 percent between FY 15-16 and FY 16-17. The increase in personnel services is largely due to the Health and Human Services Department adding additional staffing as a result of the Affordable Care Act. The decrease in Capital Outlay and Interfund Transfers is due to the completion of several large projects. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between "Actual" and "Adopted" Budgeted Numbers located on page 19 of this document.

REVENUE BY DEPARTMENT
Fiscal Year 2016-2017



EXPENDITURES BY DEPARTMENT
Fiscal Year 2016-2017



CONSOLIDATED FINANCIAL SCHEDULE
REVENUE SUMMARY BY SOURCE
Fiscal Year 2012-2013 to Fiscal Year 2016-2017

REVENUE CATEGORY REVENUE TYPE	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ADOPTED	2016-2017 ADOPTED	PERCENT CHANGE*
GRANTS, GIFTS, ALLOC & DONATIONS						
Donations/Sponsorships	$664,299	$558,335	$556,024	$399,361	$500,600	25.35%
Federal Sources	$16,602,030	$18,247,084	$20,119,726	$21,805,460	$18,518,537	-15.07%
Local Government Sources	$3,399,098	$3,749,778	$9,012,146	$3,711,790	$4,660,515	25.56%
Private/NonProfit Sources	$4,329,923	$4,481,212	$5,077,147	$4,685,699	$4,745,477	1.28%
State Sources	$54,740,922	$60,453,811	$71,440,089	$68,298,164	$75,318,532	10.28%
SUB TOTAL =	$79,736,272	$87,490,220	$106,205,132	$98,900,474	$103,743,661	4.90%
FEES & OTHER SERVICE CHARGES						
Fees	$21,231,707	$20,498,134	$23,237,985	$21,762,757	$23,817,369	9.44%
Fines	$1,899,863	$1,997,503	$1,951,190	$1,819,760	$1,341,067	-26.31%
Forfeitures	$100,087	$15,256	$13,342	$10,500	$13,000	23.81%
Licenses	$1,378,493	$1,452,714	$1,561,516	$1,524,932	$1,541,065	1.06%
Sales	$655,048	$3,074,771	$915,483	$913,000	$1,021,276	11.86%
SUB TOTAL =	$25,265,198	$27,038,378	$27,679,516	$26,030,949	$27,733,777	6.54%
PROPERTY TAX						
Current Property Tax Revenue	$33,859,658	$35,043,020	$36,299,172	$37,413,340	$38,691,419	3.42%
SUB TOTAL =	$33,859,658	$35,043,020	$36,299,172	$37,413,340	$38,691,419	3.42%
BONDS & OTHER DEBT						
Investment Revenue	$11,590,000	$770,537	$0	$0	$0	--
SUB TOTAL =	$11,590,000	$770,537	$0	$0	$	--
ALL OTHER RESOURCES						
Interest Revenue	$694,061	$2,500,815	$1,943,971	$1,621,306	$1,799,169	10.97%
Miscellaneous Revenue	$537,871	$389,652	$80,961	$27,662	$17,903	-35.28%
PriorYear Property Tax Revenue	$1,216,514	$1,885,832	$1,210,769	$1,204,500	$1,194,000	-0.87%
SUB TOTAL =	$2,448,446	$4,776,299	$3,235,701	$2,853,468	$3,011,072	5.52%
INTERFUND TRANSFERS						
Interdepartmental Charges	$20,044,531	$20,654,831	$20,710,346	$22,855,961	$23,172,279	1.38%
Interfund Transfers	$31,790,492	$18,948,714	$18,498,756	$14,293,896	$10,050,710	-29.69%
SUB TOTAL =	$51,835,023	$39,603,545	$39,209,102	$37,149,857	$33,222,989	-10.57%
BEGINNING FUND BALANCE						
Beginning Fund Balance	$0	$0	$0	$126,015,369	$132,979,327	5.53%
SUB TOTAL =	$0	$0	$0	$126,015,369	$132,979,327	5.53%
GRAND TOTALS	**$204,734,597**	**$194,721,999**	**$212,628,623**	**$328,363,457**	**$339,382,245**	**3.36%**

Oregon budget law requires local government to budget all available resources; Beginning Fund Balances are budgeted as revenues (resources) every fiscal year. Actual fund balance and fund equity are not classified as revenues and are shown as $0 in the table, above.

**NOTE: See Summary Explanation of Change*

CONSOLIDATED FINANCIAL SCHEDULE
EXPENDITURE SUMMARY BY DEPARTMENT
Fiscal Year 2012-2013 to Fiscal Year 2016-2017

DEPARTMENT	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ADOPTED	2016-2017 ADOPTED	PERCENT CHANGE*
Airport	$17,102,747	$19,224,172	$17,270,436	$44,861,647	$42,044,416	-6.28%
Assessment	$3,959,206	$3,465,923	$3,234,335	$3,685,785	$3,790,321	2.84%
Board of Commissioners	$679,601	$683,880	$680,808	$786,742	$796,485	1.24%
Community Justice	$14,205,287	$13,593,959	$14,297,194	$15,830,347	$16,859,981	6.50%
County Administration	$19,213,170	$19,620,521	$19,506,150	$28,039,626	$29,874,460	6.54%
County Clerk	$1,297,824	$1,253,573	$1,415,208	$1,673,934	$1,536,323	-8.22%
County Counsel	$723,299	$684,964	$727,116	$888,354	$923,742	3.98%
Development Services	$3,289,439	$3,358,286	$3,132,765	$3,644,178	$3,987,048	9.41%
District Attorney	$4,704,166	$4,308,088	$4,402,847	$5,103,382	$5,673,665	11.17%
Expo	$2,113,328	$1,480,740	$1,379,081	$1,726,361	$2,131,938	23.49%
Fiduciary	$25,831,745	$44,638,276	$26,219,947	$83,366,453	$80,846,641	-3.02%
Finance	$1,714,812	$1,852,465	$1,861,942	$2,249,893	$2,262,221	0.55%
Health and Human Services	$46,253,023	$35,256,637	$50,580,768	$63,003,034	$68,433,495	8.62%
Information Technology	$5,075,195	$4,732,087	$4,957,133	$6,434,987	$6,492,930	0.90%
Justice Court District	$502,005	$519,731	$532,097	$590,065	$554,271	-6.07%
Roads and Parks	$23,872,362	$23,087,625	$22,464,890	$34,422,057	$40,561,849	17.84%
Sheriff	$27,895,121	$27,533,105	$28,147,713	$29,953,077	$30,434,115	1.61%
Surveyor	$451,338	$502,340	$683,184	$2,103,535	$2,178,344	3.56%
GRAND TOTALS	**$198,883,668**	**$205,796,372**	**$201,493,614**	**$328,363,457**	**$339,382,245**	**3.36%**

**NOTE: See Summary Explanation of Change*

CONSOLIDATED FINANCIAL SCHEDULE
EXPLANATION OF CHANGE

The following is a general explanation of the percent change between the adopted budget for fiscal year 2015-2016 and the adopted budget for fiscal year 2016-2017 where the change is equal to or greater than 10 percent, as shown in the tables on the previous two pages.

Revenues

Donations/Sponsorships. The increase of 25.35 percent is due to increases in Expo sponsorships.

Federal Sources. The decrease of 15.07 percent is due to a decrease in Federal grants for Airport improvements.

Local Government Sources. The increase of 25.56 percent is due to Roads and Parks contracts for road improvements with local cities, the Sheriff's Office contracts for law enforcement services with local cities, and the District Attorney's legal mental health contracted services with Health and Human Services.

State Sources. The increase of 10.28 percent is due to Health and Human Services' increased funding for AllCare Capitation, Roads and Parks' increase in Oregon Department of Transportation grant funding for road improvements, and Community Justice and the District Attorney's Office increase in State funding under the Justice Reinvestment Initiative grant.

Fines. The decrease of 26.31 percent is due to the reduction of traffic enforcement deputies and traffic citations issued.

Forfeitures. The increase of 23.81 percent is due to an increase in rabies deposits at the Animal Shelter.

Sales. The increase of 11.86 percent is due to the increase in store, restaurant, and fuel sales at the Roads and Parks recreational areas.

Interest Revenue. The increase of 10.97 percent is an expected increase in the rate of interest earned on fund balances.

Miscellaneous Revenue. The decrease of 35.28 percent is due to the transition of County Counsel directly paying for online legal services. In prior years, the Law Library was paying for the service and then billing County Counsel.

Interfund Transfers. The decrease of 29.69 percent is due to a reduction in the transfer of funds to capital projects.

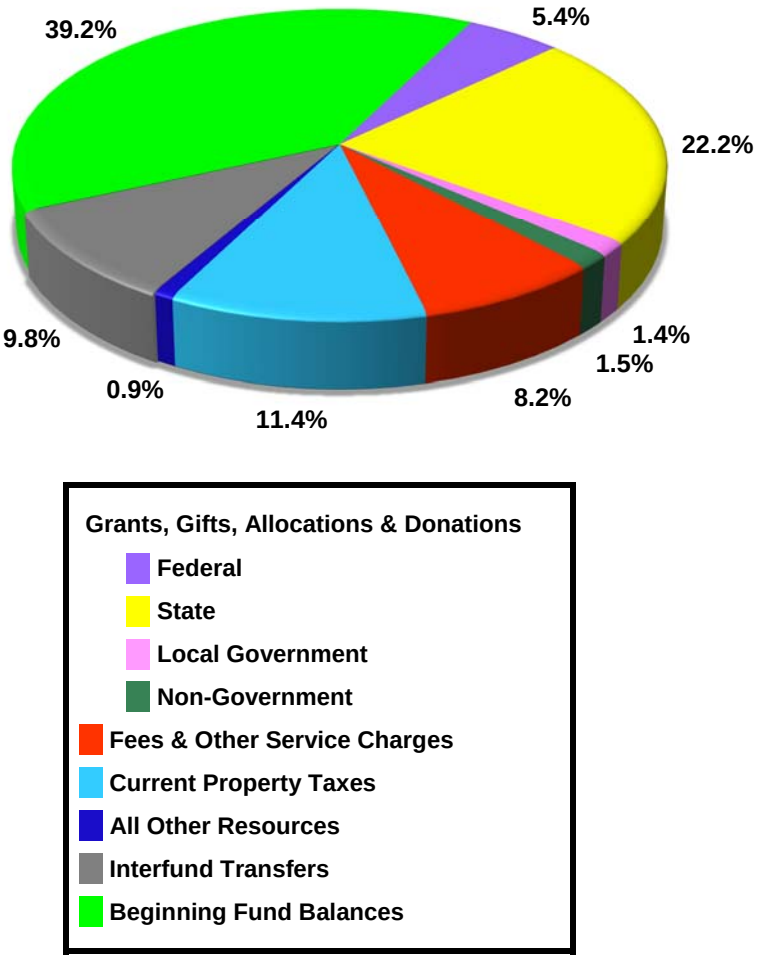
Expenditures

District Attorney. The increase of 11.17 percent is due to the addition of 3.50 full-time equivalent (FTE) positions and minor equipment necessary for the new office building.

Expo. The increase of 23.49 percent is due to increases in outside entertainment, Contingency, and Ending Fund Balance and Reserves. This year's budget is based on the Expo continuing to earn revenue to sustain operations and increase Ending Fund Balance and Reserves for the 2016-2017 fiscal year.

Roads and Parks. The increase of 17.84 percent is due to increases in road improvement projects and an increase in Ending Fund Balance and Reserves.

REVENUE BY SOURCE
Fiscal Year 2016-2017



Jackson County receives revenue from many sources. The chart above shows the percentages of the revenues budgeted. Oregon budget law combines all revenues given to a local government into the Grants, Gifts, Allocations and Donations category, which makes up 30.6 percent of the total budgeted revenues. This includes all Federal, State, and local grants. For the purpose of the chart, above, the County has separated the Grants, Gifts, Allocations and Donations into the smaller revenue classifications of Federal, State, Local, and Non-Government Sources.

COUNTY REVENUES

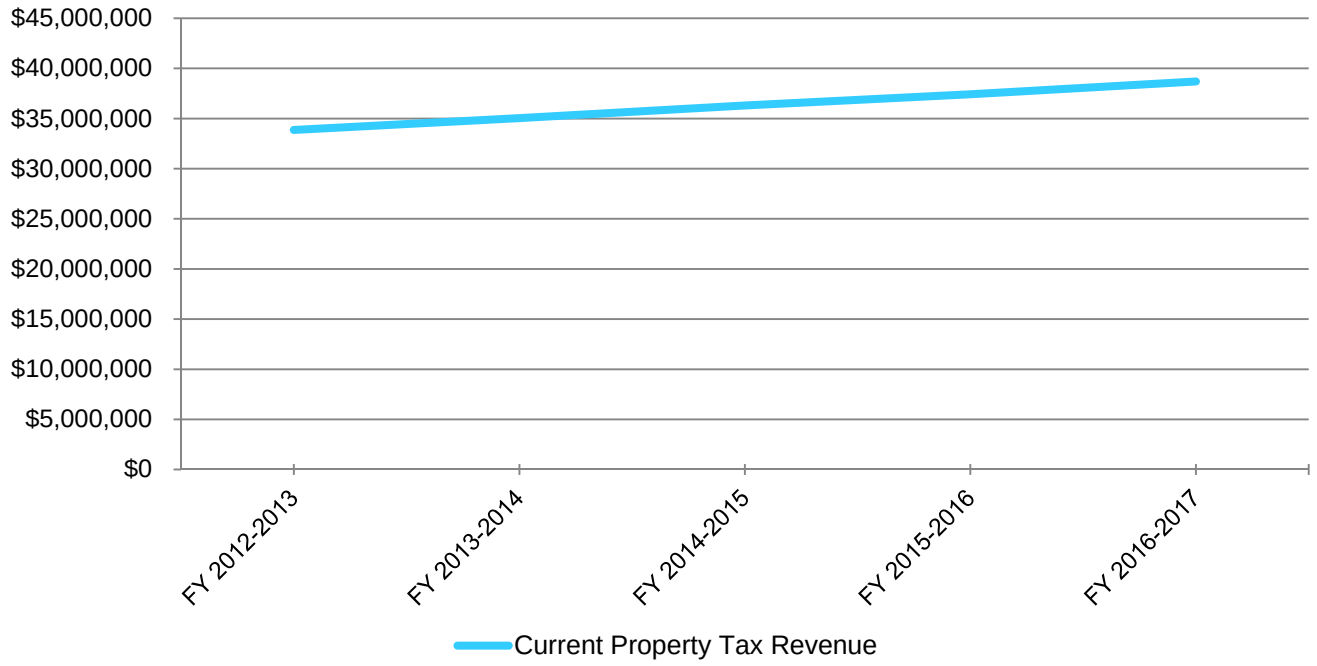
The table shown below identifies the top 75 percent of the County's revenue sources, which are Beginning Fund Balance, Property Taxes, and Grants, Gifts, Allocations and Donations. Federal and State revenue sources make up the majority of the Grants, Gifts, Allocations and Donations category and, therefore, are broken out separately. A detailed explanation of the major revenues sources can be found following the table.

Major Revenue Sources			
Source	Fund Type	% of Total Revenue	Adopted Budget
Beginning Fund Balance	All	39.2%	$132,979,327
Current Property Taxes	General	11.4%	38,691,419
State Mental Health Medicaid Capitation	Special Revenue	9.1%	30,884,921
State Motor Vehicle Taxes	Special Revenue	3.9%	13,317,000
State Public Safety Resources	General	3.2%	10,779,291
FAA Airport Improvement Grants	Enterprise	3.2%	10,695,720
State Mental Health Resources	Special Revenue	1.8%	6,085,140
State Public Health Resources	Special Revenue	1.0%	3,450,790
Federal O&C Revenues	General	1.0%	3,301,303
State Developmental Disabilities Resources	Special Revenue	0.8%	2,862,291
Federal Public Safety Resources	General	0.8%	2,834,290
ODOT Grants	Special Revenue	0.6%	2,169,490
ODOT Fund Exchange Program	Special Revenue	0.3%	1,119,130
Federal Women, Infants and Children (WIC) Program	Special Revenue	0.3%	1,019,501
	Total Major Revenue Sources	76.7%	$260,189,613

BEGINNING FUND BALANCE

The Beginning Fund Balances represent prior year funds and cash that is carried forward into the current fiscal year. Oregon budget law requires local governments to budget all available resources. Beginning Fund Balances are, therefore, budgeted as revenues. Under the basis of accounting, fund balances are not classified as revenues, but as either fund balance or fund equity depending on the type of fund. For budgeting purposes, this is the largest revenue source for the County making up 39.2 percent of total revenues.

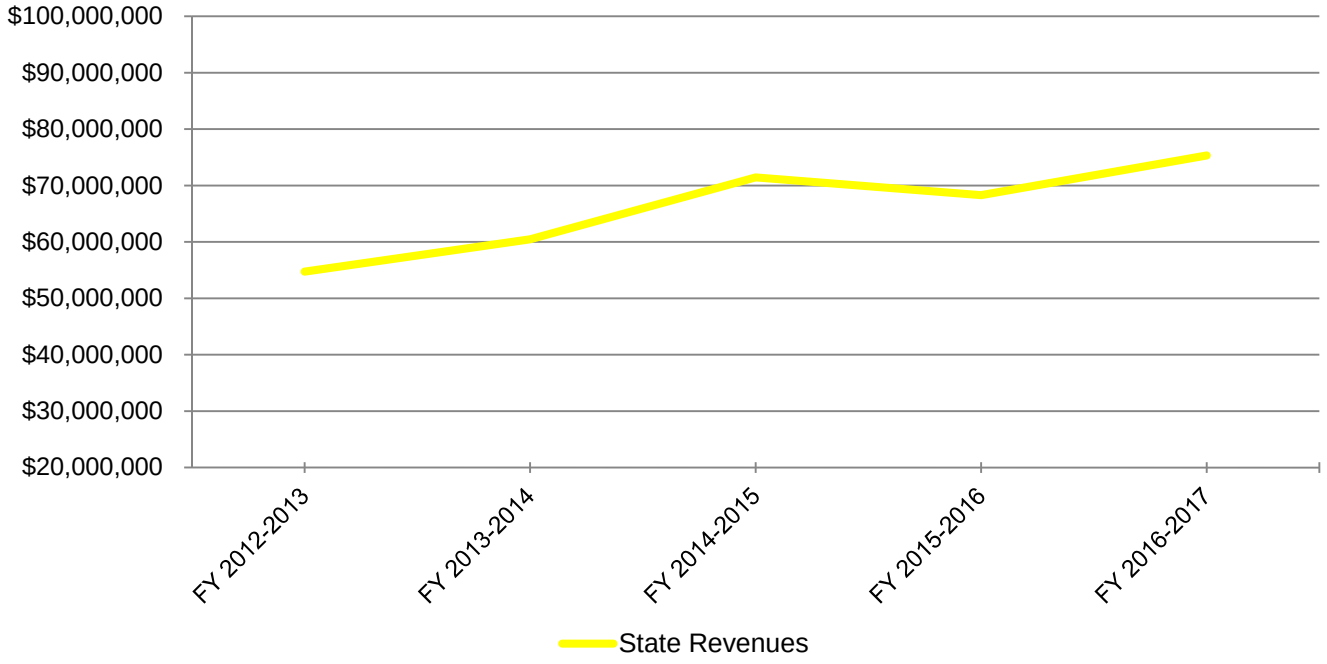
PROPERTY TAXES



Revenues from current property taxes are budgeted at $38,691,419 for fiscal year 2016-2017. In May of 1997, Oregon voters approved Ballot Measure 50, amending the Oregon Constitution to establish permanent property tax limits. As a result, Jackson County's permanent rate limit was set at $2.0099 of assessed valuation per $1,000 of assessed value. In addition, Ballot Measure 50 set limits for any new property being placed on the tax roll. The maximum assessed value on all parcels is calculated as if it existed in fiscal year 1995-1996, as 1995 Real Market Value less 10 percent, with the possibility of a 3 percent increase annually. If the real market value of the parcel dips below the assessed value, the rate is applied to the lower of the two values in keeping with Oregon law. Currently, the percentage applied to new properties to establish assessed value is approximately 79.3 percent of real market value countywide (80.2 percent for new residential properties and 78.4 for new commercial properties). A parcel can be improved without increasing its assessed value if the improvements total less than $10,000 of real market 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 levy on behalf of the General Fund reflects the current assessed value plus 3 percent. The County will certify and pay on the $20,365,000 of Library bonds sold in fiscal year 2000-2001 (1st Bond Issue/Series 1), and refinanced in 2006, an average of $1,400,000 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 (2nd Bond Issue/Series 2), and refinanced in 2010, and is projected to certify and pay an average of $1,400,000 per fiscal year until the debt is fully paid in 2020.

GRANTS, GIFTS, ALLOCATIONS AND DONATIONS
State Revenues

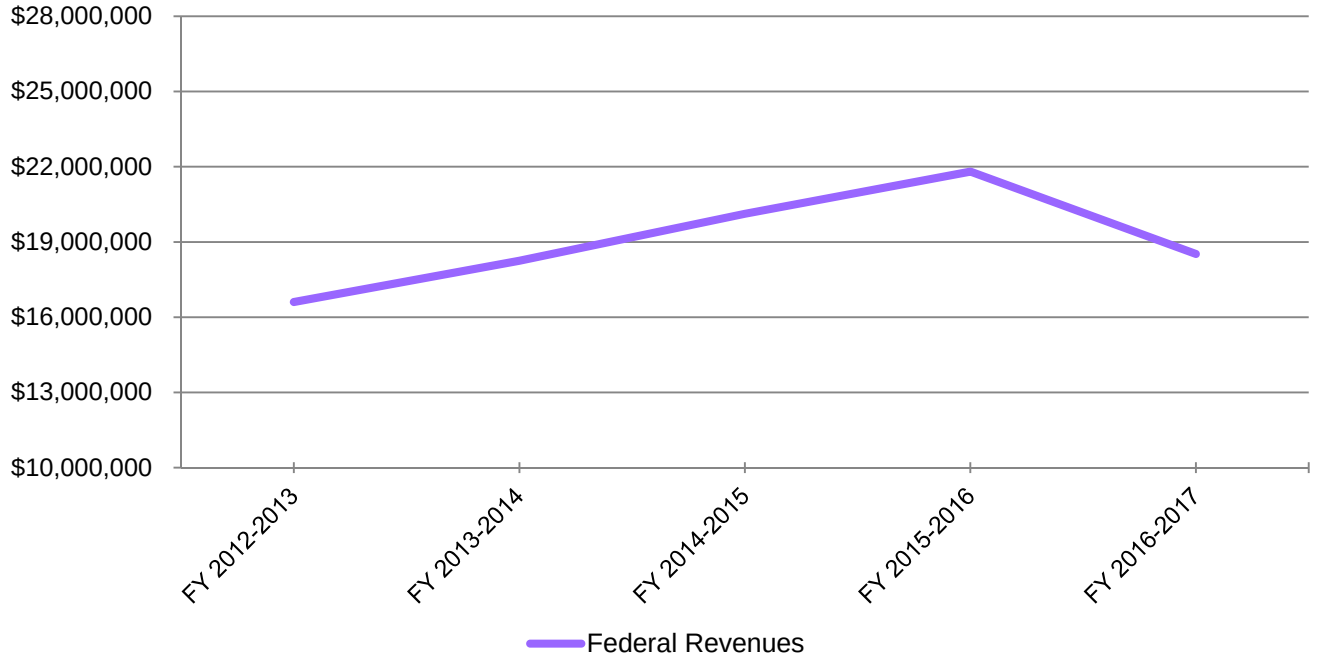


These revenues are generally dedicated grants and taxes provided by, or through, the State for specific County programs. Health and Human Services receives the majority of this revenue, to support State-mandated programs such as Developmental Disabilities, Mental Health, Mental Health Organization (Coordinated Care Organization services), and Public Health. The large increase in revenues is directly related to an increase in State funding for the Affordable Care Act. State public safety resources are dedicated funding for County programs, including the jail, law enforcement patrols, adult supervision and transition, juvenile services, witness assistance, and child support enforcement. County departments estimate the revenue they will receive based on the most current information provided to them by the State agency administering the grant.

The State gas tax and vehicle registration fees are dedicated funding for road improvements and the Road Fund's primary source of revenue. The State provides the taxes in combined payments referred to as the State Motor

Vehicle Taxes. Oregon House Bill 2001 (HB 2001), passed in 2009, increased vehicle registration fees and added 6 cents per gallon to the State gas tax. The State of Oregon provides estimates for this revenue source. The Roads and Parks Department uses the State estimate and historical revenues to conservatively project the budgeted amount. Additionally, reduced miles driven and vehicle registration receipts, coupled with more fuel efficient and electric vehicles are also taken into account when estimating this revenue source.

GRANTS, GIFTS, ALLOCATIONS AND DONATIONS
Federal Revenues



Funding fluctuates greatly from year to year depending on the types of program funding available from the Federal government. Federal monies generally have program-specific funding criteria. The Airport is the largest recipient of Federal monies from the Federal Aviation Administration (FAA) dedicated to Airport improvements. The current Airport improvements are the construction of a new Snow Removal Equipment (SRE) storage building and rehabilitating Taxiway A North and Terminal Apron. The majority of the Federal revenue that Health and Human Services receives is dedicated to the Women, Infants, and Children (WIC) program. WIC is the special supplemental nutrition program that provides nutritional education and counseling for qualified individuals.

Federal public safety resources are similar in funding to the State's public safety resources, but at reduced amounts. Dedicated funding is provided for County programs including the jail, law enforcement patrols, adult supervision and transition, victims' support assistance, and child support enforcement. County departments estimate the revenue they will receive based on the most current information provided to them by the Federal agency administering the grant.

Federal Oregon and California (O&C) Railroad Lands funding for logging on Federal lands within the State has almost come to a standstill due to environmental laws. In lieu of the O&C timber receipts, the Federal government has been providing a subsidy at greatly reduced amounts. When this budget was prepared, the County had received final payments under the Secure Rural Schools and Community Self-Determination Act, which is not expected to be reauthorized by Congress. As a result, the 1908 Act requiring 25 percent payments to states will now govern the distribution of Federal forest revenues. Due to the uncertain nature of this funding source, Fiduciary will receive the majority of this revenue to be placed in the County's Rain Day Reserves with a portion passed to the County Schools Fund as required by Federal law.

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

Explanations of the changes in fund balances that are greater than 10 percent follow each of the Spending Plan tables. The change in fund balance is calculated by comparing a fund's Beginning Fund Balance to its Unappropriated Ending Fund Balance plus Reserves.

	GENERAL FUND	SPECIAL REVENUE FUNDS			
	General Fund	**County Schools**	**County Trails**	**Court Security**	**Health & Human Services**
BEGINNING FUND BALANCE	$55,729,059	$0	$325,000	$300,000	$16,310,150
Revenues					
GRANTS, GIFTS, ALLOC & DONATIONS	$20,135,360	$75,000	$182,249	$248,800	$45,595,108
FEES & OTHER SERVICE CHARGES	$11,184,704	$0	$16,500	$0	$2,587,417
PROPERTY TAX	$35,756,244	$0	$0	$0	$0
BOND PROCEEDS	$0	$0	$0	$0	$0
ALL OTHER RESOURCES	$1,876,625	$0	$2,750	$5,000	$210,000
Revenues Subtotal	$68,952,933	$75,000	$201,499	$253,800	$48,392,525
INTERFUND TRANSFERS & IS REIMB	$2,225,905	$0	$5,000	$0	$3,730,820
Grand Total Revenues	$126,907,897	$75,000	$531,499	$553,800	$68,433,495
Expenditures					
PERSONNEL SERVICES	$43,593,891	$0	$111,870	$0	$35,788,481
MATERIALS & SERVICES	$18,749,829	$0	$135,150	$306,976	$22,905,014
CAPITAL OUTLAY	$136,500	$0	$0	$0	$4,080,000
DEBT SERVICE	$1,645,168	$0	$0	$0	$0
SPECIAL PAYMENTS	$310,550	$75,000	$0	$0	$0
Expenditures Subtotal	$64,435,938	$75,000	$247,020	$306,976	$62,773,495
INTERFUND TRANSFERS	$5,939,730	$0	$0	$0	$188,000
CONTINGENCY	$3,000,000	$0	$37,053	$20,000	$5,472,000
ENDING FUND BALANCE & RESERVES	$53,532,229	$0	$247,426	$226,824	$0
Grand Total Expenditures	$126,907,897	$75,000	$531,499	$553,800	$68,433,495
CHANGE IN FUND BALANCE	($2,196,830)	$0	($77,574)	($73,176)	($16,310,150)

Explanation of Change in Fund Balance:

- Property taxes are levied at $2.0099 Per Thousand Assessed Value.
- County Trails Fund: The change in the County Trails Fund balance is -24 percent. This is attributable to the dedicated Joint Powers Agreement funding which is being spent down from previous years.
- Court Security Fund: The change in the Court Security Fund balance is -24 percent. Revenues have fluctuated as a result of House Bills (HB) 2712 and 2562. Revenues are expected to increase in future years as the effects of the two House Bills stabilize.
- Health and Human Services (HHS) Fund: The change in the HHS Fund balance is -100 percent. Approximately 66.7 percent of the HHS budget is comprised of grants and reimbursements from the State and Federal governments. The fund balance fluctuates based on program funding that typically covers multiple years.

	SPECIAL REVENUE FUNDS (cont)				
	Law Enforcement District	**Law Library**	**General Road**	**Solid Waste**	**Sports Park Mitigation**
BEGINNING FUND BALANCE	$947,960	$171,700	$11,000,000	$2,199,100	$3,500
Revenues					
GRANTS, GIFTS, ALLOC & DONATIONS	$1,408,584	$0	$17,189,120	$0	$33,000
FEES & OTHER SERVICE CHARGES	$0	$215,500	$564,600	$1,002,500	$0
PROPERTY TAX	$0	$0	$0	$0	$0
BOND PROCEEDS	$0	$0	$0	$0	$0
ALL OTHER RESOURCES	$8,000	$2,500	$150,000	$30,000	$500
Revenues Subtotal	$1,416,584	$218,000	$17,903,720	$1,032,500	$33,500
INTERFUND TRANSFERS & IS REIMB	$0	$0	$747,000	$0	$0
Grand Total Revenues	$2,364,544	$389,700	$29,650,720	$3,231,600	$37,000
Expenditures					
PERSONNEL SERVICES	$953,012	$81,204	$7,904,543	$0	$0
MATERIALS & SERVICES	$668,598	$163,460	$8,539,347	$149,757	$27,500
CAPITAL OUTLAY	$0	$0	$4,162,594	$0	$0
DEBT SERVICE	$0	$0	$0	$0	$0
SPECIAL PAYMENTS	$0	$0	$0	$0	$0
Expenditures Subtotal	$1,621,610	$244,664	$20,606,484	$149,757	$27,500
INTERFUND TRANSFERS	$0	$0	$170,000	$947,099	$0
CONTINGENCY	$100,000	$25,000	$2,500,000	$100,000	$4,125
ENDING FUND BALANCE & RESERVES	$642,934	$120,036	$6,374,236	$2,034,744	$5,375
Grand Total Expenditures	$2,364,544	$389,700	$29,650,720	$3,231,600	$37,000

CHANGE IN FUND BALANCE	($305,026)	($51,664)	($4,625,764)	($164,356)	$1,875

Explanation of Change in Fund Balance:

- Law Enforcement District Fund: The change in the Law Enforcement District Fund balance is -32 percent. The Law Enforcement District expenses occasionally dip into the fund balance as services fluctuate.
- Law Library Fund: The change in the Law Library Fund balance is -30 percent. Operating costs continue to exceed revenues, therefore the fund balance will be reduced in fiscal year 2016-2017. The Law Library will be negotiating new contracts for legal books and online legal databases during the 2016-2017 fiscal year.
- General Road Fund: The change in the General Road Fund balance is -42 percent. The fiscal year 2016-2017 budget includes the completion of several significant capital projects according to the Department's capital improvement schedule.
- Sports Park Mitigation Fund: The change in the Sports Park Mitigation Fund balance is 54 percent. This fund was created for the sole purpose of maintaining and monitoring the Vernal Pool Restoration Site. The fund balance will decline as restoration services are completed.

	SPECIAL REVENUE FUNDS (cont)		
	Surveyor	**Title III**	**Video Lottery**
BEGINNING FUND BALANCE	$1,337,344	$820,500	$0
Revenues			
GRANTS, GIFTS, ALLOC & DONATIONS	$0	$520,000	$901,062
FEES & OTHER SERVICE CHARGES	$641,000	$0	$0
PROPERTY TAX	$0	$0	$0
BOND PROCEEDS	$0	$0	$0
ALL OTHER RESOURCES	$15,000	$20,500	$6,500
Revenues Subtotal	$656,000	$540,500	$907,562
INTERFUND TRANSFERS & IS REIMB	$185,000	$0	$0
Grand Total Revenues	$2,178,344	$1,361,000	$907,562
Expenditures			
PERSONNEL SERVICES	$603,256	$0	$0
MATERIALS & SERVICES	$404,105	$1,361,000	$0
CAPITAL OUTLAY	$38,000	$0	$0
DEBT SERVICE	$0	$0	$0
SPECIAL PAYMENTS	$0	$0	$0
Expenditures Subtotal	$1,045,361	$1,361,000	$0
INTERFUND TRANSFERS	$0	$0	$901,130
CONTINGENCY	$156,000	$0	$6,432
ENDING FUND BALANCE & RESERVES	$976,983	$0	$0
Grand Total Expenditures	$2,178,344	$1,361,000	$907,562

CHANGE IN FUND BALANCE	($360,361)	($820,500)	$0

Explanation of Change in Fund Balance:

- Surveyor Fund: The change in the Surveyor Fund balance is -27 percent. Fluctuations in fund balance is normal as survey work is dependent upon the local economy.
- Title III Fund: The change in the Title III Fund balance is -100 percent. Title III obligated projects are expected to begin July 1, 2016. There is potential for the fund balance to be completely spent by June 30, 2017. This is the last funding cycle for Title III projects.

	CAPITAL PROJECT FUNDS					
	Capital Projects	**Greenway**	**Parks System Development**	**Roads System Development**	**Street Improvement**	**White City Capital**
BEGINNING FUND BALANCE	$350,000	$17,000	$120,000	$1,030,000	$450,000	$1,297,607
Revenues						
GRANTS, GIFTS, ALLOC & DONATIONS	$120,000	$0	$0	$0	$200,000	$0
FEES & OTHER SERVICE CHARGES	$0	$0	$40,000	$400,000	$0	$0
PROPERTY TAX	$0	$0	$0	$0	$0	$0
BOND PROCEEDS	$0	$0	$0	$0	$0	$0
ALL OTHER RESOURCES	$0	$150	$1,000	$2,000	$7,500	$19,000
Revenues Subtotal	$120,000	$150	$41,000	$402,000	$207,500	$19,000
INTERFUND TRANSFERS & IS REIMB	$1,165,000	$0	$0	$0	$0	$0
Grand Total Revenues	$1,635,000	$17,150	$161,000	$1,432,000	$657,500	$1,316,607
Expenditures						
PERSONNEL SERVICES	$0	$0	$0	$0	$0	$0
MATERIALS & SERVICES	$985,000	$0	$0	$54,000	$0	$0
CAPITAL OUTLAY	$650,000	$0	$0	$0	$0	$1,316,607
DEBT SERVICE	$0	$0	$0	$0	$490,000	$0
SPECIAL PAYMENTS	$0	$0	$0	$0	$0	$0
Expenditures Subtotal	$1,635,000	$0	$0	$54,000	$490,000	$1,316,607
INTERFUND TRANSFERS	$0	$0	$161,000	$227,000	$0	$0
CONTINGENCY	$0	$0	$0	$0	$70,000	$0
ENDING FUND BALANCE & RESERVES	$0	$17,150	$0	$1,151,000	$97,500	$0
Grand Total Expenditures	$1,635,000	$17,150	$161,000	$1,432,000	$657,500	$1,316,607

CHANGE IN FUND BALANCE	($350,000)	$150	($120,000)	$121,000	($352,500)	($1,297,607)

Explanation of Change in Fund Balance:

- Capital Projects Fund: The change in the Capital Projects Fund balance is -100 percent. Future facility needs will be addressed as non-operating funds become available.
- Parks System Development Fund: The change in the Parks System Development Fund balance is -100 percent. This fluctuates from year to year as projects are identified, planned, and completed.
- Roads System Development Fund: The change in the Roads System Development Fund balance is 12 percent. This fluctuates from year to year as projects are identified, planned, and completed.
- Street Improvement Fund: The change in the Street Improvement Fund balance is -78 percent. This fluctuates from year to year as projects are identified, planned, and completed.
- White City Capital Projects Fund: The change in the White City Capital Projects Fund balance is -100 percent. Projects will be identified and completed during fiscal year 2016-2017.

	INTERNAL SERVICES FUNDS					
	Central Services	**Computer Replacement**	**Motor Pool**	**Risk Mgmt-Gen Auto Liability**	**Self-Insurance Health Plan**	**Workers' Comp**
BEGINNING FUND BALANCE	$3,714,477	$729,726	$975,000	$7,754,152	$3,224,822	$3,917,763
Revenues						
GRANTS, GIFTS, ALLOC & DONATIONS	$647,805	$0	$80,000	$251	$0	$0
FEES & OTHER SERVICE CHARGES	$315,195	$0	$61,000	$0	$15,062	$0
PROPERTY TAX	$0	$0	$0	$0	$0	$0
BOND PROCEEDS	$0	$0	$0	$0	$0	$0
ALL OTHER RESOURCES	$88,400	$10,946	$8,000	$104,681	$43,535	$52,890
Revenues Subtotal	$1,051,400	$10,946	$149,000	$104,932	$58,597	$52,890
INTERFUND TRANSFERS & IS REIMB	$13,075,495	$363,249	$2,281,720	$2,432,968	$4,331,864	$712,242
Grand Total Revenues	$17,841,372	$1,103,921	$3,405,720	$10,292,052	$7,615,283	$4,682,895
Expenditures						
PERSONNEL SERVICES	$9,145,146	$0	$299,697	$347,224	$0	$0
MATERIALS & SERVICES	$4,618,349	$290,238	$1,076,867	$5,773,284	$5,709,196	$1,993,936
CAPITAL OUTLAY	$275,000	$0	$954,000	$0	$0	$0
DEBT SERVICE	$0	$0	$0	$0	$0	$0
SPECIAL PAYMENTS	$0	$0	$0	$0	$0	$0
Expenditures Subtotal	$14,038,495	$290,238	$2,330,564	$6,120,508	$5,709,196	$1,993,936
INTERFUND TRANSFER	$0	$0	$0	$0	$0	$0
CONTINGENCY	$500,000	$0	$282,156	$0	$0	$0
ENDING FUND BALANCE & RESERVES	$3,302,877	$813,683	$793,000	$4,171,544	$1,906,087	$2,688,959
Grand Total Expenditures	$17,841,372	$1,103,921	$3,405,720	$10,292,052	$7,615,283	$4,682,895

CHANGE IN FUND BALANCE	($411,600)	$83,957	($182,000)	($3,582,608)	($1,318,735)	($1,228,804)

Explanation of Change in Fund Balance:

- Central Services Fund: The change in the Central Services Fund balance is -11 percent. This fluctuates from year to year according to services provided by County departments and the true-up for unused services.
- Computer Replacement Fund: The change in the Computer Replacement Fund balance is -12 percent. This fluctuates from year to year according to replacement needs.
- Motor Pool Fund: The change in the Motor Pool Fund balance is -19 percent. This fluctuates from year to year according to requests for vehicle purchases.
- Risk Management-General and Auto Liability Fund: The change in the Risk Management-General and Auto Liability Fund balance is -46 percent. The fund balance will fluctuate based on the number of claims in a year.
- Self-Insurance Health Plan Fund: The change in the Self-Insurance Health Plan Fund balance is -41 percent. The fund balance will fluctuate based on the number of claims in a year.
- Workers' Compensation Fund: The change in the Workers' Compensation Fund balance is -31 percent. The fund balance will fluctuate based on the number of claims in a year.

	DEBT SERVICE FUNDS	
	Library Debt Service S1	**Library Debt Service S2**
BEGINNING FUND BALANCE	$379,152	$320,643
Revenues		
GRANTS, GIFTS, ALLOC & DONATIONS	$0	$0
FEES & OTHER SERVICE CHARGES	$0	$0
PROPERTY TAX	$1,478,275	$1,456,900
BOND PROCEEDS	$0	$0
ALL OTHER RESOURCES	$59,500	$59,500
Revenues Subtotal	$1,537,775	$1,516,400
INTERFUND TRANSFERS & IS REIMB	$0	$0
Grand Total Revenues	$1,916,927	$1,837,043
Expenditures		
PERSONNEL SERVICES	$0	$0
MATERIALS & SERVICES	$0	$0
CAPITAL OUTLAY	$0	$0
DEBT SERVICE	$1,537,775	$1,516,400
SPECIAL PAYMENTS	$0	$0
Expenditures Subtotal	$1,537,775	$1,516,400
INTERFUND TRANSFERS	$0	$0
CONTINGENCY	$70,000	$70,000
ENDING FUND BALANCE & RESERVES	$309,152	$250,643
Grand Total Expenditures	$1,916,927	$1,837,043

CHANGE IN FUND BALANCE	($70,000)	($70,000)

Explanation of Library Debt Services:

- Library Debt Service S1: The First Library Bond Series (S1) issued $20,365,000. The amount of taxes levied is $1,572,633. The outstanding amount as of the fiscal year end will be $4,335,000.
- Library Debt Services S2: The Second Library Bond Series (S2) issued $18,575,000. The amount of taxes levied is $1,549,894. The outstanding amount as of the fiscal year end will be $4,165,000.

	ENTERPRISE FUNDS		
	Airport Enterprise	**Expo Park**	**Recreation Enterprise**
BEGINNING FUND BALANCE	$17,782,954	$236,718	$1,535,000
Revenues			
GRANTS, GIFTS, ALLOC & DONATIONS	$14,845,612	$526,000	$1,035,710
FEES & OTHER SERVICE CHARGES	$7,683,599	$1,356,525	$1,650,175
PROPERTY TAX	$0	$0	$0
BOND PROCEEDS	$0	$0	$0
ALL OTHER RESOURCES	$215,500	$3,095	$8,000
Revenues Subtotal	$22,744,711	$1,885,620	$2,693,885
INTERFUND TRANSFERS & IS REIMB	$1,516,751	$9,600	$440,375
Grand Total Revenues	$42,044,416	$2,131,938	$4,669,260
Expenditures			
PERSONNEL SERVICES	$3,414,512	$403,310	$1,383,926
MATERIALS & SERVICES	$4,367,522	$1,378,628	$1,318,825
CAPITAL OUTLAY	$18,611,800	$0	$986,000
DEBT SERVICE	$1,110,126	$0	$250,000
SPECIAL PAYMENTS	$0	$0	$0
Expenditures Subtotal	$27,503,960	$1,781,938	$3,938,751
INTERFUND TRANSFERS	$1,516,751	$0	$0
CONTINGENCY	$3,324,238	$150,000	$553,313
ENDING FUND BALANCE & RESERVES	$9,699,467	$200,000	$177,196
Grand Total Expenditures	$42,044,416	$2,131,938	$4,669,260

CHANGE IN FUND BALANCE	($8,083,487)	($36,718)	($1,357,804)

Explanation of Change in Fund Balance:

- Airport Enterprise Fund: The change in the Airport Enterprise Fund balance is -45 percent. Currently, operating revenues are well in excess of operating expenses. This decline is a result of the planned completion of significant capital projects.
- Expo Park Enterprise Fund: The change in the Expo Park Enterprise Fund balance is -16 percent. This fluctuates from year to year according to the number of Expo events and paying attendees.
- Recreation Enterprise Fund: The change in the Recreation Enterprise Fund balance is -88 percent. The fund balance fluctuation is normal based on current projects and reserves set aside for future projects.

TOTAL ALL FUNDS	
	FY 2016-2017
BEGINNING FUND BALANCE	$132,979,327
Revenues	
GRANTS, GIFTS, ALLOC & DONATIONS	$103,743,661
FEES & OTHER SERVICE CHARGES	$27,733,777
PROPERTY TAX	$38,691,419
BOND PROCEEDS	$0
ALL OTHER RESOURCES	$3,011,072
Revenues Subtotal	$173,179,929
INTERFUND TRANSFERS & IS REIMB	$33,222,989
Grand Total Revenues	$339,382,245
Expenditures	
PERSONNEL SERVICES	$104,030,072
MATERIALS & SERVICES	$80,976,581
CAPITAL OUTLAY	$31,210,501
DEBT SERVICE	$6,549,469
SPECIAL PAYMENTS	$385,550
Expenditures Subtotal	$223,152,173
INTERFUND TRANSFERS	$10,050,710
CONTINGENCY	$16,440,317
ENDING FUND BALANCE & RESERVES	$89,739,045
Grand Total Expenditures	$339,382,245

CHANGE IN FUND BALANCE	($43,240,282)

SUMMARY OF PROGRAMS PARTIALLY FUNDED BY STATE RESOURCES

The State of Oregon budget law (Oregon Revised Statute 294.444) requires County budgets to present a summary of revenues and expenditures by major program that are funded, in part, by State resources. The summary must include, at a minimum, functions related to assessment and taxation, community corrections, district attorneys, juvenile corrections and probation, public health, mental health and chemical dependency, veterans' services, roads and economic development. The summary must also provide the total expenses for each program and identify the revenues used to fund the program from general county resources, State grants, Federal grants, video lottery and other resources as applicable. The summary must include the revenues and expenditures in the adopted budget, revenues and expenditures in the prior year's adopted budget, and actual revenue and expenditure data from the two previous years. *(Note: Due to the specific statutory requirement of presenting all local support, the information shown below for those programs supported by the General Fund may differ from the program information shown in the applicable department section of this document.)*

DEPARTMENT - PROGRAM	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ADOPTED	2016-2017 ADOPTED
ASSESSMENT AND APPRAISAL					
Federal Resources	$0	$0	$0	$0	$0
State Resources	$868,842	$763,395	$675,033	$663,441	$644,355
Local Resources	$3,040,817	$2,277,440	$2,466,680	$2,949,929	$3,067,956
Other Resources	$49,547	$425,087	$92,622	$72,415	$78,010
Total Revenues	**$3,959,206**	**$3,465,923**	**$3,234,335**	**$3,685,785**	**$3,790,321**
Total Expenditures	**$3,959,206**	**$3,465,923**	**$3,234,335**	**$3,685,785**	**$3,790,321**
COMMUNITY JUSTICE – ADULT SUPERVISION AND PROGRAMS					
Federal Resources	$277,316	$241,596	$164,418	$166,202	$161,917
State Resources	$2,916,333	$3,085,412	$2,975,788	$3,684,649	$3,978,850
Local Resources	$638,624	$128,787	$602,036	$387,250	$453,477
Other Resources	$996,217	$887,752	$887,817	$1,018,686	$1,120,208
Total Revenues	**$4,828,490**	**$4,343,547**	**$4,630,059**	**$5,256,787**	**$5,714,452**
Total Expenditures	**$4,828,490**	**$4,343,547**	**$4,630,059**	**$5,256,787**	**$5,714,452**
COMMUNITY JUSTICE – TRANSITION CENTER					
Federal Resources	$606,871	$605,294	$670,228	$514,815	$600,000
State Resources	$1,076,602	$1,927,313	$1,760,025	$2,059,907	$2,505,915
Local Resources	$1,150,633	$279,069	$437,831	$918,558	$957,581
Other Resources	$1,434,050	$1,206,191	$1,051,619	$786,300	$776,817
Total Revenues	**$4,268,156**	**$4,017,867**	**$3,919,703**	**$4,279,580**	**$4,840,313**
Total Expenditures	**$4,268,156**	**$4,017,867**	**$3,919,703**	**$4,279,580**	**$4,840,313**
COMMUNITY JUSTICE – JUVENILE SERVICES					
Federal Resources	$23,685	$11,156	$828	$0	$0
State Resources	$969,880	$1,023,953	$1,251,010	$1,343,642	$1,315,496
Local Resources	$3,894,696	$3,860,865	$3,997,765	$4,425,670	$4,466,813
Other Resources	$220,379	$236,048	$251,644	$213,927	$69,021
Total Revenues	**$5,108,641**	**$5,132,022**	**$5,501,247**	**$5,983,239**	**$5,851,330**
Total Expenditures	**$5,108,641**	**$5,132,022**	**$5,501,247**	**$5,983,239**	**$5,851,330**

DEPARTMENT - PROGRAM	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ADOPTED	2016-2017 ADOPTED
COUNTY ADMINISTRATION – COMMUNITY DEVELOPMENT BLOCK GRANT					
Federal Resources	$0	$0	$0	$0	$0
State Resources	$302,766	$97,234	$0	$300,000	$300,000
Local Resources	$8,353	$0	$6,955	$10,000	$10,000
Other Resources	$0	$0	$0	$0	$0
Total Revenues	**$311,119**	**$97,234**	**$6,955**	**$310,000**	**$310,000**
Total Expenditures	**$311,119**	**$97,234**	**$6,955**	**$310,000**	**$310,000**
COUNTY ADMINISTRATION – LIBRARY SERVICES					
Federal Resources	$112,280	$40,690	$80,986	$0	$0
State Resources	$27,944	$32,828	$33,855	$0	$0
Video Lottery Resources	$622,000	$622,000	$0	$0	$0
Local Resources	$4,524,235	$4,596,494	$6,087,065	$0	$0
Other Resources	$650,703	$602,268	$616,768	$0	$0
Total Revenues	**$5,937,162**	**$5,894,279**	**$6,818,675**	**$0**	**$0**
Total Expenditures	**$5,937,162**	**$5,894,279**	**$6,818,675**	**$0**	**$0**
DISTRICT ATTORNEY					
Federal Resources	$544,944	$398,510	$477,709	$647,727	$779,123
State Resources	$212,276	$252,330	$381,503	$261,381	$398,147
Local Resources	$3,650,427	$3,488,604	$3,309,905	$4,070,044	$4,378,198
Other Resources	$296,519	$169,184	$233,730	$124,130	$118,197
Total Revenues	**$4,704,166**	**$4,308,088**	**$4,402,847**	**$5,103,282**	**$5,673,665**
Total Expenditures	**$4,704,166**	**$4,308,088**	**$4,402,847**	**$5,103,282**	**$5,673,665**
FINANCE – TAXATION OFFICE					
Federal Resources	$0	$0	$0	$0	$0
State Resources	$130,119	$149,682	$122,209	$132,423	$135,000
Local Resources	$220,142	$246,954	$292,725	$321,203	$334,051
Other Resources	$163,064	$191,871	$201,956	$232,981	$202,840
Total Revenues	**$513,325**	**$588,507**	**$616,890**	**$686,607**	**$671,891**
Total Expenditures	**$513,325**	**$588,507**	**$616,890**	**$686,607**	**$671,891**
HEALTH AND HUMAN SERVICES – ADDICTION SERVICES					
Federal Resources	$125,770	$245,363	$207,578	$0	$0
State Resources	$2,184,741	$2,473,067	$2,218,262	$2,059,946	$407,263
Local Resources	$51,371	$51,371	$51,371	$51,371	$51,371
Other Resources	$195,209	$194,178	$228,890	$190,864	$189,955
Total Revenues	**$2,557,091**	**$2,963,979**	**$2,706,101**	**$2,302,181**	**$648,589**
Total Expenditures	**$2,561,108**	**$2,701,807**	**$2,702,444**	**$2,302,181**	**$648,589**

DEPARTMENT - PROGRAM	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ADOPTED	2016-2017 ADOPTED
HEALTH AND HUMAN SERVICES – ENVIRONMENTAL PUBLIC HEALTH					
Federal Resources	$0	$0	$0	$0	$0
State Resources	$108,349	$103,611	$127,909	$120,025	$118,000
Local Resources	$25,316	$25,285	$25,995	$26,000	$26,000
Other Resources	$814,780	$867,316	$863,879	$879,120	$852,565
Total Revenues	**$948,445**	**$996,212**	**$1,017,783**	**$1,025,145**	**$996,565**
Total Expenditures	**$938,523**	**$856,762**	**$777,328**	**$1,025,145**	**$996,565**
HEALTH AND HUMAN SERVICES – MENTAL HEALTH					
Federal Resources	$0	$0	$0	$0	$0
State Resources	$19,770,169	$25,031,665	$36,106,771	$32,150,056	$36,970,061
Local Resources	$206	$1,145	$143	$0	$0
Other Resources	$263,832	$310,856	$330,298	$263,981	$6,505,873
Total Revenues	**$20,034,208**	**$25,343,666**	**$36,437,212**	**$32,414,037**	**$43,475,934**
Total Expenditures	**$14,428,765**	**$18,993,119**	**$23,937,620**	**$32,414,037**	**$43,475,934**
HEALTH AND HUMAN SERVICES – PUBLIC HEALTH					
Federal Resources	$1,177,025	$1,266,222	$1,711,375	$1,542,696	$1,309,501
State Resources	$2,362,425	$2,903,373	$3,037,605	$3,231,522	$3,450,790
Local Resources	$43,389	$25,000	$25,020	$25,000	$0
Other Resources	$1,317,022	$1,015,118	$1,206,940	$1,325,664	$1,431,308
Total Revenues	**$4,899,861**	**$5,209,713**	**$5,980,940**	**$6,124,882**	**$6,191,599**
Total Expenditures	**$4,958,424**	**$5,199,308**	**$5,812,544**	**$6,124,882**	**$6,191,599**
HEALTH AND HUMAN SERVICES – VETERANS' SERVICES					
Federal Resources	$0	$0	$0	$0	$0
State Resources	$99,116	$90,506	$126,706	$91,706	$91,706
Local Resources	$0	$0	$0	$0	$0
Other Resources	$317,320	$361,507	$329,808	$395,000	$400,000
Total Revenues	**$416,436**	**$452,013**	**$456,514**	**$486,706**	**$491,706**
Total Expenditures	**$416,436**	**$452,013**	**$456,114**	**$486,706**	**$491,706**
ROADS AND PARKS					
Federal Resources	$1,503,068	$1,617,182	$1,491,800	$494,459	$280,000
State Resources	$15,280,051	$13,546,281	$15,095,094	$14,191,720	$16,718,730
Local Resources	$277,175	$195,762	$202,484	$439,649	$930,149
Other Resources	$22,944,468	$23,967,534	$23,400,921	$19,296,229	$22,632,970
Total Revenues	**$40,004,762**	**$39,326,758**	**$40,190,299**	**$34,422,057**	**$40,561,849**
Total Expenditures	**$23,872,362**	**$23,087,625**	**$22,464,890**	**$34,422,057**	**$40,561,849**

DEPARTMENT - PROGRAM	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ADOPTED	2016-2017 ADOPTED
SHERIFF – SHERIFF ADMINISTRATION					
Federal Resources	$0	$0	$55,351	$92,250	$12,250
State Resources	$0	$3,750	$220,193	$165,000	$178,149
Video Lottery Resources	$0	$0	$1,017,926	$0	$0
Local Resources	$6,253,483	$4,090,546	$2,297,365	$2,874,284	$2,739,670
Other Resources	$481,071	$55,856	$50,428	$65,800	$7,400
Total Revenues	**$6,734,554**	**$4,150,153**	**$3,641,263**	**$3,197,334**	**$2,937,469**
Total Expenditures	**$6,734,554**	**$4,150,153**	**$3,641,263**	**$3,197,334**	**$2,937,469**
SHERIFF – CORRECTIONS					
Federal Resources	$674,000	$1,205,772	$1,168,230	$1,244,000	$1,062,500
State Resources	$1,778,706	$1,771,373	$1,755,648	$1,753,648	$1,803,648
Video Lottery Resources	$0	$0	$0	$750,000	$875,000
Local Resources	$6,335,728	$6,217,245	$6,629,534	$6,412,559	$8,108,255
Other Resources	$152,733	$152,017	$164,813	$124,000	$121,000
Total Revenues	**$8,941,167**	**$9,346,408**	**$9,718,225**	**$10,284,207**	**$11,970,403**
Total Expenditures	**$8,941,167**	**$9,346,408**	**$9,718,225**	**$10,284,207**	**$11,970,403**

JACKSON COUNTY AT A GLANCE

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 210,975 – an increase of 2,600 in 2015 with an average growth rate of approximately 0.94 percent over the past ten years. Approximately 69 percent of Jackson County residents live in the 11 incorporated cities, which include Ashland, Butte Falls, Central Point, Eagle Point, Gold Hill, Jacksonville, Medford, Phoenix, Rogue River, Shady Cove, and Talent. The remainder live in the unincorporated areas of the County.

Medford, with a population of 77,655, 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 20,405), 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 53 percent of the land within the County's boundaries.

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

Recreation

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

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

Quality of Life

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

The County is blessed with moderate weather. Unlike many regions in Oregon, Jackson County receives around 19 inches of rainfall a year. While the weather is mild – average temperature in January is 43° and 78.4° 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 monthly average home sales price in Jackson County was $277,090 in 2015. In 2014 (the latest figure available), the median household income in Jackson County was $44,835 and the per capita personal income was $37,637.

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.

County Statistics

ZONING/OWNERSHIP

	Private		State		Federal		TOTAL
	Acreage	%	Acreage	%	Acreage	%	ACREAGE
Residential	42,345	99.67	98	0.23	42	0.10	42,485
Commercial/Industrial	4,190	95.53	45	1.03	151	3.44	4,386
Aggregate	6,027	97.59	142	3.30	7	0.11	6,176
Exclusive Farm Use	239,921	97.69	2,029	0.83	3,627	1.48	245,277
Forest Resource	398,550	32.11	1,641	0.13	840,963	67.76	1,241,154
Open Space Reserve	25,200	67.40	1,223	3.27	10,964	29.33	37,387
Woodland Resource	97,270	57.62	498	0.30	71,042	42.08	168,810
TOTAL OWNERSHIP	**813,203**	**46.58**	**5,676**	**0.33**	**926,796**	**53.09**	**1,745,675***

*Right of Ways account for an additional 16,384 acres for a total of 1,762,059 acres.

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 Square Miles
Population:	210,975
True Cash Value:	(15-16) $25,101,285,743
Annual Precipitation:	19.64"
Principle Industries:	Retail, Medical Tourism, Manufacturing, Agriculture, Lumber

VOTERS

Democrats	44,236
Republicans	46,438
Non-Affiliated	33,731
All Others	10,032
Total Registered Voters	134,437

PER CAPITA INCOME

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
2012-13	$36,289
2013-14	$36,861
2014-15	$37,637

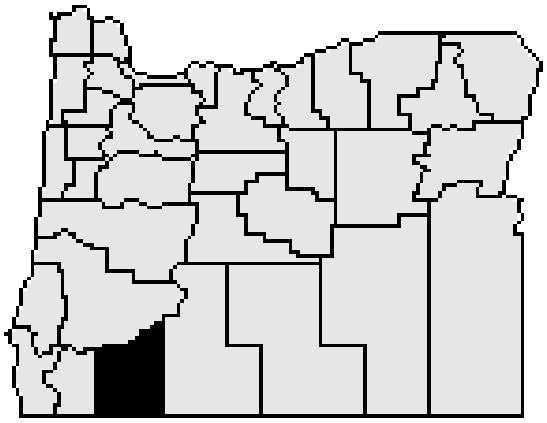
AGE	POPULATION	PERCENT
0-9	23,742	11.3%
10-19	25,335	12.0%
20-29	23,798	11.3%
30-39	24,469	11.6%
40-49	25,468	12.1%
50-59	29,042	13.8%
60-69	29,049	13.8%
70-79	18,716	8.9%
80+	11,356	5.4%
TOTAL	210,975	100.0%

POPULATION

	7/1/14	7/1/15	Percent Change
Total Jackson County	208,375	210,975	1.25%
Ashland	20,340	20,405	0.32%
Butte Falls	430	430	0.00%
Central Point	17,375	17,485	0.63%
Eagle Point	8,635	8,695	0.69%
Gold Hill	1,220	1,220	0.00%
Jacksonville	2,840	2,880	1.41%
Medford	76,650	77,655	1.31%
Phoenix	4,580	4,585	0.11%
Rogue River	2,155	2,175	0.93%
Shady Cove	3,015	3,025	0.33%
Talent	6,230	6,270	0.64%
Unincorporated	64,905	66,150	1.92%

Fiscal Year	Population	School Enrollment	Unemployment Rate
2005-2006	198,615	28,869	5.7%
2006-2007	202,310	28,884	5.6%
2007-2008	205,305	28,879	7.9%
2008-2009	207,010	28,367	12.8%
2009-2010	207,745	28,535	12.5%
2010-2011	203,950	28,443	11.7%
2011-2012	204,630	28,424	11.1%
2012-2013	206,310	28,499	9.8%
2013-2014	208,375	28,722	8.4%
2014-2015	210,975	29,396	6.9%

Jackson County located in the southwest portion of the State, along Oregon's border with California.



CAPITAL PROJECTS AND CAPITAL OUTLAY SCHEDULE
AS ADOPTED FOR FISCAL YEAR 2016-2017

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 Projections section beginning on page 377 of this document.

✹ 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 .....***Server for Snow Removal Equipment (SRE) Building Cameras***
Cost.....$20,000
Purpose .....To obtain a server which will increase capacity for the operation of cameras at the SRE building.
Operating Budget Impact.....Minimal after installation.

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 .....***Voice Switch Upgrade***
Cost.....$32,000
Purpose .....To upgrade the tower's voice switch used by air traffic controllers.
Operating Budget Impact.....Minimal after installation.

Purchase Item .....***Maintenance Truck***
Cost.....$35,000
Purpose .....To acquire a new Operations vehicle.
Operating Budget Impact.....Owning and operating costs are expected to be $3,000 per year.

Purchase Item .....***Replace Roof at 1030 Terminal Loop Parkway***
Cost.....$48,000
Purpose .....To replace a roof that has exceeded its useful life.
Operating Budget Impact.....None after initial installation.

Purchase Item .....***Security Projects***
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 .....***Waterline to East Ramp***
Cost.....$50,000
Purpose .....To extend the existing waterline to the East Ramp.
Operating Budget Impact.....None after initial installation.

Purchase Item .....***Security Vehicles (2 Units)***
Cost.....$58,000
Purpose .....To replace one vehicle that has met its useful life and purchase an additional vehicle to meet Federal security regulations and mandates.
Operating Budget Impact.....Owning and operating costs are expected to be $3,000 per year for each vehicle.

Purchase Item .....***Equipment Lifts (2 Units)***
Cost.....$95,000
Purpose .....To obtain two equipment lifts to be used for maintenance in the new SRE building.
Operating Budget Impact.....Minimal after initial installation.

Purchase Item .....***Chip Seal Service Road to East Ramp***
Cost.....$125,000
Purpose .....To improve and extend the useful life of the service road.
Operating Budget Impact.....Minimal after work is completed.

Purchase Item .....***Advertising Billboards (3 Units)***
Cost.....$135,000
Purpose .....To obtain three free-standing billboards for advertising on Airport property.
Operating Budget Impact.....The billboards are expected to generate approximately $50,000 of advertising revenue per year.

Purchase Item .....***Sweeper***
Cost.....$148,000
Purpose .....To replace a sweeper that has exceeded its useful life.
Operating Budget Impact.....Owning and operating costs are expected to be about $2,000 per year.

Purchase Item .....***Refurbish Tower Elevator***
Cost.....$220,000
Purpose .....To refurbish the elevator's failing components with non-proprietary equipment.
Operating Budget Impact.....Ongoing repair and maintenance costs will be significantly reduced.

Purchase Item .....***Replace Terminal Flooring***
Cost.....$500,000
Purpose .....To replace flooring in the terminal building.
Operating Budget Impact.....Minimal after work is completed.

Purchase Item .....***Snow Removal Equipment (SRE) Building***
Cost.....$100,000, $654,280; $150,000; $1,545,720
Purpose .....To complete construction of a new Snow Removal Equipment Storage building.
Operating Budget Impact.....Utility costs will be partially offset by the relocation of Operations from the Milligan Way facility into the new building.

Purchase Item .....***Property Acquisition***
Cost.....$5,000,000
Purpose .....To purchase properties as needed for the safe operation of the Airport.
Operating Budget Impact.....None after initial purchase.

Purchase Item .....***Rehabilitation of Terminal Apron and Taxiway A North***
Cost.....$9,000,000; $600,000
Purpose .....To rehabilitate a portion of the Terminal Apron and Taxiway A, north of Alpha 5.
Operating Budget Impact.....Cost savings are anticipated as time maintaining the condition of the apron and taxiway will be reduced.

✹ DEVELOPMENT SERVICE

Purchase Item .....***Software Upgrade***
Cost.....$19,500
Purpose .....Upgrade of the current, obsolete software to the new permit tracking software. This upgrade began in fiscal year 2012-2013 and is scheduled to be completed in early fiscal year 2016-2017.
Operating Budget Impact.....Reduction is expected in annual maintenance and support costs.

✹ DISTRICT ATTORNEY

Purchase Item .....***Building Equipment and Furniture***
Cost.....$117,000
Purpose .....Costs of upgrading equipment and office furniture for the new District Attorney's building.
Operating Budget Impact.....Minimal after installation.

✹ FIDUCIARY AND SPECIAL FUNDS

CAPITAL PROJECTS

Purchase Item .....***Replace HVAC Equipment at Moore Center***
Cost.....$30,000
Purpose .....Replace existing HVAC equipment to extend the useful life of the facility.
Operating Budget Impact.....Annual maintenance cost is estimated to be $500.

Purchase Item .....***Exterior Paint and Block Seal at Rogue Family Center***
Cost.....$35,000
Purpose .....Paint and block seal the exterior of the center to extend its useful life.
Operating Budget Impact.....None once the project is completed.

Purchase Item .....***Exterior Paint at Roads' Administration Building***
Cost.....$40,000
Purpose .....Paint the exterior of the building to extend its useful life.
Operating Budget Impact.....None once the project is completed.

Purchase Item .....***Exterior Repairs/Paint/Seal at Ashland Library Building***
Cost.....$50,000
Purpose .....Repair, paint, and seal the exterior of the building to extend its useful life.
Operating Budget Impact.....None once the project is completed.

Purchase Item .....***Replace First Floor Carpet at Justice Building***
Cost.....$50,000
Purpose .....Replace carpet on the first floor of the building to extend its useful life.
Operating Budget Impact.....None once the project is completed.

Purchase Item .....***Replace HVAC Equipment at Roads' Fleet Shop***
Cost.....$50,000
Purpose .....Replace existing HVAC equipment to extend the useful life of the shop.
Operating Budget Impact.....Annual maintenance cost is estimated to be $500.

Purchase Item .....***Replace Roof at Jacksonville Library Building***
Cost.....$70,000
Purpose .....Replace deteriorating roof of the building to extend its useful life.
Operating Budget Impact.....None once the project is completed.

Purchase Item .....***Repair Roof and Lower Parapet Walls at Courthouse***
Cost.....$75,000
Purpose .....Repair roof and walls in lower parapet area of the Courthouse to extend its useful life.
Operating Budget Impact.....None once the project is completed.

Purchase Item .....***Upgrade HVAC Controls at Transition Center***
Cost.....$75,000
Purpose .....Upgrade existing HVAC controls at the center to extend its useful life.
Operating Budget Impact.....Annual maintenance cost is estimated to be $1,000.

Purchase Item .....***Exterior Panel Paint at Roads' Tire Shop***
Cost.....$80,000
Purpose .....Paint the exterior panel of the shop to extend its useful life.
Operating Budget Impact.....None once the project is completed.

Purchase Item .....***Repair/Reseal Parking Lot at Justice Building***
Cost.....$80,000
Purpose .....Repair and reseal the parking lot to extend its useful life.
Operating Budget Impact.....None once the project is completed.

Purchase Item .....***Replace HVAC Tandem Unit System at Rogue Family Center***
Cost.....$100,000
Purpose .....Replace existing HVAC tandem unit system to extend the useful life of the center.

Purchase Item .....***Upgrade Security Camera at Jail, Phase I***
Cost.....$100,000
Purpose .....Update equipment so facility operations function normally.
Operating Budget Impact.....None once the project is completed.

Purchase Item .....***Upgrade Plumbing (Showers/Sinks/Toilets) at Jail***
Cost.....$150,000
Purpose .....Replace institutional air control valves with electronic control valves.
Operating Budget Impact.....Minimal annual maintenance costs.

Purchase Item .....***Replace Roof at Juvenile Building***
Cost.....$300,000
Purpose .....Replace deteriorating roof of the building to extend its useful life.
Operating Budget Impact.....None once the project is completed.

Purchase Item .....***Complete Construction of New District Attorney's Office Building***
Cost.....$350,000
Purpose .....Final year of construction of a new facility that consolidates the three separate buildings currently being used by the District Attorney into one facility which will provide adequate space and increased security.
Operating Budget Impact.....There will be ongoing maintenance and utility charges for the new building once construction is complete.

WHITE CITY CAPITAL PROJECTS

Purchase Item .....***Land***
Cost.....$1,316,607
Purpose .....Upon termination of the Urban Renewal Agency of Jackson County (URA) in June 2014, the funds were transferred to the Jackson County budget. It is intended that this money will be used for local improvements within the boundary of the old URA.
Operating Budget Impact.....None after initial purchase.

✹ HEALTH AND HUMAN SERVICES

Purchase Item .....***Information Technology Equipment for Ashland Location***
Cost.....$80,000
Purpose .....Provide wiring and data capabilities to a new Ashland facility.
Operating Budget Impact.....None after initial installation.

Purchase Item .....***Facility Furnishings***
Cost.....$1,000,000
Purpose .....Health and Human Services (HHS) is expanding to an additional location and will need furniture and equipment for the new facility.
Operating Budget Impact.....None after initial purchase.

Purchase Item .....***Facility Purchase***
Cost.....$3,000,000
Purpose .....HHS is expanding operations to new areas of the County.
Operating Budget Impact.....Ongoing maintenance and utility charges for the new facility after purchase.

✹ INFORMATION TECHNOLOGY

Purchase Item .....***Backup Software***
Cost.....$45,500
Purpose .....Change backup software to a version that supports Storage Area Network (SAN) Cluster mode.
Operating Budget Impact.....Annual maintenance savings are estimated to be $10,000.

Purchase Item .....***Replace Server Hardware***
Cost.....$51,000
Purpose .....Replacement of aging server equipment.
Operating Budget Impact.....Routine expense will be minimal ongoing costs.

Purchase Item .....***Storage Area Network (SAN) Upgrade and Disk Shelves***
Cost.....$170,000
Purpose .....Upgrade SAN to match the primary system and replace outdated disk shelves.
Operating Budget Impact.....First year maintenance savings of $40,000; second year estimated savings of $50,000; and third year estimated savings of $64,000.

✹ 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 cost is expected to be less than $2,000.

ENGINEERING

Purchase Item .....***Land for Right-of-Way***
Cost.....$880,000
Purpose .....Hazard eliminations and modernizations on the County road system.
Operating Budget Impact.....Land acquisitions are necessary for the completion of some capital projects.

Purchase Item .....***Road Improvement Projects***
Cost.....$2,920,094
Purpose .....To make road improvements and necessary repairs to maintain a safe road system. The following maps and photos identify projects for: Bridge #360 replacement; Bridge #651 replacement; Lozier Lane, West Main Street to Stewart Avenue; Rogue River Greenway, near Rock Point Bridge to near Twin Bridges; Table Rock Road, Interstate 5 to Biddle Road; and Takelma Drive culvert replacement. Additional safety projects and the overlay program are included in the project budget costs.
Operating Budget Impact.....Capital investment in these projects will provide a combination of reduced annual maintenance costs and increased safety.

FLEET SERVICES

Purchase Item .....***Steam Cleaner***
Cost.....$15,000
Purpose .....Replacement of an existing unit that has met its useful life.
Operating Budget Impact.....Annual owning and operating cost is estimated to be $1,000.

MOTOR POOL

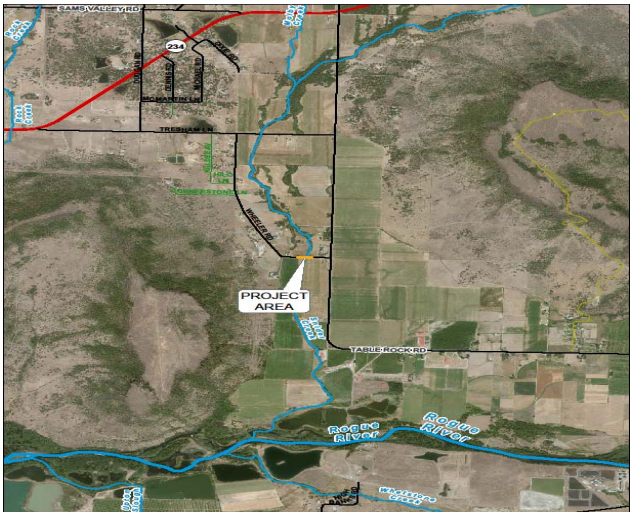
Purchase Item .....***Van – Cargo (1 Unit)***
Cost.....$35,000
Purpose .....Replaces one existing unit that has met its useful life.
Operating Budget Impact.....Annual owning and operating cost is estimated to be $7,000.

Purchase Item .....***Van – Small (2 Units)***
Cost.....$56,000
Purpose .....Two additional units are being added to the Health and Human Services' fleet.
Operating Budget Impact.....Annual owning and operating cost is estimated to be $6,600 per unit.

Project Title
Bridge #360

Project Location
Wheeler Road Over
Snider Creek

Project Focus
Replace Bridge



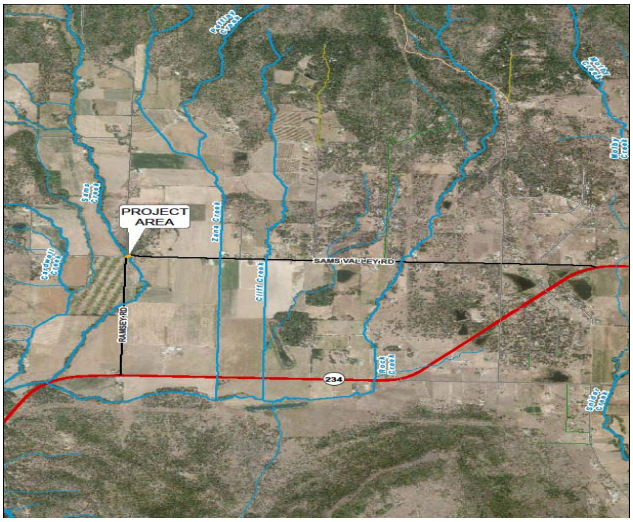
Existing Condition
Looking East

Existing Condition
South Side of Bridge

Project Title
Bridge #651

Project Location
Ramsey Road At
Sams Creek

Project Focus
Replace Bridge



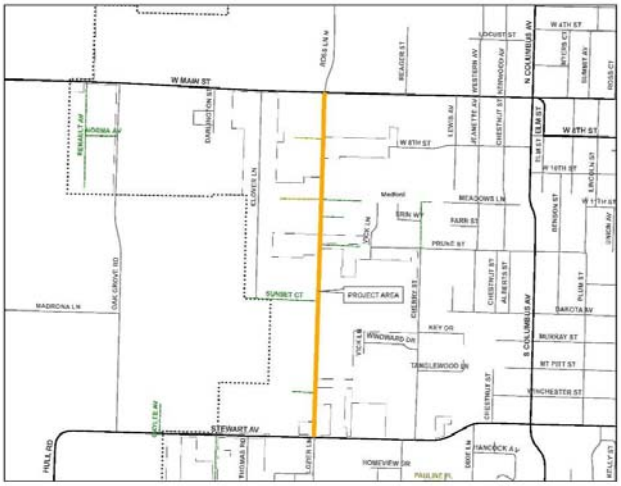
Existing Condition
Substandard Guard Rail
Timber Construction

Existing Condition
Looking South

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

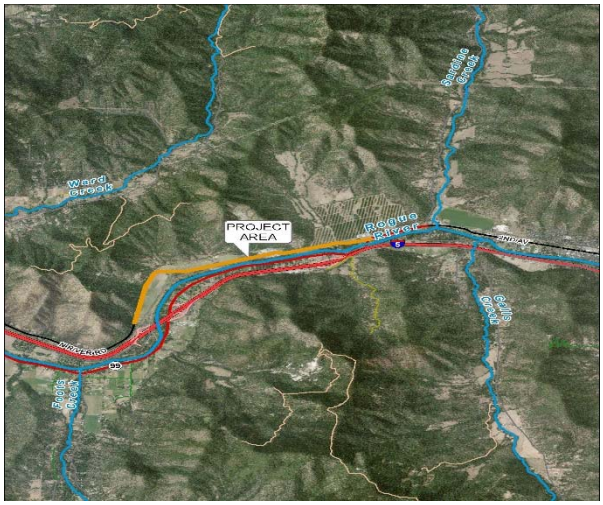
Rogue River Greenway
North River Road

Project Location

Near Rock Point Bridge
To Near Twin Bridges

Project Focus

Greenway Extension



Existing Condition

Existing Ground
Looking Northeast

Existing Condition

Existing Ground
Looking Southwest

Project Title
Table Rock Road

Project Location
Interstate 5 To
Biddle Road

Project Focus
Widening

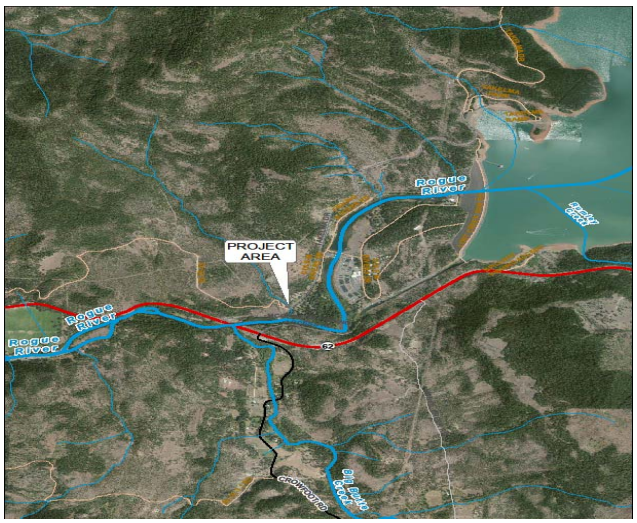
Existing Condition
Looking South

Existing Condition
Looking North

Project Title
Takelma Drive

Project Location
Takelma Drive At
Unnamed Stream

Project Focus
Replace Culvert



Existing Condition
Roadway Damage

Existing Condition
Looking North

Purchase Item .....***Sedan (5 Units)***
Cost.....$92,000
Purpose .....Replaces two existing units that are fully depreciated and have met their useful life, and adds two additional units to the Health and Human Services' fleet.
Operating Budget Impact.....Annual owning and operating cost is estimated to be $6,000 per unit.

Purchase Item .....***Mid-Size Utility Vehicle (6 Units)***
Cost.....$168,000
Purpose .....Replaces two existing units that are fully depreciated and have met their useful life, and adds two units to the Health and Human Services' fleet and two units for Assessment.
Operating Budget Impact.....Annual owning and operating cost is estimated to be $6,500 per unit.

Purchase Item .....***Patrol Vehicle – Mid-Size SUV Equipped (9 Units)***
Cost.....$603,000
Purpose .....Replaces nine existing units that have met their useful life.
Operating Budget Impact.....Annual owning and operating cost is estimated to be $7,000 per unit.

PARKS

Purchase Item .....***Cantrall Buckley Park Restroom Renovation***
Cost.....$75,000
Purpose .....Replace the roof and rebuild the interior of an existing facility that has met its useful life.
Operating Budget Impact.....Additional ongoing operational costs are expected to be less than those in recent years due to less repairs.

Purchase Item .....***Howard Prairie Resort Yurts (10 Units)***
Cost.....$161,000
Purpose .....To install ten yurt camping units to further enhance camping opportunities at the resort.
Operating Budget Impact.....Additional ongoing operational costs are estimated to be less than $1,500 per unit.

Purchase Item .....***Southern Oregon RV Park Construction***
Cost.....$750,000
Purpose .....The Southern Oregon RV Park, near the Expo, will serve the public with a 92-space facility offering camping and other services.
Operating Budget Impact.....This new park will generate revenue to cover operating expenses.

ROAD MAINTENANCE

Purchase Item .....***Snow Plow – Pickup Mounted (1 Unit)***
Cost.....$10,000
Purpose .....A new unit will be added to the fleet to improve storm response.
Operating Budget Impact.....Annual owning and operating cost is estimated to be $1,000.

Purchase Item .....***Reader Board – Truck Mounted (1 Unit)***
Cost.....$13,000
Purpose .....A new unit will be added to the fleet to improve safety.
Operating Budget Impact.....Annual owning and operating cost is estimated to be $1,000.

Purchase Item .....***Flatbed for 1-Ton Crew Carrier #530***
Cost.....$15,000
Purpose .....Flatbed will replace the current standard pickup bed and will provide improvements to safety and hauling materials.
Operating Budget Impact.....None once installed.

Purchase Item .....***Flail Mower with Excavator Attachment (1 Unit)***
Cost.....$15,000
Purpose .....Unit #505 has met its useful life and will be replaced.
Operating Budget Impact.....Annual owning and operating cost is estimated to be $6,900.

Purchase Item .....***Two-Way Radio System Improvement Project***
Cost.....$20,000
Purpose .....Additional enhancements will be made to an existing two-way radio system to improve communication.
Operating Budget Impact.....Annual owning and operating cost is estimated to be less than $1,000.

Purchase Item .....***Pickup – 4x4 ¾-Ton Extended Cab (1 Unit)***
Cost.....$31,000
Purpose .....Unit #555 has met its useful life and will be replaced.
Operating Budget Impact.....Annual owning and operating cost is estimated to be $14,000.

Purchase Item .....***Pickup – 4x2 1-Ton Regular Cab (1 Unit)***
Cost.....$42,000
Purpose .....Unit #534 has met its useful life and will be replaced.
Operating Budget Impact.....Annual owning and operating cost is estimated to be $14,000.

Purchase Item .....***Pickup – 4x4 1-Ton Regular Cab (2 Units)***
Cost.....$62,000
Purpose .....Units #524 and #554 have met their useful life and will be replaced.
Operating Budget Impact.....Annual owning and operating costs are estimated to be $14,000 per unit.

Purchase Item .....***Crack Sealing Machine (1 Unit)***
Cost.....$70,000
Purpose .....Unit #571 has met its useful life and will be replaced.
Operating Budget Impact.....Annual owning and operating cost is estimated to be $15,000.

Purchase Item .....***Tractor with Boom/Sweeper (1 Unit)***
Cost.....$70,000
Purpose .....Unit #497 has met its useful life and will be replaced.
Operating Budget Impact.....Annual owning and operating cost is estimated to be $26,000.

✹ SURVEYOR

Purchase Item .....***Continuously Operating Reference Station (CORS) Replacement***
Cost.....$15,000
Purpose .....Update outdated software to be operating system compliant and that will allow data access to the network.
Operating Budget Impact.....Annual cost for software and receiver maintenance is estimated to be $2,500.

Purchase Item .....***Data Collector and GPS Receiver***
Cost.....$23,000
Purpose .....Provide equipment support to three one-person crews and alleviate data management congestions caused by the sharing of data collection devices.
Operating Budget Impact.....Annual cost for maintenance license is estimated to be $800.

DEBT MANAGEMENT

AUTHORITY TO INCUR DEBT – GENERAL OBLIGATION BONDS

Generally, counties are authorized to incur debt as outlined in Oregon Revised Statutes (ORS) 287A. General obligation bond limits are set by ORS 287A.100(2), which states "Unless the county charter provides a lesser limitation, a county may not issue or have outstanding at the time of issuance general obligation bonds in a principal amount that exceeds two percent of the real market value of the taxable property in the county, calculated as provided in ORS 208.207." Using the most recent actual data and this formula, Jackson County's current obligation bonded debt limit would be $419,277,191. The County's bonded debt for the Library projects is only 4.38 percent of this $419,277,191 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
$38,940,000 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 constructions, and improvements to library facilities. The project provided new or expanded facilities in Applegate, Butte Falls, Central Point, Eagle Point, Gold Hill, Jacksonville, Phoenix, Prospect, Rogue River, Ruch, Shady Cove, 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 2000-2001, 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 of each year, which commenced on December 1, 2000. In March 2006, the 2011 through 2020 bonds were refinanced, thereby 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
2017	$1,320,000	3.750%	3.97%
2018	$1,380,000	3.750%	4.00%
2019	$1,445,000	3.875%	4.05%
2020	$1,510,000	4.000%	4.08%

Payment Schedule for Fiscal Year 2016-2017

Total Payment	Principal	Interest	Remaining Principal
$1,537,775	$1,320,000	$217,775	$4,335,000

During fiscal year 2002-2003, 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, which commended on December 1, 2003. In December 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
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 2016-2017

Total Payment	Principal	Interest	Remaining Principal
$1,516,000	$1,285,000	$231,000	$4,165,000

Debt Margin for General Obligation Bonds

Sometimes referred to 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 [ORS 287A.100(2)]	$470,256,053
Less General Obligation Bonds Outstanding Principal	– 8,500,000
Jackson County's Total Debt Margin – General Obligation Bonds	**$461,756,053**

AUTHORITY TO INCUR DEBT – REVENUE BONDS

Revenue bond limits are set by ORS 287A.105, which states "The amount of revenue bonds and full faith and credit 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
Airport Revenue Bonds

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 contributions for each series. Below are the projected Maturity and Payment Schedules.

Maturity Schedule – Series 2007B

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2017	$150,000	5.168%	100%
2018	$160,000	5.168%	100%
2019	$170,000	5.169%	100%
2020	$180,000	5.169%	100%
2021	$190,000	5.169%	100%
2022	$195,000	5.169%	100%
2023	$210,000	5.169%	100%
2024	$135,000	5.199%	100%

Payment Schedule for Fiscal Year 2016-2017

Total Payment	Principal	Interest	Remaining Principal
$216,971	$150,000	$66,971	$1,240,000

In May 2013, the County issued $3,590,000 in Airport Revenue Bonds with an interest rate of 2.840 percent. The proceeds were used to refund $3,255,000 of outstanding 2007 Series B Airport Revenue Bonds, which had an interest rate of 5.169 percent. The refunding reduced the future debt service payments by $420,602 and resulted in an economic gain (difference between the present values of the debt service payments on the old and new debt) of $414,995. Below are the projected Maturity and Payment Schedules.

Maturity Schedule – Series 2013

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2017	$321,000	2.840%	100%
2018	$330,000	2.840%	100%
2019	$339,000	2.840%	100%
2020	$347,000	2.840%	100%
2021	$360,000	2.840%	100%
2022	$367,000	2.840%	100%
2023	$378,000	2.840%	100%
2024	$240,000	2.840%	100%

Payment Schedule for Fiscal Year 2016-2017

Total Payment	Principal	Interest	Remaining Principal
$392,611	$321,000	$71,611	$2,361,000

In February 2016, the County issued $12,170,000 in Airport Revenue Bonds with a variable interest rate of 3.125 to 5.000 percent and an average of 4.034 percent. The proceeds were used to refund $13,480,000 of outstanding 2007 Series A Airport Revenue Bonds which had an interest rate of 5.169 percent. The refunding reduced future debt service payments by $4,825,168 and resulted in an economic gain (difference between the present values of the debt service payments on the old and new debt) of $2,457,284. Below are the projected Maturity and Payment Schedules.

Maturity Schedule – Refunding Series 2016

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2017		4.00%	100%
2018		4.00%	100%
2019		4.00%	100%
2020		4.00%	100%
2021		4.00%	100%
2022		4.00%	100%
2023		4.00%	100%
2024	$220,000	4.00%	1.640%
2025	$635,000	4.00%	1.860%
2026	$660,000	4.00%	2.040%
2027	$685,000	4.00%	2.160%
2028	$715,000	4.00%	2.230%
2029	$745,000	2.25-5.00%	2.320-2.550%
2030	$780,000	5.00%	2.370%
2031	$820,000	5.00%	2.430%
2032	$860,000	5.00%	2.520%
2033	$905,000	5.00%	2.610%
2034	$955,000	5.00%	2.660%
2035	$995,000	4.00%	2.950%
2036	$1,035,000	3.00%	3.090%
2037	$1,065,000	3.00%	3.120%
2038	$1,095,000	3.125%	3.200%

Payment Schedule for Fiscal Year 2016-2017

Total Payment	Principal	Interest	Remaining Principal
$500,544	$0	$500,544	$12,170,000

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 the 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.

Jackson County, Oregon
Roads OTIB Loan

In April 2014, the Board of Commissioners authorized the procurement of funding through the Oregon Transportation Infrastructure Bank (OTIB) for the West Jackson Road Local Improvement District (LID). The original loan of $770,537 calls for payments of $31,054, including principal and interest, due semi-annually in January and July of each year commencing January 10, 2015, until paid or at maturity on July 10, 2029. Interest is calculated at the rate per annum of the eight-year, general obligation, "AA Rated," Thomson Reuters Municipal Market Data index as of February 26, 2014 (2.300 percent). The proceeds of the loan were used to reimburse the General Road Fund for work already completed on the West Jackson Road improvement project and pay loan fees. The debt service on these debts will be paid from payments received by the County from assessment contracts entered into with property owners who benefited by the road improvement projects. These amounts, including interest, are 100 percent pledged to pay the scheduled principal and interest payments on the special assessment debt. Below are the projected Maturity and Payment Schedules.

Maturity Schedule – Series 2014

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2017	$53,183	2.30%	1.00%
2018	$54,413	2.30%	1.00%
2019	$55,672	2.30%	1.00%
2020	$56,960	2.30%	1.00%
2021	$58,277	2.30%	1.00%
2022	$69,625	2.30%	1.00%
2023	$61,005	2.30%	1.00%
2024	$3,244	2.30%	1.00%

Payment Schedule for Fiscal Year 2016-2017

Total Payment	Principal	Interest	Remaining Principal
$62,134	$53,183	$8,951	$322,146

Jackson County, Oregon
Full Faith and Credit Obligations

In 2013, the County issued $8,000,000 in Full Faith and Credit Obligations to finance the General Fund contribution to the health facility construction. Principal and interest is due in 60 monthly installments at an interest rate of 1.11 percent annually. Below are the projected Maturity and Payment Schedules.

Maturity Schedule – Series 2013

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2017	$1,617,651	1.11%	1.00%
2018	$1,635,699	1.11%	1.00%

Payment Schedule for Fiscal Year 2016-2017

Total Payment	Principal	Interest	Remaining Principal
$1,645,168	$1,617,651	$27,517	$1,645,415

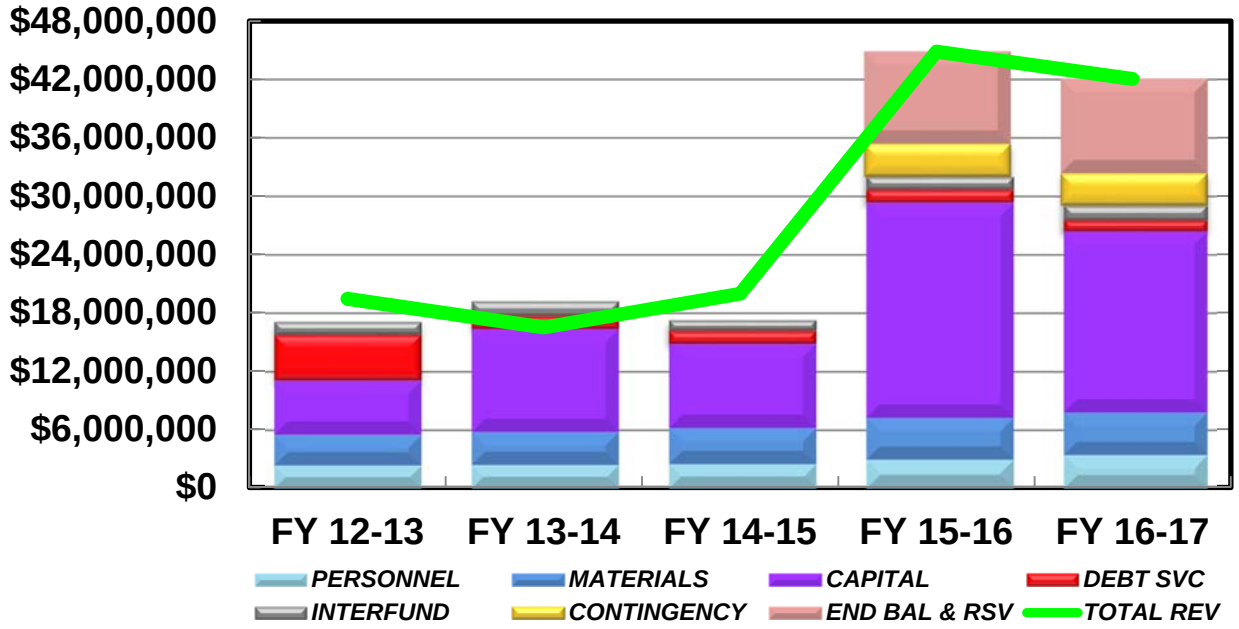
Debt Margin for Revenue

Sometimes referred to 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 and full faith and credit bonds is calculated as follows:

Jackson County's Legal Debt Limit		$235,128,027
Less Airport Revenue Bonds Outstanding Principal	–	15,771,000
Less Roads Bancroft Bonds Outstanding	–	577,999
Less Roads OTIF Loan Outstanding	–	341,434
Less Full Faith and Credit Bonds Outstanding	–	1,645,415
Jackson County's Total Debt Margin – Revenue Bonds		**$216,792,179**

AIRPORT

2012-2013 TO 2016-2017

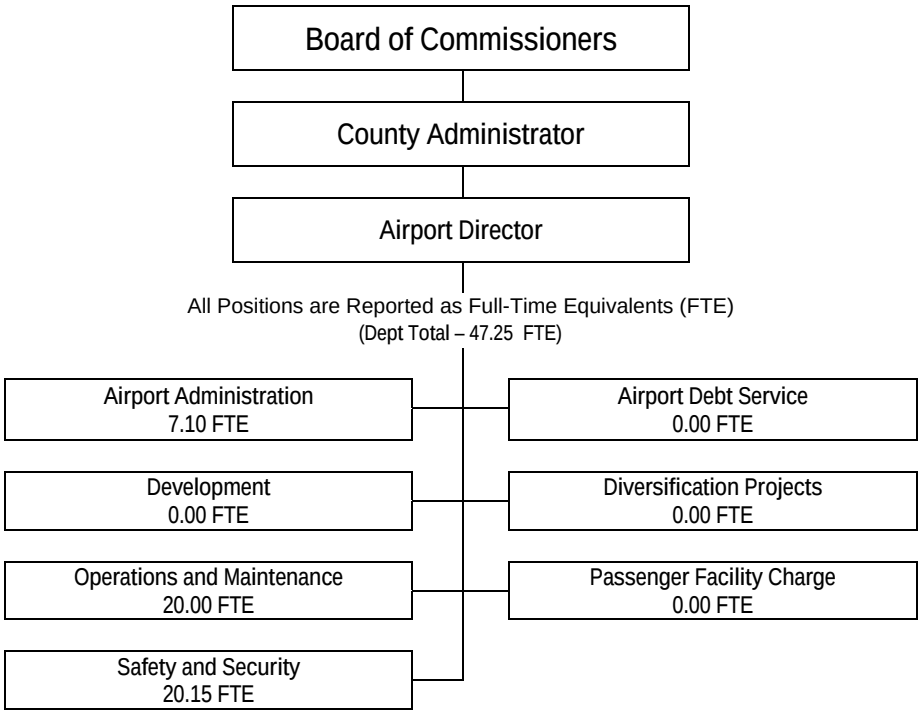


	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted
PERSONNEL	$2,339,346	$2,395,097	$2,466,751	$2,934,230	$3,414,512
MATERIALS	$3,139,568	$3,376,161	$3,705,707	$4,292,468	$4,367,522
CAPITAL	$5,595,306	$10,604,314	$8,665,864	$22,108,214	$18,611,800
DEBT SVC	$4,691,764	$1,322,803	$1,322,238	$1,319,818	$1,110,126
INTERFUND	$1,336,763	$1,525,797	$1,109,876	$1,319,818	$1,516,751
CONTINGENCY	$0	$0	$0	$3,403,090	$3,324,238
END BAL & RSV	$0	$0	$0	$9,484,009	$9,699,467
TOTAL EXP	$17,102,747	$19,224,172	$17,270,436	$44,861,647	$42,044,416
TOTAL REV	$19,405,476	$16,460,934	$19,931,202	$44,861,647	$42,044,416
FTEs	40.75	40.25	40.25	45.25	47.25

For FY 16-17, the decrease in Capital Outlay expenses is due to reductions in grant-funded Airport projects. The increase in personnel expense is due to the addition of 2.00 FTEs (1.00 FTE Electrician and 1.00 Senior Project Service Coordinator). For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between “Actual” and “Adopted” Budgeted Numbers located on page 19 of this document.

AIRPORT

Organization Chart



Department Summary

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

Major Issues and Service Level Goals for Fiscal Year 2016-2017

- Finding new sources of revenue to continually provide required air service.
- Maintaining current air service of daily flights to various destinations.
- Completing the new Snow Removal Equipment (SRE) storage building project.
- Relocating the Operations Program to the new SRE building.
- Rehabilitating Taxiway A North and Terminal Apron.

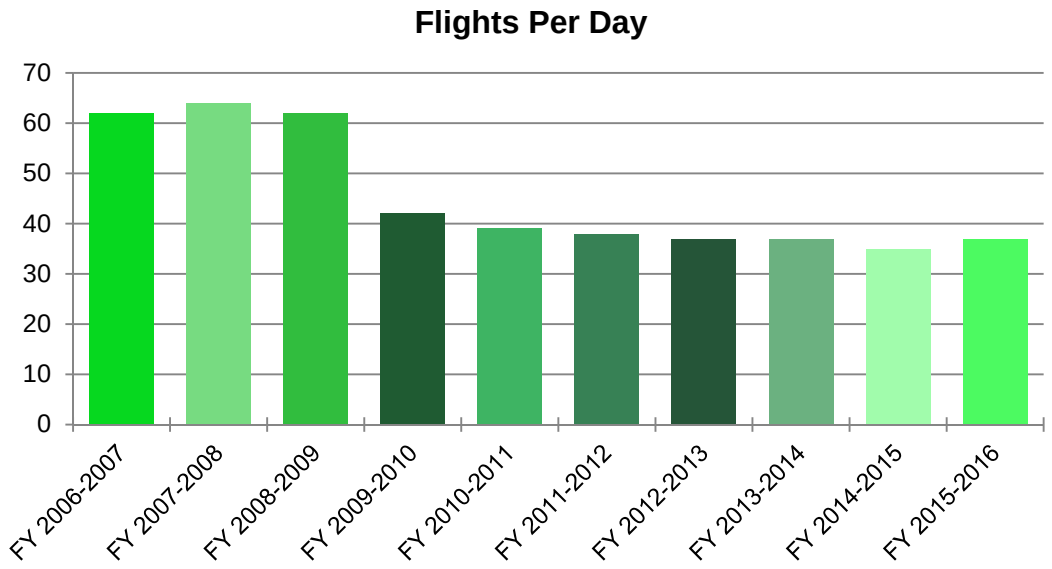
Major Issues and Service Level Accomplishments for Prior Year

- Met all new Federal security requirements on time.
- Maintained Airport certification.
- Completed Airport security programs.
- Exceeded all previous years' passenger numbers.
- Completed the Pacific Power Net Zero Parking project.
- Completed the Aircraft Rescue and Fire Fighting (ARFF) Building seismic retrofit project.
- Awarded a Federal Aviation Administration (FAA) grant in the amount of $3,873,540.

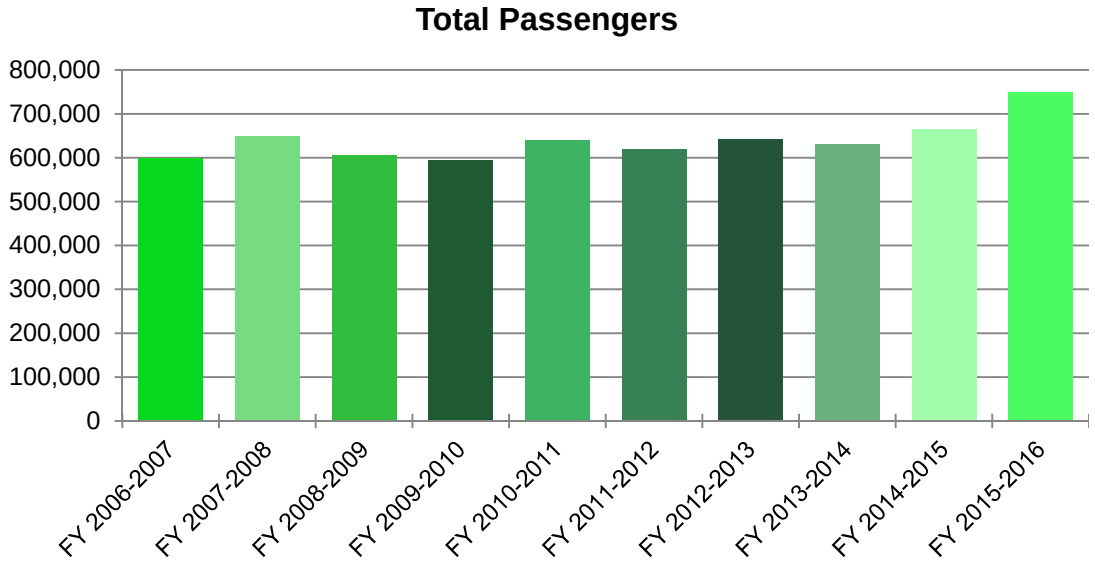
AIRPORT

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 economy continued to affect the number of daily flights; however, the deployment of some larger capacity aircraft helped retain the number of available seats.



Current service includes direct flights to Denver, Las Vegas, Los Angeles, 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: (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (8) Provide and maintain multiple transportation systems; (9) Promote employee pride, high standards of performance, and productivity; and (12) Plan for the future.

Program Information

The Airport Administration Program provides the services listed below.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Land available for aviation purposes that is actually leased at the Airport	16%	18%	22%	23%	23%

The table, 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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Annual CPI increase	3.2%	2.1%	1.4%	1.6%	1.5%

The Airport increases its land lease rental rates each March 1 by the current Consumer Price Index (CPI). This allows the rates to stay current with property values. Utilizing this schedule 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.

Airport Administration

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Expected operational revenues	$7,459,657	$7,621,094	$7,791,795	$8,740,438	$9,124,502

The Airport continues to generate new revenues for the operational side of the Airport through rates and charges. The fiscal year 2016-2017 revenues reflect a projected increase of approximately 4.3 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 Snow Removal Equipment building construction, relocation of Airport Operations and Maintenance into the new building, and construction of the Taxiway A North and Apron Rehabilitation project. 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	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$3,005,508	$2,992,255	$3,573,961	$3,253,612	$3,603,226
Fees & Other Service Charges	$4,256,627	$4,522,259	$5,319,786	$4,898,475	$5,520,776
All Other Resources	$197,522	$287,472	$193,572	$215,500	$200,500
Interfund Transfers	$0	$0	$10,703	$0	$199,625
Total	**$7,459,657**	**$7,801,986**	**$9,098,022**	**$8,367,587**	**$9,524,127**
EXPENDITURES					
Personnel Services	$548,096	$549,268	$560,494	$604,926	$740,561
Materials & Services	$907,003	$1,081,626	$1,468,032	$1,455,533	$1,530,802
Capital Outlay	$0	$0	$12,815	$15,000	$15,000
Interfund Transfers	$0	$199,626	$0	$0	$0
Total	**$1,455,099**	**$1,830,520**	**$2,041,341**	**$2,075,459**	**$2,286,363**
Full-Time Equivalent	**6.60**	**6.10**	**6.10**	**6.10**	**7.10**

Airport Debt Service Fund

Program Purpose

The Airport 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 Airport 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 Airport Debt Service Fund Program provides the service listed below.

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 Airport 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 2007B

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2017	$150,000	5.168%	100%
2018	$160,000	5.168%	100%
2019	$170,000	5.169%	100%
2020	$180,000	5.169%	100%
2021	$190,000	5.169%	100%
2022	$195,000	5.169%	100%
2023	$210,000	5.169%	100%
2024	$135,000	5.199%	100%

Payment Schedule for Fiscal Year 2016-2017

Total Payment	Principal	Interest	Remaining Principal
$216,971	$150,000	$66,971	$1,240,000

In May 2013, the County issued $3,590,000 in Airport Revenue Bonds with an interest rate of 2.840 percent. The proceeds were used to refund $3,255,000 of outstanding 2007 Series B Airport Revenue Bonds which had an interest rate of 5.169 percent. The refunding reduced future debt service payments by $420,602 and resulted in an economic gain (difference between the present values of the debt service payments on the old and new debt) of $414,995. Below are the projected Maturity and Payment Schedules.

Maturity Schedule – Refunding Series 2013

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2017	$321,000	2.840%	100%
2018	$330,000	2.840%	100%
2019	$339,000	2.840%	100%
2020	$347,000	2.840%	100%
2021	$360,000	2.840%	100%
2022	$367,000	2.840%	100%
2023	$378,000	2.840%	100%
2024	$240,000	2.840%	100%

Payment Schedule for Fiscal Year 2016-2017

Total Payment	Principal	Interest	Remaining Principal
$392,611	$321,000	$71,611	$2,361,000

In February 2016, the County issued $12,170,000 in Airport Revenue Bonds with a variable interest rate of 3.125 to 5.000 percent and an average of 4.034 percent. The proceeds were used to refund $13,480,000 of outstanding 2007 Series A Airport Revenue Bonds which had an interest rate of 5.169 percent. The refunding reduced future debt service payments by $4,825,168 and resulted in an economic gain (difference between the present values of the debt service payments on the old and new debt) of $2,457,284. Below are the projected Maturity and Payment Schedules.

Maturity Schedule – Refunding Series 2016

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2017		4.00%	100%
2018		4.00%	100%
2019		4.00%	100%
2020		4.00%	100%
2021		4.00%	100%
2022		4.00%	100%
2023		4.00%	100%
2024	$220,000	4.00%	1.640%
2025	$635,000	4.00%	1.860%
2026	$660,000	4.00%	2.040%
2027	$685,000	4.00%	2.160%
2028	$715,000	4.00%	2.230%
2029	$745,000	2.25-5.00%	2.320-2.550%
2030	$780,000	5.00%	2.370%
2031	$820,000	5.00%	2.430%
2032	$860,000	5.00%	2.520%
2033	$905,000	5.00%	2.610%
2034	$955,000	5.00%	2.660%

Airport Debt Service Fund

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2035	$995,000	4.00%	2.950%
2036	$1,035,000	3.00%	3.090%
2037	$1,065,000	3.00%	3.120%
2038	$1,095,000	3.125%	3.200%

Payment Schedule for Fiscal Year 2016-2017

Total Payment	Principal	Interest	Remaining Principal
$500,544	$0	$500,544	$12,170,000

Significant Issues in the Year Ahead

The most significant issue the Airport 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	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Revenue from Bonds & Other Debt	$3,590,000	$0	$0	$0	$0
All Other Resources	-$2,317	-$1,868	-$261	$602	$0
Interfund Transfers	$1,336,763	$1,525,796	$1,109,876	$1,319,818	$1,110,126
Fund Balance	$0	$0	$0	$325,038	$114,614
Total	**$4,924,446**	**$1,523,928**	**$1,109,615**	**$1,645,458**	**$1,224,740**
EXPENDITURES					
Materials & Services	$48,675	$1,500	$0	$0	$0
Debt Service	$4,691,764	$1,322,803	$1,322,238	$1,319,818	$1,110,126
Ending Balance and Reserves	$0	$0	$0	$325,640	$114,614
Total	**$4,740,439**	**$1,324,303**	**$1,322,238**	**$1,645,458**	**$1,224,740**
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: (4) Strengthen cooperation between public agencies; (5) Work to enhance the natural and man-made attractiveness of the area; (8) Provide and maintain multiple transportation systems; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Development Program provides the services listed below.

Capital Improvements

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

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Years on CIP	10	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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Active Federal grants included in budget	3	3	3	3	3

In fiscal year 2016-2017, the number of Airport Improvement Program (AIP) grants that may be awarded or active is uncertain. The Airport has budgeted for three: the AIP 40 grant previously awarded to fund the design and services during construction for a Snow Removal Equipment (SRE) storage building; AIP 41 to fund the construction of the SRE building; and AIP 42 to fund the Taxiway A North and Apron Rehabilitation project.

Development

Significant Issues in the Year Ahead

Coordination of construction efforts related to completing the SRE building and the Taxiway A North and Apron Rehabilitation project.

Financial Condition

This Program is funded by State and FAA grants and Customer Facility Charges (CFCs). There is a 6.25 percent local match requirement for Federal grant projects which is met through the Passenger Facility Charge Program. A *Connect*Oregon VI grant application has been submitted to provide the 6.25 percent match for the Taxiway A North and Apron Rehabilitation project. If the application is unsuccessful, Passenger Facility Charge (PFC) authority will be requested to provide the match.

Program: 010105	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$5,145,208	$5,283,653	$7,572,638	$15,061,137	$11,242,386
Fees & Other Service Charges	$480,408	$483,903	$615,737	$500,000	$550,000
All Other Resources	$7,645	$0	$0	$0	$0
Interfund Transfers	$0	$0	$0	$0	$207,000
Fund Balance	$0	$0	$0	$16,201,825	$15,989,016
Total	**$5,633,261**	**$5,767,556**	**$8,188,375**	**$31,762,962**	**$27,988,402**
EXPENDITURES					
Materials & Services	$0	$24,988	$0	$0	$0
Capital Outlay	$5,531,279	$10,538,050	$8,486,260	$21,860,714	$18,045,000
Contingency	$0	$0	$0	$3,403,090	$3,324,238
Ending Balance and Reserves	$0	$0	$0	$7,525,000	$7,927,000
Total	**$5,531,279**	**$10,563,038**	**$8,486,260**	**$32,788,804**	**$29,296,238**
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 goals: (8) Provide and maintain multiple transportation systems; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Diversification Projects Program provides the service listed below.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Land available for non-aviation related purposes actually leased at the Airport	32.3%	32.3%	7.2%	7.2%	12.2%

The Airport now has approximately 208 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; Emergency Communications of Southern Oregon (ECSO), 2.4 acres; and the Car Rental Maintenance Facility, 1.7 acres. A previous lease of 47 acres for agricultural use was terminated in 2014; however, there is new interest in the property that could boost the 2016-2017 projections.

Significant Issues in the Year Ahead

There are no significant issues expected in this Program.

Financial Condition

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

Program: 010104	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Fees & Other Service Charges	$93,766	$116,284	$107,476	$72,453	$72,543
Total	**$93,766**	**$116,284**	**$107,476**	**$72,453**	**$72,543**
EXPENDITURES					
Materials & Services	$2,475	$2,585	$2,652	$2,750	$2,900
Total	**$2,475**	**$2,585**	**$2,652**	**$2,750**	**$2,900**
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 takeoff 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; (4) Strengthen cooperation between public agencies; (5) Work to enhance the natural and man-made attractiveness of the area; (8) Provide and maintain multiple transportation systems; (9) Promote employee pride, high standards of performance, and productivity; and (12) Plan for the future.

Program Information

The Operations and Maintenance Program provides the services listed below.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Cost per enplaned passenger	$7.52	$7.76	$7.12	$6.15	$7.27

The cost per enplaned passenger is utilized as a means to measure whether the Airport is marketable to airlines and tenants. The trend continues to show an increase in passenger numbers, and calendar year 2015 was a record year. The number of projected passengers in fiscal year 2016-2017 is expected to trend slightly upward.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Noted airfield discrepancies	0	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, with zero discrepancies. 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.

Operations and Maintenance

Significant Issues in the Year Ahead

The relocation of Airport Operations and Maintenance, including equipment, to the new Snow Removal Equipment (SRE) building on the south side of the Airport should be completed in August 2016.

Resurfacing the north portion of Taxiway Alpha which includes installation of LED edge lighting as well as new LED signage (replacing all signs). This project is expected to start in July 2016.

Exploring options for adding 400 long-term vehicle parking spaces. While the long-term approach may impact future budgets, interim expenses may be incurred to support temporary overflow parking.

Road improvements are required from the northwest side of the Airport to the east ramp to better serve the U.S. Forest Service (USFS). Airport staff is also working with the USFS to share the cost of extending the water line to the east ramp which will also provide value for other operations, such as private and military charters.

While the impact to this operating budget is unknown at this time, the Oregon Department of Transportation (ODOT) Highway 62 Bypass project is expected to be under construction during this budget year.

Financial Condition

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

Program: 010103	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Interfund Transfers	$50	$0	$0	$0	$0
Total	**$ 50**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
EXPENDITURES					
Personnel Services	$969,135	$984,691	$1,051,498	$1,347,608	$1,450,684
Materials & Services	$1,370,329	$1,479,602	$2,008,348	$2,213,424	$2,447,034
Capital Outlay	$39,918	$34,221	$131,353	$182,500	$443,800
Total	**$2,379,382**	**$2,498,514**	**$3,191,199**	**$3,743,532**	**$4,341,518**
Full-Time Equivalent	**14.00**	**14.00**	**14.00**	**14.00**	**20.00**

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 goals: (4) Strengthen cooperation between public agencies; (8) Provide and maintain multiple transportation systems; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Passenger Facility Charge Program provides the service listed below.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Collection year approvals	13	13	12	11	10

The FAA previously approved collections of PFCs for the proposed revenue match required for the new terminal building, an Airport firefighting truck, a Master Plan update, painting taxiway centerline markings, design of the Taxiway C rehabilitation, construction of the Taxiways B and C rehabilitation, a rotary snow plow, taxilane improvements, the design of the Runway 14/32 rehabilitation, and the relocation of a portion of perimeter fence. 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

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

Passenger Facility Charge

Program: 010301	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Fees & Other Service Charges	$1,278,320	$1,225,790	$1,412,092	$1,492,600	$1,540,280
All Other Resources	$15,976	$25,388	$15,623	$15,000	$15,000
Fund Balance	$0	$0	$0	$1,505,587	$1,679,324
Total	**$1,294,296**	**$1,251,178**	**$1,427,715**	**$3,013,187**	**$3,234,604**
EXPENDITURES					
Materials & Services	$0	$0	$0	$60,000	$60,000
Capital Outlay	$24,109	$0	$0	$0	$0
Interfund Transfers	$1,336,763	$1,326,171	$1,109,876	$1,319,818	$1,516,751
Ending Balance and Reserves	$0	$0	$0	$1,633,369	$1,657,853
Total	**$1,360,872**	**$1,326,171**	**$1,109,876**	**$3,013,187**	**$3,234,604**
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 goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; and (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Airport Safety and Security Program provides the service listed below.

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 safety and security of the Airport, its tenants, and passengers remains the underlying goal of this Program. Through the continued aspects of training, observation, and communication, the Airport staff will continue to work towards the development and fostering of a security-minded culture.

Significant Issues in the Year Ahead

Recent events broadcast on news outlets across the world paint the landscape for the continued threats and attacks on civil aviation. Terrorism, once attributed to foreign attackers, has now been experienced on a consistent basis in the homeland by United States citizens. Although the level of attacks that were perpetrated on 9/11 have not been repeated, there is a definite sense among intelligence agencies that the transportation sector is ripe for another occurrence, with an elevated focus on aviation. Daily, reports are being released regarding the changing methods that groups such as ISIS and Al-Qaida are attempting to use to infiltrate the system. The "insider threat" remains at the top of the list when it comes down to how the system could potentially be undermined. To combat these methods, the new leadership at the Transportation Security Administration (TSA) are taking action by increasing expectations with airports to properly vet aviation workers, reduce access points into secured areas to an operational minimum, and re-emphasize the "If You See Something, Say Something" program. Locally, this Airport has continued to improve the access control system, install additional surveillance cameras, and emphasize recurrent training. The partnership with TSA management and local employees remains strong with monthly stakeholder meetings and ensuring communication remains fluid between the agencies. As always, the Airport's mission in the Safety and Security Program is to remain vigilant, protect the safety and security of the traveling public, and provide the best customer service while doing so.

Financial Condition

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

Safety and Security

Program: 010102	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
EXPENDITURES					
Personnel Services	$822,114	$861,138	$854,759	$1,220,502	$1,223,267
Materials & Services	$811,086	$785,860	$226,675	$321,955	$326,786
Capital Outlay	$0	$32,043	$35,435	$50,000	$108,000
Total	**$1,633,200**	**$1,679,041**	**$1,116,869**	**$1,592,457**	**$1,658,053**
Full-Time Equivalent	**20.15**	**20.15**	**20.15**	**20.15**	**20.15**

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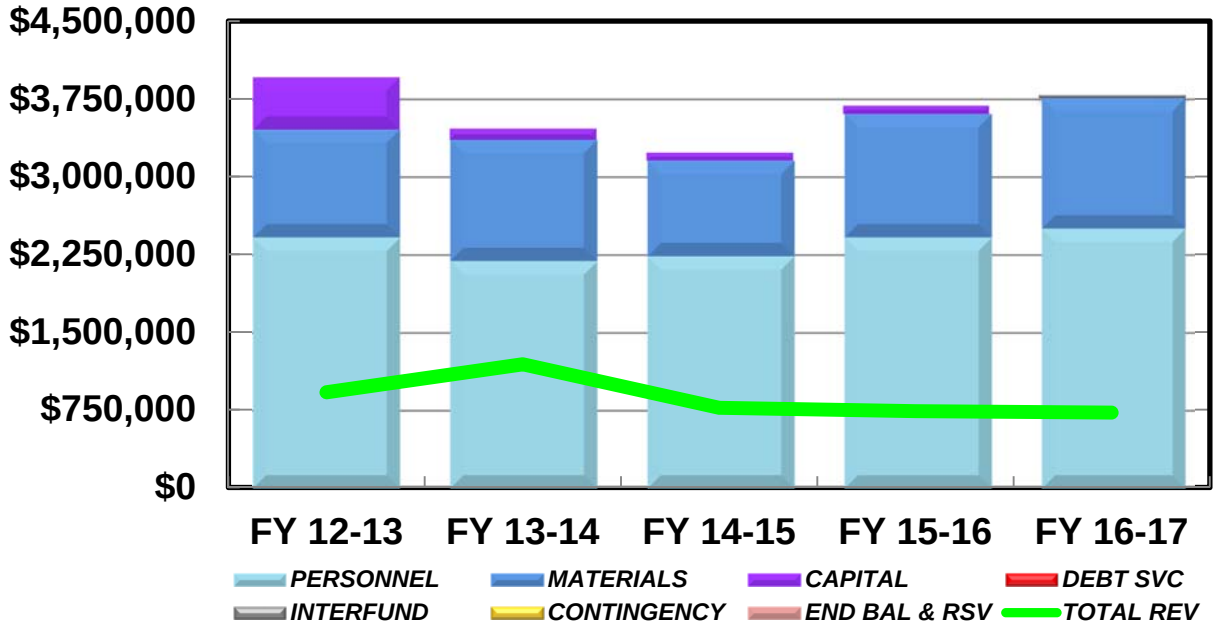
ASSESSOR

2012-2013 TO 2016-2017

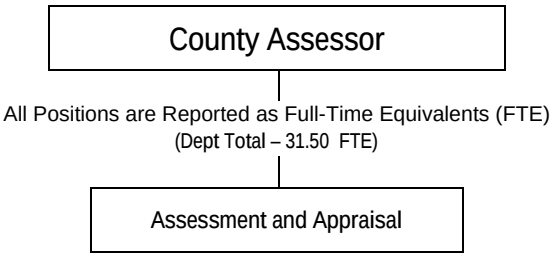


	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted
PERSONNEL	$2,416,965	$2,188,293	$2,235,006	$2,416,540	$2,501,913
MATERIALS	$1,038,187	$1,168,822	$921,902	$1,189,245	$1,260,408
CAPITAL	$504,054	$108,808	$77,427	$80,000	$0
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$0	$0	$0	$0	$28,000
CONTINGENCY	$0	$0	$0	$0	$0
END BAL & RSV	$0	$0	$0	$0	$0
TOTAL EXP	$3,959,206	$3,465,923	$3,234,335	$3,685,785	$3,790,321
TOTAL REV	$918,500	$1,188,503	$767,665	$735,856	$722,395
FTEs	33.00	30.00	31.00	30.75	31.50

The increase of 0.75 FTE in FY 16-17 is due to 1.00 FTE increase for a Property Appraiser and 0.25 FTE reduction of an Office Assistant. The decrease in Capital Outlay is due to the completion of the project. The increase in Interfund Transfer is for the addition of one vehicle to the assessment fleet. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between “Actual” and “adopted” Budgeted Numbers located on page 19 of this document.

ASSESSOR

Organization Chart



Department Summary

Purpose Statement: The Assessor's Office is a State-mandated program that assesses all residential, commercial, business personal property, industrial land, and all industrial improvements valued less than $1,000,000 in Jackson County for the purpose of property taxation. The Assessor's 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, Oregon Revised Statutes, and Oregon Administrative Rules.

Major Issues and Service Level Goals for Fiscal Year 2016-2017

- An aerial imagery company will fly an additional 694 square miles (133 square miles in 2015-2016) of Jackson County covering a cumulative 80 percent of taxable real property accounts. The company provides high resolution aerial oblique imagery and analytical tools for assessment, public safety, and emergency response. It also provides mobile and web access, a 360 degree view of properties with measurement capabilities, and enables appraisers to analyze and review properties for additions, new improvements, new construction, land use clarification, detection of omitted improvements and exterior review related to recalculation purposes.
- The assessment and taxation software vendor for the Assessor's Office is in the third year of a five year rewrite project. Phase One, "Residential Appraisal and Assessment" conversion is scheduled for testing in August 2016.
- Recalculation projects in the residential areas of southeast Medford, Phoenix, Talent, and Rogue River will be finalized. Recalculated values will be reflected on the 2016-2017 certification tax roll in October 2016.
- In fiscal year 2015-2016, electronic filing of business personal property returns on a dedicated and secure Uniform Resource Locator (URL) website was updated and based on data from a customer service satisfaction survey of 2014-2015 filers. The electronic filing goal of this Office will be to increase business personal property participation by 10 percent annually.
- House Bill (HB) 2127 from the 2015 Legislative Session requires cartographers to review every legal description transferring to a tax exempt entity (including all foreclosures) and issue a certificate verifying no taxes are owed before recording of the document. To date, this statutory change requires 75 percent of one cartographer's work schedule daily. Implementation can include collaboration with title and mortgage companies, Department of Transportation, Roads and Parks, city planners, Jackson County's Treasury and Taxation, and Clerk's Office before the transaction can be recorded. HB 2127 adds additional work for segregation and farm/forest appraisers requiring them to calculate partial taxes owing, prepay tax calculations and disqualifications on the transferring properties. The 2016 Legislative Session reviewed the unintended impacts this bill generated.
- HB 3400 from the 2015 Legislative Session, relating to marijuana, offers challenges in the implementation and interpretation of the statute. The Assessor's Office will continue to provide educational material, forums,

and attend community symposiums responding to tax payers' requests to provide understanding of permitting and qualifications of special assessments related to the House Bill.

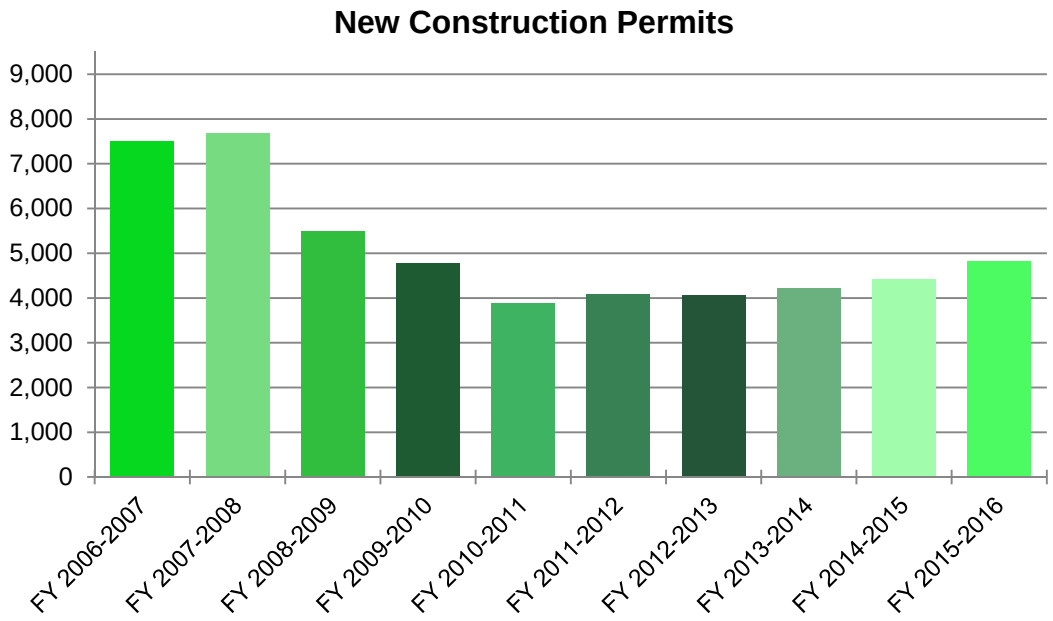
- HB 2171 from the 2015 Legislative Session enrolled a committee to recommend a "Restructuring of Oregon's State and Local Revenue." Suggestions include repealing Measure 50 and implementing a homestead exemption for owner occupied residences. The affects would change taxation from assessed value to real market value. The Assessor's Office is implementing and utilizing new technology and aerial web-based programs to work more efficiently and effectively in anticipation of the increased volume of account reviews and potential changes to be proposed during the 2017 Legislative Session.
- Collaboration with the Information Technology Department to launch a new Property Data Online website search engine will include 4,000,000 electronically scanned assessment records. The target date for public access is July 2016.

Major Issues and Service Level Accomplishments for Prior Year

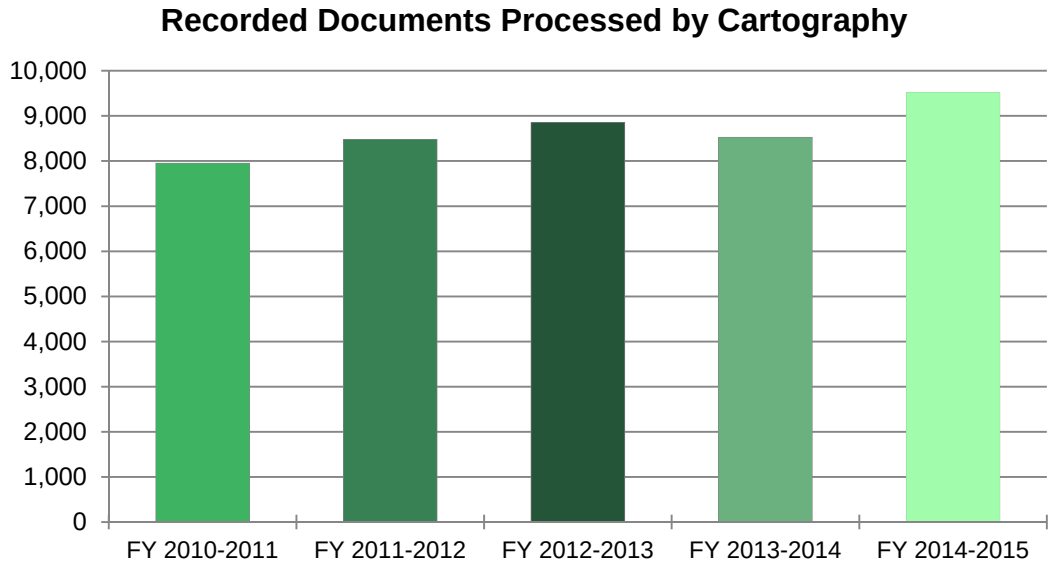
- A weekly panel composed of appraisers and management met to review values after certification and prior to the end of the year addressing taxpayers' inquiries regarding their property value. This process preempts the need for taxpayers to appeal to the Board of Property Tax Appeals (BoPTA), thereby reducing the number of petitions filed with the Clerk's Office for the upcoming hearings.
- Due to new construction activity, the number of properties requiring appraisals increased 4.6 percent for residential properties from 4,236 in 2015 to 4,433 in 2016. For commercial properties, permits remained relatively flat and totals increased from 586 in 2015 to 588 in 2016.
- To eliminate valuation disparities and assure equalized land values, the commercial program in the Assessor's Office finalized recalculation of land values on all taxable accounts zoned as commercial and multi-family properties. The certification of recalculated commercial values is scheduled for the 2016 tax year.
- The Assessor's Office completed security training with representatives from the Medford Police Department and the Sheriff's Office. Staff simulated threat assessments and active shooter training scenarios for awareness of potential threats encountered in government facilities. Monitoring devices were installed and a more secure public front counter was designed to facilitate a safer environment for customers and staff.
- A new software for the commercial program that collects local and regional market data, analyzes the data, and tables it was utilized in fiscal year 2015-2016. This service replaces the need of the assessor to mail out annual income and expense questionnaires to approximately 6,000 accounts and to also analyze and table the data in a format useful to the appraiser. The service provided allows the commercial staff to perform more reappraisals in less time. Appraisals based on this current data will provide better results (i.e. better sales ratios and better coefficient of dispersions/CODs) than appraisals based on annual trending.

Benchmark

Oregon Revised Statute 308.210 requires the Assessor's Office to "establish property values of all property within the county." Represented in the chart, below, are permitted properties visited in Jackson County where real market value was established on new improvements; this value was added to the tax role.



An uptrend of sales in Jackson County is demonstrated when reviewing the increased demand on cartographers as measured by the number of documents processed per year such as ownership changes, partition plats, boundary changes, subdivisions, etc. These documents create a steady increase of properties in Jackson County's records that need to be maintained daily. From July 2015 through December 2015 (six fiscal months), cartographers completed 5,110 documents, clearly earmarked to exceed the fiscal year 2014-2015 total of 9,520 as reflected in the chart below.



Assessment and Appraisal

Program Purpose

The Assessor's Office is a State-mandated program that assesses all residential, commercial and business personal property, industrial land, and all industrial improvements valued less than $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; treats all citizens and governmental entities fairly and honestly; and complies with Oregon Revised Statutes and Oregon Administrative Rules. The Assessment and Appraisal Program is helping 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; (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 services listed below.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Out of compliance – residential	7.00%	0.80%	1.05%	1.60%	2.00%
Out of compliance – commercial	0.00%	0.00%	0.00%	0.00%	0.00%

Currently, there are 124 residential study areas throughout Jackson County; three of those areas are slightly out of compliance (1.6 percent). This is the first year in which these areas are outside the measurable norm. Data Analysts monitor these study areas and recommend corrections that might need to be taken for compliance. There are three commercial study areas in the County; all have been compliant for the last three years.

Recalculation of Industrial, Commercial, and Multi-Family Lands

Strategic Objective: To equalize and stabilize all industrial, commercial, and multi-family lands values in Jackson County.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Recalculations of industrial, commercial, and multi-family lands	n/a*	25%	50%	75%	100%
Recalculations of parking lots and restaurants	n/a**	n/a**	n/a**	n/a**	25%

*Recalculations began in fiscal year 2013-2014.
**Recalculations began in fiscal year 2016-2017.

Assessment and Appraisal

In 2013, the Assessor's Office began the process of converting all industrial, commercial and multi-family values to table driven software formulas changing the previous practice of manually determining then entering a value. Industrial properties' tables were completed and values certified into the 2014-2015 tax roll. Commercial and multi-family consist of a larger number of properties but the project should be concluded with the values certified into the 2016-2017 tax roll. Recalculation of parking lots and restaurants will begin in the 2016-2017 fiscal year and are project to be completed by fiscal year 2018-2019.

Recalculation and Inventory Review of Residential Properties

Strategic Objective: The Assessor's Office continues an inventory review cycle by strategically targeting market areas of the County. The goal is to reduce the number of properties that have not been inspected for more than ten years and to capture potential real market value change.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Recalculated accounts	0.00%	0.00%	0.00%	0.00%	9.70%
Inventory reviewed accounts	3.42%	2.75%	2.66%	3.00%	3.00%

Recalculation is the process of analyzing all sales in a given area and reestablishing base values and guidelines for appraising that area. In fiscal year 2016-2017, selected areas for recalculation are Talent, Phoenix, and East Medford. Inventory Review is the process in which a defined area is chosen to have all properties physically visited or reviewed by aerials, then revalued based on new data.

Business Personal Property Electronic Filing

Strategic Objective: Provide the convenience of an electronic filing option for all business personal property taxpayers through a secure and confidential Jackson County website.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Electronically filed business returns	n/a*	n/a*	2.83%	10.00%	20.00%

*New filing option began in fiscal year 2014-2015.

The Assessor's Office initiated electronic filing for business personal property returns to 170 selected grocers and retail stores through access of a dedicated and secure Uniform Resource Locator (URL) website in fiscal year 2014-2015. This option for selected taxpayers continued in fiscal year 2015-2016 with improved e-filing capabilities. Another 10 percent of a selected retail population will be added in fiscal year 2016-2017.

Significant Issues in the Year Ahead

House Bill (HB) 2171 from Legislature Session 2015 executed a committee to recommend a "Restructuring of Oregon's State and Local Revenue." Suggestions include repealing Measure 50 and implementing a Homestead exemption for owner occupied residences. The affects would change taxation from assessed value to real market value. The Assessor's Office is implementing and utilizing new technology and aerial web-based programs to

work more efficiently and effectively in anticipation of the increased volume of account reviews and potential changes to be proposed during Legislative Session 2017.

Market Trends – Municipal infrastructure are reporting increased subdivisions for fiscal year 2016-2017 and this data is substantiated by this program's cartographic work creating 12 subdivisions to include 263 new tax lots in the first six months of fiscal year 2015-2016 compared to 258 new tax lots for 12 months in fiscal year 2014-2015. Data also reflects an increase of 14 percent in cartographer's recording of documents for 2015 and the Population Research Center at Portland State certified on December 15, 2015, Jackson County's population estimate at 210,975, which is an increase from the April 1, 2010, Certified Census Figure of 203,206. With increased market trends and Jackson County population growth, staffing will be an issue to inspect the high volume of new construction expected.

Implementing industry standard practices and technology will be imperative to keep pace with the returning market uptrends as reported by real estate services citing increased sales of 20 percent in December 2015

Collaborating with other County departments for consistency in the interpretation and implementation of HB 3400 (cannabis) will be a high priority as well as reviewing an exponential amount of permitted properties with this special assessment usage.

Financial Condition

The Oregon Department of Revenue's forecasting for the County Assessment Function Funding Assistance (CAFFA) grant will realize another reduction in disbursements. This funding is generated by fees collected on recorded documents and 25 percent of the interest on delinquent taxes. The Assessment and Appraisal Program requested 17 percent of revenue funding from the CAFFA grant for fiscal year 2016-2017 realizing an additional $20,000 decrease from the fiscal year 2015-2016 CAFFA distribution request, which was 18 percent. The Assessment and Appraisal Program collects service fees that represent 2 percent of the total budget; the remaining 81 percent is funded by the County's General Fund.

Program: 050101	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$868,953	$763,415	$675,043	$663,441	$644,385
Fees & Other Service Charges	$47,489	$84,087	$92,621	$70,415	$76,010
All Other Resources	$2,058	$341,000	$1	$2,000	$2,000
Total	**$918,500**	**$1,188,502**	**$767,665**	**$735,856**	**$722,395**
EXPENDITURES					
Personnel Services	$2,416,965	$2,188,293	$2,235,006	$2,416,540	$2,501,913
Materials & Services	$1,038,188	$1,168,821	$921,902	$1,189,245	$1,260,408
Capital Outlay	$504,054	$108,808	$77,427	$80,000	$0
Interfund Transfers	$0	$0	$0	$0	$28,000
Total	**$3,959,207**	**$3,465,922**	**$3,234,335**	**$3,685,785**	**$3,790,321**
Full-Time Equivalent	**33.00**	**30.00**	**31.00**	**30.75**	**31.50**

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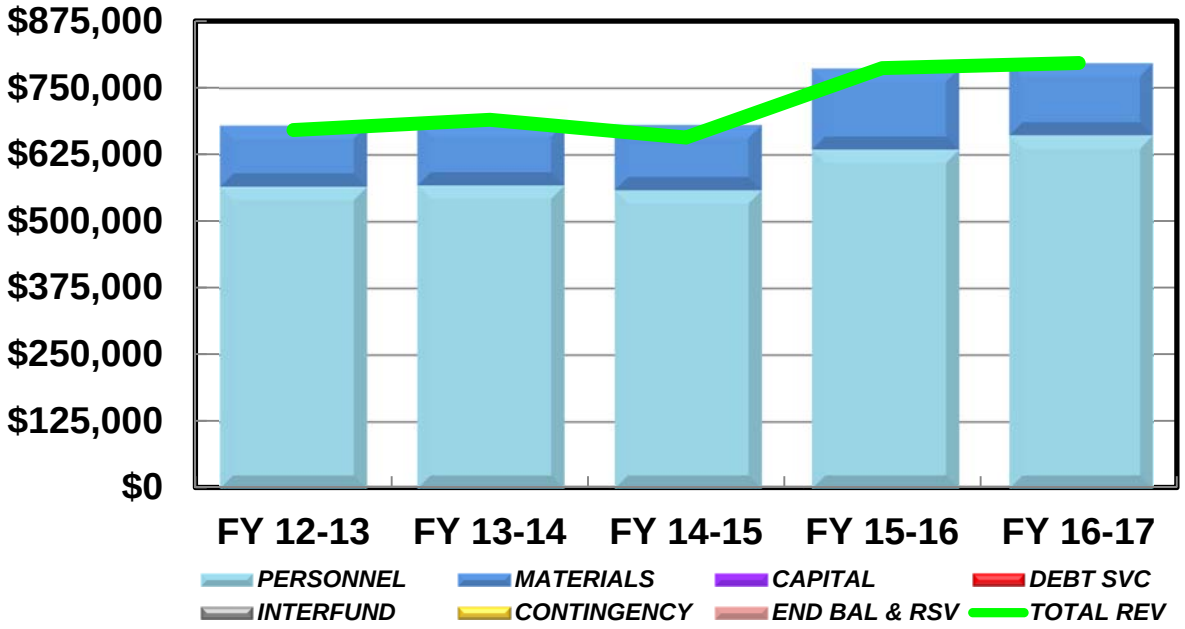
BOARD OF COMMISSIONERS

2012-2013 TO 2016-2017



	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted
PERSONNEL	$564,813	$567,142	$558,295	$634,272	$661,048
MATERIALS	$114,788	$116,738	$122,513	$152,470	$135,437
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	$679,601	$683,880	$680,808	$786,742	$796,485
TOTAL REV	$670,536	$689,975	$656,407	$786,742	$796,485
FTEs	5.00	5.00	5.82	5.55	5.55

Between FY 15-16 and FY 16-17 there are no major changes to this budget and no change to the number of FTEs. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between “Actual” and “Adopted” Budgeted Numbers located on page 19 of this document.

BOARD OF COMMISSIONERS

Organization Chart

Board of Commissioners

All Positions are Reported as Full-Time Equivalents (FTE)
(Dept Total – 5.55 FTE)

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 White City Enhanced Law Enforcement District, the White City Lighting District, and the Jackson County 4-H, Master Gardener and Agricultural Extension Service District; and, along with the Josephine County Board of Commissioners, serves as the Rogue Valley Workforce Consortium.

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 2016-2017

- 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.
- Seek solutions to put the Fairgrounds/Expo Park on a solid financial base.
- Provide leadership in economic development issues.
- Seek more public input.
- Work toward approval of the Urban Growth Boundary expansion requests following acknowledgement of Regional Problem Solving (RPS).
- Maintain general opposition to actions that impede access to public lands by citizens including, but not limited to, the closure of roads and trails on government-owned property.

- Continue to work toward completion of the project based on Governor's Executive Order 12-07 (a pilot program for regional farm and forest land conservation).
- Continue to work on review of the Land Development Ordinance to make it no more restrictive than State law.
- Develop green industry strategies.
- Develop additional air service opportunities.

Major Issues and Service Level Accomplishments for Prior Year

- Continued work on the project to implement Governor's Executive Order 12-07 (a pilot program for regional farm and forest land conservation).
- Provided continued work on area transportation plans.
- Appointments to County, State, and Federal committees.
- Continued work on maintaining Oregon and California Railroad Lands (O&C) funding for Jackson County.
- Adopted Ordinances approving text amendments to the Jackson County Land Development Ordinance related to both recreational and medical marijuana.
- Established priorities for future County expenditures.

Board of Commissioners

Program Purpose

The Board of Commissioners (BoC) is the policy setting body for the entire County. Duties include executive, judicial (quasi-judicial), and legislative authority. The BoC is helping to meet all 12 of the County goals.

Program Information

The Board of Commissioners provides the services listed below.

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 BoC meetings and land use hearings. The Board of Commissioners' 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' 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 Commissioner Corner show segment on public access television 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 of Commissioners 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; and oversee the 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 Board of Commissioners will work on the following issues in 2016-2017: 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 utilizing 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. Approximately 36.8 percent of the chargebacks are to the County's General Fund departments.

Program: 020101	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$0	$0	$0	$7,400
Fees & Other Service Charges	$36	$138	$2,111	$225	$395
Interfund Transfers	$670,500	$689,837	$654,296	$786,517	$788,690
Total	**$670,536**	**$689,975**	**$656,407**	**$786,742**	**$796,485**
EXPENDITURES					
Personnel Services	$564,813	$567,142	$558,295	$634,272	$661,048
Materials & Services	$114,788	$116,738	$122,513	$152,470	$135,437
Total	**$679,601**	**$683,880**	**$680,808**	**$786,742**	**$796,485**
Full-Time Equivalent	**5.00**	**5.00**	**5.82**	**5.55**	**5.55**

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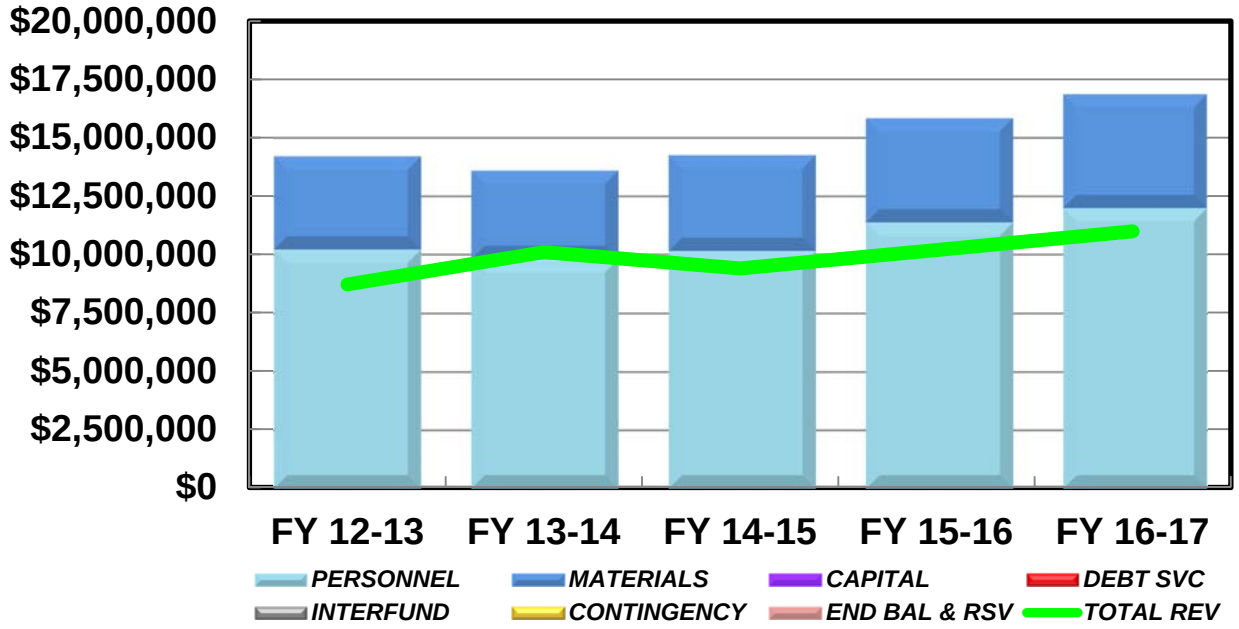
COMMUNITY JUSTICE

2012-2013 TO 2016-2017

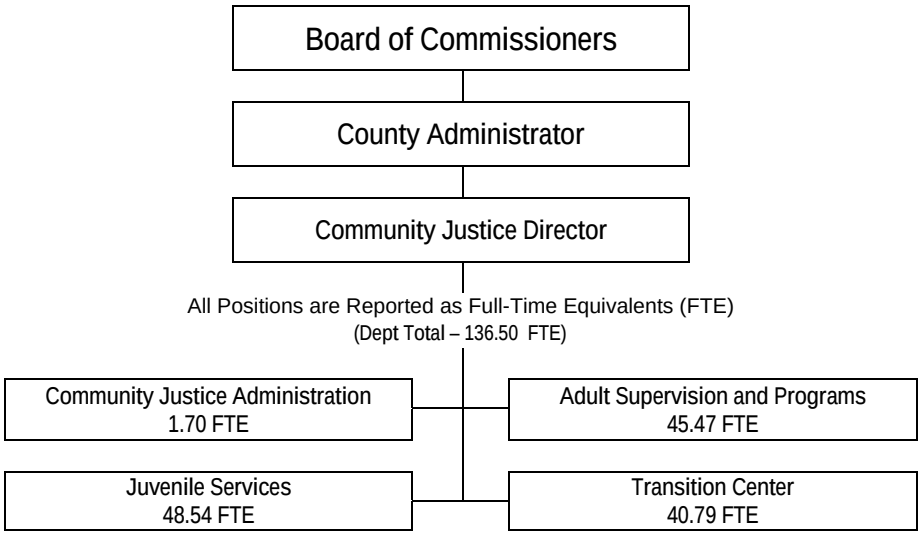


	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted
PERSONNEL	$10,205,657	$9,800,792	$10,138,088	$11,362,922	$11,985,599
MATERIALS	$3,999,630	$3,793,167	$4,119,256	$4,467,425	$4,874,382
CAPITAL	$0	$0	$0	$0	$0
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$0	$0	$0	$0	$0
CONTINGENCY	$0	$0	$0	$0	$0
END BAL & RSV	$0	$0	$0	$0	$0
TOTAL EXP	$14,205,287	$13,593,959	$14,257,344	$15,830,347	$16,859,981
TOTAL REV	$8,708,418	$10,095,459	$9,389,405	$10,183,355	$10,987,110
FTEs	131.75	124.00	128.00	128.00	136.50

For FY 16-17 the increase in personnel of 8.50 FTEs and increase in materials is due to an increase in grant funding. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between “Actual” and “Adopted” Budgeted Numbers located on page 19 of this document.

COMMUNITY JUSTICE

Organization Chart



Department Summary

Purpose Statement: In collaboration with community partners, Community Justice will enhance public safety, support victims, and work toward the rehabilitation of juvenile and adult offenders.

Major Issues and Service Level Goals for Fiscal Year 2016-2017

- Community Justice will utilize resources to provide services to adult and juvenile criminal offenders who present with mental health issues. Through on-site case workers and mental health counselors, crisis counseling, assessments and ongoing mental health counseling will be provided. Utilization of grant funding and available community resources will be used to identify, prioritize, and assist individuals with mental health issues. The Department will work collaboratively with local law enforcement agencies, the courts, service providers, and Health and Human Services (HHS) to problem solve, educate, and focus efforts on those offenders who pose the greatest risk to the community or themselves.
- In fiscal year 2015-2016, the State of Oregon awarded Justice Reinvestment Initiative funds to counties to create, enhance, and develop programs for adults to reduce recidivism and help reduce the prison population. Locally, a multi-faceted and collaborative approach has been taken to this project by: establishment of a residential treatment program at the Transition Center to give sentenced offenders the ability to receive intensive drug treatment and cognitive restructuring and enhance the continuum of care when released; creation of an in-house resource center to provide offenders on supervision education, employment, housing, and other resources to enhance their rehabilitation and re-entry into the work force and community; and providing pre-trial supervision and resources to the courts, District Attorney, and jail to make informed release decisions and enhance community safety.
- Recent legislation (Senate Bill 194) endeavored to reduce the adult prison population by implementing short term transitional leave. Inmates were released 90 days early and provided local services and case planning with no rise in re-offending behavior or public safety issues. The ability to house individuals at the Transition Center allows Jackson County to successfully accept and integrate these inmates back into the community and reduce prison beds statewide.
- Jackson County was chosen as one of five pilot counties to implement the Family Sentencing Alternative Program (FSAP). This grant funded program endeavors to provide an intensive supervision approach by

working collaboratively with the District Attorney, the courts, family services, and child welfare to change behavior, reunite families, and reduce recidivism on high risk clients who, without intervention, would go to prison.

- Complete implementation on three initiatives for juvenile services: 1) probation review; 2) mental health data collection; and 3) better service delivery on youth that cross between child welfare and mental health to juvenile justice. Initiatives will assist in focusing resources to ensure services are being allocated in the most productive manner possible.

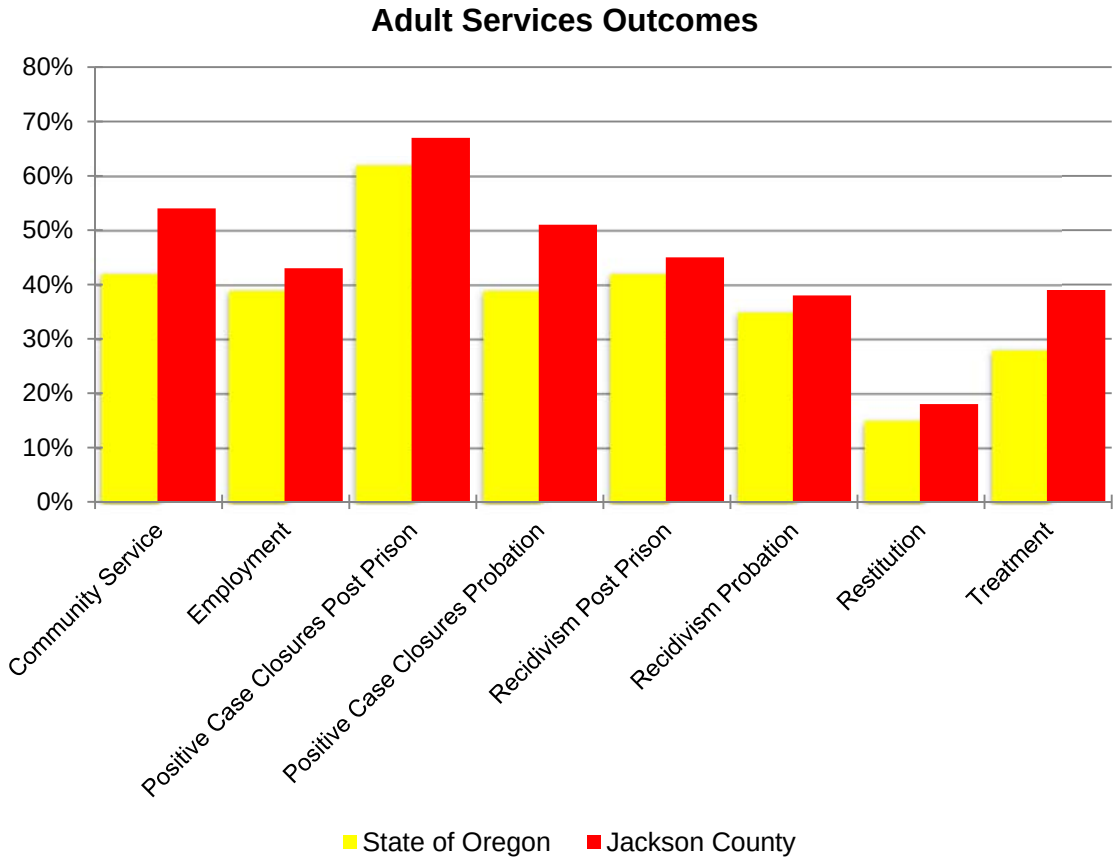
Major Issues and Service Level Accomplishments for Prior Year

- Juvenile services has begun assessing Federal reimbursement to enhance programming and case management to juvenile offenders. Continued efforts are being made to maximize this new variable funding stream.
- The Transition Center continued to be an integral part of the adult corrections system in Jackson County. In a collaborative role with the Sheriff's Office, the Department provided an alternative to forced jail releases while establishing an environment that provides evidence based approach to offender supervision and rehabilitation. The Transition Center was able to contract with for-profit entities this prior year and continues to provide contracted adult work services for County departments while simultaneously offering offenders training, education, and increased self-worth.
- Community Justice has continued to supervise sex offenders, domestic violence offenders, drug crimes, property crimes, and driving under the influence of intoxicants (DUII) cases by using evidence based supervision strategies and motivational interviewing while promoting positive offender change and enhancing public safety. In addition, Community Justice provides a viable alternative to jail incarceration by offering home detention, pre-trial, and community service placement.
- Over the past year, the Department provided "reach-in" services to all offenders being released to Jackson County from the Oregon Department of Corrections, juvenile detention, and jail custody. In addition, the Department received short term transitional leave offenders from the prisons which significantly helped reduce the prison population and allowed case planning to begin before inmates were released.
- 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 partners to provide services for offenders who exhibit multiple disorders and mental health issues. Collaboration resulted in more efficient delivery of services to inmates in the jail and Transition Center, better communication and assessment of risk, and improved functioning and stability for offenders with mental health issues. Parole and probation, along with the courts and partner agencies, successfully implemented a Mental Health Court to assist clients whose criminal behavior stems from issues with mental health.
- The Transition Center continued to work with jail staff to provide ongoing collaboration for offender accountability and rehabilitation through the movement of offenders from the jail to the Transition Center. In an attempt to further streamline this process and provide for increased efficiency within the system, the jail allowed Transition Center staff to work on-site to provide for increased efficiency in identifying and moving offenders to the Transition Center.

Benchmark

On a statewide comparison, the benchmarks for adult community corrections in Jackson County meet or exceed the State average on all comparisons with the exception of recidivism, where the Department is slightly above the State. This exception is arguably a sign that the local criminal justice system is performing well in its respective roles as local jurisdictions work together to track and hold offenders accountable. In addition, Jackson County continues to improve in getting clients exposed to treatment and with the improved economy many more

offenders are finding employment. Giving offenders the tools to deal with chemical addictions, addressing mental health issues, enhancing ways to find gainful employment, finding housing and changing patterns of criminal thinking will also reduce recidivism over time. The Department continues to make payment of fines, fees, and restitution a part of the case plan and a focus on supervision.



Community Justice Administration

Program Purpose

Community Justice Administration delivers 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. Community Justice Administration provides direction and administrative support, including budgeting, compliance, grants, contracts, personnel, and planning for all Community Justice programs. Community Justice Administration also works collaboratively with outside agencies to provide a framework of services for offenders within the community. 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; (9) Promote employee pride, high standards of performance, and productivity; (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 services listed below.

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, the Oregon Youth Authority, 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

In the year ahead, Community Justice Administration will continue to identify and explore additional funding options available to further support and/or enhance current programs and to develop and implement innovative evidence based programming and services. Ongoing collaboration with community partners will be prioritized to assess barriers within the community, while developing potential solutions that will further support the Department's clients while providing increased community safety measures.

Financial Condition

The Community Justice Administration Program receives the majority of funding from the Justice Reinvestment Initiative (49 percent). Other funding streams include the Community Corrections Act (CCA) (13 percent), fees (34 percent), and from interdepartmental transfers (4 percent). This Program does not receive any support from the County's General Fund.

Community Justice Administration

Program: 480105	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$795,045	$284,950	$314,427	$379,086
Fees & Other Service Charges	$0	$69,596	$67,516	$55,500	$54,500
All Other Resources	$0	$491	$725	$500	$500
Interfund Transfers	$0	$0	$17,837	$19,800	$19,800
Total	**$ 0**	**$865,132**	**$371,028**	**$390,227**	**$453,886**
EXPENDITURES					
Personnel Services	$0	$126,085	$123,197	$175,893	$140,363
Materials & Services	$0	-$25,563	$113,088	$134,848	$313,523
Capital Outlay	$0	$0	$9,900	$0	$0
Total	**$ 0**	**$100,522**	**$246,185**	**$310,741**	**$453,886**
Full-Time Equivalent	**0.00**	**1.74**	**1.87**	**1.70**	**1.70**

Adult Supervision and Programs

Program Purpose

The Adult Supervision and Programs endeavors to protect the community through the supervision and reformation of criminal offenders placed on probation, parole, or post-prison supervision with the goal of reducing future criminal conduct through rehabilitation. 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; (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; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Adult Supervision and Programs provide the services listed below.

Adult Offender Supervision

Strategic Objective: Increase positive case closure outcomes in probation and post-prison cases.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Positive case closures/probation	65%	52%	51%	55%	55%
Positive case closures for post-prison	85%	82%	80%	75%	75%

The Oregon Department of Corrections maintains a database that tracks a variety of information about offender behavior. This information is used to establish benchmarks that function as comparators with other agencies statewide. One of the areas tracked is if offenders have completed all the requirements of supervision in the past six months, and have no new convictions or technical violations. This is a fluid document that looks at cohorts of offenders who leave post prison and probation supervision. Because the cohorts differ in size, some statistical swings are expected.

In 2016, Jackson County will continue to utilize effective treatment practices and referrals, prioritize offender accountability and community reparations, and utilize supervision strategies that are shown to be evidence based. Also, staff will utilize new resources in mental health and addictions to identify and refer clients. Staff will strive to increase positive behavior change by administering techniques and programs designed to change offender thinking and beliefs with the goal to reduce criminal activity.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Offenders engaged in treatment	45%	36%	39%	42%	45%

With the implementation of the Affordable Care Act as well as the involvement of partner agencies, more offenders are eligible to have treatment costs covered. The Department has seen an increase in the past two years in offenders engaged in treatment and staff has implemented in programs available to the offender while incarcerated.

Current research in offender supervision is clear that in addition to swift and sure sanctions, offenders must be involved in evidence based treatment programs to reduce their probability of re-offending as well as dealing with addictive and destructive behavior. In Jackson County, evidence based assessments and treatment programs are used to provide treatment to those offenders who present with an alcohol or drug addiction. Currently, Jackson County is significantly above the statewide average for supervised medium and high risk offenders 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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Supervision fees collected	$430,973	$465,325	$460,225	$465,000	$470,000

Payment of court order financial obligations, such as restitution and supervision fees, is an important part of rehabilitation. Community Justice has focused efforts to improve fee collections and increase offender accountability for supervision costs. In 2016, Jackson County will continue to focus on offender accountability and increase outcomes by targeting the supervised offenders who have demonstrated the ability to pay their fines and fees.

Home Detention

Strategic Objective: Increase the number of offenders served in home detention which will allow them to continue employment within the community.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Offenders served by the home detention program	310	232	291	350	350

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. In the past few years home detention numbers have declined, but it seems to be

trending upward as it still remains a viable option for incarcerated individuals who want to retain employment and complete their jail sanction. The average jail sentence for clients this year on home detention has been over 30 days.

Restitution

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

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Restitution collected	5%	13%	21%	24%	25%

Jackson County identifies the collection of restitution and reparation to victims as a significant part of supervision and offender accountability. Jackson County supervision practices continue to improve and focus on restitution collections.

Significant Issues in the Year Ahead

In the next year, the Community Justice Department will focus supervision efforts on high and medium risk offenders in the community by continuing to use risk tools that predict recidivism and respond to those offenders with appropriate treatment and intervention. Current evidence based practices and programs will continue to be used to lower recidivism rates, increase positive case closures, increase restitution collection for victims of criminal acts, and improve outcomes by engaging offenders in mental health and addictions treatment.

The Department will continue to focus on the outcomes involved with House Bill (HB) 3194. This bill brought about multi-faceted changes to the way probation conducts business by focusing on the ultimate goal of reducing the prison population. The Department will continue to work with the Department of Corrections, the District Attorney, and the courts to implement these changes in an effective and streamlined manner. Staff efforts this year showed great success in dealing with short term transitional leave offenders, exhausting all treatment and community resources before revoking offenders to prison, and utilizing the treatment courts to work with high risk offenders.

Community Justice will continue to focus and provide services for criminal offenders who also have mental health and dual diagnosis issues. Grant funding will be utilized to identify and refer these offenders to appropriate mental health treatment from both supervision and while incarcerated. The Department has enhanced communication between agencies, educated staff and probation officers on mental health issues, and provided offender support groups as well as screening and assistance for criminal offenders who have presented mental health issues. This collaboration and intervention is continuing to improve services to this population.

The Department continues to see positive results in regard to reach-in programs which offer services and structure to those inmates released to the community from prison. In 2016, Jackson County will continue to house and supervise inmates releasing early through short term transitional leave. Success in this area has improved statewide outcomes and has been one of the most successful programs to target the prison population. Local resources will be utilized to re-integrate offenders into the community, assess treatment needs, and utilize community resources, while always cognizant of community safety and victim needs. The goal and vision of these efforts is to increase the success of transition by reducing future criminal recidivism by matching offender needs with available resources.

Adult Supervision and Programs

With the adoption of the statewide Justice Reinvestment Initiative, counties were awarded funding originally slated to cover prison costs that were reduced due to county programs which were successful in reducing overall prison numbers. In Jackson County, this funding has been used to open jail diversion programs to provide addictions treatment to those incarcerated in the jail and Transition Center. The Department is in development to further increase treatment options at the Transition Center; create a resource hub in the Community Justice Office to provide housing, employment, education, and other tools to offenders while on supervision; and to enhance pretrial release efforts that identify risk and provide information to the courts and jail. With these enhanced supervision resources, staff hopes to increase offender success while on supervision, reduce recidivism, and give opportunities for successful integration into the community.

In 2016, Jackson County Community Justice received a grant from the State to focus supervision on high risk offenders. In collaboration with treatment, human services, child welfare, and the courts, along with intensive supervision strategies, staff will endeavor to increase positive change, unification of the family, and reduce the number of these clients who go to prison.

Financial Condition

Adult Supervision and Programs receive the majority of funding from the Community Corrections Act (CCA) and other Department of Corrections programs (60 percent). Other funding streams include fees (15 percent), the Justice Reinvestment Initiative and other grants (13 percent), and from interdepartmental transfers (4 percent). The remaining 8 percent is from the County's General Fund.

Program: 480101	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$3,380,733	$3,332,008	$3,145,206	$3,855,851	$4,145,767
Fees & Other Service Charges	$976,539	$887,612	$870,439	$837,200	$876,200
All Other Resources	$2,074	$140	$46	$0	$0
Interfund Transfers	$17,605	$0	$17,332	$181,486	$244,008
Total	**$4,376,951**	**$4,219,760**	**$4,033,023**	**$4,874,537**	**$5,265,975**
EXPENDITURES					
Personnel Services	$3,633,771	$3,394,665	$3,617,807	$4,060,586	$4,365,339
Materials & Services	$1,194,719	$948,883	$1,012,252	$1,196,201	$1,349,113
Total	**$4,828,490**	**$4,343,548**	**$4,630,059**	**$5,256,787**	**$5,714,452**
Full-Time Equivalent	**42.06**	**38.43**	**40.97**	**40.47**	**45.47**

Juvenile Services

Program Purpose

The Juvenile Services Program provides community safety and juvenile offender rehabilitation. 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; (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 Juvenile Services Program provides the services listed below.

Assessment, Supervision, and Treatment

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

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Juveniles who do not re-offend	73%	72%	n/a*	72%	73%

*Data not available.

As a measure of public safety, recidivism is defined as a new criminal referral from law enforcement to juvenile services within a 12 month period. 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 to re-offend for juveniles at the time of probation closure.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Reduction in risk level of juveniles at time of probation closure	87%	82%	86%	84%	85%

Continued efforts and reallocation of resources are being made to address the individualized needs of youth more effectively. Through learning new pro-social skills and activities, juvenile offenders can leave supervision at a lower risk to re-offend.

Community Service

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

Juvenile Services

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Community service hours completed by juvenile offenders	4,126	3,500	3,158	4,000	4,500
Average number of community service hours completed per juvenile offender	25	20	20	20	20

State statute requires the development of 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. Age, maturity level, and risk to re-offend determine the number of community service hours assigned to juveniles. Community non-profit placement sites, a general work crew, and a graffiti cleanup crew have been developed to provide juvenile offenders the opportunity to complete this obligation.

Significant Issues in the Year Ahead

Juvenile Services has three initiatives moving forward into the new fiscal year: 1) formal review of probation services; 2) mental health data collection and needs for youth placed on probation and in detention; and 3) youth that cross over between child welfare and mental health to Juvenile Services. These initiatives will be used to guide decision making and services to youth and families that will best utilize the resources of the Department.

Access of Federal Title IV-E funds for youth placed on probation and in the Cognitive Behavioral Training (CBT) residential program has resulted in lower than expected revenue. Continued work with a contracted professional service provider and the Department of Human Services to better meet Title IV-E requirements will occur to maximize revenue for this funding stream.

Financial Condition

The Juvenile Services Program receives 76 percent of its funding from the County's General Fund and the remaining 24 percent from other sources.

Program: 480109	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$993,965	$1,035,320	$1,254,537	$1,343,642	$1,316,496
Fees & Other Service Charges	$219,084	$235,789	$246,534	$213,427	$67,500
All Other Resources	$895	$47	$2,410	$500	$521
Total	**$1,213,944**	**$1,271,156**	**$1,503,481**	**$1,557,569**	**$1,384,517**
EXPENDITURES					
Personnel Services	$3,745,865	$3,686,611	$3,760,124	$4,162,419	$4,178,988
Materials & Services	$1,362,776	$1,445,411	$1,711,173	$1,820,820	$1,672,342
Interfund Transfers	$0	$0	$29,950	$0	$0
Total	**$5,108,641**	**$5,132,022**	**$5,501,247**	**$5,983,239**	**$5,851,330**
Full-Time Equivalent	**49.89**	**48.06**	**48.54**	**49.04**	**48.54**

Transition Center

Program Purpose

The Transition Center Program provides offenders with treatment and employer services in a safe, structured correctional living environment. The Program protects the community by holding offenders accountable for their behavior while providing an opportunity to give back to the community through supervised work service. In addition to services for sanctioned clients, the Transition Center offers a structured living environment for offenders transitioning into the community from jail and prison. The Program is structured to transfer a portion of the financial burden of the incarceration from the taxpayer to the offender through work service and subsistence fees. 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; (5) Work to enhance the natural and man-made attractiveness of the area; (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 Transition Center Program provides the services listed below.

Alternative to Incarceration

Strategic Objective: Provide an alternative correctional service for offenders sentenced or sanctioned in Jackson County.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Offenders who complete the program without absconding or returning to jail	93.6%	85.0%	87.7%	90.0%	90.0%

The Transition Center offers a cost-effective means to hold offenders accountable, while at the same time addressing the causes of criminal behavior and reducing the risk of future criminal behavior. Sentenced or sanctioned clients in Jackson County have the opportunity to serve their time in the Transition Center, thereby relieving pressure on the jail for bed space. These offenders serve their time while performing labor on supervised work crews in Jackson County and participating in programs such as substance abuse treatment, mental health services, and employment readiness/job skills courses.

The Transition Center is on pace to provide employment services to over 1,200 clients in fiscal year 2015-2016. Offerings include preparation for, and completion of, the National Career Readiness Certificate, attainment of an Oregon Food Handler's Card, resume/job search workshops, and individual job search assistance.

Work Restitution (Work Crews)

Strategic Objective: Provide work in the County's community parks, along highways, and in forests under staff supervision and guidance. Contribute to offenders' preparedness for work. Offset the cost of providing correctional services by creating offender-generated revenue.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Revenue earned by crews dispatched into the community	$864,282	$861,533	$940,489	$680,000	$680,000

The work restitution program enables offenders to repay a portion of their debt to society by improving the quality of life in our community. Work assignments expose offenders to good work habits, valuable skill building, teamwork, and a realistic understanding of employer expectations, all of which contribute to their success. The work crew program partners with Federal and State agencies, other County departments, municipalities, and non-profits to make economically viable and tangible contributions throughout Jackson County.

Wildland Firefighter Certification training is available to offenders through a partnership with Rogue Community College. Crews may be dispatched to support firefighting efforts within Jackson County. The drop in projected work crew revenue reflects the discontinuation of the Federal fire prevention funding, and the anomalous additional revenue received from fire crews in fiscal year 2014-2015.

Transitional Housing

Strategic Objective: Offer housing for offenders transitioning to this community from prison, and homeless offenders. Provide the ability for offenders to seek permanent housing options within the community while under staff supervision. Deliver specific programming and support based on individual needs, such as employment assistance and substance abuse treatment, during the transition from incarceration back into the community to reduce the risk of recidivism.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Offenders successfully transitioning to community housing	48.7%	55.8%	53.5%	55.0%	55.0%

Some of the most challenging aspects of transition are also risk factors for recidivism: employment, housing, and the availability of programs all contribute to an offender's chances for success. The number of offenders transitioning to the community has been steadily increasing over the past three years. The increase in the number of people served has occurred as success rates have improved and through collaboration with the State Department of Corrections to provide community placements for inmates participating in the Short Term Transitional Leave (STTL) program. Transitional housing directly increases the safety of Jackson County as offenders are provided with structure, stability, and accountability where, in other counties, they would be homeless.

Significant Issues in the Year Ahead

Using Justice Reinvestment Initiative funds, the new Transitional Care Program will provide offenders in the program with housing, over 16 hours of alcohol and drug treatment classes per week, and 6 to 12 hours of employment skills classes and directed job searches. This program will utilize evidence based curriculum and treatment services consistent with the Jail Treatment Pod and existing outpatient treatment. Potential participants will be identified through risk assessment as having a medium/high risk of recidivism. Upon securing employment, participants will continue to receive treatment services and case management support to assist them with obtaining sustainable housing.

Transition Center

Federal Re-Entry Court is a post-incarceration, cooperative effort blending treatment and sanction alternatives to address re-integration into the community for non-violent, substance-abusing offenders released from Federal prison. Case Managers develop an Individualized Program Plan for each offender, which includes incentives for successful program completion. The Transition Center will be a key partner in this innovative partnership between local, State and Federal jurisdictions to provide more effective community safety.

Jackson County is been uniquely positioned to participate in the STTL program in collaboration with the State Department of Corrections. The County has been able to accept all referrals to the STTL program without utilizing jail beds due to residential and transition support services available at the Transition Center. Initial studies show that offenders participating in the STTL program have reduced reliance on State prison beds while more successfully transitioning into this community.

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 of funding from the Community Corrections Act (CCA) and other Oregon Department of Corrections' programs (42 percent); other funding streams include contracts completed by the clientele (18 percent), fees (12 percent), and the Justice Reinvestment Initiative and other grants (10 percent). The remaining 18 percent is from the County's General Fund.

Program: 480104	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$1,700,001	$2,552,979	$2,441,569	$2,593,722	$3,117,915
Fees & Other Service Charges	$1,415,941	$837,906	$751,317	$485,300	$483,800
All Other Resources	$1,581	$577	$1,223	$2,000	$1,017
Interfund Transfers	$0	$347,336	$287,763	$280,000	$280,000
Total	**$3,117,523**	**$3,738,798**	**$3,481,872**	**$3,361,022**	**$3,882,732**
EXPENDITURES					
Personnel Services	$2,826,022	$2,593,431	$2,636,961	$2,964,024	$3,300,909
Materials & Services	$1,442,135	$1,424,436	$1,282,743	$1,315,556	$1,539,404
Total	**$4,268,157**	**$4,017,867**	**$3,919,704**	**$4,279,580**	**$4,840,313**
Full-Time Equivalent	**39.80**	**35.77**	**36.62**	**35.79**	**40.79**

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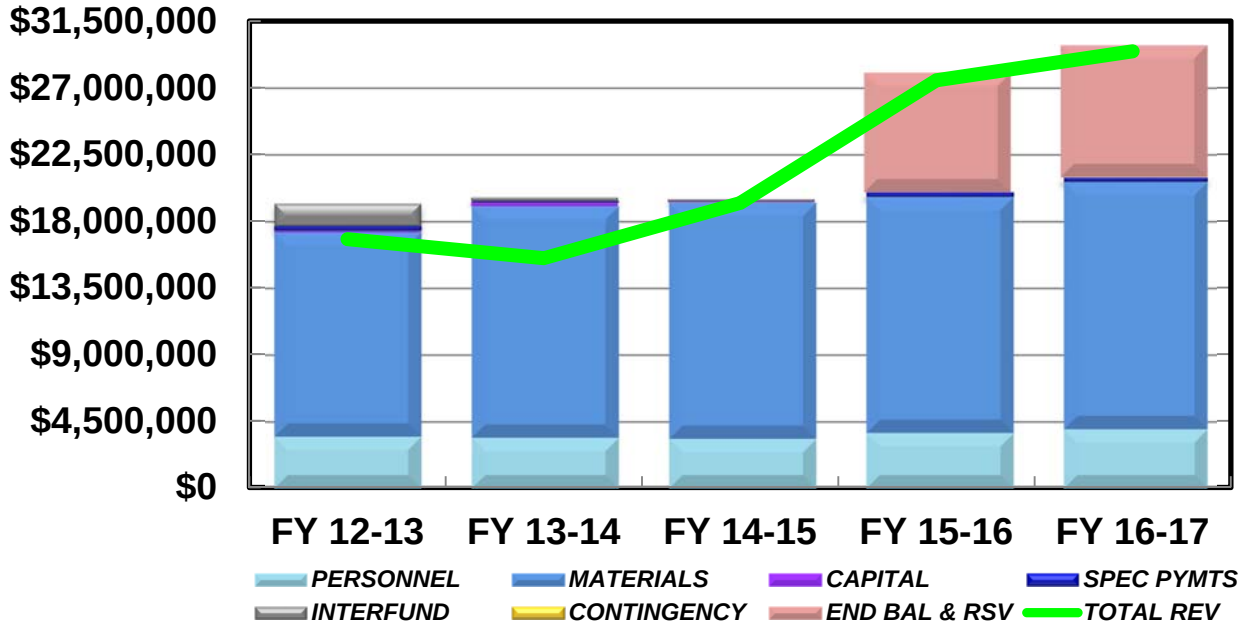
COUNTY ADMINISTRATION

2012-2013 TO 2016-2017

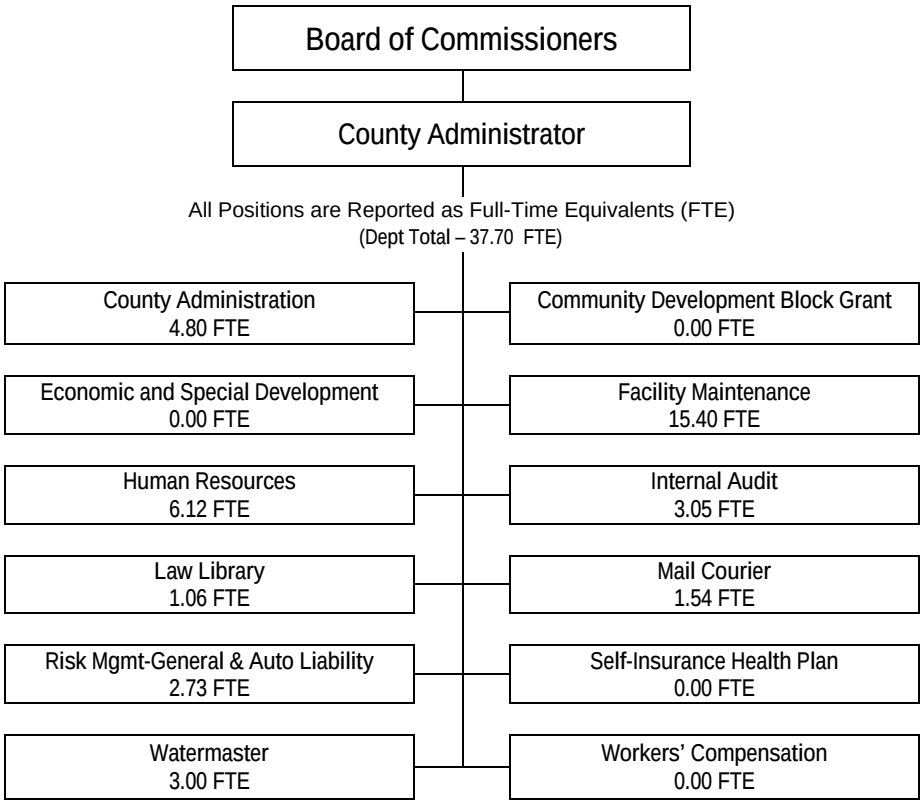


	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted
PERSONNEL	$3,482,138	$3,407,806	$3,325,606	$3,727,627	$3,981,554
MATERIALS	$13,777,229	$15,608,861	$15,949,188	$15,927,674	$16,670,730
CAPITAL	$115,678	$262,058	$60,007	$0	$0
SPEC PYMTS	$311,119	$97,234	$6,654	$310,000	$310,550
INTERFUND	$1,527,006	$244,561	$164,695	$0	$0
CONTINGENCY	$0	$0	$0	$0	$25,000
END BAL & RSV	$0	$0	$0	$8,074,325	$8,886,626
TOTAL EXP	$19,213,170	$19,620,520	$19,506,150	$28,039,626	$29,874,460
TOTAL REV	$16,770,476	$15,486,863	$19,209,258	$27,502,936	$29,461,276
FTEs	39.85	37.85	36.93	35.70	37.70

In FY 16-17 the increase in personnel of 2.00 FTEs is due to a 1.00 FTE contract-funded position in the Watermaster's Office and 1.00 FTE in Human Resources to provide additional services to County departments. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between "Actual" and "Adopted" Budgeted Numbers located on page 19 of this document.

COUNTY ADMINISTRATION

Organization Chart



Department Summary

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

Major Issues and Service Level Goals for Fiscal Year 2016-2017

- Fiscal year 2015-2016 was the final year of Oregon and California Railroad Lands (O&C) and Federal forest land payments under Public Law 114-10; and, at this point, there will be no more reauthorizations granted. Jackson County, along with other members of the Association of O&C Counties, will be filing a law suit in an attempt to enforce the O&C Act.
- Internal Audit will continue to provide audit and consulting services that assist County management through the provision of evaluations and recommendations concerning risk management, internal control, compliance and operating efficiency and effectiveness. Additionally, Internal Audit will continue to provide training and other advisory services that contribute to the overall management of County operations.

- The Facility Maintenance Program maintains 88 facilities with a maintenance staff of 11 while providing training for staff to remain up-to-date on current technology and safety issues. Outside maintenance service costs have risen 30 percent over the past year and Facility Maintenance staff will attempt to perform more services in-house to reduce the burden on the budget that may be incurred by the cost increase.
- Jackson County's water resources will continue to be a significant issue in the year ahead. Low water conditions will cause increased regulation and monitoring of the use of water throughout the County. The recent Klamath Basin adjudication will be closely monitored to minimize impacts to the County's water users.
- The Watermaster's Office will continue to participate in the Water for Irrigation, Stream and Economy (WISE) Project promoting sustainable water supplies for future use. The recent passing of Measure 91, allowing commercial marijuana production, will greatly increase the workload of the Watermaster's Office due to an increase in the number of complaints, new water right requests, and water right researches.
- The Watermaster's Office is pursuing funding from other sources to increase the County's stream gauging network and service level and to continue the operation and maintenance of the gauging station network.
- The U.S. Department of Labor (DOL) is scheduled to release what should be final guidance following their Notice of Proposed Rulemaking: Overtime. A presidential memorandum directed the DOL to update regulations defining white collar workers protected by the Fair Labor Standards Act. The final rule is expected to be announced as early as July 2016. Also, a Federal sick leave law for Federal contractors will go into effect in January 2017 and may potentially be applicable to the County.
- The Affordable Care Act anticipates further employer related compliance cost-drivers that will significantly impact the County. The Human Resources/Risk Management Office anticipates dedicating additional personnel and administrative resources associated with comprehensive reporting, disclosure, and notification required by law.

Major Issues and Service Level Accomplishments for Prior Year

- Internal Audit completed audits of Assessment, Community Justice Transition Center, Human Resources application and application review, the District Attorney's legal assistant work flow, Airport Passenger Facility Charges, and compliance with the Federal Office of Management and Budget Circular A-133 requirements. The Internal Audit Program also provided assistance to the County's external auditor in completing the required annual financial statement audit; provided trainings to County employees on topics including fraud, employee performance tracking, and other topics; and provided other technical assistance.
- Facility Maintenance completed a remodel of the Health and Human Services' (HHS) facility locations on East Main Street in Medford. HHS will be re-occupying the building at 1005 East Main Street, Health A. The HHS buildings B, C, D, and E have been sold and will no longer be maintained by the County.
- The new buildings for the District Attorney's Office and the Jackson County Justice Court will be complete and ready for occupation at the close of fiscal year 2015-2016.
- Due to drought conditions, there was an increase in regulation and monitoring of use of water by the Watermaster's Office. Also, as a result of the Klamath Basin adjudication, monitoring of the volume of water being diverted to the Klamath Basin was increased to minimize any impacts on diversions to the Rogue Basin.
- The Watermaster's Office replaced the loss of Title III funding by expanding its gauging station network and associated service contracts so that current levels of service could be maintained.
- During fiscal year 2015-2016 there were key employment laws requiring extensive professional work as well as policy revisions. Oregon's Sick Time Law became effective January 1, 2016, and compliance with the provisions was completed, which included policy revision, tracking, and informational sessions. Also addressed was the Affordable Care Act requirement that employers provide tax documents to employees following the end of the calendar year.
- A partnership was procured with two local employers for the shared use of the Jackson County Wellness Center. The shared use of the clinic will further offset the increasing health care costs to the Self-Insurance Health Plan. The additional partnerships also afforded an expansion to the clinic's hours of operation and increased employee utilization.
- Awarded the Government Finance Officers Association's prestigious "distinguished budget presentation" award for fiscal year 2015-2016 and the distinguished financial reporting award for fiscal year 2014-2015.

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 12 of the County goals.

Program Information

The County Administration Program provides the services listed below.

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.

County Administration

Financial Condition

County Administration is a Central Services program that is funded by chargebacks to other funds. About 36.5 percent of those chargebacks are to the County's General Fund departments.

Program: 080101	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$5,010	$0	$0	$0	$0
Fees & Other Service Charges	$1,046	$8,268	$3,464	$1,100	$2,100
Interfund Transfers	$804,737	$864,355	$817,493	$961,480	$973,388
Total	**$810,793**	**$872,623**	**$820,957**	**$962,580**	**$975,488**
EXPENDITURES					
Personnel Services	$771,970	$810,209	$810,389	$887,882	$906,706
Materials & Services	$46,687	$44,556	$48,294	$74,698	$68,782
Total	**$818,657**	**$854,765**	**$858,683**	**$962,580**	**$975,488**
Full-Time Equivalent	**4.85**	**4.85**	**4.91**	**4.90**	**4.80**

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; (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; (4) Strengthen cooperation between public agencies; and (5) Work to enhance the natural and man-made attractiveness of the area.

Program Information

The Community Development Block Grant Program provides the services listed below.

Enable Project Sub-grantees 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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Active CDBG grants	1	1	0	1	1
Change in housing rehabilitation waiting list	-30%	-70%	100%	-25%	-50%
Low/moderate income homeowners receiving zero interest loan	14	5	0	5	10
Total project homeowner loans completed	74%	100%	0%	25%	100%
Rehabilitation projects completed	17	2	0	5	10
Total grant rehabilitation projects completed	89%	100%	0%	25%	100%

The 100 percent increase in the housing rehabilitation waiting list during fiscal year 2014-2015 represents the year the waiting list was reopened to apply for a new rehabilitation grant. The most recent Community Development Block Grant application was submitted during the third quarter of 2015 and the grant was awarded to the County in December 2015. Housing rehabilitation projects are expected to begin during the summer of 2016.

House CDBG Pass-Through Dollars According to State Standards

Strategic Objective: Manage CDBG payments in accordance with State standards.

Community Development Block Grant

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Grant monitoring findings cleared	100%	100%	100%	100%	100%
Requests for payments processed within five days of receipt of State funds	100%	100%	100%	90%	90%

County Administration serves as the grant administrator for housing and economic-related CDBG funds awarded to Jackson County. Subrecipients are required to expend their own funds, then seek reimbursement from the State through the County. Maintaining quick turnaround of subrecipient reimbursements and clearing monitoring findings is a high priority for the County to continue working with non-profits and receiving CDBG dollars.

Significant Issues in the Year Ahead

The new grant will provide $300,000 in zero-interest loans to approximately 15 low and moderate income homeowners in need of vital housing rehabilitation during the two year grant period. From the initial application to final grant closeout, current Community Development Block Grants average a three year cycle. In the years ahead, the County will continue to participate in, and apply for, housing rehabilitation programs for low and moderate income citizens.

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	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$311,119	$97,234	$6,954	$310,000	$310,000
Total	**$311,119**	**$97,234**	**$6,954**	**$310,000**	**$310,000**
EXPENDITURES					
Materials & Services	$0	$0	$300	$0	$0
Special Payments	$311,119	$97,234	$6,654	$310,000	$310,000
Total	**$311,119**	**$97,234**	**$6,954**	**$310,000**	**$310,000**
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: (a) to attract, retain, and expand industries that provide a broad range of employment opportunities; (b) to sponsor contributions to programs not operated by the County which provide economic development, cultural awareness, education, and agricultural development; and (c) 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: (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; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Economic and Special Development Program provides the services listed below.

Support Regional Partnerships in Jackson County

Strategic Objective: Provide support to regional partnerships in Jackson County which provide economic development, cultural awareness, natural resources education, and agricultural development.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Total contributions made according to adopted budget	117%	102%	52%*	70%	90%

*Due to the new taxing district, beginning with fiscal year 2014-2015 a financial contribution is no longer made to the Southern Oregon Research and Extension Center (SOREC).

For fiscal year 2016-2017, the County will continue to contribute $26,318 to the Rogue Valley Council of Governments (RVCOG). Of that amount, $20,505 will be contributed to assist RVCOG in providing overall coordinated services that benefit 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. The remaining $6,318 will be 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.

The County will 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. Also provided to SOREDI will be $150,000 in grant funds. This is the final year of a three year grant for SOREDI to perform business recruitment services and provide support for new entrepreneurial business development by assisting entrepreneurs in achieving essential capitalization requirements and marketplace launch as well as supporting the early stage sustained viability of business.

Provide Administration for Taylor Grazing Fees

Strategic Objective: Manage Taylor Grazing fees for land improvements according to State law.

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.

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

Strategic Objective: Provide staff support for the Economic and Special Development Program, particularly the administrative portions of the Community Development Block Grant Program, and participation in regional housing decisions.

Provide $27,009 in overhead, staff support, and miscellaneous costs associated with the administrative portions of the Community Development Block Grant Program in accordance with State and Federal standards. County Administration expenses associated with the CDBG Program are not reimbursable by the United States Department of Housing and Urban Development (HUD). Jackson County will continue to participate in regional housing decisions through participation in the Fair Housing Advisory Committee by applying for housing rehabilitation grants and working with Affordable Housing Solutions 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.

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. The County's continued support of the regional partnerships is dependent upon financial resources being available in future years.

Financial Condition

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. This Program is funded 99.8 percent by the County's General Fund.

Program: 080302	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$0	$0	$0	$550
Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 550**
EXPENDITURES					
Materials & Services	$390,752	$298,466	$488,129	$381,067	$251,336
Special Payments	$0	$0	$0	$0	$550
Total	**$390,752**	**$298,466**	**$488,129**	**$381,067**	**$251,886**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Facility Maintenance

Program Purpose

The purpose of the Facility Maintenance Program is to maintain the County buildings in order to preserve their integrity and provide comfortable, functional, and safe facilities for the public and employees. The Facility Maintenance Program is responsible for maintaining all County facilities and for making improvements for departments as approved by the Budget Committee. The Facility Maintenance Program is helping to meet County 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; (5) Work to enhance the natural and man-made attractiveness of the area; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Facility Maintenance Program provides the services listed below.

Building Maintenance

Strategic Objective: Maintain all County facilities (maintaining approximately 1,635,184 square feet of buildings) to preserve the integrity of the buildings and maintain a safe, comfortable environment for customers and staff. This will be achieved through performing preventive maintenance, five-year projects, capital projects, and maintenance tasks on schedule.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Annual square footage costs	$2.19	$2.32	$2.26	$2.11	$2.08

Two new facilities have been added to the group of buildings maintained by Facility Maintenance: the Jackson County Justice Court in Central Point and the new District Attorney's Office in Medford. The existing District Attorney Buildings 715, 717, and 721 will be demolished when the construction for the new facility is complete and operational. Health and Human Services' Buildings B, C, D, and E on East Main Street in Medford were sold in the 2015-2016 budget year. The modification to the total square footage of County facilities will be minimal and should not dramatically affect the budget. 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.

The County contracts with an architectural firm to ensure that projects are designed to meet building codes, Oregon State law, and County ordinances. The firm is instructed to include energy and environmentally efficient methods and materials in the project design, if practical and affordable.

The affected department, architects, and contractors work together and have regular meetings to ensure the projects are completed in accordance with the building specifications and drawings. The Facility Maintenance Project Manager oversees the project from inception to completion; including design, bid, budget approval, contract, construction oversight, review and approval of change requests and change orders, completion of project, and close out of contracts and project tracking documents. Tracking sheets are maintained for the

contractual obligations of each project and to ensure compliance with County purchasing policies and the approved budget.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Total buildings cleaned	36	35	36	26	28
Buildings receiving service five times per week	69%	62%	65%	62%	64%
Buildings receiving service four times per week	0%	6%	3%	0%	0%
Buildings receiving service three times per week	9%	6%	6%	11%	12%
Buildings receiving service two times per week	13%	13%	13%	8%	8%
Buildings receiving service one time per week	9%	13%	13%	19%	16%

Facility Maintenance manages 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, the current contractor employs developmentally disabled employees giving them meaningful work and the County is receiving better cleaning services.

Safety

Strategic Objective: Provide administrative support and assist the County Safety Committee and the Human Resources/Risk Management Office to ensure the departments comply with the County's safety program. Provide information to all County departments on safety matters, updates to Occupational Safety and Health Administration (OSHA) regulation changes, and assist with the administration of the Safety Data Sheets (SDS) program.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Training hours per employee	24	24	24	24	24

Safety programs within the Facility Maintenance Program are managed in order to reduce the chance of accidents countywide through training of employees to make them more aware of safety hazards throughout all County buildings. 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.

Facility Maintenance

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. This Program also focuses on smaller projects designed to increase the longevity of the County's existing buildings, thereby directing the attention to roofing, painting, and upgrading existing systems.

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

Financial Condition

The Facility Maintenance Program is funded by chargebacks to departments, of which 82.6 percent is received from the County's General Fund departments.

Program: 080103	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$73,253	$81,748	$67,195	$518,309	$526,567
Fees & Other Service Charges	$4,352	$3,849	$4,228	$0	$0
All Other Resources	$2,089	$19	$0	$0	$0
Interfund Transfers	$3,198,925	$3,269,033	$3,045,358	$2,995,191	$3,008,747
Total	**$3,278,619**	**$3,354,649**	**$3,116,781**	**$3,513,500**	**$3,535,314**
EXPENDITURES					
Personnel Services	$1,129,484	$1,040,084	$1,043,723	$1,223,927	$1,296,932
Materials & Services	$1,952,970	$2,147,166	$2,039,086	$2,289,573	$2,238,382
Capital Outlay	$74,080	$217,077	$19,727	$0	$0
Interfund Transfers	$27,006	$0	$0	$0	$0
Total	**$3,183,540**	**$3,404,327**	**$3,102,536**	**$3,513,500**	**$3,535,314**
Full-Time Equivalent	**15.40**	**15.40**	**15.45**	**15.40**	**15.40**

Human Resources

Program Purpose

The Human Resources Program collaborates with all County departments and their employees to assist them in achieving their strategic goals. This Program accomplishes this by: providing value added consultation and advice; preparing the County's current workforce and aligning the people around a common set of goals; positively encouraging the Human Resources Program's internal and external customers while living the Program's core values; and recruiting, hiring, and retaining a workforce committed to the highest standards of public service. The Program's core values are: integrity, service oriented, respect, dedicated, ethical, and excellence.

The Human Resources Program also provides services to support all County operations by ensuring equitable treatment of employees in accordance with labor contracts, State and Federal law, and County ordinances and policies. The Program protects the County's interest in applying its considerable expertise in employment law and best employment practices through a centralized service delivery model I support of both human and physical resources. Additionally, the Human Resources Program is integrated with the County's Risk Management-General and Auto Liability Program by managing the level of risk to people, equipment, and property. The Program is helping 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; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Human Resources (HR) Program provides the services listed below.

Employee Recruitment, Selection, Evaluation, and Retention

Strategic Objective: To enhance training content and opportunities so that all employees can learn and grow throughout their career with the County.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Average number of countywide training hours per employee	6.7	6.5	4.8	4.8	5.0

The HR Program has surveyed employees to determine topics of interest. Relevant new courses will be announced and measured to encourage the development of the required knowledge, skills, and abilities for current and future positions within in the County.

Employee Turnover Rate

Strategic Objective: To advance a positive organizational culture that allows for employees to be actively engaged in the advancement of County goals and objectives in the provision of quality services to members of the community.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Average number of years of service for those retiring from the County	18.6	20.8	17.4	19.5	20.5
Average number of years of service for those employees who voluntarily leave the County	5.5	5.3	4.4	4.0	3.7

The performance metric replaces the previous turnover rate measure by reporting the length of time employees continue County service before retiring or voluntarily separating. Greater emphasis will be placed on making good hiring decisions and planning for longer term workforce sustainability. This new measure is designed to change the focus from reporting losses to the development of stronger retention strategies.

Significant Issues in the Year Ahead

Legal compliance issues will continue to require Human Resources/Risk Management resources. The next steps for complying with the Affordable Care Act require close coordination with payroll, Information Technology, and the County's third party insurance brokers. The State of Oregon's Sick Time Law, effective January 1, 2016, requires the County to implement and provide sick time policies and paid time off for its extra help employees. During the latter part of 2016, the Department of Labor (DOL) is expected to release its final rule under which workers are eligible for overtime; the Fair Labor Standards Act (FLSA) is the controlling law. A significant amount of staff time and the potential use of an outside consultant may be needed to come into compliance with this change. The classification work will be performed by an additional 1.00 full-time equivalent (FTE).

Classification/Compensation plan maintenance will be undertaken on a more systematic basis. A more methodical approach will be taken to ensure employees are properly classified and the County's ability to recruit and retain employees is sensitive to the external market pressure we are experiencing in selected job classifications.

During the next fiscal year, the HR Program will pilot the use of "passive candidate" recruiting in order to tap into this unreached labor market. The Program is striving to improve the quality of its applicants, especially in hard to fill positions. A business social networking site will be the provider and the HR Program will use existing resources to offer this new level of service.

Human Resources will be offering new training courses based on the employee survey results. A key focus will be the offering of the leadership training and the opportunity for employees to create an individual development plan (IDP).

Staff in the Human Resources/Risk Management Office will be pursuing national certification during this next fiscal year. The Society for Human Resource Management (SHRM) and International Public Management Association for Human Resources (IPMA-HR) offer several levels of professional certification. The goal is to ensure the possession of a core set of competencies relating to the human resource practice area.

Financial Condition

Revenue for the Human Resources Program is generated from interdepartmental chargebacks, of which approximately 51 percent come from the County's General Fund departments.

Human Resources

Program: 080104	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Fees & Other Service Charges	$8,727	$1,587	$2,362	$0	$0
All Other Resources	-$541	$0	$0	$0	$0
Interfund Transfers	$814,355	$545,472	$544,055	$712,136	$850,478
Total	**$822,541**	**$547,059**	**$546,417**	**$712,136**	**$850,478**
EXPENDITURES					
Personnel Services	$495,282	$498,003	$468,943	$583,819	$662,662
Materials & Services	$149,660	$104,838	$116,619	$128,317	$187,816
Total	**$644,942**	**$602,841**	**$585,562**	**$712,136**	**$850,478**
Full-Time Equivalent	**6.17**	**5.42**	**5.33**	**5.27**	**6.12**

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: (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; (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 services listed below.

Audits, Advice, and Collaboration

Strategic Objective: Serve as collaborative resource to County departments by providing independent and objective audits, analysis, and information that aids decision-makers in the overall management of County resources and operations and provides for public accountability and transparency.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Departments audited and/or collaborated with on medium to large projects	30%	35%	50%	44%	45%

Internal Audit performed both audits of countywide processes and individual programs. Audits of countywide processes resulted in the identification of opportunities to strengthen internal controls. Audits of specific departments and programs identified opportunities to streamline processes and improve accountability. Other projects were performed to verify compliance with State and Federal regulations.

Training

Strategic Objective: Increase awareness among County personnel of the importance of implementing management controls, performance measurement systems, and related tools/techniques in order to strengthen the management capabilities of County staff.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Individuals attending trainings conducted by the audit team	n/a*	83	148	150	150

*Data not available.

Internal Audit

Internal Audit provides training on a variety of topics related to fraud prevention, data tracking and analysis, management control structures, compliance, and preparation for State and Federal audits.

External Audit Contract Monitoring and Coordination

Strategic Objective: Contain audit costs by closely monitoring the external audit contract, coordinating Internal Audit's work with the external auditors, and providing Internal Audit services in a cost efficient manner.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Maintain stability of audit costs relative to County expenditures	.18%	.19%	.20%	.20%	.20%

Internal Audit solicits bids, negotiates, and contracts with outside Certified Public Accountants for the completion of the required annual external financial audit. Internal Audit also manages its own costs to achieve the strategic outcome of providing cost efficient services.

Significant Issues in the Year Ahead

The County is required by State statute to have an external financial audit conducted annually. The current contract will expire in one year and the County will be required to rebid the contract. This may result in an increased expense to the Internal Audit Program.

Financial Condition

The Internal Audit Program experiences standard inflationary increases but expects no operational or external changes that would have a financial impact on Program operations. The Program's budget is funded from interdepartmental chargebacks, of which approximately 60 percent is received from the County's General Fund.

Program: 080102	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Interfund Transfers	$445,103	$472,842	$423,424	$535,323	$543,359
Total	**$445,103**	**$472,842**	**$423,424**	**$535,323**	**$543,359**
EXPENDITURES					
Personnel Services	$326,130	$352,161	$375,227	$401,164	$415,346
Materials & Services	$108,334	$90,349	$94,914	$134,159	$128,013
Total	**$434,464**	**$442,510**	**$470,141**	**$535,323**	**$543,359**
Full-Time Equivalent	**3.05**	**3.05**	**3.05**	**3.05**	**3.05**

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 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; (7) Make recreational, learning, and cultural opportunities accessible and available; (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 Law Library Program provides the services listed below.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Expenditures for collection	$160,011	$160,029	$139,705	$130,000	$100,000

The Law Library provides a collection of research materials from web access to printed publications. The Law Library's online user access service provides instant access to a broad range of legal publications, saves money, and opens up more library book space.

Access to Computer Research Services

Strategic Objective: Provide access to statutes and case law in an electronic format.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Computers available for public use	3	3	3	3	3

Computer workstations provide access to legal materials on the internet. Basic word processing and spreadsheet software programs are available on the public computers making research and filling out forms more convenient for patrons.

Reference Service

Strategic Objective: Assist patrons by suggesting likely sources of information and explaining ways to do legal research.

Law Library

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Reference questions answered	1,383	1,282	1,232	1,300	1,325
Attorney and/or judge use	515	448	524	450	460
General public use	1,370	1,278	1,224	1,300	1,350

Law Library staff cannot provide legal advice or perform actual research for patrons. The staff can provide assistance on how to use the computer(s) and where information can be found within the Law Library. A statewide "law librarians listserve" makes it easier to get help with reference questions and obtain copies of needed legal materials from other libraries. The Jackson County Law Library's web page 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

The financial stability of Jackson County's Law Library depends mostly on court filing fees distribution. For the 2015-2017 biennium, the Law Library Program will receive a small increase for a total distribution of $428,960. Materials will be decreased this year and a new contract will be negotiated with the online database and printed law materials service provider. The goal is to continue reducing the reliance on the fund balance, while maintaining service levels. A reduction in hours would have a direct effect on the general public. Once the 2017-2019 biennium funding amounts are released, the decision will need to be made regarding operating hours for fiscal year 2017-2018. There is a chance that public hours may need to be reduced to balance the budget and maintain a small fund balance.

Financial Condition

The Law Library continues to use a portion fund balance to balance the budget. A portion of court filing fees, as specified by Oregon Statute and Jackson County Ordinance, provides 98 percent of the Law Library revenue. The remaining balance is generated from fees for photocopying, printing, and interest from a non-dedicated fund balance. The Law Library Program receives no General Fund support.

Law Library

Program: 080601	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Fees & Other Service Charges	$203,101	$207,744	$205,194	$211,454	$215,500
All Other Resources	$9,323	$13,227	$3,383	$10,756	$2,500
Fund Balance	$0	$0	$0	$269,398	$171,700
Total	**$212,424**	**$220,971**	**$208,577**	**$491,608**	**$389,700**
EXPENDITURES					
Personnel Services	$76,201	$77,892	$77,197	$77,707	$81,204
Materials & Services	$219,686	$218,115	$195,855	$189,256	$163,460
Contingency	$0	$0	$0	$0	$25,000
Ending Balance and Reserves	$0	$0	$0	$224,645	$120,036
Total	**$295,887**	**$296,007**	**$273,052**	**$491,608**	**$389,700**
Full-Time Equivalent	**1.06**	**1.06**	**1.06**	**1.00**	**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 is helping to meet County goals: (4) Strengthen cooperation between public agencies; (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 Mail Courier Program provides the service listed below.

Delivery To/From County Departments and Prepare Outgoing Mail and Parcels

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 interoffice mail by the next business day. Prepare outgoing items for the U.S. Postal Service and United Parcel Service and utilize the available discounts.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Items delivered	153,270	209,911	101,608	150,000	125,000
Change in items delivered	37.1%	37.0%	-51.6%	47.6%	-16.7%
Items prepared	219,920	218,756	198,845	200,000	205,000
Change in items prepared	-4.1%	-0.5%	-10.5%	2.1%	2.5%

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.

Financial Condition

The Mail Courier Program is supported by the services that it provides to County departments. 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 email, scanned documents, etc., thereby increasing the price per piece of mail. This Program is funded by chargebacks to departments within the County's General and Operating Funds.

Mail Courier

Program: 080105	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Fees & Other Service Charges	$0	$21	$27	$0	$0
Interfund Transfers	$117,357	$122,973	$101,196	$119,995	$116,456
Total	**$117,357**	**$122,994**	**$101,223**	**$119,995**	**$116,456**
EXPENDITURES					
Personnel Services	$97,885	$87,458	$85,849	$97,555	$91,731
Materials & Services	$15,932	$16,231	$17,594	$22,440	$24,725
Capital Outlay	$0	$7,077	$0	$0	$0
Total	**$113,817**	**$110,766**	**$103,443**	**$119,995**	**$116,456**
Full-Time Equivalent	**1.54**	**1.54**	**1.54**	**1.50**	**1.54**

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 goals: (1) Protect the health, safety, and well-being of all citizens; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Risk Management-General and Auto Liability Program provides the services listed below.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Change of excess general liability insurance coverage cost	-5%	5%	3%	-7%	6%

Utilize analytical claims data leveraging methods to retain the most cost effective policies that accompany the best interests of the County. Continue to achieve satisfactory risk management program audits from excess insurance carriers to maintain level premium rates. Deliver accurate and thorough information to insurance brokers to provide the most accurate image of County operations and risk management controls.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Aggregate loss ratio	6%	50%	39%	40%	39%

Apply the legal expertise of the internal County Counsel to proactively resolve claims in a consistent and cost effective manner. Implement and enforce risk management best practices to reduce claim frequency and severity through the ongoing detailed attention to claims management and safety. Continue to improve and practice creative risk solutions in partnership with third party administrators through prompt and thorough claims investigations and the pursuit of appropriate subrogation activities.

Risk Management-General and Auto Liability

Significant Issues in the Year Ahead

An actuarial valuation of the County's general liability and auto liability programs was conducted in fiscal year 2014-2015 to project for adequate and stable reserve funding, as well as cost allocation distributions through fiscal year 2016-2017.

Financial Condition

The Risk Management-General and Auto Liability Fund remains in sound financial condition. 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 and auto liability. Chargebacks reflect the recommended reserve funding as outlined in the actuarial evaluation. This Program is funded by chargebacks to departments within the County's General and Operating Funds.

Program: 080201	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$11,970	$186	$1,044	$54,953	$251
All Other Resources	$27,033	$111,606	$99,261	$80,185	$104,681
Interfund Transfers	$3,969,012	$2,919,204	$2,171,704	$2,470,462	$2,432,968
Fund Balance	$0	$0	$0	$6,682,067	$7,754,152
Total	**$4,008,015**	**$3,030,996**	**$2,272,009**	**$9,287,667**	**$10,292,052**
EXPENDITURES					
Personnel Services	$212,728	$224,574	$236,009	$310,802	$347,224
Materials & Services	$1,287,701	$1,994,894	$1,307,553	$5,401,577	$5,773,284
Ending Balance and Reserves	$0	$0	$0	$3,575,288	$4,171,544
Total	**$1,500,429**	**$2,219,468**	**$1,543,562**	**$9,287,667**	**$10,292,052**
Full-Time Equivalent	**2.68**	**2.43**	**2.59**	**2.58**	**2.73**

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 services listed below.

Manage Health Care Claims to a Level That Maintains an Aggregate Loss Ratio of Less Than 90 Percent

Strategic Objective: Manage the rising health care costs of providing employees with a quality health care plan.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Health care claims loss ratio	85%	96%	85%	90%	86%

Apply the expertise of third-party benefit professionals to assist in critical health care decisions in an effort to continue to maintain an affordable plan cost structure. Focus on obtaining benefit enhancing features and promoting employee wellness initiatives to achieve a healthy workforce.

Manage Prescription Claims to a Level Not to Exceed 24 Percent of the Self-Insurance Health Plan's Medical Claims

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

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Prescription claims	21%	16%	19%	21%	18%

Further promote utilization of the Jackson County Wellness Center facility to improve employee wellness and provide alternative or generic prescription opportunities. Utilize third-party administrator's integrated pharmacy benefits management network opportunities to apply prescription discount negotiations and rebates. Work with third-party administrator to ensure benefit plans are innovative, firmly priced, and competitively benchmarked.

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

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

Self-Insurance Health Plan

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Change in health insurance premium	6.5%	0.0%	0.0%	7.0%	3.5%

In fiscal year 2008-2009, the County became self-insured under the Jackson County Health Plan. Both the County and the employees contribute to the cost of the plan. The County has taken on this risk in order to provide a quality insurance plan at a lower cost. The County maintains a Self-Insurance Health Plan Fund from which claims are paid. Claims in excess of $125,000 will be paid, in part, by an excess Stop Loss insurance policy.

Significant Issues in the Year Ahead

In fiscal year 2015-2016, the County's employer-sponsored medical clinic was joined with a second self-insured employer. The sharing of the Jackson County Wellness Center facility and the services provided by the third-party administrator with other self-insured employers was implemented in fiscal year 2014-2015 in an effort to reduce expenses to the self-insurance fund. The sharing of the Wellness Center will reduce the County's operational and overhead expenses, recoup the construction costs from remodel of the facility, and will help expand the current hours that the clinic is open.

Financial Condition

The County's Self-Insurance Health Plan Fund remains in sound financial condition. The Self-Insurance Health Plan Program has experienced both highs and lows with regard to claims experience. The projection for fiscal year 2016-2017 includes a 3.5 percent premium increase. A reserve account has been created for claim run-out and actuarially-based data from the County's Agent-of-Record. This Program is funded by a County contribution for benefits as well as an employee contribution of $49.45 per month.

Program: 080401	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Fees & Other Service Charges	$0	$0	$73,713	$13,134	$15,062
All Other Resources	$320,724	$38,740	$42,503	$32,647	$43,535
Interfund Transfers	$3,537,857	$3,752,828	$3,934,302	$4,132,233	$4,331,864
Fund Balance	$0	$0	$0	$2,720,613	$3,224,822
Total	**$3,858,581**	**$3,791,568**	**$4,050,518**	**$6,898,627**	**$7,615,283**
EXPENDITURES					
Materials & Services	$3,494,678	$4,039,496	$4,167,700	$5,369,141	$5,709,196
Interfund Transfers	$0	$244,561	$1,421	$0	$0
Ending Balance and Reserves	$0	$0	$0	$1,529,486	$1,906,087
Total	**$3,494,678**	**$4,284,057**	**$4,169,121**	**$6,898,627**	**$7,615,283**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Watermaster

Program Purpose

The Watermaster Program manages and protects the use of Jackson County's surface and ground water resources under Oregon Water Law. Primary functions of the Watermaster are to assure that sufficient and sustainable water supplies are available to meet current and future needs, to serve the public by practicing and promoting responsible water management, and protect quality and stream flows in order to ensure the long term sustainability of Jackson County's citizens, agricultural community, economy, ecosystem, and quality of life. The Watermaster 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; (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; (4) Strengthen cooperation between public agencies; (5) Work to enhance the natural and man-made attractiveness of the area; (7) Make recreational, learning, and cultural opportunities accessible and available; (9) Promote employee pride, high standards of performance, and productivity; (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 Watermaster Program provides the services listed below.

Protect Water Resources and Assure Sufficient and Sustainable Water Supplies in Jackson County

Strategic Objective: Monitor stream flow through the gauging station network to ensure that residents and irrigation districts are adhering to the guidelines set forth by Oregon law for the use of water resources, including the specific parameters of individual water rights.

Strategic Objective: Protect habitat for fish that are listed as federally endangered by ensuring in-stream water rights are being met for streams that have been identified as critical habitat for endangered fish species. Data collected is used to regulate in-stream water rights to protect the stream flow on these high priority sites and ensure that irrigation districts meet federally mandated minimum in-stream flow targets.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Stream gauges in the network	31	35	41	45	46
Annual increase of stream gauges to be monitored and maintained	19%	13%	17%	10%	2%

The Watermaster Program continues to install stream gauging stations and procure contracts on high priority streams within Jackson County, as determined by the water community, to accurately and continually monitor stream flow. The stream gauge network has grown over the last four years and staff's workload has shown an increase of 45 percent.

Strategic Objective: Respond to offline gauging stations to perform troubleshooting and repair to get them back online within 48 hours.

Watermaster

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Average hours to repair gauges	n/a*	n/a*	48	48	48
Gauges repaired within 48 hours	n/a*	n/a*	51%	53%	75%

*New measurement; data not available.

The Watermaster Program provides operation and maintenance of stream gauges and equipment needed to ensure reliability of real time stream flow data and to accurately and continually monitor stream flow to meet contractual obligations.

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 the County are maintained per State law.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Storage facilities inspected annually	100%	100%	100%	100%	100%

State law requires storage facilities to be visited annually for the safety of all citizens. The safety of the citizens is taken seriously so staff strives to meet a goal of 100 percent.

Strategic Objective: Complete new well inspections to ensure well contractors follow well construction standards and adhere to Oregon Water Law to protect citizen's ground water needs.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
New wells inspected	65%	47%	64%	60%	65%

New wells are inspected to protect the health, safety, and well-being of all residents and promotes economic development. Maintaining a well log database provides the public with historical and statistical information.

Strategic Objective: Improve water quality for all beneficial uses with the implementation of the monitoring component of the Total Maximum Daily Load (TMDL) plan.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Increase of gauges collecting flow and water quality data	19%	13%	17%	10%	2%

Watermaster

The Watermaster Program provides operation and maintenance of stream gauges that continuously collect water quality data ensuring real-time data is available to the public and interested parties through the internet.

Provide Public Service

Strategic Objective: Offer access to County government by maintaining set office hours Monday through Friday to provide customer service and research on individual water rights and well log information.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Water right research – average number of processing days	n/a*	n/a*	10	8	7
Water right research completed	n/a*	n/a*	80%	75%	80%
Water use complaints – average number of processing days	n/a*	n/a*	4	2	1
Water use complaints response	n/a*	n/a*	75%	80%	80%

*New measurement; data not available.

The Watermaster Program provides water right research for properties which promotes the economic development of lands and helps to maintain public records to provide historical and statistical information in planning for the future. The Program serves all citizens fairly by responding to complaints relating to water use to protect the safety and well-being of all citizens.

Outreach and Education

Strategic Objective: Serve the community by practicing and promoting responsible water management and providing education and outreach regarding Oregon Water Resources and Water Law.

The Watermaster Program staff will continue to participate in meetings with the Water for Irrigation, Stream and Economy (WISE) Project and with the Natural Resources Advisory Committee (NRAC) to promote sustainability and water supplies for the future. Staff will provide education on Oregon's water resources by speaking to Southern Oregon University and the Southern Oregon Research and Extension Center (SOREC) students through class presentations, volunteering for educational field trips with elementary age students, presenting to real estate groups, and taking advantage of any opportunities that would benefit the community with regards to water resources.

Revenue Sources

Strategic Objective: Increase revenue through expansion of service contracts for gauging station installations, operation and maintenance, water quality, and partnerships.

The Watermaster Program will seek prospective contract opportunities through the water quality and measurement capabilities and collection of data analysis; and by networking with local water users, the agricultural community, and stakeholders.

Watermaster

Significant Issues in the Year Ahead

Jackson County's water resources will continue to be a significant issue in the year ahead. Low water conditions will cause increased regulation and monitoring of the use of water throughout Jackson County. The impacts of the Klamath Basin adjudication will continue to be closely monitored to minimize affects to Jackson County water users. The Watermaster's Program will continue to participate in the WISE Project promoting sustainable water supplies for the future. The recent passage of Measure 91, allowing commercial cannabis production, will greatly increase the Watermaster's workload due to an increased number of complaints, new water right requests, and water right researches. An additional 1.00 full-time equivalent Assistant Watermaster I position is being added to help meet the growing needs of the Watermaster Program.

The Watermaster Program is pursuing funding from other sources to increase the County's stream gauging network and services level and to continue the operation and maintenance of the gauging station network.

Financial Condition

The Watermaster Program currently receives 31 percent of its funding from the Bureau of Reclamation's service contract, which has been renewed through 2018; 17 percent of the funding is from irrigation districts, service contracts, and various fees for service; and 52 percent is funded from the County's General Fund.

Program: 080305	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$145,796	$142,816	$169,304	$145,454	$147,676
Fees & Other Service Charges	$96,939	$53,246	$2,536	$2,025	$2,025
Total	**$242,735**	**$196,062**	**$171,840**	**$147,479**	**$149,701**
EXPENDITURES					
Personnel Services	$163,892	$118,707	$130,703	$144,771	$179,749
Materials & Services	$171,558	$181,913	$159,445	$158,331	$131,800
Capital Outlay	$22,918	$22,307	$11,700	$0	$0
Total	**$358,368**	**$322,927**	**$301,848**	**$303,102**	**$311,549**
Full-Time Equivalent	**3.00**	**2.00**	**2.00**	**2.00**	**3.00**

Workers' Compensation

Program Purpose

The Workers' Compensation Program provides loss control functions through self-insurance and loss financing to all County operations. The Program also actively supports safety programs and seeks to identify emerging threats and incident patterns in order to prevent accidents and minimize potential losses. The Workers' Compensation Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Workers' Compensation Program provides the services listed below.

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 third-party administrator who will process claims promptly and accurately, and represent the County's interest in claim administration.

In 2015 all workers' compensation claims were individually reviewed by the Workers' Compensation Third Party Administrator. Claims were reviewed for accuracy, timely processing, and adequate outstanding reserve balances. Claims will continue to be reviewed at regular intervals throughout the year to insure contracted services are provide pursuant to contract requirements.

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 and safe work environment.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Aggregate loss ratio	46%	50%	53%	51%	45%

During fiscal year 2016-2017 the Workers' Compensation Program will extract and analyze workers' compensation data, including the cause, frequency, and cost of workers' compensation claims. This data will be disseminated to departments within the County and be used to educate and promote a safe work environment for all Jackson County employees.

Experience Fewer Claims Each Year Than the Benchmark for the State of Oregon

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

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Claims reported below the State benchmark	14%	22%	17%	8%	10%

Workers' Compensation

The Workers' Compensation Program is working closely with the County Safety Committee to develop a culture of safety that promotes an education-focused approach to safety for all County workers.

Promote Safety Culture to Reduce Workers' Compensation Claims Reported Throughout the Organization

Strategic Objective: Work with departments to complete workplace inspections, hazard assessments, incident/accident investigation, and analysis to increase employee safety awareness resulting in a reduced number and severity of employee accidents, thereby reducing workers' compensation costs and loss of productivity.

The Workers' Compensation Program will serve as a consultant to departments while advising them on best safety practices. The Program will promote employee safety awareness through: attending monthly safety committee meetings, providing relevant training, and communicating safety-related information. The Workers' Compensation Program will work diligently to continue to make the safety of County workers the primary focus of the Program.

Significant Issues in the Year Ahead

The County maintains a Workers' Compensation Fund from which claims are paid. Large claims may be paid, in part, by an excess coverage insurance policy. An actuarial valuation of the County's Workers' Compensation Program was conducted in fiscal year 2014-2015 to project for adequate and stable reserve funding, as well as cost allocation distributions through fiscal year 2016-2017.

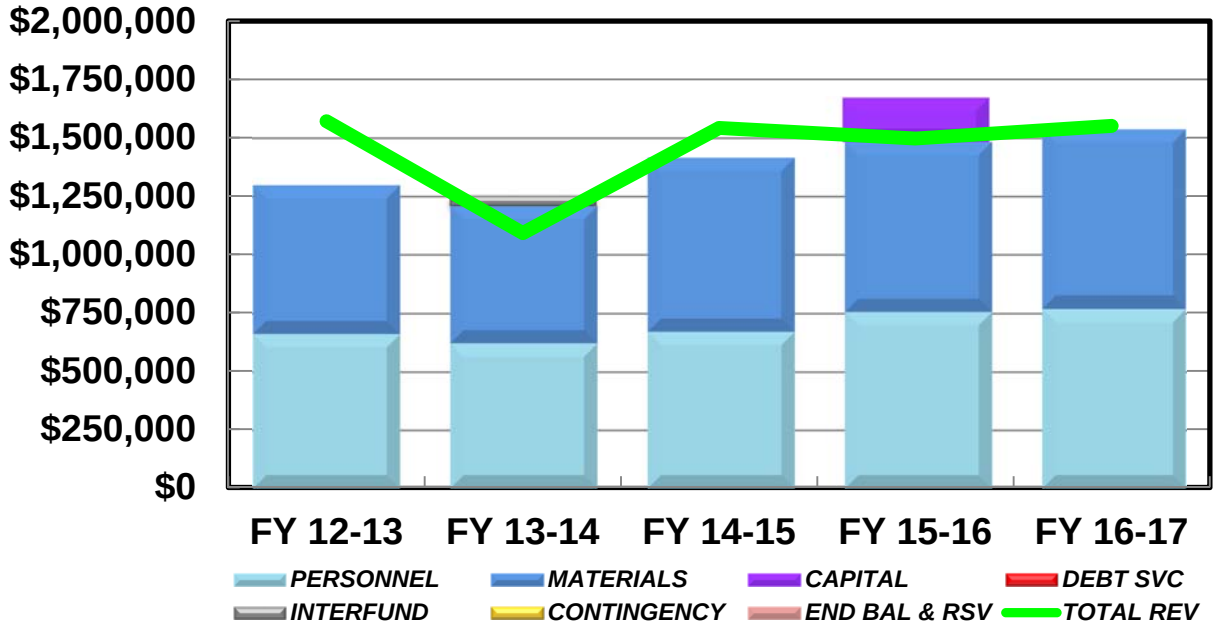
Financial Condition

The County's Workers' Compensation Fund remains in sound financial condition. For fiscal year 2016-2017, chargebacks to departments reflect the recommended reserve funding as outlined in the fiscal year 2014-2016 actuarial valuation. A reduction in actuarial projections for fiscal year 2016-2017 and beyond is anticipated due to proactive claim handling by the County's third-party claims administrator. This budget is based on the forecast that the County continues at a 75 percent confidence level for workers' compensation claims. This Program is funded by chargebacks to the County's General and Operating Funds.

Program: 080501	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$32,051	$25,960	$15,000	$0
All Other Resources	$8,947	$60,043	$51,435	$49,380	$52,890
Interfund Transfers	$650,923	$668,117	$743,273	$678,009	$712,242
Fund Balance	$0	$0	$0	$3,781,632	$3,917,763
Total	**$659,870**	**$760,211**	**$820,668**	**$4,524,021**	**$4,682,895**
EXPENDITURES					
Materials & Services	$8,282	$540,929	$784,445	$1,779,115	$1,993,936
Interfund Transfers	$1,500,000	$0	$0	$0	$0
Ending Balance and Reserves	$0	$0	$0	$2,744,906	$2,688,959
Total	**$1,508,282**	**$540,929**	**$784,445**	**$4,524,021**	**$4,682,895**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

COUNTY CLERK

2012-2013 TO 2016-2017

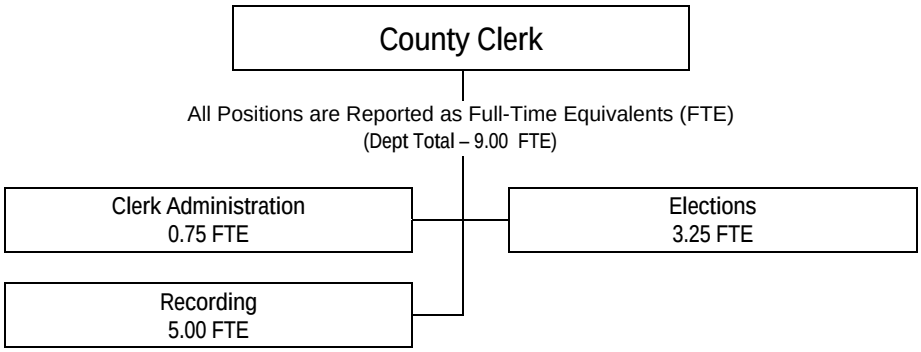


	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted
PERSONNEL	$661,581	$621,509	$671,543	$756,318	$768,979
MATERIALS	$636,243	$587,592	$743,665	$726,511	$767,344
CAPITAL	$0	$0	$0	$191,105	$0
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$0	$44,472	$0	$0	$0
CONTINGENCY	$0	$0	$0	$0	$0
END BAL & RSV	$0	$0	$0	$0	$0
TOTAL EXP	$1,297,824	$1,253,573	$1,415,208	$1,673,934	$1,536,323
TOTAL REV	$1,570,925	$1,090,745	$1,541,904	$1,496,776	$1,550,479
FTEs	8.60	8.60	8.60	8.60	9.00

For FY 16-17 the decrease in Capital Outlay is due to the purchase of a new scanner/ballot tabulation system in FY 15-16. The County Clerk's Office added 0.40 FTE Office Assistant in FY 16-17. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between "Actual" and "Adopted" Budgeted Numbers located on page 19 of this document.

COUNTY CLERK

Organization Chart



Department Summary

Purpose Statement: The County Clerk's Office conducts elections, oversees archiving of historic documents, and is custodian of official records including deeds and property recordings, marriage licensing, domestic partnership registry, and other miscellaneous records. The County Clerk serves as the Board of Property Tax Appeals (BoPTA) clerk by accepting petitions, scheduling hearings, and performing general administrative duties as prescribed by law.

Major Issues and Service Level Goals for Fiscal Year 2016-2017

- Conduct two to four regular, scheduled, elections which will include a Presidential General Election in November 2016 that includes candidates for U.S. President, Governor, Secretary of State, and a countywide District's Election in May 2017, along with subsequent recounts to follow as required by State law.
- Record 42,500 documents and issue approximately 1,500 marriage licenses.
- Process approximately 200 petitions and conduct hearings for the BoPTA program requesting a reduction of property values.
- Continue yearly upgrades to the Oregon Counties Assessment and Taxation System (ORCATS), which directly links to the Clerk's BoPTA program.
- Continue yearly training and rebuild of the Oregon Centralized Voter Registration (OCVR) system by the Secretary of State's Office; this project will take several years to finalize.
- Continue training and upgrades on the ballot sorter along with the testing that follows.
- Process and/or update 120,000+ voter registration cards in paper or digital formats.
- Continue upgrades of the eRecording program while increasing percentages of eRecordings by adding government partners.
- Further monitoring of workload, performance, and revenue (ongoing).
- Continue to collaborate with the Finance Department and the recording software vendor on eRecording Jackson County warrants and releases, further reducing paper waste and paper expense.
- Collaboration with the State of Oregon Employment Division and Department of Revenue to deploy eRecording of State-issued tax liens (ongoing).
- Continue implementation and training on new Oregon Motor Voter law which makes voter registration automatic when applying for, or updating, an Oregon Driver's License or Identification Card at the Oregon Department of Motor Vehicles. This will increase voter registration in Jackson County by approximately 15,000 voters during the two to three year implementation period as well as an increase in election costs related to workload, ballots, envelopes, voter notification cards, postage, etc.

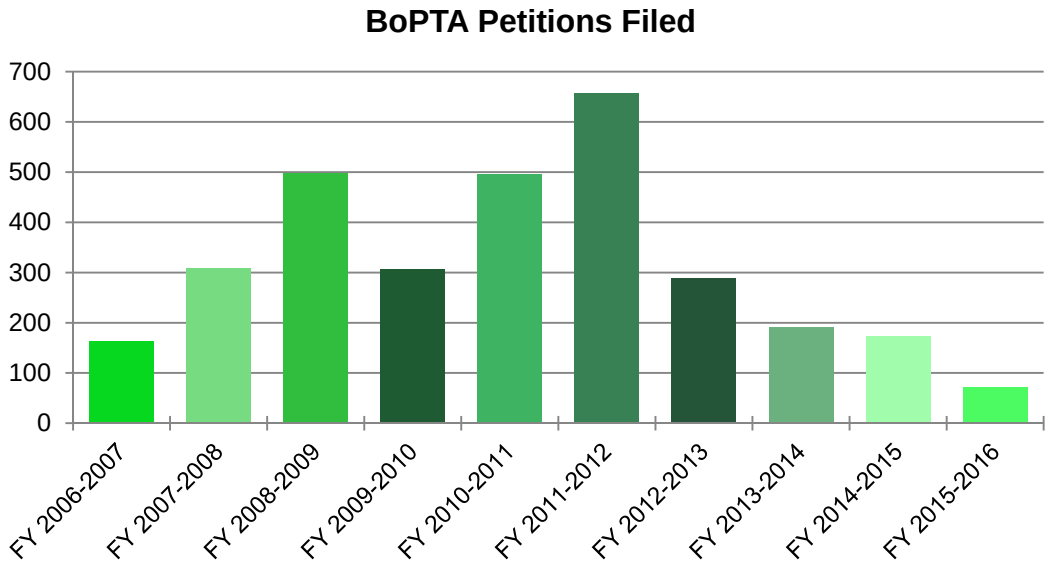
- Subdivision, partition, and condominium plats are being recorded showing buildable lots are in short supply. Results are an increase in new construction as well as a current supply of houses for sale which should boost housing sales and mortgage originations, thus increase Recording revenues.

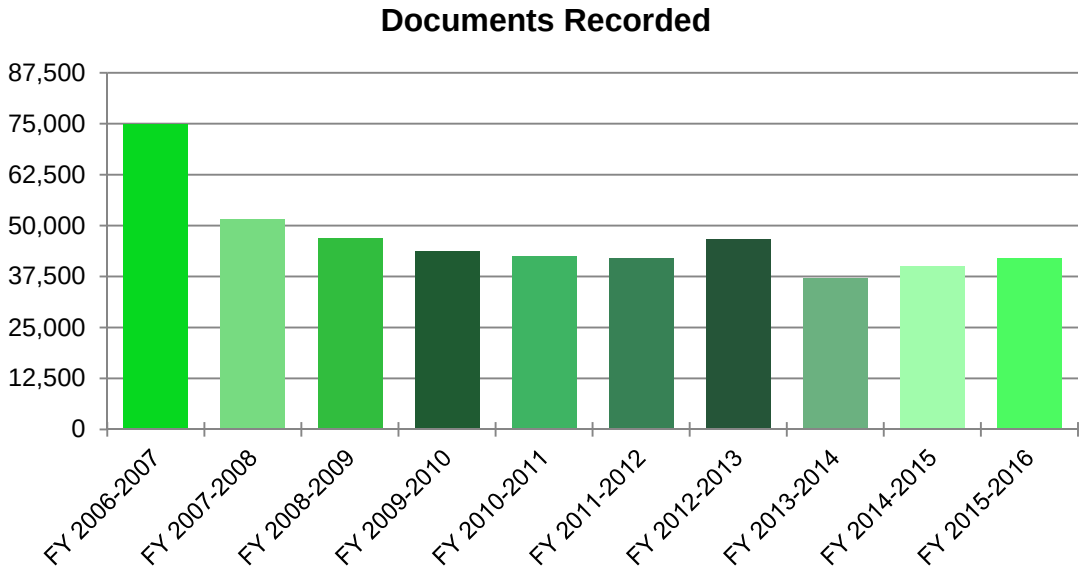
Major Issues and Service Level Accomplishments for Prior Year

- Successful use of a high speed ballot sorter for the Primary election in May 2016.
- Conducted countywide elections including a May 2016 Primary election and a November 2015 Special Election.
- Successfully conducted a statewide recount of Ballot Measure 92. All recounts in the State of Oregon are done by hand.
- The Secretary of State fully funded the purchase of the ballot sorter for Jackson County allowing for greater efficiencies and reduced staffing during election cycles. Approximately $238,000 was paid through Help America Vote Act (HAVA) funds.
- Continued training, updates, and testing of the OCVR election management system including implementation of the new Oregon Motor Voter law.
- Continued monitoring and upgrades to the Electronic Registration Information Center (ERIC) mailing to Jackson County voters that are eligible but unregistered; as supported and paid for by the Oregon Secretary of State.
- Processed, updated, and scanned approximately 120,000 voter registration cards both electronically or paper format.
- Recorded approximately 42,000 documents and issued approximately 1,450 marriage licenses.
- Processed 72 BoPTA petitions requesting a reduction in property values and held appropriate hearings including administrative tasks as required by State statute.
- Continued updates of the BoPTA management program, including scanning capabilities and digital recording functions along with the BoPTA board utilizing computers rather than paper to conduct hearings.
- Successfully implemented the recording of Jackson County's tax payment center warrants through the eRecording portal. Over 500 warrants were recorded in a matter of three hours rather than weeks as the eRecording program offers efficiencies beyond expectations as well as cost savings concerning staff time, workload, paper/printing costs, labeling, postage, etc.
- Audit recommendations implemented and continued monitoring of workload and performance standards.
- Continued updates of staff expectations.
- Remodel of Elections front end and lobby area providing a more secure environment with easier access and better flow into and out of the Elections Office. This was extremely successful and proved itself in the General election as there was never a backup of voters in the Elections lobby area.
- Purchased and installed 16 camera digital video recorders (DVR) along with additional cameras in the Elections Office for added security and protection of election materials. This provides citizen confidence and a digital record of election management. It also provides a more secure environment for staff. Additional cameras will be added as warranted. The entire cost of the project is reimbursed through HAVA funds.
- Working with County Counsel, staff successfully negotiated maintenance contracts for printers, scanners, and copiers in both the Elections and Recording Programs.
- Recording fund revenues continued to be flat with the implementation of Consumer Finance Protection Bureau (CFPB) standards putting strict guidelines in place for lenders, borrowers, and title companies that began in 2014.

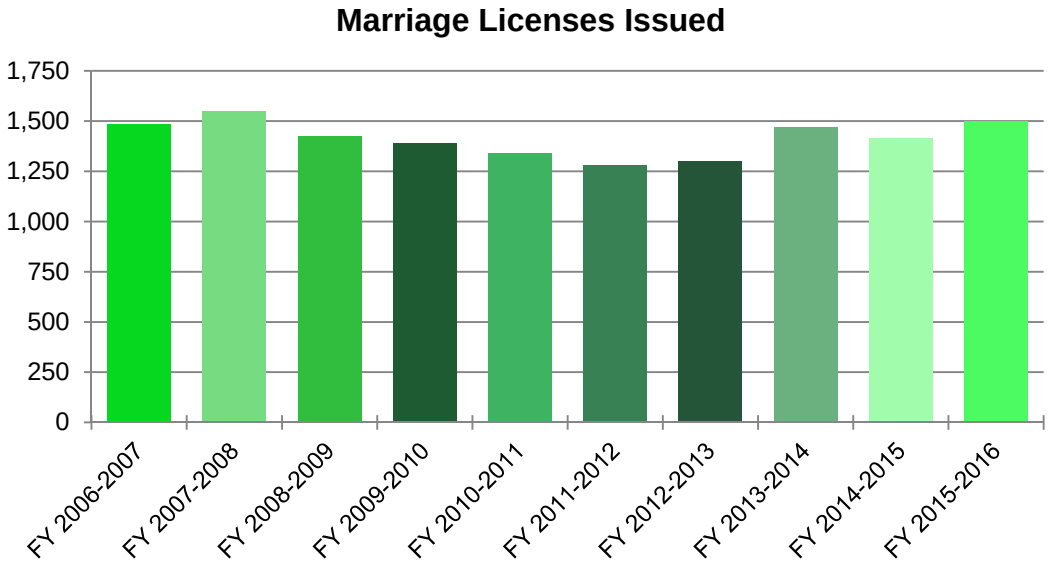
COUNTY CLERK

Benchmark





COUNTY CLERK



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 provides the services listed below.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Presentations and participation	20	20	20	20	20

Issue press releases, hand out brochures and flyers, operate a website, provide presentations, and give 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; genealogical research library; assisted living facilities; Oregon Association of County Clerks; Oregon Municipal Recorders Association; International Association of Clerks, Recorders, Election Officials and Treasurers (IACREOT); National Association of County Recorders, Election Officials and Clerks (NACRC); and Property Records Industry Association (PRIA) conferences.

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 performance 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 office 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 eRecording and electronic voter registration; future online voting will further reduce costs.

Use of County procurement policy and seek bids on outsourced jobs. Continually challenge staff to utilize more cost efficient ways in the performance of daily office operations. 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.

Significant Issues in the Year Ahead

A Presidential General Election will be held in November 2016. In this same election, a Governor and Secretary of State election will coincide, along with a districts election in May 2017. The Clerk's Office will also continue to train staff as Oregon Centralized Voter Registration (OCVR) is modernized over several years including the new Oregon motor voter implementation that began in January 2016 and the multiple phases of extracting data. Jackson County purchased a new ballot tabulation/scanning solution through the 2015-2016 budget process. The new solution has been instrumental in aiding the Elections Program to accomplish secure, timely, and accurate election results as it utilizes the most up to date technology along with speed and accuracy, giving Elections the tools needed to process ballots with a limited full-time staff.

Implement new laws as approved by the Governor in the 2016 short legislative session. Also, with the implementation of House Bill 2177, Jackson County could see an increase in voter registration of up to approximately 15,000 new voters. This will significantly increase expenditures in the Elections Program concerning ballots, postage, envelopes, staff time, and voter pamphlets. Postage, printing, and contracted services budgets have been adjusted to reflect these increases.

Continued expansion of eRecording to various vendors, State and Federal offices as well as continue to eRecording of Jackson County warrants with a goal of at least 70 percent of the Clerk's recordings being submitted through the eRecording program.

Utilize further technology advances in the County's Board of Property Tax Appeals (BoPTA) program. With the Oregon Counties Assessment and Taxation System (ORCATS) being upgraded, the Clerk's Office will see many improvements to the BoPTA program.

Economic conditions make the Clerk's Office volatile to financial market conditions. The outlook for the coming fiscal year is stabilization in the mortgage market as interest rates remain low, although the Federal Reserve did increase short term interest rates ¼ percent which could continue to increase revenues, but at a slower pace. The housing market is stabilizing with an increase in housing values along with increased new construction and new subdivisions being platted and recorded. The foreclosure and distressed sale of homes in Jackson County has taken a back seat to arms-length sales and shows a further stabilization in the housing market. The Clerk's Office will continue to monitor the fiscal situation and make adjustments when necessary.

Financial Condition

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

Clerk Administration

Program: 150101	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
All Other Resources	$1,051	$1,349	$1,189	$0	$0
Total	**$1,051**	**$1,349**	**$1,189**	**$ 0**	**$ 0**
EXPENDITURES					
Personnel Services	$92,194	$96,754	$99,834	$103,478	$104,446
Materials & Services	$284,552	$297,507	$231,388	$37,217	$29,570
Total	**$376,746**	**$394,261**	**$331,222**	**$140,695**	**$134,016**
Full-Time Equivalent	**0.75**	**0.75**	**0.75**	**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, registers qualified citizens to vote 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 services listed below.

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 and maintain active/inactive and cancelled voters in a faster timeframe. This enhancement also eliminates voters casting ballots in more than one Oregon county. Continued enhancements are implemented continuously throughout the year with collaboration and direction of the Secretary of State. The State of Oregon, through the Secretary of State's Office, is participating in the Electronic Registration Information Center (ERIC). ERIC is a non-profit organization with the sole mission of assisting states to improve the accuracy of America's voter rolls and increase access to voter registration for all eligible citizens. ERIC is governed and managed by states who choose to join and was formed in 2012 with assistance from the Pew Charitable Trust.

Voter Registration Data

Strategic Objective: Compile registration data in order to accommodate the various requests that Elections receives for specific voter statistics.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Registered voters	114,500	122,500	121,000	125,000	140,000
Fluctuation of voters from prior year	-0.43%	6.55%	-0.82%	3.50%	12.00%

Registered voters in fiscal year 2016-2017 are projected to increase as House Bill (HB) 2177 (new Oregon motor voter law) passed in the Oregon legislature and was signed by the Governor. Registered voters will also increase as a direct result of the Presidential election cycle.

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 all elections 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 election dates during fiscal year 2016-2017, including a November 2016 Presidential General Election as well as a countywide districts election in May 2017.

The Jackson County Elections Office received a ballot sorter paid for with HAVA funds as approved by the Secretary of State. 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 maintenance costs have been budgeted in the 2016-2017 fiscal year.

HB 2177 became law after the 2015 legislative session and automatically registers citizens who have an Oregon driver's license or identification card and are eligible to vote. With passage of this law, Jackson County can expect an increase of approximately 15,000 (12 percent) of new voters in fiscal year 2016-2017. The Secretary of State plans to phase in Oregon Department of Motor Vehicle registrations in two to three year increments or as citizens apply for new licenses or updated addresses, names, etc. This is only a portion of the 51,667 eligible voters not registered in Jackson County as acknowledged by the ERIC program.

The current scanner/ballot tabulation systems were purchased in 2007 and approved to the Election Administration Commission's year 2000 standards. Computer software and hardware upgrades occurred in fiscal year 2015-2016 and have been fully implemented for the 2016-2017 election cycle. With technology improvements and a commitment to serving the citizens with transparency and integrity, Jackson County must embrace a proactive, not reactive, approach to elections and the new technology will help Elections accomplish this goal.

Financial Condition

The Elections 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	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$117,388	$8,985	$240,305	$87,070	$160,000
Fees & Other Service Charges	$13,069	$29,621	$10,946	$11,756	$15,383
All Other Resources	$0	$0	$4,850	$0	$0
Interfund Transfers	$0	$0	$465	$1,200	$1,200
Total	**$130,457**	**$38,606**	**$256,566**	**$100,026**	**$176,583**
EXPENDITURES					
Personnel Services	$262,383	$230,200	$244,181	$267,179	$311,215
Materials & Services	$290,838	$230,822	$443,254	$439,695	$544,814
Capital Outlay	$0	$0	$0	$191,105	$0
Interfund Transfers	$0	$44,472	$0	$0	$0
Total	**$553,221**	**$505,494**	**$687,435**	**$897,979**	**$856,029**
Full-Time Equivalent	**3.00**	**3.00**	**2.25**	**2.30**	**3.25**

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 provides the services listed below.

Record Legal Documents

Strategic Objective: Stay current with increasing workload.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Documents recorded	46,753	37,136	40,162	42,000	42,500
Fluctuation in recorded documents from prior year	11.0%	-20.6%	8.1%	4.5%	1.25%

Property recordings are highly volatile to the overall economy/market. The market seems to be normalizing as property sales along with new construction have shown a documented increase. Interest rates are holding stable even with the prime rate increased by ¼ percent and will have a direct effect on refinanced loans (secondary mortgage market), possibly increasing in 2016-2017 as there is a low supply of houses for sale and the demand for buildable lots increases.

Scanning Files/eRecording

Strategic Objective: Reduce costs and increase productivity when servicing requests for documents or information by citizens, title companies, etc. Documents eRecorded have 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 work station has scanning 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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Marriage licenses issued	1,300	1,470	1,414	1,450	1,500

The Clerk's Office is the only County office authorized to issue marriage licenses at a cost determined by the Oregon State Legislature. The increased number of licenses issued can be attributed to the marriage law changing in 2014.

Domestic Partnership Registry

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

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Partnership forms received	30	24	6	2	2

Beginning in February of 2008, the Clerk's Office began accepting the declarations pursuant to House Bill 2007. In 2014, marriage law changes decreased domestic partnership applications but increased marriage applications.

Board of Property Tax Appeals (BoPTA)

Strategic Objective: Provide administrative assistance to BoPTA.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
BoPTA petitions filed	289	191	173	72	200

The administrative duties for BoPTA include accepting petitions for review, data entry, schedule hearing times, prepare minutes of hearings, process stipulations, issue orders based on Board decisions, and scan petitions for preservation in accordance with Oregon records retention instructions.

Significant Issues in the Year Ahead

Continue updates and follow up training on the software recording program. The Recording Program performs the functions of billing, cashiering, indexing, eRecording, and scanning and digital retention of recorded documents at the same time, along with marriage licenses and declarations of domestic partnership.

The BoPTA software package is being utilized to support the BoPTA Program. This Program will track petitions, scan petitions for digital presentation of documents and audio recordings, aide BoPTA Board members and Appraisers, schedule petitioners for hearings, issue orders, process stipulated agreements, and work in conjunction with the Assessor's Oregon Counties Assessment and Taxation System (ORCATS).

Recording

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 workload reports to full-time equivalents ensuring property staffing in all programs.

Financial Condition

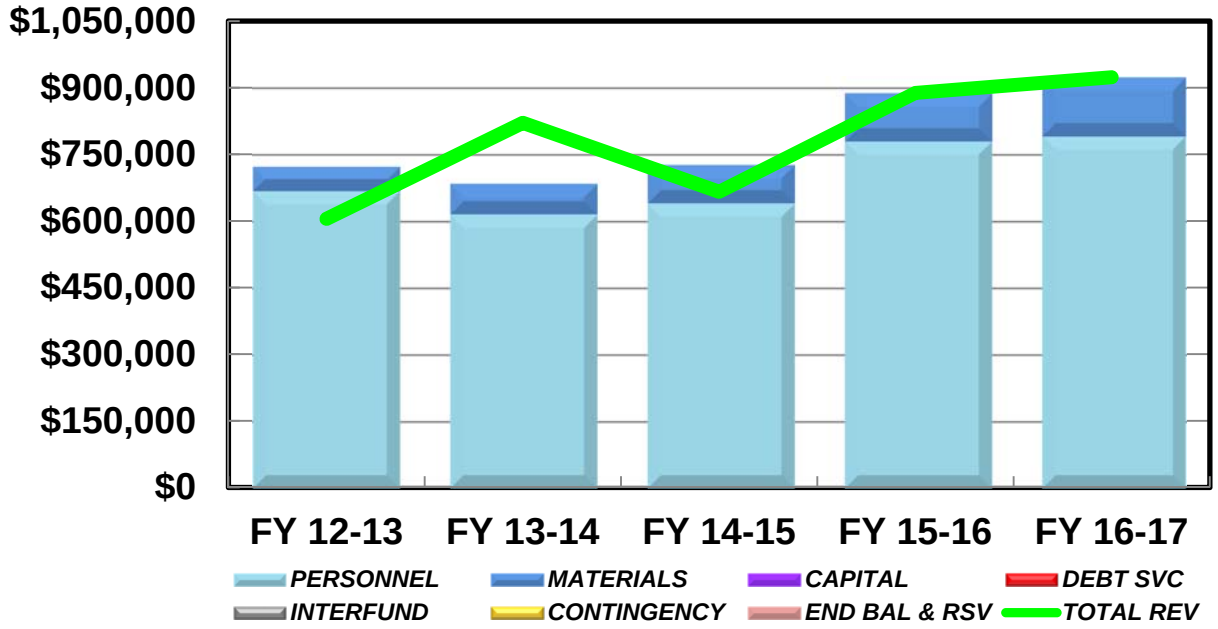
Economic conditions make the Recording Program highly volatile to financial market conditions. The Recording Program has seen an increase in recordings during the 2015-2016 fiscal year. A slight increase in the prime rate of ¼ percent has shown little effect on the mortgage market either upward or downward but a steady flow of refinances and housing purchases is anticipated. As of January 2016, mortgage originations, especially concerning the secondary mortgage market, are now increasing in comparison to January 2015 due in large part to supply versus demand in the housing market and better understanding by the title companies, lenders, and borrowers about stricter rules and regulations from the Consumer Finance Protection Bureau (CFPB) which took effect January 2014 and was fully implemented as of October 3, 2015. The Recording Program is seeing an increase in property sales and newly plated subdivisions/partition plats.

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

Program: 150102	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$16,339	$14,908	$13,515	$12,618	$13,200
Fees & Other Service Charges	$1,423,087	$1,034,909	$1,270,634	$1,384,132	$1,360,696
All Other Resources	-$8	$973	$0	$0	$0
Total	**$1,439,418**	**$1,050,790**	**$1,284,149**	**$1,396,750**	**$1,373,896**
EXPENDITURES					
Personnel Services	$307,004	$294,555	$327,528	$385,661	$353,318
Materials & Services	$60,828	$59,264	$69,023	$249,599	$192,960
Total	**$367,832**	**$353,819**	**$396,551**	**$635,260**	**$546,278**
Full-Time Equivalent	**4.85**	**4.85**	**5.60**	**5.55**	**5.00**

COUNTY COUNSEL

2012-2013 TO 2016-2017

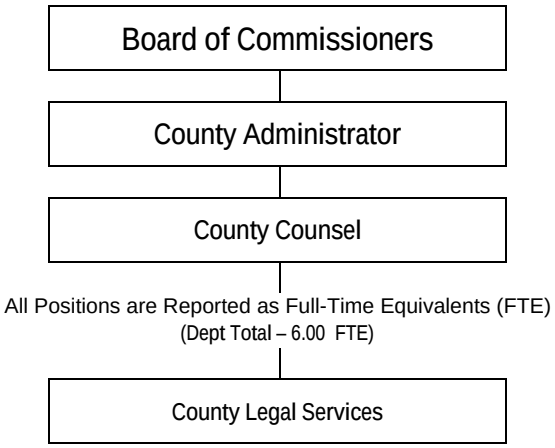


	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted
PERSONNEL	$668,119	$615,402	$640,292	$780,102	$791,136
MATERIALS	$55,180	$69,562	$86,824	$108,252	$132,606
CAPITAL	$0	$0	$0	$0	$0
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$0	$0	$0	$0	$0
CONTINGENCY	$0	$0	$0	$0	$0
END BAL & RSV	$0	$0	$0	$0	$0
TOTAL EXP	$723,299	$684,964	$727,116	$888,354	$923,742
TOTAL REV	$604,797	$820,902	$665,647	$888,354	$923,742
FTEs	6.00	6.00	6.00	6.00	6.00

The increase in materials is due to the cost of an online database previously subsidized by State funding. Between FY 15-16 and FY 16-17 there are no changes to the number of FTEs. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between “Actual” and “Adopted” Budgeted Numbers located on page 19 of this document.

COUNTY COUNSEL

Organization Chart



Department Summary

Purpose Statement: To provide legal advice and representation to assist Jackson County, its officers, and affiliated agencies in achieving their goals, resolving their legal issues, and managing legal risks and liabilities.

Major Issues and Service Level Goals for Fiscal Year 2016-2017

- 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 County Counsel's Office, with particular emphasis in employment/labor law, land use, and litigation.
- 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.
- Continue to directly handle, as much as possible, litigation involving the County in both State and Federal trial and appellate courts, and closely manage outside counsel handling litigation and other specialty issues.
- Review all Ordinances, contracts, and business transactions.
- 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.

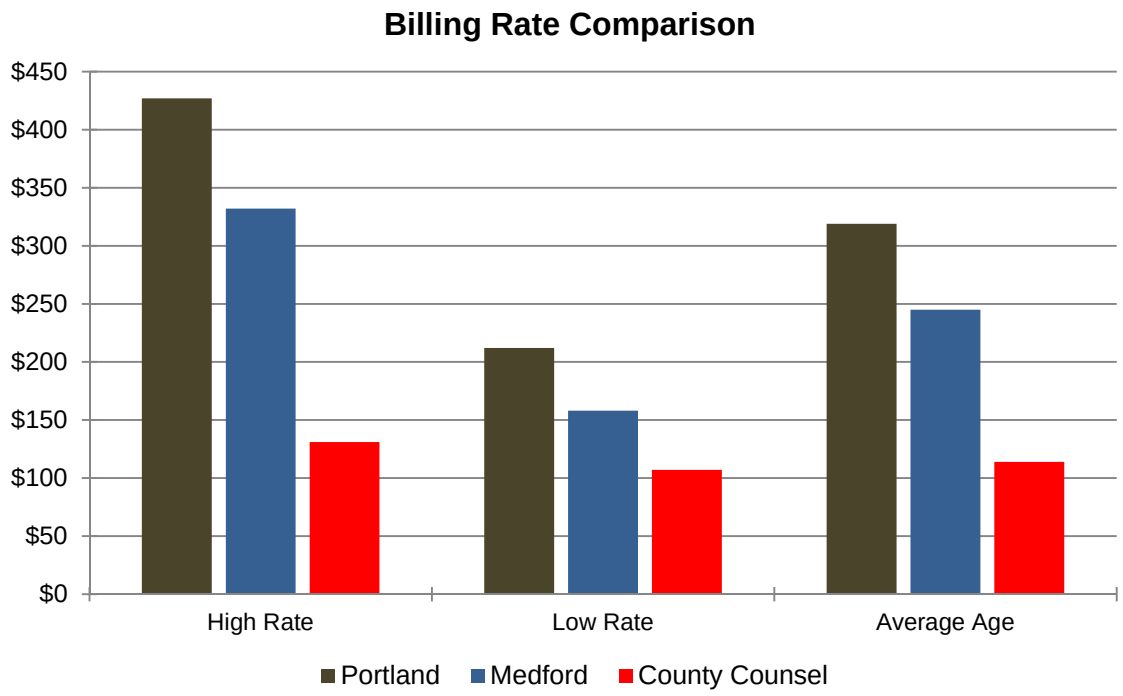
Major Issues and Service Level Accomplishments for Prior Year

- 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.
- Managed a significant amount of litigation, ensuring that litigation handled by in-house and outside counsel was conducted in an effective and cost-efficient manner.
- Continued development of in-house labor and employment, land use, and litigation practices, including representing the County in various matters before the courts, the Oregon Employment Relations Board, the Oregon Bureau of Labor and Industries, and the Oregon Land Use Board of Appeals.
- Presented a variety of pertinent trainings and briefings to the Board of Commissioners, advisory committees, and departments.

COUNTY COUNSEL

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 rates are based on fiscal year 2016-2017 budget numbers. *(Note: Based upon experience, one in-house Counsel would be billed at the High Rate and the remaining three in-house Counsel would be billed at the Average Rate.)*



County Legal Services

Program Purpose

The County Counsel Office provides legal advice and representation to assist Jackson County, its officers, 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. The Office also 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 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; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The County Counsel's Office provides the services listed below.

Legal Counsel

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

Strategic Objective: Assist the County's elected and appointed officials and County departments in managing legal risks and liabilities associated with various County transactions.

Provided legal advice and representation to the County's elected and appointed officials and departments through the hiring, training, and retention of qualified in-house counsel and contracting with and managing outside counsel when required.

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.

Drafted, reviewed, and negotiated contracts on behalf of all County departments on a broad range of topics including the provision of health care, labor relations, and other topics impacting either County as a whole or individual departments within the County.

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.

Represented the County through either qualified in-house counsel or contracted outside counsel on all litigation matters involving the County in all courts and other adversarial proceedings.

Legal Representation in Public Meetings and Administrative Proceedings

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

County Legal Services

Provided legal representation at all meetings of the Board of Commissioners and selected meetings of other committees and boards related to the County.

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.

Provided training and briefing to County elected and appointed officials and employees on changes to regulations or laws and training on compliance with existing regulations and laws.

Significant Issues in the Year Ahead

County Counsel anticipates continuing high demand for legal services relating to a broad range of County operations, strategic planning, and policies. Examples of the need for these services include: negotiation of Collective Bargaining Agreements; delivery of health care services by the County; the potential for increased land development; County capital improvements; various County operational issues; implementation of the Federal Coordination Policy; risk management activities; and the potential for increased economic development.

County Counsel also anticipates continuing demand for legal services relating to new and existing litigation. County Counsel will continue, as much as possible, to have litigation matters directly handled by in-house 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

The strategy of the County Counsel Office is to continue to efficiently manage operating costs while providing effective and high-quality legal services. County Counsel is a Central Services program that is funded by chargebacks to other County departments based on their percentage of use of Counsel's legal services as well as chargebacks to Risk Management on particular litigation matters. About 46 percent of those chargebacks are to the County's General Fund departments.

Program: 070101	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Fees & Other Service Charges	$312	$590	$3,694	$200	$200
All Other Resources	$0	$5,973	$0	$0	$0
Interfund Transfers	$604,485	$814,338	$661,953	$888,154	$923,542
Total	**$604,797**	**$820,901**	**$665,647**	**$888,354**	**$923,742**
EXPENDITURES					
Personnel Services	$668,119	$615,402	$640,292	$780,102	$791,136
Materials & Services	$55,180	$69,562	$86,824	$108,252	$132,606
Total	**$723,299**	**$684,964**	**$727,116**	**$888,354**	**$923,742**
Full-Time Equivalent	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**

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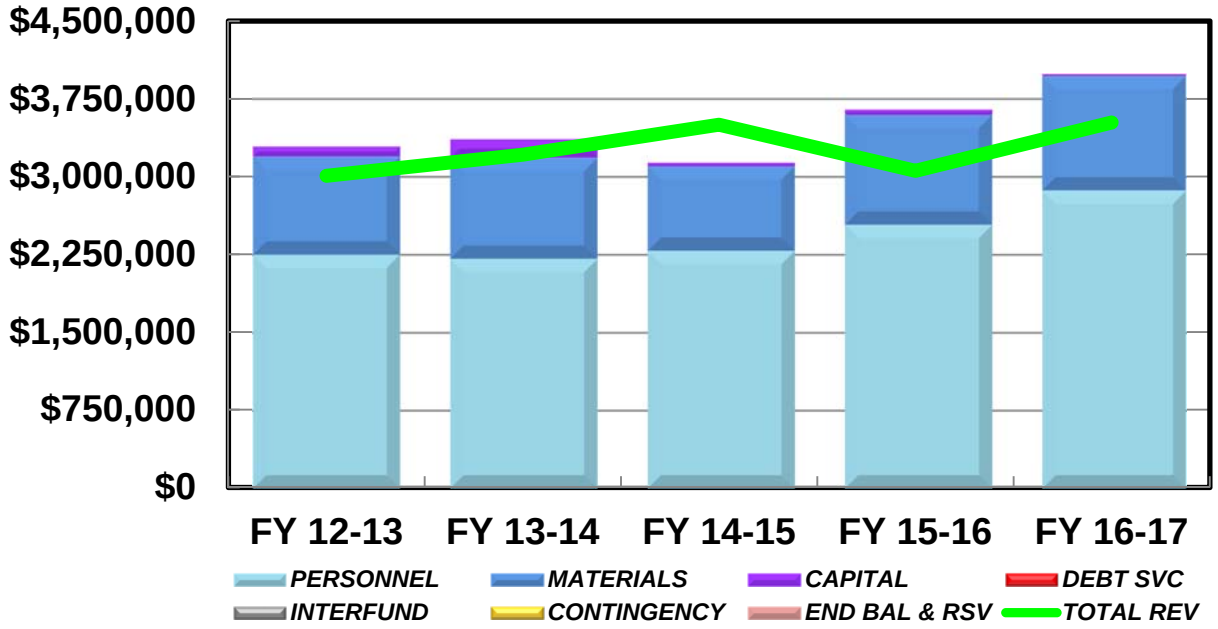
DEVELOPMENT SERVICES

2012-2013 TO 2016-2017

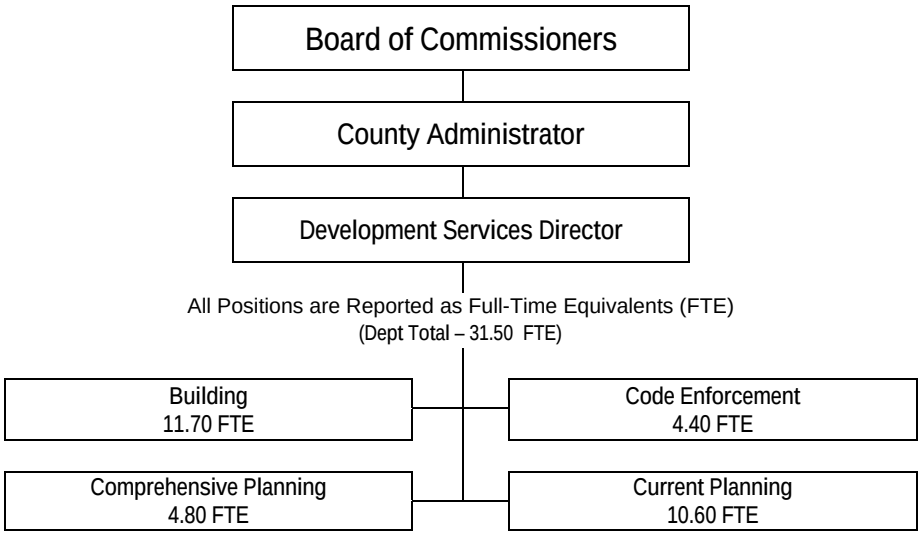


	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted
PERSONNEL	$2,248,618	$2,207,550	$2,285,630	$2,535,254	$2,864,860
MATERIALS	$942,550	$972,619	$812,185	$1,056,174	$1,102,688
CAPITAL	$98,271	$178,117	$34,950	$52,750	$19,500
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$0	$0	$0	$0	$0
CONTINGENCY	$0	$0	$0	$0	$0
END BAL & RSV	$0	$0	$0	$0	$0
TOTAL EXP	$3,289,439	$3,358,286	$3,132,765	$3,644,178	$3,987,048
TOTAL REV	$3,007,624	$3,211,826	$3,499,744	$3,055,717	$3,521,296
FTEs	24.50	25.00	25.60	27.50	31.50

The Department continues to see an increased workload and, as a result, 4.00 FTEs in various positions were added for FY 16-17. The decrease in Capital Outlay between FY 15-16 and FY 16-17 is due to the continued implementation of the Department-wide permit tracking software; it is expected that FY 16-17 will be the final year of Capital Outlay expenses for the project. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between “Actual” and “Adopted” Budgeted Numbers located on page 19 of this document.

DEVELOPMENT SERVICES

Organization Chart



Department Summary

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

Major Issues and Service Level Goals for Fiscal Year 2016-2017

- It appears the economy is continuing a slightly upward trend. As such, the Department has projected revenues conservatively with just over a 4 percent increase in the Community Development Fee over what the Department actually collected during the 2014-2015 fiscal year. The Department continues to rely on the General Fund and was allocated $446,252 in General Fund revenue for fiscal year 2016-2017 representing a transfer from the Solid Waste Fund to the Code Enforcement Program.
- Efforts to contain or reduce costs will continue to be exercised during the 2016-2017 fiscal year. At the same time there has been a substantial increase in the Department's workload. For example, the Department has experienced a 9 percent increase in customers at both the planning and building counters during the 2015-2016 fiscal year. To adjust to the increased workload, the budget for the Department as a whole has been increased by just over 10 percent from the 2015-2016 fiscal year. This is primarily due to the addition of a 0.50 full-time equivalent (FTE) Building Technician, a 0.50 FTE Office Assistant, a Temporary Extra Help Planner II, a 7 percent increase in operating expenses, and a 2 percent increase in overhead expenses.
- With the additional staffing in the Current Planning Program, it is anticipated that the percentage of success at meeting the internal performance measures for all land use application will increase.
- During the 2014-2015 fiscal year, the new State-hosted ePermitting software was fully implemented resulting in improved communication with the Department's customers. As the new permit tracking software system evolves over time, improvement of functionality and report writing will continue to take a significant amount of staff time to ensure the best use of the new software. There are still many reports to complete and, to this end, an outside consultant has been contracted with to create reports with the hope of accelerating the report writing process. Monies will also be carried over from the 2015-2016 fiscal year into the 2016-2017 fiscal

year to pay for the decommission of the old permit tracking software, additional custom scripting, and report writing.

- During the 2016-2017 fiscal year, planning 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.
- The Current Planning Program will initiate an update to the Land Development Ordinance (LDO) conducted by County Counsel. The goal of this update will be to incorporate new State legislation into the LDO.
- Current Planning staff will work on special projects, as time allows, including: amendments to the property line adjustment section of Jackson County's LDO with the assistance of the County Surveyor; rewriting Type 2 application customer materials and procedures so they are more understandable and user-friendly; and an assessment and improvement of the detached living space section of the LDO.
- During the 2015-2016 fiscal year, the Comprehensive Planning staff completed the Southern Oregon Regional Pilot Program (SORPP) authorized by the Governor's Executive Order 12-07. This project was completed and a regional report was created summarizing the regions' findings. Jackson County will use the results of the project to update the Rural Use provisions of the LDO and the Comprehensive Plan.
- Comprehensive Planning staff will work on the Regional Problem Solving (RPS) Plan with participating jurisdictions who come forward with Urban Growth Boundary (UGB) expansion applications. UGB expansion applications will constitute a significant portion of the Comprehensive Planning Program's work schedule during the 2016-2017 fiscal year. This includes the City of Medford's UGB expansion, one of the largest in more than a decade. While the City of Medford's UGB expansion application will be submitted during fiscal year 2015-2016, it will not be finalized until the 2016-2017 fiscal year.
- Comprehensive Planning staff will bring forward for adoption an update to the County's Transportation System Plan, a project being led by the County's Roads and Parks Department.
- Continue to monitor performance measures for all land use application processes in the Current Planning Program and performance measures in the Building Program.
- Monitor performance measures for the Code Enforcement Program and provide annual reporting to the Board of Commissioners.
- Continue to support and promote staff training within the constraints of the budget.

Major Issues and Service Level Accomplishments for Prior Year

- Because the previous Development Services' permit tracking software system was not going to be supported in the future, the Department purchased and partially implemented a new software program during the 2013-2014 fiscal year. Monies were carried over from the 2014-2015 fiscal year into the 2015-2016 fiscal year to pay for additional reports and necessary scripting. A considerable amount of staff time has been allocated to the project. Staffing resources were used to identify business processes and test systems; staff also spent a considerable amount of time training on the new software before it was fully implemented. This software upgrade has brought with it many improvements.
- From fiscal year 2011-2012 to fiscal year 2013-2014, the number of building plans to be reviewed increased 18 percent. In addition, there was a 23 percent increase in inspections in fiscal year 2015-2016. These factors necessitated the addition of a 1.00 FTE Construction Inspector. This FTE is dedicated, primarily, to conducting plans review. It was anticipated that the percentage of plans reviewed within a ten-day period would increase to 60 percent and the average cycle time for plans review would decrease overall.
- During the 2014-2015 fiscal year, the Current Planning Program struggled to meet the internal performance measures set for land use applications. These performance measures are set at between 45 and 90 days as compared to the statutory timelines of 120 to 150 days. The internal performance measures were met between 43 percent of the time to 70 percent of the time in fiscal year 2015-2016. The decline in percentages of performance measure success was the result of primarily three factors: 1) increased workload demands on all Program staff; 2) the necessity of training new Planning staff and continued administration of the new permit tracking software system; and 3) the land use aspects related to the legalization of recreational marijuana.
- Comprehensive Planning staff completed an Urban Growth Boundary expansion application for the City of Central Point.

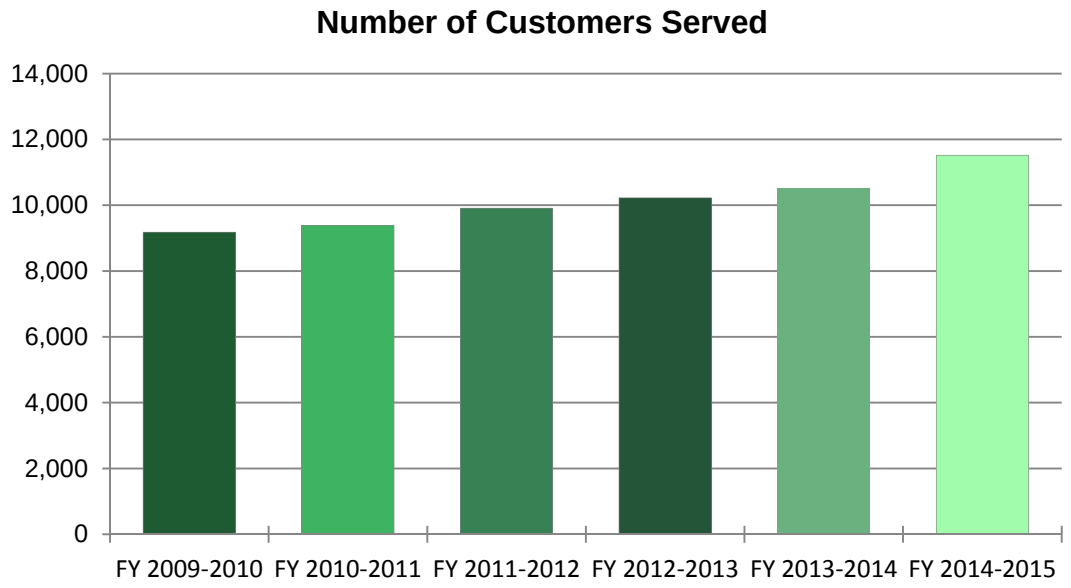
DEVELOPMENT SERVICES

- The Board of Commissioners approved amendments to the Agricultural Lands Element of the County's Comprehensive Plan. The amendments were a result of recommendations from the Agricultural Task Force.
- The Board of Commissioners approved making the Jackson County Planning Commission the Committee for Citizen Involvement.
- While the Regional Problem Solving (RPS) Plan was acknowledged by the Land Conservation and Development Commission in 2012, staff continued to work with cities on fulfilling the conditions associated with the RPS Plan.
- During the 2015-2016 fiscal year, the Comprehensive Planning staff completed SORPP authorized by the Governor's Executive Order 12-07. This project was completed and a regional report was created summarizing the regions' findings.
- The Building Program conducted building inspections in a timeline that exceeded statutory requirements.

Benchmark

During fiscal year 2014-2015 there was an increase in the number of customers served mainly due to the implementation of the online tool now available in the Department's new ePermitting software. This option allows customers to purchase and submit permit applications online, which are then reviewed and processed by staff.

These numbers represent customers helped at the counter and through ePermitting. Not included in the numbers are the customers helped through approximately 12,290 phone calls, over 1,100 faxes, and over 1,000 emails which brings the total to almost 26,000 customers in total.



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 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 (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Building Program provides the services listed below.

Building Permits

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

Permits are checked through the permitting software system to verify that contractor's licenses are valid and current. This protects the public from potential health and safety concerns by ensuring that only licensed professionals are performing permissible work on their property.

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

Building Inspectors routinely attend continuing educational trainings in order to keep their certifications up to date. Most inspectors are cross-trained and hold multiple certifications including plan review and electrical, plumbing, mechanical, and structural inspection.

Plan Review

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

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Time residential plan review is completed within a ten day period	41%	53%	49%	62%	70%

The addition of a full-time plan reviewer during the 2014-2015 fiscal year improved the Program's plan review performance substantially. During that fiscal year, at budget time, the Program was projecting a 61 percent completion rate within the ten day guideline. However, the year-end data showed a completion rate of just 49 percent. As the economy has continued to pick up during the 2015-2016 fiscal year, there has not been a correlating slowdown over the winter months as seen in years past. Coupled with the fact of losing a long time inspector to retirement and the training required of a new hire, numbers for the current fiscal year are still projected to increase to 62 percent. This is due to the hiring of an additional 1.00 full-time equivalent (FTE) Building Inspector and keeping the dedicated full-time plan reviewer position. Moving forward into the 2016-2017 fiscal year, it is anticipated that the percentage of plans reviewed within a ten day period will increase to 70 percent or better.

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.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Building inspections completed in less than 24 hours	99.9%	99.9%	99.9%	99.9%	100%
Mechanical inspections completed in less than 24 hours	99.8%	99.9%	99.8%	100%	100%
Electrical inspections completed in less than 24 hours	99.9%	99.9%	99.8%	99.5%	100%
Plumbing inspections completed in less than 24 hours	100%	99.8%	99.8%	100%	100%

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 mandated by the State. While staff's goal is always 100 percent of the inspections done within 24 hours, the .01 percent and .02 percent deviations from that goal are the result of unforeseen occurrences such as unsafe weather or road conditions and/or employee illnesses.

Strategic Objective: Complete and refine a new customer electronic plan review service application whereby customers can submit plans electronically and receive comments and response electronically as well.

One of the enhancements provided in the ePermitting software system is the capability of receiving plans electronically. There have been State ePermitting issues with this software and it is currently being reviewed for update by the State. As such, it is the goal of the Building Program to implement electronic plan review services allowing for submittal, comments, and responses through the citizen accessed website.

Significant Issues in the Year Ahead

During the 2014-2015 fiscal year the new State-hosted ePermitting software was fully implemented resulting in improved communication with the Department's customers. As the new permit tracking software system evolves over time, improvement of functionality and report writing will continue to take a significant amount of staff time to ensure the best use of the new software. There are still many reports to complete, and to this end, an outside consultant has been contracted with to create reports with the goal of accelerating the report writing process. Monies will also be carried over from the 2015-2016 fiscal year into the 2016-2017 fiscal year to pay for the decommission of the old permit tracking software, additional custom scripting, and report writing. Also of note, Jackson County Development Services was instrumental in helping facilitate a State advisory board for the new software. While the advisory board is still new, it is believed that necessary improvements related to improved business practices will be forthcoming as the County will not be a lone voice in effecting needed changes.

Customers are now able to track the progress of both building permits and planning applications online, in real-time. The mobile office application portion of the implementation process will continue to be refined and the inspector application for their smart phones is a shining light in its usability and efficiency. Inspectors can now identify corrections that are necessary on a construction job and upload that information to the permit tracking software system without having to come back to the office. This affords contractors, via the use of a smart phone, the ability to remotely access the permit tracking software system and determine the status of the inspection and

what, if anything, needs to be corrected without having to go to the job-site or call the inspector. This is all done in real-time.

The Building Program will also continue with its outreach and training opportunities for the public and contractors on the improvements and advantages of this new system.

Financial Condition

It appears that the economy is continuing a slightly upward trend. This is particularly important for the Building Program as the number and type of building permits not only fund the Program, but provide funding for both the Current and Comprehensive Planning Programs through the collection of the Community Development Fee. Beginning with the 2012-2013 fiscal year the Building Program began to be fully fee supported, as it had before the Great Recession (which lasted from 2007 through 2009). As a result, Staff is not recommending any additional building fee increases for the 2016-2017 fiscal year.

The Building Program's budget has increased 14 percent or $177,520 from what was budgeted during the 2015-2016 fiscal year, excluding the permit tracking software carryover from the 2015-2016 fiscal year. A portion of this is due to the addition of a 1.00 FTE Building Inspector and increasing a 0.50 FTE Building Technician, added in the 2015-2016 fiscal year, to a 1.00 FTE position. There is also a 10 percent increase in operating expenses mainly to cover the costs of the mobile office implementation of the new permit tracking software, and a 7 percent increase in the Program's overhead costs.

The Building Program's anticipated revenue is projected to increase by almost 14 percent over what was budgeted in the 2015-2016 fiscal year. Excluding the permit tracking software carryover from the 2015-2016 fiscal year, the Program's revenue is made up entirely from permit fees. This Program receives no support from the County's General Fund.

Program: 370102	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$112	$0	$0	$0
Fees & Other Service Charges	$1,167,201	$1,395,366	$1,377,070	$1,280,069	$1,457,589
Total	**$1,167,201**	**$1,395,478**	**$1,377,070**	**$1,280,069**	**$1,457,589**
EXPENDITURES					
Personnel Services	$791,260	$810,666	$889,679	$943,722	$1,092,585
Materials & Services	$293,725	$305,431	$291,564	$336,347	$365,004
Capital Outlay	$0	$1,647	$0	$18,198	$3,900
Total	**$1,084,985**	**$1,117,744**	**$1,181,243**	**$1,298,267**	**$1,461,489**
Full-Time Equivalent	**7.65**	**7.70**	**9.15**	**9.55**	**11.70**

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 goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (5) Work to enhance the natural and man-made attractiveness of the area; and (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Code Enforcement Program provides the services listed below.

Respond to Code Violation Concerns

Strategic Objective: Provide a fair, courteous, and balanced Code Enforcement Program to the citizens of Jackson County.

The Code Enforcement Program is primarily complaint driven and provides thorough investigations of violations using Warnings of Violation with the goal of education and voluntary compliance. Civil fines and penalties through County Administrative Hearings are used in those cases where voluntary compliance cannot be achieved. The Program provides enforcement actions based upon the priorities approved by the Board of Commissioners. Complaints are 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.

Strategic Objective: Provide for a part-time compliance officer to be assigned to White City.

In order to provide enforcement services to White City, the White City Enhanced Law Enforcement District (WCELED) continues to fund this part-time compliance officer.

Strategic Objective: Continue evaluating and tracking data to assess the performance of the Code Enforcement Program.

The Program's 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.

Increase Rate of Compliance

Strategic Objective: Achieve compliance through voluntary means, civil fines, and penalties as well as prosecution of cases when voluntary compliance cannot be attained.

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 Order was ignored rendering the necessity of contempt of court charges. The Program also provides assistance to violators by identifying local resources that can be utilized in order to help them achieve voluntary compliance.

Code Enforcement

Significant Issues in the Year Ahead

As Development Services' new permit tracking software system is evolving, improvement of functionality and report writing have primarily been focused on the Building and Planning Programs. With much of that work substantially complete, more focus will be put towards the Code Enforcement Program's report and fine tuning needs. This will continue to take a significant amount of staff time to ensure the best use of the new software. There are still many reports to complete and, to this end, an outside consultant has been contracted with to create reports with the goal of accelerating the report writing process. Monies will be carried over from the 2015-2016 fiscal year into the 2016-2017 fiscal year to pay for the decommission of the old permit tracking software, additional custom scripting, and report writing.

The mobile office application allows the Code Enforcement Officers to access the permit database remotely. With real-time permitting information and the ability to identify property location through Global Positioning Systems (GPS), efficiency will be increased by limiting the need for trips back and forth to the office as an investigation is being conducted. This also allows the officers to have access to pertinent documents of importance to customers on location.

Another significant issue to be determined is the likelihood of more marijuana related code enforcement cases. The rules at this writing are still being determined but, as the rules are codified into ordinance, it is anticipated that there will be a large volume of cases to deal with. This contention is supported by the large number of cases the Program has now, even before the final rules are put in place. If the anticipated spike in marijuana code enforcement cases becomes a more permanent issue, the open Code Enforcement Officer position may need to be filled during the 2016-2017 fiscal year.

Financial Condition

The Program funding structure remains consistent with that of previous years. The Program continues to be funded by solid waste franchise fees. The nexus between this funding and the duties of the Program is that the majority of Program cases are solid waste related. This continues to be a positive and stable funding mechanism. The Program also receives a transfer from the WCELED tax levy, which pays for a 0.50 full-time equivalent (FTE) Code Enforcement Officer dedicated to providing code enforcement service to White City.

The Program continues to have 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. That said, collection rates are still low and fines are projected to make up only 2 percent of revenue for this Program.

The Code Enforcement Program's budget increased by less than 1 percent or $1,095 from what was budgeted during the 2015-2016 fiscal year, excluding the permit tracking software carryover from the 2015-2016 fiscal year.

The Code Enforcement Program receives no funding from the Community Development Fee. The Program's revenue is made up of WCELED funding which accounts for approximately 15 percent, and fines which account for 2 percent of the revenue. The remaining Program funding comes from the County's General Fund, as a transfer from the Solid Waste Fund, excluding a less than 1 percent carryover from the 2015-2016 fiscal year for completion costs related to the permit tracking software update.

Code Enforcement

Program: 370105	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$60	$0	$0	$0	$0
Fees & Other Service Charges	$30,683	$25,511	$24,993	$28,250	$12,181
Interfund Transfers	$81,205	$81,205	$83,420	$83,420	$83,420
Total	**$111,948**	**$106,716**	**$108,413**	**$111,670**	**$95,601**
EXPENDITURES					
Personnel Services	$312,696	$291,565	$247,136	$342,087	$351,954
Materials & Services	$167,009	$179,517	$139,057	$198,671	$189,899
Capital Outlay	$38,587	$74,118	$11,589	$8,440	$6,825
Total	**$518,292**	**$545,200**	**$397,782**	**$549,198**	**$548,678**
Full-Time Equivalent	**4.25**	**4.28**	**4.25**	**4.35**	**4.40**

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 laws. 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 goals: (2) Serve all citizens fairly and ensure access to County government; (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; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Comprehensive Planning Program provides the services listed below.

Comprehensive Plan

Strategic Objective: Continue to implement the Comprehensive Plan and update the plan on a timely basis.

The Comprehensive Plan is implemented on a daily basis through the County's Land Development Ordinance. As such, the Comprehensive Plan continues to guide the policies and processes affecting current planning applications. During the 2016-2017 fiscal year it is anticipated the process to implement the findings of the Agricultural Task Force will begin. This may include amending the Agricultural Element of the Comprehensive Plan. This will be a multi-year project.

Land Development Ordinance

Strategic Objective: Continue to implement the Land Development Ordinance and prepare an annual ordinance update.

The County continues to utilize the Land Development Ordinance when processing current planning land use applications. It is anticipated that during the 2016-2017 fiscal year, amendments to the Land Development Ordinance will begin bringing it current with State law and case law.

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 2014-2015 fiscal year, the new State-hosted ePermitting software was fully implemented resulting in improved communication with the Department's customers. As the new permit tracking software system evolves over time, improvement of functionality and report writing will continue to take a significant amount of staff time to ensure the best use of the new software. There are still many reports to complete and, to this end, an outside consultant has been contracted with to create reports with the goal of accelerating the report writing process. Monies will also be carried over from the 2015-2016 fiscal year into the 2016-2017 fiscal year to pay for the decommission of the old permit tracking software, additional custom scripting, and report writing.

Comprehensive Planning

During the 2015-2016 fiscal year, the Comprehensive Planning staff completed the Southern Oregon Regional Pilot Program authorized by the Governor's Executive Order 12-07. This project was completed and a regional report was created summarizing the regions' (Jackson, Josephine, and Douglas Counties) findings. Jackson County will use the results of the project to update the rural use provisions of the Land Development Ordinance and the Comprehensive Plan.

Due to the County's Regional Problem Solving (RPS) Plan, the RPS participating cities will come forward to the County for Urban Growth Boundary (UGB) expansions. During the 2015-2016 fiscal year, the County processed an UGB expansion with the City of Central Point. While it is anticipated that the Medford UGB expansion application will be submitted during the 2015-2016 fiscal year, it will likely not be completed until the 2016-2017 fiscal year. It is also anticipated that other RPS participating jurisdictions will come forward with UGB expansion applications. These applications will constitute a significant portion of the Comprehensive Planning Program's work schedule during the 2016-2017 fiscal year.

A Transportation System Plan (TSP) update was initiated during the 2014-2015 fiscal year and will likely be completed and adopted during the 2016-2017 fiscal year. The continuation of a transportation planner in the Comprehensive Planning Program, paid for by transportation system development charges, will allow for Program staff to work toward completion of this project during the 2016-2017 fiscal year.

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 the economy is continuing a slightly upward trend. This is particularly important because the Comprehensive Planning Program relies heavily on the Community Development Fee, as operational costs far exceed fees collected. Fees for service make up only 5 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.

Thirteen 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 of just over 2 percent in the Community Development Fee over what the Department actually collected during the 2014-2015 fiscal year.

During the 2016-2017 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.

Due to increased staffing levels and associated labor costs, the Program's budget has increased 9 percent or $51,865 from what was budgeted during the 2015-2016 fiscal year, excluding the permit tracking software carryover from the 2015-2016 fiscal year.

The Comprehensive Planning Program revenue is made up of application fees, anticipated to account for just 5 percent of the revenue collected by the Comprehensive Planning Program, while allocation of the Community Development Fee makes up 87 percent of the budgeted amount. Another 8 percent of the Program's budgeted revenue is provided by transfers for the cost of the transportation planner. Under 1 percent of the Program's budgeted revenue represents a carryover from the 2015-2016 fiscal year from the County's General Fund for completion costs related to the permit tracking software upgrade, which was implemented in the 2013-2014 fiscal year.

Comprehensive Planning

Program: 370101	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$74,610	$0	$0	$0	$0
Fees & Other Service Charges	$516,185	$522,422	$642,056	$532,174	$583,114
All Other Resources	$49,000	$0	$48,372	$0	$0
Interfund Transfers	$0	$51,785	$0	$50,312	$51,237
Total	**$639,795**	**$574,207**	**$690,428**	**$582,486**	**$634,351**
EXPENDITURES					
Personnel Services	$421,952	$380,324	$404,496	$423,082	$481,189
Materials & Services	$158,859	$159,181	$112,865	$159,404	$153,162
Capital Outlay	$15,858	$30,706	$4,801	$8,704	$975
Total	**$596,669**	**$570,211**	**$522,162**	**$591,190**	**$635,326**
Full-Time Equivalent	**4.55**	**4.95**	**4.55**	**4.55**	**4.80**

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 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; and (12) Plan for the future.

Program Information

The Current Planning Program provides the services listed below.

Land Use Permits

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

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Type 1 administrative land use permits completed in 20 days or less	72%	79%	55%	65%	75%
Average number of processing days	18	13	21	18	17

Setting the performance measure at 20 days reduced the number of days, on average, that it took to process a Type 1 application by approximately 44 percent. Note that there is no statutory timeline for Type 1 applications.

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

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Type 2 discretionary land use permits completed in 50 days or less	85%	45%	43%	55%	85%
Average number of processing days	45	53	53	49	45

Setting the performance measure at 50 days reduced the number of days, on average, that it took to process a Type 2 application by approximately 28 percent. The statutory timeline is between 120 and 150 days to complete this type of application.

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

Current Planning

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Complex Type 2 discretionary land use permits completed in 65 days or less	75%	40%	53%	60%	70%
Average number of processing days	63	67	59	60	60

Setting the performance measure at 65 days reduced the number of days, on average, that it took to process a complex Type 2 application by approximately 32 percent. The statutory timeline is between 120 and 150 days to complete this type of application.

Strategic Objective: Render a staff decision on Type 3 administrative land use permits within 90 days.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Complex Type 3 administrative land use permits completed in 90 days or less	63%	100%	70%	70%	72%
Average number of processing days	88	56	87	86	85

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 from applicants.

For the 2015-2016 fiscal year there has been an increase in land use applications and a 9 percent increase in citizens coming to the counter, calling, or emailing for assistance. There are primarily two reasons for this: the Great Recession is over and construction has been steadily increasing since 2010, and recreational marijuana was legalized in Oregon. As a result the Current Planning Program, over the course of the last two fiscal years, has added 2.00 full-time equivalent (FTE) positions: a Planner I and a Planner II. The additions have been incremental in an effort to better balance workloads and better meet the internal performance measures. This was recognized to be necessary during the latter half of the 2013-2014 fiscal year, when the internal performance measure success rates for Type 2 applications declined. Where, in the 2012-2013 fiscal year staff had met the performance measures between 65 percent and 75 percent of the time, on Type 2 land use applications during the 2013-2014 fiscal year the percentage of time the performance measures were met declined to between 43 percent and 55 percent. While the percentage of meeting the performance measure is important, the more important measure is average cycle time. These numbers are considerably below the statutory time line of 120 to 150 days. The average cycle times, of between 53 and 87 days, are well below the statutory timelines requirements.

The second reason for the performance measure numbers during the 2013-2014 to 2014-2015 fiscal years has been due to adding staff. During that time the Current Planning Program added 1.50 FTE. As with many Programs such as the Current Planning Program, to add capacity the Program has to temporarily sacrifice efficiency because it is necessary for an existing staff person to train the new hires. This temporarily reduces existing staffs' productivity. Training is typically six months or more in duration. Therefore, in an environment of increasing workloads and the necessary training of new additional staff; in order for things to get better they first tend to experience a decline.

Finally, one of the two senior planners continues to be pulled away to monitor and coordinate reports for the new permit tracking software. This takes time away from processing applications. However, with the staff additions to the Program, it is anticipated that the continued software work of the senior planner will be offset by additional staff capacity.

Public Information

Strategic Objective: Provide a variety of 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

During the 2014-2015 fiscal year, the Current Planning Program has experienced increased demands on all Current Planning Program staff, due in part to workload increases, the hiring of new staff, and the continued efforts to administer the new permit tracking software.

The Program added a temporary part-time staff person during the 2015-2016 fiscal year to address the temporary workload impact that the legalization of marijuana has necessitated. While building continues to steadily increase and will ideally continue, the marijuana land use fervor is not likely to. If the marijuana land use applications do not ebb as anticipated, it may be necessary to make the temporary planning position permanent.

During the 2014-2015 fiscal year the new State-hosted ePermitting software was fully implemented resulting in improved communication with the Department's customers. As the new permit tracking software system evolves over time, improvement of functionality and report writing will continue to take a significant amount of staff time to ensure the best use of the new system. There are still many reports to complete and, to this end, an outside consultant has been contracted with to create reports with the hope of accelerating the report writing process. Monies will also be carried over from the 2015-2016 fiscal year into the 2016-2017 fiscal year to pay for the decommission of the old permit tracking software, additional custom scripting, and report writing.

During the 2016-2017 fiscal year, staff will work on special projects, as time allows, including: an update to the Land Development Ordinance (LDO) conducted by County Counsel; amendments to the property line adjustment section of the LDO with the assistance of the County Surveyor; rewriting Type 2 application customer materials and procedures so they are more understandable and user-friendly; and an assessment and improvement of the detached living space section of the LDO.

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 the LDO.

Financial Condition

It appears the economy is continuing a slightly upward trend. 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 upon the Community Development Fee to balance the Program budget.

Current Planning

Thirteen 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 of 5 percent in the Community Development Fee over what the Department actually collected during the 2014-2015 fiscal year.

During the 2016-2017 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.

In an effort to continue with desired service levels resulting in increased staffing levels and associated labor costs, the Program's budget has increased less than 12 percent or $145,640 from what was budgeted during the 2015-2016 fiscal year, excluding the permit tracking software carryover from the 2015-2016 fiscal year. A portion of this increase is due to the addition of 1.00 FTE Planner I, a 1.00 FTE Planner II, and increasing a 0.50 FTE Office Assistant III, added in the 2015-2016 fiscal year, to a 1.00 FTE position. There is also an 18 percent overall departmental increase in operating expenses largely necessary to cover the cost of additional hearings officer services, due to an increase in land use hearings, and funds necessary for outside services required for the Comprehensive Plan and LDO updates.

Fees make up 45 percent of this Program's revenue while allocation of the Community Development Fee makes up 54 percent of the budgeted amount. The remaining 1 percent of the Program's budgeted revenue represents a carryover from the 2015-2016 fiscal year for completion costs related to the permit tracking software upgrade, which was implemented in the 2013-2014 fiscal year. Excluding the software carryover, the Program receives no General Fund support.

Program: 370104	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$30	$20	$0	$0	$0
Fees & Other Service Charges	$1,088,650	$1,135,405	$1,323,833	$1,081,492	$1,333,755
Total	**$1,088,680**	**$1,135,425**	**$1,323,833**	**$1,081,492**	**$1,333,755**
EXPENDITURES					
Personnel Services	$722,710	$724,995	$744,319	$826,363	$939,132
Materials & Services	$322,168	$325,431	$261,762	$361,752	$394,623
Capital Outlay	$43,827	$71,647	$18,560	$17,408	$7,800
Total	**$1,088,705**	**$1,122,073**	**$1,024,641**	**$1,205,523**	**$1,341,555**
Full-Time Equivalent	**8.05**	**8.08**	**8.55**	**9.05**	**10.60**

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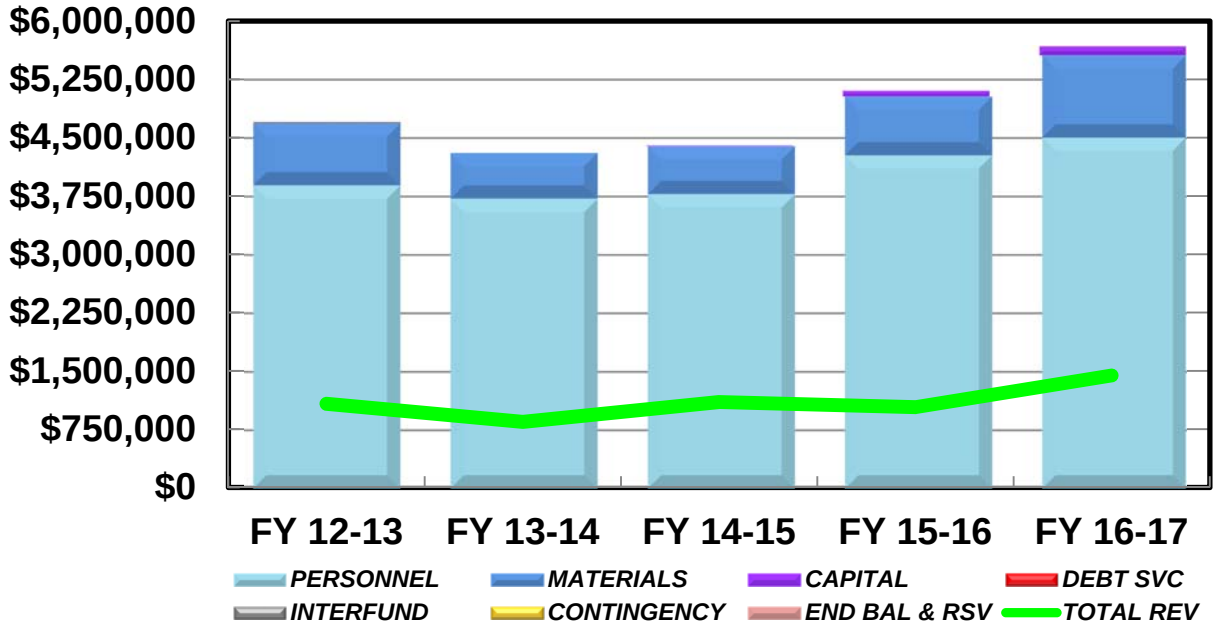
DISTRICT ATTORNEY

2012-2013 TO 2016-2017

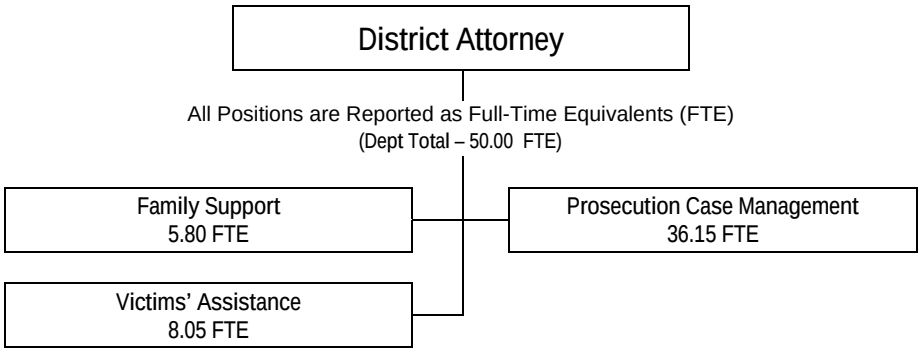


	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted
PERSONNEL	$3,889,245	$3,718,883	$3,776,682	$4,276,879	$4,504,436
MATERIALS	$800,155	$589,205	$617,765	$753,341	$1,052,229
CAPITAL	$0	$0	$8,400	$73,162	$117,000
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$14,766	$0	$0	$0	$0
CONTINGENCY	$0	$0	$0	$0	$0
END BAL & RSV	$0	$0	$0	$0	$0
TOTAL EXP	$4,704,166	$4,308,088	$4,402,847	$5,103,382	$5,673,665
TOTAL REV	$1,076,239	$842,566	$1,097,984	$1,033,238	$1,440,715
FTEs	45.50	43.00	45.50	46.50	50.00

The FY 16-17 budget includes an increase in materials and Capital Outlay for expenses associated with the move to the new building. The District Attorney's Office was able to add 3.00 FTEs with an increase in grant funding. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between "Actual" and "Adopted" Budgeted Numbers located on page 19 of this document.

DISTRICT ATTORNEY

Organization Chart



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.

Major Issues and Service Level Goals for Fiscal Year 2016-2017

- The new building is expected to be completed in the summer of 2016. The new facility will have a larger area for the Grand Jury, will bring staff all into one building, and will have many safety measures for the public as well as staff. The new facility is expected to improve services for visiting customers who will appreciate the separate meeting stations and rooms where confidential personal issues can be discussed privately.
- The Victims' Assistance Program and the criminal division work closely together to make sure victims are apprised of their rights and have an opportunity to assert them if they so choose. The pace and volume of cases which are placed on the docket makes this difficult at times. The Office is working to expand the use of email and text messaging in addition to phoning victims to keep them notified of court appearances.
- The District Attorney's Office plans to make a priority of improving its outreach to the Hispanic community in Jackson County. Previously, staff has made sure that documents are available in Spanish upon request. The Victims' Assistance Program is hoping to add a bilingual advocate; if the Office is able to hire a bilingual advocate, that person will serve victims who are Spanish speaking only.
- Victims' Assistance is going to increase training for staff around incidents of mass violence. With this training, the Jackson County team will be better prepared to respond if such an incident was to occur in Jackson County or offer assistance to a surrounding county.
- The District Attorney's Office participates in a number of grants that require different statistical information. Staff plan to work with the Information Technology Department and the data management provider to prepare reports that will track the needed information. This data will also be helpful for the Office in the planning of future programs.

Major Issues and Service Level Accomplishments for Prior Year

- The Prosecution Case Management Program is expected to file 6,776 cases in fiscal year 2015-2016, which is a 4 percent increase of cases filed with the Jackson County Circuit Court.
- The District Attorney's Office handled 374 juvenile delinquency cases and 274 dependency cases in fiscal year 2015-2016.

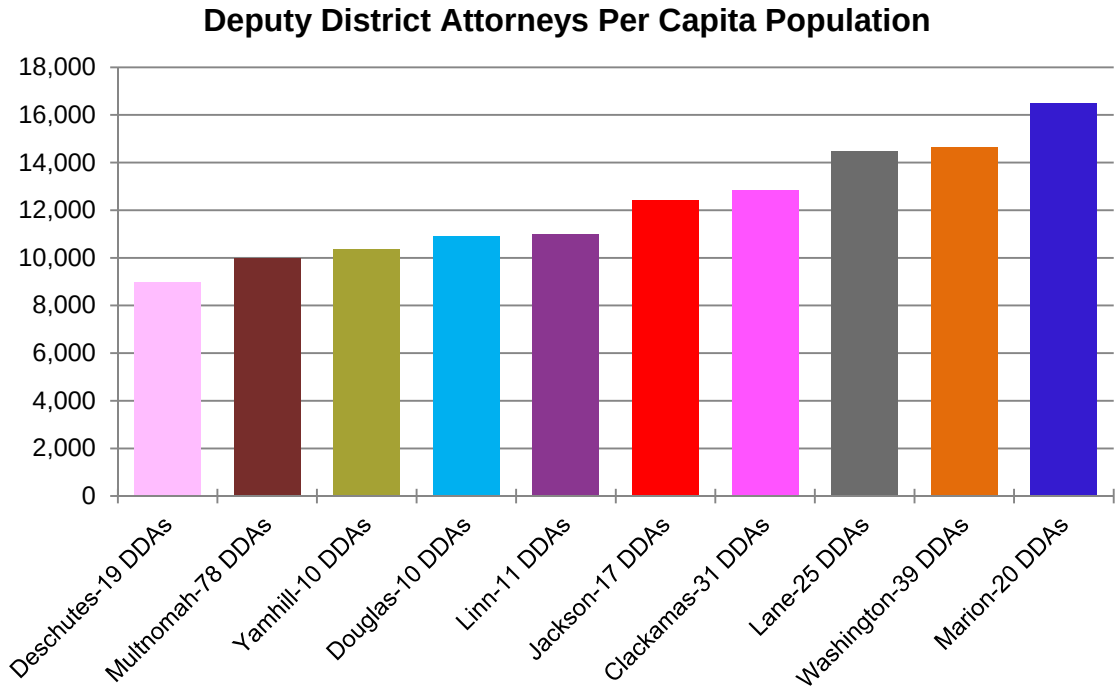
DISTRICT ATTORNEY

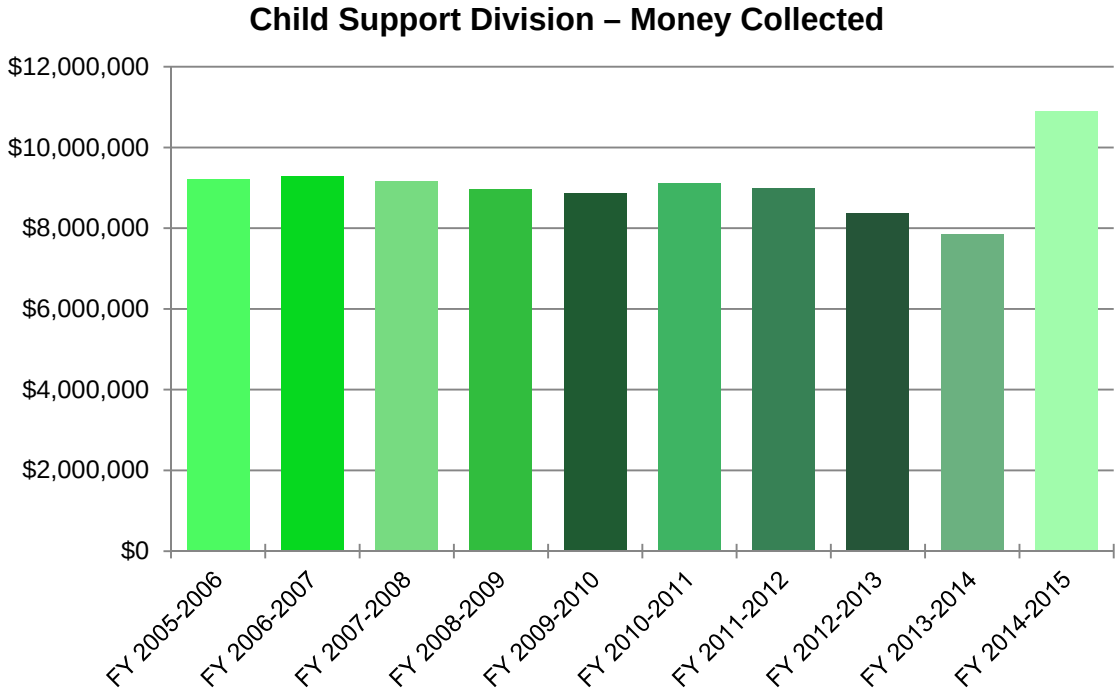
- The District Attorney's Office is continuing to provide trainings to law enforcement agencies. Attorneys provided 80 hours of training to law enforcement in this last fiscal year. Additionally, many presentations were made to community groups and community partners this year. The website for the District Attorney's Office lists presentation topics which staff can provide to civic groups.
- In collaboration with other community partners, the District Attorney's Office was able to launch the first Mental Health Court in Jackson County in May 2015. The program began with a maximum of ten participants. This program has already established that, with the help of a combined community outreach, offenders suffering from mental illness can be helped to live in the community with very limited contact with law enforcement and reduced hospitalization of the participants.
- In September 2015, the District Attorney's Office began to handle civil commitments. The individuals who are eligible to be civilly committed are either a danger to themselves/others or cannot meet their basic personal needs. The assigned attorney works closely with Health and Human Services to ensure that the individuals receive the least restrictive available care and, at the same time, that community safety is considered. In fiscal year 2015-2016 the Office is projected to handle 35 cases.
- Volunteers provided 1,957 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 3,388 crime victims in fiscal year 2014-2015. That included 1,042 domestic violence victims. The Program also assisted victims in 212 cases where the offender was under the age of 18.
- The Family Support caseload increased by 22 percent. Influencing factors include a child support program change in criteria for case assignment between the State and the County, and the end of the agreement where the Department of Human Services refers medical cases to the State Office of the Division of Child Support. Instead, those cases are opened with the District Attorney's Family Support Office.
- Child support collections grew by over $3,000,000, a 37 percent increase. Total reported collections for fiscal year 2014-2015 were $10,761,742. This helped many families in Jackson County to receive the financial support needed to raise their children.
- The Victims' Assistance Program prepared 2,106 restitution orders in fiscal year 2014-2015 totaling $4,282,893 in restitution orders for the citizens and companies of Jackson County. The District Attorney's Office collected $31,116 in restitution prior to sentencing.

DISTRICT ATTORNEY

Benchmark

The Jackson County District Attorney's Office had 1.00 Deputy District Attorney (DDA) per 10,858 people, which is the 5th highest per capita amongst the ten most populated counties in the State.





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, modification of child support orders, and collection of child support. The Family Support Program makes every effort to provide timely, quality customer service to the citizens of Jackson County. The Program is helping to meet County goal: (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; (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 Family Support Program provides the services listed below.

Enforcement of Income Withholding, Unemployment Withholding, Tax Refund Interception, Worker Compensation and Financial Account Garnishments, License Suspension, and Contempt of Court Actions

Strategic Objective: Increase child support dollars collected and program performance levels on collections.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Child support collected (weighted*)	$8,374,639	$7,837,275	$10,761,742	$10,800,000	$10,900,000
Cases with current/ongoing collections	72.5%	74.7%	74.2%	74.5%	74.8%
Cases with arrears receiving payment on the arrears	73.3%	75.6%	77.1%	78.0%	78.0%

*Recognized by the Federal government, “weighted” collections include double credit for collections prior to Temporary Assistance for Needy Families (TANF).

Child support programs are essential to communities. Across the nation nearly 16,000,000 children receive child support services from a Federally funded child support program. The District Attorney Family Support Program focuses on child support collections so more children will grow up in households that can provide for their financial necessities. An additional impact of child support is that custodial parents who receive support feel less financially stressed and, therefore, are better equipped to meet a child’s emotional needs. Oregon child support programs have many available tools for collection of support and by utilizing all available tools and following a specific enforcement plan the Family Support office was very successful in meeting this objective.

Jackson County District Attorney’s Family Support collections grew by almost $3,000,000; a 37 percent increase. There are several factors that attributed to this success. After seven years of decline, the Jackson County Family Support caseload increased by over 22 percent. One event leading to this was a child support program change in case assignment criteria which caused the transfer of a few hundred cases from the State office of the Division of Child Support over to the Jackson County District Attorney matrix. Also, as unemployment decreased in Jackson County, more parents re-entered the job market and were able to get off of public assistance. Those previously unemployed customers who would have been referred to the State’s Division of Child Support office for services applied for child support services with Jackson County.

Over the past year the Program developed strategies to collect on cases with child support in arrears and was successful in achieving a substantial improvement on this measure. For example, payment and compliance agreements are structured to include at least the minimum required payment on arrears. This allows the Program to achieve the greatest impact on individual cases and to maximize revenue on this measure. At the current rate of 77 percent of all cases with arrears receiving a payment toward the arrears, revenue from this measure increased from 90 to 94 percent of all funding available to the Program. Funding on the Program measure for cases with current support receiving payments stayed at 88 percent of available funding.

Cases Referred to the Deputy District Attorney for Advanced Enforcement Action Includes Motions for Contempt and Probation Violations, Payment Agreements, Compliance Agreements, and Jail Sentences

Strategic Objective: Obtain payments from non-paying parents which may include court sanctions for failure to pay child support.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
New court actions (contempt and probation violations)	n/a*	n/a*	133	150	150
Actual number of court appearances	n/a*	n/a*	351	350	325
Pre-contempt/probation violation payment agreements signed	n/a*	n/a*	63	75	85
Days of jail time ordered by the court	176	213	240	260	260

*New measurement; data not available.

Obtaining a child support order is only the first step in helping families, the hardest part can be the collection on the child support judgment. Obligated non-custodial parents fall into two categories, those who pay and those who do not pay. Nationally, over 70 percent of the child support collected is obtained through payroll deductions which accounts for most of the paying parents. Some parents who do not pay may have the intention to do so but may be suffering from a temporary financial situation such as a job loss. The Program makes every effort to work with those parents, sometimes entering into payment agreements which allow the parent time to work through a financial issue.

The other side of that is parents who have no intention of paying and may choose a lifestyle which does not create the ability to pay their obligations. To avoid a garnishment those parents may hide their income and assets. For those challenging collections cases, the Program utilizes the many enforcement tools available. One of the most effective collection tools is the suspension of a license, which may include drivers, professional, and recreational licenses. When the obligated parent fails to respond to requests for payment, or to contact the Program, the case is referred to the Deputy District Attorney for court action. These cases are set for a court date to hold the non-paying parent in contempt of court for failure to pay child support. This action may result in a payment agreement, monthly compliance court dates, a contempt judgment probation, and/or a jail sentence.

Cases with Orders

Strategic Objective: Establish appropriate and timely child support orders on all cases without an order and maintain an 80 percent or higher performance level resulting in 100 percent of available funding.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Cases with support and/or medical insurance orders	98.4%	98.3%	97.7%	98.0%	98.3%

Across the nation, one in four children has an active child support case. Obtaining a child support order is a priority so the case can begin billing and accruing support. Practices that support the objective to take timely orders include processing applications for services within 48 hours of receipt and prioritizing the initiation, processing, and finalization of new orders. A substantial effort is also put into the discovery and analysis of information available to calculate a child support amount that best represents each parties' financial condition. At the end of this fiscal year, 97.7 percent of the Family Support Program's cases had a child support order in place. With applications for services on the rise, the Program anticipates the number of new orders to increase. The Family Support Program performance on this measure exceeds the 96.9 percent average among Oregon counties and the 83.7 percent performance level for the entire child support program. Since Family Support's performance far exceeds the 80 percent threshold required to receive 100 percent of the Federal funding, the Program receives the maximum available revenue on this measure.

Modifications of Existing Orders and Paternity Establishment

Strategic Objective: Establish paternity when needed and provide services to families who need a modification of their order; or review and confirm that existing support orders are in compliance with the current child support guidelines.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Provide services to modify child support orders	176	136	180	200	200
Services provided to establish paternity	5	7	8	8	8

The majority of applications received by Family Support are from families who already have a child support order, such as per a divorce decree, which they want enforced and/or modified. Family Support provides modification services when an order is over three years old without cause, or when a change of circumstances exists if the order is under three years. Modification of orders allows the order amount to reflect the current financial circumstances of each parent and ensure an appropriate order is in place at all times. There is no performance measure or funding based on the number of modification legal actions taken by a program, however, the modification action is one of the most sought after services met by the Program.

There are a few situations where a modification does not result in a support order. That includes modifications to terminate a child support obligation based on a change of custody, or when a non-custodial parent receives cash public assistance or social security income (SSI) disability benefits. Another is the suspension of support based on the incarceration of a non-custodial parent. Typically, this is only done at the request of the incarcerated parent. Recent legislation now requires the child support program to initiate the suspension of active child support orders when it is discovered that a parent is incarcerated, even when the modification has not been requested by the incarcerated parent. This change along with a caseload increase and lower unemployment rates are likely to result in higher numbers of modification requests over the coming year.

Family Support

Significant Issues in the Year Ahead

Due to two major changes that impact child support program case assignment it is anticipated the District Attorney Family Support caseload size will continue to grow. As custodial parents find jobs, close cash grants and become more self-sufficient their child support cases are no longer referred to the State Division of Child Support office. The Division of Child Support also terminated the agreement to receive child support case referrals for those children receiving a medical grant. In both of these situations those families who want child support services will now apply for services at the District Attorney Family Support office. This office is already experiencing evidence of these changes as the number of applications for services received by this office is on the rise.

It is always the intent of this Program to provide customers with courteous, timely, and quality services. Staff often deal with challenging customer issues, such as customers who are upset that their wages or financial accounts are attached, or when the Program experiences limitations in ability to collect child support. Fortunately, customer issues were resolved at the local level and there were no constituent complaints or grievances filed against the Program over the past year. The new facility will be a major improvement for customers and staff morale. Customers visiting the Family Support office will appreciate the private work stations where they can discuss personal and confidential issues removed from the public area. With an actual interview station where a translator can be set up on the telephone, non-English speaking customers will be better served. Staff will enjoy a professionally designed office, increased work space, and separate work areas that create an environment for more focused and productive work.

The child support program continues to be one of the most cost-effective government programs averaging $4.92 in child support for every dollar spent on Oregon State and county child support programs. With $14.24 collected for every $1.00 spent, Jackson County Family Support ranks number five in cost-effectiveness, exceeding most Oregon State and other county support offices.

Financial Condition

The Family Support Program will continue to receive funding through State and Federal grants which support a substantial portion of the Program costs. The Program continues to be reimbursed by the Federal government for 66 percent of its qualifying expenditures. The State and Federal governments also provide performance-based “incentive funds” anticipated to be $91,715 and State General Funds at $56,840. Approximately 18 percent of the Family Support Program is funded by the County’s General Fund.

Family Support

Program: 170102	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$459,683	$313,038	$333,881	$450,216	$497,988
Fees & Other Service Charges	$0	$12	$0	$0	$0
All Other Resources	$8,929	$8,338	$9,624	$9,000	$9,567
Interfund Transfers	$0	$0	$558	$720	$612
Total	**$468,612**	**$321,388**	**$344,063**	**$459,936**	**$508,167**
EXPENDITURES					
Personnel Services	$423,343	$402,954	$389,750	$460,005	$458,342
Materials & Services	$103,158	$79,142	$81,722	$98,874	$125,066
Capital Outlay	$0	$0	$0	$0	$40,000
Total	**$526,501**	**$482,096**	**$471,472**	**$558,879**	**$623,408**
Full-Time Equivalent	**7.00**	**6.00**	**5.91**	**5.80**	**5.80**

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 represents the State in civil commitment hearings and 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 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 (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Prosecution Case Management Program provides the services listed below.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
DDAs assigned felony cases	11	10	11	12	12
Average of new felony cases filed with the court per DDA	263	264	281	283	286
DDAs assigned misdemeanor cases	5.0	5.0	6.2	6.2	6.2
Average of new misdemeanor cases filed with the court per DDA	653	657	770	765	773
Total cases filed with the court	6,159	5,958	6,543	6,776	6,844
Change/fluctuation in total cases filed with the court	-4%	-3%	10%	4%	1%
Civil commitments/revocations	n/a*	n/a*	n/a*	35	40

*Began in fiscal year 2015-2016; no prior year data.

Jackson County law enforcement agencies submitted over 7,630 cases to the office in the 2014-2015 fiscal year. Of the cases submitted to the District Attorney's Office, over 86 percent were filed with the Jackson County Circuit Court. The cases filed with the court in fiscal year 2015-2016 are projected to increase by 4 percent. In September 2015, in collaboration with Jackson County Health and Human Services, the District Attorney's Office began to handle civil commitment hearings. It is projected that the assigned attorney will handle 35 civil commitment cases in 2015-2016 and 40 in 2016-2017. The District Attorney's Office will continue to strive for the Deputy District Attorneys to review cases within 60 days of receiving the completed report; the current time table is between 60 to 90 days. In 2015, the Office tried 89 jury trials, which is an increase from the previous year of 85 jury trials; the conviction rate also increased to 71 percent.

Prosecution Case Management

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Hours of training provided	63.5	75.0	86.5	80.0	80.0

The District Attorney's Office provided training to the Jackson County Sheriff's Office, Medford Police Department, Ashland Police Department, Reserve Officer Law Enforcement Academy, and other surrounding police agencies during the last fiscal year. Those trainings covered a vast array of topics including, but not limited to, domestic violence issues, search and seizure updates, and courtroom etiquette/decorum for new officers preparing to testify in Circuit Court, legislative updates, and Grand Jury testimony.

Adjudication of Cases Involving Minors in Juvenile Court

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

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Delinquency cases opened with the Court	262	265	347	374	374
Change/fluctuation in delinquency cases opened with the Court	26%	1%	30%	7%	0%
Dependency cases opened with the Court	232	253	279	274	274
Change/fluctuation in dependency cases opened with the Court	1%	9%	10%	-1%	0%

Over the last fiscal year there has been an increase in the delinquency cases that were filed with the court. In the same timeframe, there was a slight decrease in the dependency cases filed with the court. Dependency cases represent the most vulnerable victims: children who are being abused or neglected. Dependency cases are much more complicated and time consuming for the attorneys to process. The dependency cases frequently have hundreds of pages of discovery, expert witnesses, multiple attorneys, and complex issues.

Significant Issues in the Year Ahead

In May 2015, working with many community partners, Jackson County was able to launch a Mental Health Court. The District Attorney's Office also collaborated with Jackson County Health and Human Services to have a position that will be dedicated to mental health. This position will be an integral part in Mental Health Court and handle civil commitments for the State. As more and more people with significant mental health issues become involved in the criminal justice system, the assigned attorney will have a much closer working relationship with mental health to try and find the best resources for the individual and the protection of the community.

Prosecution Case Management

The District Attorney's new building is expected to be completed in the summer of 2016. Moving the Office into the building and still maintaining services will be a challenge but staff is very excited to relocate into the new building and have all employees under one roof. The new building was designed with needs of the staff and will have much needed security features, an expanded area for Grand Jury, and conference rooms to meet with victims and witnesses. The public will have access to areas where they can privately meet with staff to talk about their case and prepare for further proceedings in those matters.

Body cameras have been approved by the largest police agencies in the County. The full impact of handling that additional discovery has not been realized yet. The software system that the police agencies are utilizing has many features including online video storage which will provide access directly to videos, and which should make discovery occur in a timely manner. It is expected that in fiscal year 2016-2017, all the police agencies will be fully functional with body cameras.

A challenge in the next year will be to develop reports to capture information that is needed for many County grants like the Justice Reinvestment Initiative grant. Jackson County has been selected by the legislation to be in the Family Sentencing Alternatives Pilot Program which will also need data submitted over the next ten years of this pilot program. In the past, the data entry system the criminal division of the District Attorney's Office used could not generate accurate statistical reports. However, the system that is in use now has the capability to capture information. With the new senior legal assistant position, a person will be dedicated to be trained in writing reports to retrieve the information that is needed.

Financial Condition

Last year the State legislature specifically prohibited the District Attorney's Office from charging for expunction services beginning January 1, 2016; so, although this Office still performs those statutory functions, revenue is no longer received from the service. The Prosecution Case Management Program receives revenue from fees for discovery, proceeds from law enforcement agencies for criminal forfeiture, and a grant from the Department of Justice for partial support of two Juvenile Dependency Deputies. The County's General Fund provides 92 percent of the funding for this Program.

Program: 170101	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$66,064	$66,318	$199,068	$78,617	$272,855
Fees & Other Service Charges	$194,954	$158,291	$219,948	$111,030	$104,530
All Other Resources	$0	$0	-$61	$0	$0
Interfund Transfers	$0	$0	$2,491	$2,160	$2,376
Total	**$261,018**	**$224,609**	**$421,446**	**$191,807**	**$379,761**
EXPENDITURES					
Personnel Services	$3,097,090	$2,967,356	$2,985,851	$3,355,731	$3,474,821
Materials & Services	$631,593	$436,108	$458,677	$565,542	$806,414
Capital Outlay	$0	$0	$8,400	$73,162	$50,000
Total	**$3,728,683**	**$3,403,464**	**$3,452,928**	**$3,994,435**	**$4,331,235**
Full-Time Equivalent	**32.95**	**31.95**	**33.04**	**34.15**	**36.15**

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 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; (6) Encourage citizen understanding and participation in County government; and (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Victims' Assistance Program provides the services listed below.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Clients who report that the services they received helped them better understand the criminal justice system*	85%	88%	74%	89%	90%

*As evidenced by a satisfaction survey.

The Victims' Assistance Program provided services to 3,388 crime victims during fiscal year 2014-2015. This included 1,042 victims of domestic violence, 17 adult victims of sexual abuse, 154 children who were sexually or physically assaulted by adults, and 17 family members of manslaughter or homicide victims. The Program also assisted victims in 212 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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Restitution orders completed by the time of sentencing	70%	68%	69%	70%	72%

The Victims' Assistance Program had 2.00 full-time equivalent (FTE) employees dedicated to restitution during the 2014-2015 fiscal year There were 2,106 restitution orders prepared by the Program in fiscal year 2014-2015; this is 515 more orders than were prepared in the previous fiscal year. These orders included $4,282,894 in restitution to be paid by defendants. 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. In an effort to increase collections, the District Attorney's Office collected $31,116 in restitution, prior to sentencing, by using civil compromise and other negotiation tools. These dollars went directly to victims. The Program has maintained efficiency even with an increased workload.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Escorts provided to citizens subpoenaed to Grand Jury	97%	97%	98%	99%	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 714 victims and witnesses to Grand Jury during fiscal year 2014-2015. Over 72 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.

The Program works closely with Community Works, Court Appointed Special Advocates (CASA), the Department of Human Resources, the Children's Advocacy Center, and other agencies to ensure that crime victims receive all of the wraparound services they need. Crime victims not only need education about the criminal justice system, escort to court, and help filling out paperwork, they also need assistance putting their lives back together in the aftermath of a crime. The Program will continue to work with partner agencies to ensure comprehensive services are provided to crime victims.

Volunteers

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

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Obtain a minimum of 2,500 volunteer hours each year	97%	80%	78%	85%	87%

The Program has a strong volunteer force and utilized an average of eight volunteers per month during the 2014-2015 fiscal year. Volunteers are a vital part of the Program as well as a requirement of many of the Program's grants. Volunteers provided 1,957 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

The Jackson County Victims' Assistance Program is doing well with adequate staffing and resources. The Program is hoping to add a bilingual advocate by the end of the current fiscal year. This advocate will allow the Program to better serve victims who are Spanish speaking only. This advocate will help enhance the District Attorney's Office's outreach to the Hispanic community in the County. The Program also hopes to increase training for staff around incidents of mass violence. Unfortunately, in the wake of so many incidents over the

previous year all Oregon counties are better preparing themselves to respond to such crimes. Victim advocacy is a special piece of that response and in the coming year the Jackson County team will be better trained and prepared to respond if such an incident occurs within the County or in a surrounding county. The staff is also excited about the new facility and having better accommodations for clients who visit the Office.

Financial Condition

The Victims' Assistance Program has been very fortunate in the receipt of the two new grants during fiscal year 2015-2016. Community Justice has generously included the Program in the Justice Reinvestment Grant. These dollars will be used to hire the new aforementioned advocate. This increase in staff will bring the team up to a total of eight advocates.

The Program is also benefiting from an increase in Victims of Crime Act (VOCA) funding. VOCA has funded victims' assistance programs since the mid-1980s. The VOCA fund is comprised of criminal fines and fees on the Federal level as well as a portion of pecuniary fines sustained by large businesses. Over the past 35 years the fund has grown, however, there has been a cap regarding the amount of money that could be distributed to the states. The amount of this cap was increased during the last legislative session; as a result, more dollars are now made available to the states. This increase in VOCA dollars has been passed on to the counties and will allow the Program to purchase some much needed furniture and computer equipment. The Victims' Assistance Program will see an overall increase in grant funding during the coming fiscal year. The County's General Fund provides 23 percent of the funding for this Program.

Program: 170103	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$255,452	$296,570	$332,092	$380,775	$552,175
Fees & Other Service Charges	$61,649	$0	$0	$0	$0
Interfund Transfers	$14,766	$0	$384	$720	$612
Total	**$331,867**	**$296,570**	**$332,476**	**$381,495**	**$552,787**
EXPENDITURES					
Personnel Services	$368,812	$348,572	$401,081	$461,143	$571,273
Materials & Services	$65,403	$73,955	$77,365	$88,925	$120,749
Capital Outlay	$0	$0	$0	$0	$27,000
Total	**$434,215**	**$422,527**	**$478,446**	**$550,068**	**$719,022**
Full-Time Equivalent	**5.55**	**5.05**	**6.55**	**6.55**	**8.05**

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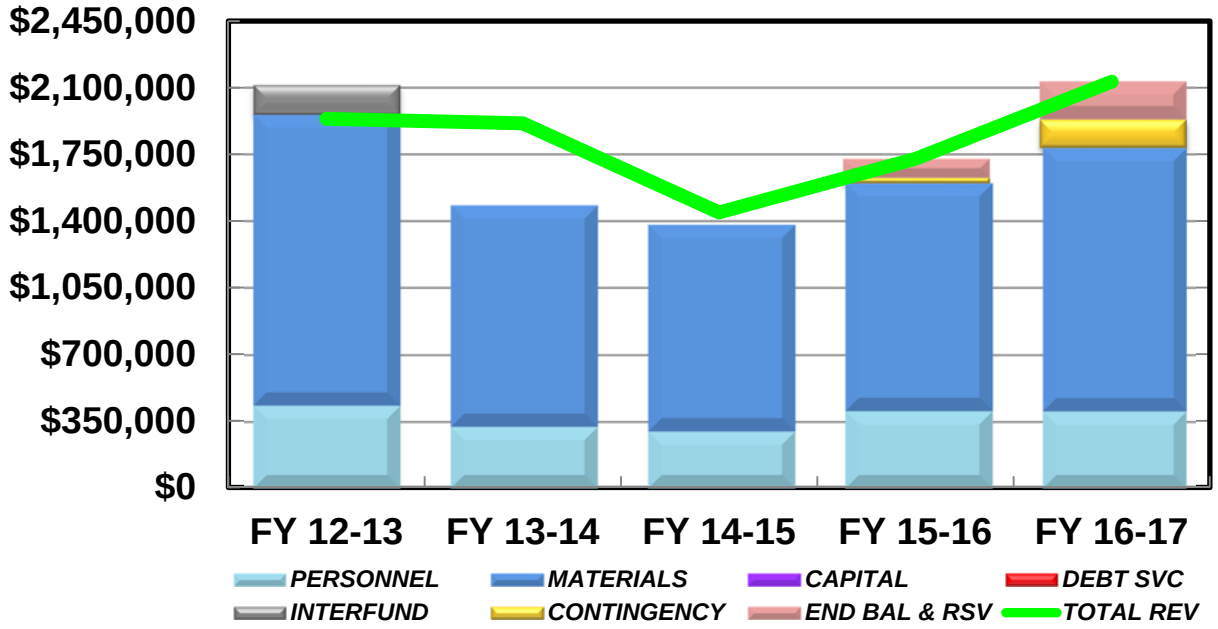
EXPO

2012-2013 TO 2016-2017

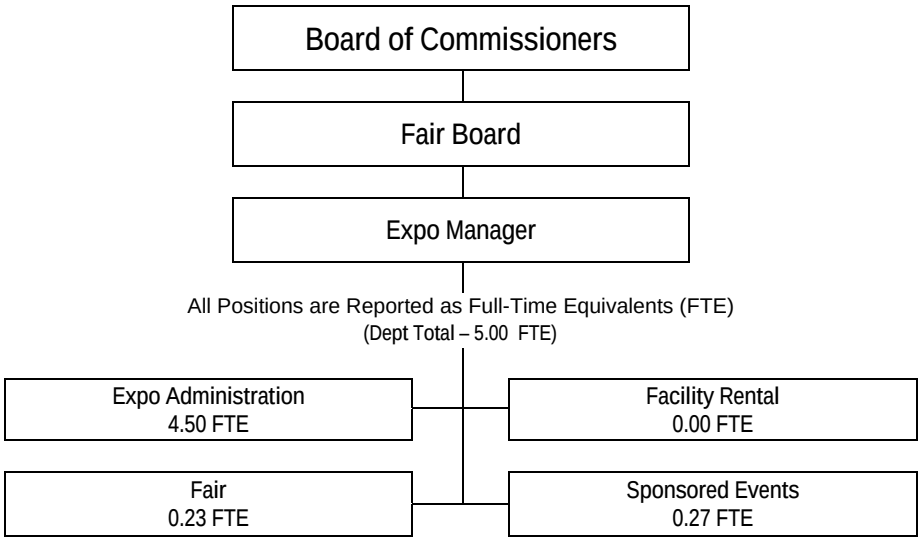


	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted
PERSONNEL	$433,850	$322,640	$298,336	$405,477	$403,310
MATERIALS	$1,524,594	$1,158,100	$1,080,745	$1,190,884	$1,378,628
CAPITAL	$0	$0	$0	$0	$0
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$154,884	$0	$0	$0	$0
CONTINGENCY	$0	$0	$0	$30,000	$150,000
END BAL & RSV	$0	$0	$0	$100,000	$200,000
TOTAL EXP	$2,113,328	$1,480,740	$1,379,081	$1,726,361	$2,131,938
TOTAL REV	$1,936,221	$1,913,073	$1,444,918	$1,726,361	$2,131,938
FTEs	4.00	3.65	2.80	5.00	5.00

The Expo continues to see success; the increase in expenses is a result of increases in revenues and planned events. The Expo is continuing to build reserves and budgeted a larger contingency for unexpected repairs. Between FY 15-16 and FY 16-17 there are no changes to the number of FTEs. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between “Actual” and “Adopted” Budgeted Numbers located on page 19 of this document.

EXPO

Organization Chart



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, Holiday Market, and the Christmas Showcase. 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 outside of the County.

Major Issues and Service Level Goals for Fiscal Year 2016-2017

- Maximize patron experience through operational aesthetic improvements and Expo brand marketing program.
- Continued enhancement of the Harvest Fair microbrew and barbecue competition as a regional fall event.
- Create new relationships for funding opportunities to stabilize income streams for operations and future improvements.
- Retain current sponsors and rejuvenate participation in major events and overall Expo Park venue.
- Expand the rodeo event beyond previous year programming to include a major concert event.
- Add an antique show in the spring with a similar format to the currently successful Holiday Market and Christmas Showcase.
- Continue recruitment for outside promoters to provide a year-round concert series and family entertainment events in the Seven Feathers Event Center and amphitheater.
- Continue to improve the business model to keep Expo offerings competitive in a fast changing environment.
- Diversify funding sources to boost income streams by pursuing outside grant opportunities and additional sponsorships.

EXPO

Major Issues and Service Level Accomplishments for Prior Year

- Entered into a three year sponsorship agreement to rename the Compton Arena to the Seven Feathers Event Center.
- A successful and profitable 2015 County Fair.
- Integration with the Finance Department to leverage efficiencies and improve financial reporting models.
- Added an “Exceptional Rodeo” component to the 2014 Rodeo and will incorporate it into future rodeos.
- Increased rental days and overall activity within the Expo grounds.
- Sponsorship for children’s gate admission and all parking for the 2015 County Fair and secured for the 2016 County Fair.
- Received awards at the Oregon Fairs Association annual conference for website and social media.

Expo Administration

Program Purpose

The Expo Administration Program is a new program that includes all general Expo revenue and Expenses. All revenue and expenses are allocated to events based on a budgeted standard cost per venue day. The Expo Administration 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; (7) Make recreational, learning, and cultural opportunities accessible and available; (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 Expo Administration Program provides the services listed below.

Standard Cost Allocations at Standard

Strategic Objective: Minimize overall costs and allocate to events appropriately based on venue usage to allow for financial performance of individual events to be measured.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Standard cost per day – Event Center	n/a*	n/a*	n/a*	$850	$607
Standard cost per day – Krause	n/a*	n/a*	n/a*	$1,370	$920
Standard cost per day – Padgham	n/a*	n/a*	n/a*	$2,580	$1,790
Standard cost per day – Barker	n/a*	n/a*	n/a*	$1,407	$1,048
Standard cost per day – Isola	n/a*	n/a*	n/a*	$2,231	$1,232
Standard cost per day – Olsrud	n/a*	n/a*	n/a*	$835	$1,114
Standard cost per day – amphitheater	n/a*	n/a*	n/a*	$2,778	$2,163
Standard cost per day – Mace	n/a*	n/a*	n/a*	$1,492	$2,516
Standard cost per day – parking	n/a*	n/a*	n/a*	$464	$1,108

*New measurement; data not available.

This change in accounting was implemented in fiscal year 2015-2016 and is still being refined. The goal is to have an accurate costing of events to ensure that the Expo remains a sustainable program for the community

Expo Administration

Significant Issues in the Year Ahead

Continued refinement of the standard cost model to ensure that events are being properly burdened with general Expo expenses.

Financial Condition

The Expo Administration Program serves only as a conduit for general revenue and expenses to be allocated to events through an allocation model.

Program: 210103	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$0	$58,214	$0	$128,000
Fees & Other Service Charges	$0	$0	$94,647	$0	$77,200
All Other Resources	$0	$0	-$152,861	$0	-$214,800
Interfund Transfers	$0	$0	$0	$0	$9,600
Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
EXPENDITURES					
Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**4.50**

Facility Rental

Program Purpose

The Facility Rental Program (previously within the former Interim Events Program) includes facility rental income by leasing the site to private or commercial renters that offer ticketed and non-ticketed special events. The Facility Rental 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; (7) Make recreational, learning, and cultural opportunities accessible and available; (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 Facility Rental Events Program provides the service listed below.

Facility Rental Usage

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

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Total rented days	514	523	497	658	586
Increase over prior year	n/a*	1.75%	-4.97%	32.40%	-10.94%

*Prior year data not available.

In 2015, the Expo entered into a three year sponsorship agreement for the naming of the Seven Feathers Event Center (formerly the Compton Arena). Another major sponsor (pending) has the interest and ability to provide sponsorship to the amphitheater in exchange for naming rights. This possible sponsorship has the potential for bringing more concerts to the venue as well as a consistent revenue stream from sponsorship revenue.

Significant Issues in the Year Ahead

The Expo now has a five 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 for the Facility Rental Program is primarily through sponsorships, rental income from short-term facility users, concession revenue collected from the public, and gate receipts.

Facility Rental

Program: 210102	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$230,660	$263,680	$156,413	$399,761	$15,000
Fees & Other Service Charges	$645,944	$668,335	$572,433	$636,000	$405,450
All Other Resources	-$1,301	-$1,183	$140,704	$1,000	$189,269
Interfund Transfers	$229,905	$510,931	$2,345	$8,600	$0
Fund Balance	$0	$0	$118,028	$130,000	$236,718
Total	**$1,105,208**	**$1,441,763**	**$989,923**	**$1,175,361**	**$846,437**
EXPENDITURES					
Personnel Services	$220,157	$181,409	$271,588	$324,378	$324,693
Materials & Services	$606,568	$713,511	$740,541	$741,395	$423,780
Interfund Transfers	$154,884	$0	$0	$0	$0
Contingency	$0	$0	$0	$30,000	$50,000
Ending Balance and Reserves	$0	$0	$0	$100,000	$200,000
Total	**$981,609**	**$894,920**	**$1,012,129**	**$1,195,773**	**$998,473**
Full-Time Equivalent	**2.00**	**1.50**	**1.40**	**4.00**	**0.00**

Fair

Program Purpose

The Fair Program encompasses the annual County Fair. The Program purpose is to produce a fiscally sound event focusing on youth activities and development in the agricultural setting. The Fair 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; (7) Make recreational, learning, and cultural opportunities accessible and available; (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 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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Attendance	85,000	78,000	81,000	81,000	82,000
Increase over prior year	1.80%	-8.20%	3.85%	0.00%	1.23%

The 2015 County Fair was a huge success. Attendance was relatively flat from 2014, but this was with one less day as the Fair Board has eliminated Tuesday of the Fair. The 2015 Fair secured a grant from the West Family Foundation that allowed children 12 and under into the 2015 County Fair for free. In addition, parking for the 2015 Fair was sponsored by Butler Automotive. These two benefits were well received by the public and both parties have committed for the 2016 Fair.

Significant Issues in the Year Ahead

As a result of input from community forums, emphasis will be placed on improving the Fair-going experience for the public, including additional shading, an improved carnival, a public announcement system, more seating and picnic areas, improved Americans with Disabilities Act (ADA) access, and an overall better value to the public for the experience.

The Expo has obtained sponsorships for the major Fair concerts. Although the Expo still has some costs associated with these concerts, the majority of the financial risk has shifted to the sponsors. With the outsourcing of concerts to a third party promoter, the Fair will continue to shift focus to providing the best in a class carnival and the grounds acts. With the success of the 2015 County Fair, the carnival provider will be bringing in additional rides for the 2016 Fair.

The County Fair is still the primary revenue generator for the Expo and it relies primarily on gate admissions, carnival revenue, and food concession percentages as the major source of revenue; all are inherently unpredictability.

Fair

Financial Condition

Fair funding is primarily through gate receipts, carnival revenue, and concessions revenue collected from the public.

Program: 210101	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$19,000	$33,650	$10,150	$45,000	$279,000
Fees & Other Service Charges	$812,098	$437,661	$540,243	$505,000	$647,169
All Other Resources	-$86	$0	$18,275	$0	$14,220
Interfund Transfers	$0	$0	$4,355	$1,000	$0
Fund Balance	$0	$0	-$118,028	$0	$0
Total	**$831,012**	**$471,311**	**$454,995**	**$551,000**	**$940,389**
EXPENDITURES					
Personnel Services	$213,693	$141,230	$26,748	$81,099	$49,690
Materials & Services	$918,027	$444,590	$340,204	$449,489	$684,292
Contingency	$0	$0	$0	$0	$100,000
Total	**$1,131,720**	**$585,820**	**$366,952**	**$530,588**	**$833,982**
Full-Time Equivalent	**2.00**	**2.15**	**1.40**	**1.00**	**0.23**

Sponsored Events

Program Purpose

The Sponsored Events Program (previously included in the former Interim Events Program) includes the Expo-produced rodeo and Spring Fair, Harvest Fair, Holiday Market, and Christmas Showcase. The Sponsored Events 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; (7) Make recreational, learning, and cultural opportunities accessible and available; (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 Sponsored Events Program provides the services listed below.

Rodeo and Spring Fair

Strategic Objective: Offer a variety of events that provide entertainment and educational opportunities.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Paid attendance	8,031	5,589	5,587	5,600	5,800
Increase over prior year	-5.10%	-31.00%	0.00%	0.00%	3.57%

The rodeo is an entertainment event with a maximum capacity for three nights of 9,000 with Thursday being historically low in attendance. In 2015, the Exceptional Rodeo will be added to the event. The Expo is pursuing options for a concert for both the fiscal year 2015-2016 and fiscal year 2016-2017 rodeos.

The Spring Fair offers area youth opportunities to learn new life skills, compete, showcase, and learn all aspects of agriculture, natural resources, and the food supply chain. The Spring Fair has no admission cost.

Harvest Fair

Strategic Objective: Increase attendance and attract exhibitors.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Glasses purchased	2,451	2,556	1,964	2,852	3,000
Increase over prior year	n/a*	4.28%	-23.16%	45.21%	5.19%

*Prior year data not available.

The goal is to continue growing the Harvest Fair as region-wide harvest and food event while maintaining the youth activities historically associated with it.

Sponsored Events

Holiday Market

Strategic Objective: Attract a variety of talented crafters to offer a unique shopping experience to the public.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Spaces rented	208	208	211	203	210
Increase over prior year	n/a*	0.00%	1.44%	-3.80%	3.45%

*Prior year data not available.

The Holiday Market offers crafters the opportunity to display their handmade crafts in this "crafters only" event. Attendees enjoy the uniqueness of this shopping experience.

Christmas Showcase

Strategic Objective: Attract a variety of talented crafters and independent product distributors to offer a unique shopping experience to the public.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Spaces rented	n/a	n/a	169	203	210
Increase over prior year	n/a	n/a	n/a	20.12%	3.45%

The Christmas Showcase was added as an event in fiscal year 2014-2015 to dovetail on the popular Holiday Market. Unlike the Holiday Market that only allows handmade crafts, the Christmas Showcase also allows for independent distributors of products to participate.

Significant Issues in the Year Ahead

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 most popular night for attendance. The rodeo continues to be challenged to increase attendance during the first day of the event. Marketing and program changes were initiated for the Rodeo held in fiscal year 2014-2015 in hopes of increasing Thursday attendance. The Expo is exploring concert opportunities for the Rodeo in fiscal year 2015-2016 and fiscal year 2016-2017 to increase Thursday attendance and revenue.

The Harvest Fair changed to a free admission model in 2013. The event continues to expand into a more robust Brewfest with an associated barbecue competition. The annual partnership with the Rogue Run continues to be a valuable strategic decision to increase attendance.

The Expo is in the planning stages to create an Antique Fair event that would be similar to the currently popular and profitable Holiday Market and Christmas Showcase.

Sponsored Events

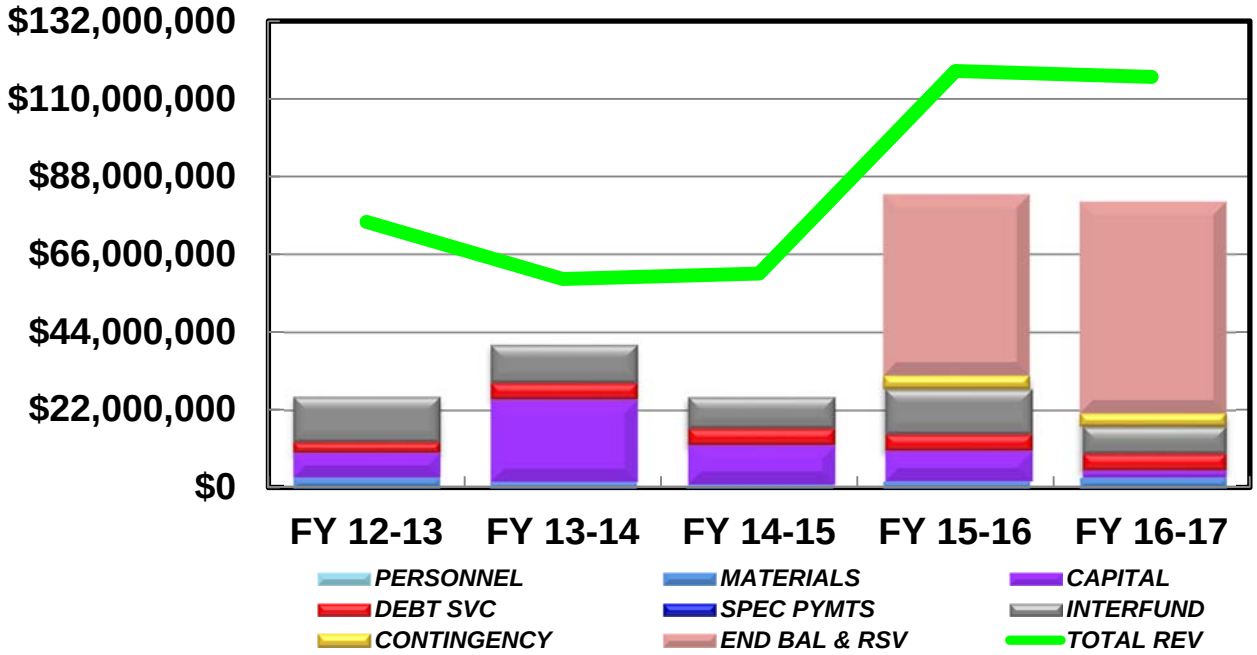
Financial Condition

Funding for the Sponsored Events Program is primarily through sponsorships, gate receipts, and concession revenue; all of which are highly unpredictable.

Program: 210104	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$0	$0	$0	$104,000
Fees & Other Service Charges	$0	$0	$0	$0	$226,706
All Other Resources	$0	$0	$0	$0	$14,406
Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$345,112**
EXPENDITURES					
Personnel Services	$0	$0	$0	$0	$28,927
Materials & Services	$0	$0	$0	$0	$270,556
Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$299,483**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.27**

FIDUCIARY AND SPECIAL FUNDS

2012-2013 TO 2016-2017



	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted
PERSONNEL	$0	$0	$0	$0	$0
MATERIALS	$3,044,229	$1,747,415	$997,676	$2,007,596	$3,057,831
CAPITAL	$6,940,107	$23,223,306	$11,157,027	$8,528,836	$1,966,607
DEBT SVC	$3,040,965	$4,698,356	$4,695,847	$4,700,689	$4,699,343
SPEC PYMTS	$0	$4,187,205	$466,983	$501,000	$75,000
INTERFUND	$12,806,444	$10,781,994	$8,902,414	$12,659,830	$7,624,959
CONTINGENCY	$0	$0	$0	$3,878,458	$3,766,432
END BAL & RSV	$0	$0	$0	$51,090,044	$59,656,469
TOTAL EXP	$25,831,745	$44,638,276	$26,219,947	$83,366,453	$80,846,641
TOTAL REV	$75,190,280	$59,022,343	$60,555,771	$117,873,884	$116,215,167
FTEs	0.00	0.00	0.00	0.00	0.00

The large decrease in Capital Projects and Interfund Transfers between FY 15-16 and FY 16-17 is due to the completion of several projects during FY 15-16. Between FY 15-16 and FY 16-17 there are no changes to the number of FTEs. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between “Actual” and “Adopted Budgeted Numbers located on page 19 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; (7) Make recreational, learning, and cultural opportunities accessible and available; and (12) Plan for the future.

Program Information

Facility Maintenance will coordinate the projects listed below.

• Ashland Library-Exterior Paint and Seal	$	50,000
• Courthouse-Lower Parapet Walls/Roof Repair	$	75,000
• District Attorney-Construction (Prior Year Carryover)	$	350,000
• Jacksonville Library-Roof Replacement	$	70,000
• Jail-Plumbing Upgrade (Showers, Sinks, Toilets)	$	150,000
• Jail-Security Camera Upgrade Phase 1	$	100,000
• Justice Building-1st Floor Carpet Replacement	$	50,000
• Justice Building-Parking Lot Repair/Reseal	$	80,000
• Juvenile-Roof Replacement	$	300,000
• Moore Center (Detox)-HVAC Replacement	$	30,000
• Roads Administration-Exterior Paint	$	40,000
• Roads Fleet Shop-HVAC Replacement	$	50,000
• Roads Tire Shop-Exterior Panel Paint	$	80,000
• Rogue Family Center-Exterior Paint and Block Seal	$	35,000
• Rogue Family Center-HVAC Tandem Unit System Replacement	$	100,000
• Talent Transition Center-HVAC Controls Upgrade	$	75,000
	$	1,635,000

Program: 091201	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$8,220	$0	$2,500	$0	$120,000
All Other Resources	$50,985	$271,627	$61,507	$0	$0
Interfund Transfers	$21,953,083	$4,625,681	$6,280,979	$6,208,936	$1,165,000
Fund Balance	$0	$0	$0	$1,584,064	$350,000
Total	**$22,012,288**	**$4,897,308**	**$6,344,986**	**$7,793,000**	**$1,635,000**
EXPENDITURES					
Materials & Services	$77,381	$113,743	$309,259	$573,000	$985,000
Capital Outlay	$6,387,903	$22,620,912	$11,060,377	$7,220,000	$650,000
Total	**$6,465,284**	**$22,734,655**	**$11,369,636**	**$7,793,000**	**$1,635,000**
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. The Program is helping to meet all County goals.

Program Information

Revenues in the Central Services Fiduciary account are shown below.

Interest Income	$	88,400
Beginning Fund Balance		3,714,477
TOTAL	**$**	**3,802,877**

Expenditures in the Central Services Fiduciary account are shown below.

Contingency	$	500,000
Reserves		3,302,877
TOTAL	**$**	**3,802,877**

Program: 090901	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
All Other Resources	$33,029	$135,528	$107,126	$88,200	$88,400
Fund Balance	$0	$0	$0	$3,472,455	$3,714,477
Total	**$33,029**	**$135,528**	**$107,126**	**$3,560,655**	**$3,802,877**
EXPENDITURES					
Contingency	$0	$0	$0	$500,000	$500,000
Ending Balance and Reserves	$0	$0	$0	$3,060,655	$3,302,877
Total	**$ 0**	**$ 0**	**$ 0**	**$3,560,655**	**$3,802,877**
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	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$489,313	$474,179	$467,291	$500,000	$75,000
All Other Resources	$350	$85	$326	$1,000	$0
Total	**$489,663**	**$474,264**	**$467,617**	**$501,000**	**$75,000**
EXPENDITURES					
Materials & Services	$489,313	$474,179	$0	$0	$0
Special Payments	$0	$0	$466,983	$501,000	$75,000
Total	**$489,313**	**$474,179**	**$466,983**	**$501,000**	**$75,000**
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	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$165,589	$168,494	$256,950	$225,000	$248,800
All Other Resources	$2,982	$6,009	$4,571	$5,000	$5,000
Fund Balance	$0	$0	$0	$207,800	$300,000
Total	**$168,571**	**$174,503**	**$261,521**	**$437,800**	**$553,800**
EXPENDITURES					
Materials & Services	$183,013	$246,932	$152,418	$284,332	$306,976
Contingency	$0	$0	$0	$20,000	$20,000
Ending Balance and Reserves	$0	$0	$0	$133,468	$226,824
Total	**$183,013**	**$246,932**	**$152,418**	**$437,800**	**$553,800**
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.

Program Information

The General Fund's revenues that are not directly attributable to a single program are included in the fiduciary budget. For fiscal year 2016-2017, those revenues are:

Bureau of Land Management Entitlement Payment in Lieu of Taxes	$	706,313
O & C Timber Receipts Replacement Funds		2,000,000
Taylor Grazing Fee		700
Amusement Device Tax (State Shared Revenue)		47,000
Cigarette Tax Proceeds (State Shared Revenue)		185,250
Liquor Tax Proceeds (State Shared Revenue)		1,004,250
Rent (Health Building)		1,287,840
Cable Franchise Fee		338,083
Solid Waste Fund		663,790
Current and Prior Year Property Taxes		36,856,244
Interest Income		759,222
Beginning Fund Balance for Fiscal Year 2016-2017		52,384,160
Prior Year Carryover		3,344,899
TOTAL	**$**	**99,577,751**

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. For fiscal year 2016-2017, those expenditures are:

Contracted Services		
Communications Agreements	$	60,000
Wildlife Service Agent		64,437
RV Television		60,000
Special Projects		30,000
Water for Irrigation, Stream and Economy (WISE) Project		5,000
Treasurer		3,723
Accounting		17,627
Operating Expenses		14,311
Debt Service		1,645,168
Transfers to Other Funds		
Board of Commissioners (General Fund Costs for Central Services)		51,515
IT/GIS (General Fund Costs for Central Services)		275,232
Accounting/Treasurer (General Fund Costs for Central Services)		74,272

General Fund Fiduciary

Counsel (General Fund Costs for Central Services)	154,389
Administration (General Fund Costs for Central Services)	62,446
Internal Audit (General Fund Costs for Central Services)	207,474
Human Resources (General Fund Costs for Central Services)	66,811
Facility Maintenance (General Fund Costs for Central Services)	1,068,603
Mail Courier (General Fund Costs for Central Services)	15,457
Health and Human Services	2,970,531
Capital Projects	830,000
Contingency	3,000,000
Reserves	2,430,607
Ending Fund Balance	
General Fund	10,700,326
Rainy Day	38,755,881
Debt Service	1,645,415
TOTAL	**$ 64,209,225**

Program: 091102	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$6,367,129	$6,842,803	$6,839,785	$3,161,700	$3,943,513
Fees & Other Service Charges	$307,328	$319,038	$972,641	$1,613,392	$1,625,923
Property Tax Revenues	$31,018,459	$32,046,410	$33,357,588	$34,486,575	$35,756,244
Revenue from Bonds & Other Debt	$8,000,000	$0	$0	$0	$0
All Other Resources	$1,329,773	$2,534,847	$1,867,500	$1,760,000	$1,859,222
Interfund Transfers	$890,759	$4,825,234	$5,397,509	$727,228	$663,790
Fund Balance	$0	$0	$0	$54,291,613	$55,729,059
Total	**$47,913,448**	**$46,568,332**	**$48,435,023**	**$96,040,508**	**$99,577,751**
EXPENDITURES					
Materials & Services	$586,660	$197,500	$163,246	$387,955	$255,098
Capital Outlay	$552,204	$602,394	$96,650	$0	$0
Debt Service	$0	$1,645,991	$1,645,332	$1,644,924	$1,645,168
Special Payments	$0	$4,187,205	$0	$0	$0
Interfund Transfers	$11,168,866	$9,228,237	$6,948,918	$10,954,774	$5,776,730
Contingency	$0	$0	$0	$3,200,000	$3,000,000
Ending Balance and Reserves	$0	$0	$0	$45,345,424	$53,532,229
Total	**$12,307,730**	**$15,861,327**	**$8,854,146**	**$61,533,077**	**$64,209,225**
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 goal: (7) Make recreational, learning, and cultural opportunities accessible and available.

Program Information

During fiscal year 2000-2001, 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
2017	$1,320,000	3.750%	3.97%
2018	$1,380,000	3.750%	4.00%
2019	$1,445,000	3.875%	4.05%
2020	$1,510,000	4.000%	4.08%

Payment Schedule for Fiscal Year 2016-2017

Total Payment	Principal	Interest	Remaining Principal
$1,537,775	$1,320,000	$217,775	$4,335,000

Program: 090801	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Property Tax Revenues	$1,406,584	$1,497,115	$1,475,218	$1,470,265	$1,478,275
All Other Resources	$62,047	$115,400	$68,307	$64,500	$59,500
Fund Balance	$0	$0	$0	$379,152	$379,152
Total	**$1,468,631**	**$1,612,515**	**$1,543,525**	**$1,913,917**	**$1,916,927**
EXPENDITURES					
Debt Service	$1,514,365	$1,524,965	$1,528,365	$1,534,765	$1,537,775
Contingency	$0	$0	$0	$0	$70,000
Ending Balance and Reserves	$0	$0	$0	$379,152	$309,152
Total	**$1,514,365**	**$1,524,965**	**$1,528,365**	**$1,913,917**	**$1,916,927**
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 goal: (7) Make recreational, learning, and cultural opportunities accessible and available.

Program Information

During fiscal year 2002-2003, 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)

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
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 2016-2017

Total Payment	Principal	Interest	Remaining Principal
$1,516,400	$1,285,000	$231,400	$4,165,000

Program: 090701	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Property Tax Revenues	$1,406,142	$1,524,905	$1,496,012	$1,456,500	$1,456,900
All Other Resources	$80,477	$115,651	$65,086	$64,500	$59,500
Fund Balance	$0	$0	$0	$320,643	$320,643
Total	**$1,486,619**	**$1,640,556**	**$1,561,098**	**$1,841,643**	**$1,837,043**
EXPENDITURES					
Debt Service	$1,526,600	$1,527,400	$1,522,150	$1,521,000	$1,516,400
Contingency	$0	$0	$0	$0	$70,000
Ending Balance and Reserves	$0	$0	$0	$320,643	$250,643
Total	**$1,526,600**	**$1,527,400**	**$1,522,150**	**$1,841,643**	**$1,837,043**
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 protect the health, safety, and welfare of the people of Jackson County by providing a coordinated program through waste prevention, reuse, recycling, and the collection and disposal of solid waste. The Solid Waste 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; (5) Work to enhance the natural and man-made attractiveness of the area; (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 Solid Waste Program provides the services listed below.

Administer Programs Which Help Jackson County Achieve Solid Waste Recovery Goals

Strategic Objective: Maintain a recycling recovery rate that exceeds the State of Oregon Department of Environmental Quality's (DEQ) requirements.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Recycling recovery rate	49.3%	49.1%	46.8%	40.0%	40.0%

The minimum DEQ requirement is 25 percent for counties with similar volumes of solid waste. Jackson County chose the higher rate of 40 percent and has achieved that goal since it was implemented in 2009.

Participate in Programs Which Educate Citizens About Solid Waste Recovery

Strategic Objective: Provide education to the residents of Jackson County on composting, reuse, recycling, and waste prevention.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Recycling credits earned	6%	6%	6%	6%	6%

Maintain the highest percentage of public outreach educational recovery credits in the State of Oregon. Two percent credits are given for each program: backyard composting education, reuse education; and waste prevention education. 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, helps Jackson County achieve the maximum 6 percent credit.

Offset Solid Waste Disposal and Recycling Costs for Jackson County Departments

Strategic Objective: To utilize solid waste funds to offset solid waste related costs for Jackson County departments.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Budgeted reimbursements made	99%	98%	99%	98%	98%

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.

Provide Recycling Education and Opportunities to Jackson County Departments

Strategic Objective: To promote waste reduction and recycling opportunities for Jackson County departments.

In 2012, the Jackson County Sustainability Committee was created to identify, address, and find solutions for resource conservation within Jackson County departments. Committee membership is voluntary and members are generally Jackson County employees from various County departments. The Sustainability Committee has assisted in reducing garbage expenses and increasing recycling opportunities for departments within the Courthouse, the Courthouse Annex, and the Corrections and Elections buildings.

Significant Issues in the Year Ahead

In fiscal year 2014-2015, the Oregon Department of Environmental Quality (DEQ) proposed legislation to update Oregon Solid Waste Laws. Both Senate Bills (SB) 245 and 263 were passed in the 2015 Oregon Regular Legislative Session. SB 245 provides the DEQ with additional funding for solid waste programs. Beginning in 2016, the DEQ tipping fee at the regional landfill will increase from $0.81 to $1.18 per ton. This will increase the costs of collection and disposal of solid waste in Jackson County.

Currently in the rulemaking process, SB 263 is an update to waste prevention and recycling requirements and goals. SB 263 will increase the opportunity to recycle requirements for the larger cities in Jackson County. Currently, the County and cities meet the proposed increase in recycling requirements. The County will continue to monitor SB 245 and SB 263 and the potential impacts to the County.

Financial Condition

The Solid Waste Fund is currently very healthy and enables Jackson County to effectively provide the services listed above. This Program is funded by solid waste franchise fees and receives no support from the County's General Fund.

Solid Waste

Program: 091401	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Fees & Other Service Charges	$817,231	$868,610	$1,019,039	$968,400	$1,002,500
All Other Resources	$7,892	$45,396	$33,623	$27,000	$30,000
Fund Balance	$0	$0	$0	$2,033,900	$2,199,100
Total	**$825,123**	**$914,006**	**$1,052,662**	**$3,029,300**	**$3,231,600**
EXPENDITURES					
Materials & Services	$76,004	$92,056	$57,982	$151,309	$149,757
Interfund Transfers	$915,469	$908,169	$907,803	$927,289	$947,099
Contingency	$0	$0	$0	$100,000	$100,000
Ending Balance and Reserves	$0	$0	$0	$1,850,702	$2,034,744
Total	**$991,473**	**$1,000,225**	**$965,785**	**$3,029,300**	**$3,231,600**
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 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; (5) Work to enhance the natural and man-made attractiveness of the area; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Title III/PL 110-343 Program provides the services listed below.

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 provide homeowner education and assistance with implementing fire mitigation techniques); 2) search, rescue, and other emergency services; and 3) developing, monitoring and/or updating community wildfire protection plans.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Firewise communities program	4	4	1	1	1
Search, rescue, and other emergency services	3	3	1	1	1
Community wildfire protection plans	11	11	1	1	1
Expenditures certified	100%	100%	100%	100%	100%
Fund balance spent down	79.4%	93.4%	99.1%	99.7%	100.0%

Significant Issues in the Year Ahead

Fiscal year 2016-2017 will be the final year of funding under Title III/PL 110-343. New projects will be funded under more recent reauthorization of Title III funding sources including Title III/PL 112-141 and Title III/PL 114-10.

Financial Condition

PL 110-343 reserves will be carried forward into future fiscal years until all of the funds are spent. Fiscal year 2016-2017 is expected to be the final year of funding for this Program. The Title III/PL 110-343 Program receives no support from the County's General Fund.

Title III/PL 110-343

Program: 091502	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Fund Balance	$0	$0	$0	$118,000	$10,000
Total	**$ 0**	**$ 0**	**$ 0**	**$118,000**	**$10,000**
EXPENDITURES					
Materials & Services	$877,084	$331,082	$134,905	$118,000	$10,000
Total	**$877,084**	**$331,082**	**$134,905**	**$118,000**	**$10,000**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Title III/PL 112-141

Program Purpose

The purpose of the Title III/PL 112-141 Program is to fund projects that meet criteria set by the reauthorization of the Secure Rural Schools and Community Self-determination Act in Public Law (PL) 112-141. The Title III/PL 112-141 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; (5) Work to enhance the natural and man-made attractiveness of the area; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Title III/PL 112-141 Program provides the services listed below.

Grant Management

Strategic Objective: Manage Title III projects in accordance with the Public Law 112-141 requirements. Authorized uses include the following: 1) Firewise Communities Program (including activities that provide homeowner education and assistance with implementing fire mitigation techniques); 2) search, rescue, and other emergency services; and 3) developing, monitoring and/or updating community wildfire protection plans.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Firewise communities program	n/a	n/a	4	4	2
Search, rescue, and other emergency services	n/a	n/a	1	1	1
Community wildfire protection plans	n/a	n/a	2	2	1
Expenditures certified	n/a	n/a	100%	100%	100%
Fund balance spent down	n/a	n/a	32.8%	63.1%	100%

The Title III/PL 112-141 funding began in fiscal year 2014-2015; prior year data does not exist.

Significant Issues in the Year Ahead

On October 2, 2013, Congress passed a one year authorization of the Secure Rural Schools and Community Self-Determination Act as PL 112-141. The remaining fund balance has been obligated to current Title III projects which will continue until the funds are exhausted.

Financial Condition

The Title III/PL 112-141 Program is funded entirely by the Federal Government and reserves will be carried forward into future fiscal years until all of the fund are spent. This Program receives no support from the County's General Fund.

Title III/PL 112-141

Program: 091503	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$546,932	$0	$0	$0
All Other Resources	$0	$0	$12,051	$0	$0
Fund Balance	$0	$0	$0	$493,000	$260,000
Total	**$ 0**	**$546,932**	**$12,051**	**$493,000**	**$260,000**
EXPENDITURES					
Materials & Services	$0	$190	$179,301	$493,000	$260,000
Total	**$ 0**	**$ 190**	**$179,301**	**$493,000**	**$260,000**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Title III/PL 114-10

Program Purpose

The purpose of the Title III/PL 114-10 Program is to fund projects that meet criteria set by the reauthorization of the Secure Rural Schools and Community Self-determination Act in Public Law (PL) 114-10. The Title III/PL 114-10 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; (5) Work to enhance the natural and man-made attractiveness of the area; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Title III/PL 114-10 Program provides the services listed below.

Grant Management

Strategic Objective: Manage Title III projects in accordance with the Public Law 114-10 requirements. Authorized uses include the following: 1) Firewise Communities Program (including activities that provide homeowner education and assistance with implementing fire mitigation techniques); 2) search, rescue, and other emergency services; and 3) developing, monitoring and/or updating community wildfire protection plans.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Firewise communities program	n/a	n/a	n/a	5	5
Search, rescue, and other emergency services	n/a	n/a	n/a	1	1
Community wildfire protection plans	n/a	n/a	n/a	2	2
Expenditures certified	n/a	n/a	n/a	0%	100%
Fund balance spent down	n/a	n/a	n/a	0%	50%

The Title III/PL 114-10 funding began in fiscal year 2015-2016; prior year data does not exist.

Significant Issues in the Year Ahead

On April 16, 2015, Congress approved PL 114-10 which again renewed the Secure Rural Schools and Community Self Determination Act. PL 114-10 guaranteed Title III funding for two years with the first payment made in June 2015. All indications point to this being the final renewal of Title III funds. The County is in the process of awarding funds for PL 114-10 Title III projects, with the projects slated to begin on July 1, 2016.

Financial Condition

The Title III/PL 114-10 Program is funded entirely by the Federal Government. The funds are expected to support projects for several fiscal years. This Program receives no support from the County's General Fund.

Title III/PL 114-10

Program: 091504	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$0	$0	$0	$520,000
All Other Resources	$0	$0	$0	$0	$20,500
Fund Balance	$0	$0	$0	$0	$550,500
Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$1,091,000**
EXPENDITURES					
Materials & Services	$0	$0	$0	$0	$1,091,000
Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$1,091,000**
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 the Jackson County Jail 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	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$780,799	$768,027	$746,155	$830,000	$901,062
All Other Resources	$1,417	$9,977	$8,705	$6,225	$6,500
Total	**$782,216**	**$778,004**	**$754,860**	**$836,225**	**$907,562**
EXPENDITURES					
Interfund Transfers	$624,263	$645,588	$1,045,693	$777,767	$901,130
Contingency	$0	$0	$0	$58,458	$6,432
Total	**$624,263**	**$645,588**	**$1,045,693**	**$836,225**	**$907,562**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

White City Capital Projects

Program Purpose

The White City Capital Projects Program provides a fund location for special construction projects that may take place within the White City area. This Program is helping to meet County goals: (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 revenue in the White City Capital Projects Program was transferred into the County's budget upon termination of the Urban Renewal Agency of Jackson County (URA) at the end of fiscal year 2013-2014. It is intended that this money will be used for local improvements within the boundary of the old URA.

Revenues in the White City Capital Projects account are shown below.

Interest Income	$	19,000
Beginning Fund Balance		1,297,607
TOTAL	**$**	**1,316,607**

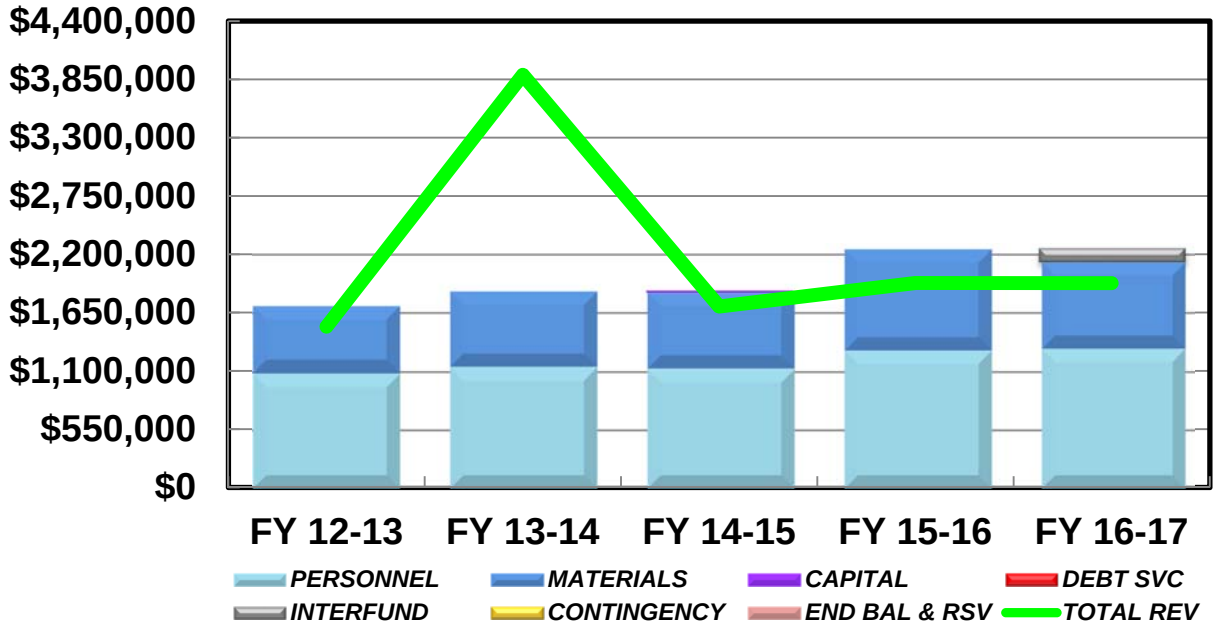
Expenditures in the White City Capital Projects account are shown below.

Capital Outlay - Land	$	1,316,607
TOTAL	**$**	**1,316,607**

Program: 091701	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
All Other Resources	$0	$2,075	$18,113	$19,200	$19,000
Interfund Transfers	$0	$1,263,967	$0	$0	$0
Fund Balance	$0	$0	$0	$1,289,636	$1,297,607
Total	**$ 0**	**$1,266,042**	**$18,113**	**$1,308,836**	**$1,316,607**
EXPENDITURES					
Capital Outlay	$0	$0	$0	$1,308,836	$1,316,607
Total	**$ 0**	**$ 0**	**$ 0**	**$1,308,836**	**$1,316,607**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

FINANCE

2012-2013 TO 2016-2017

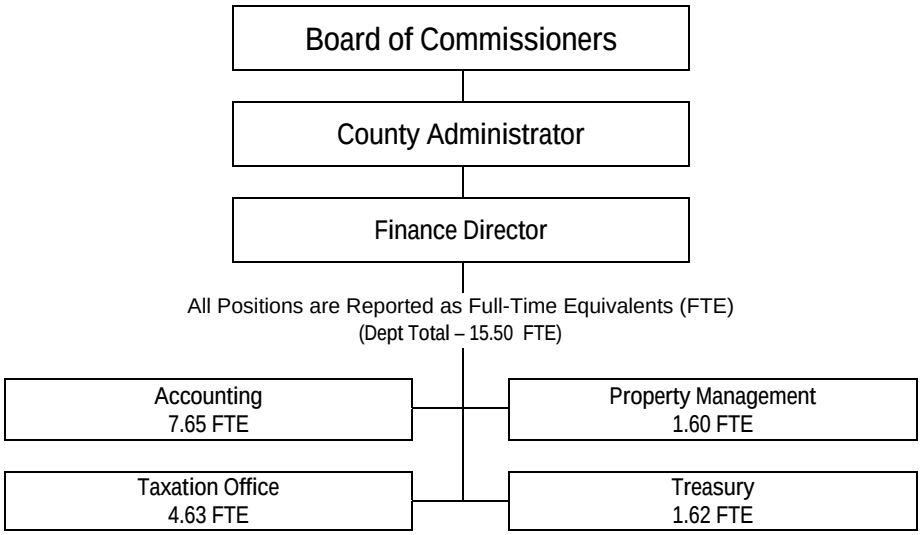


	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted
PERSONNEL	$1,080,915	$1,139,955	$1,123,435	$1,294,778	$1,310,893
MATERIALS	$633,897	$712,510	$717,067	$955,115	$816,328
CAPITAL	$0	$0	$21,440	$0	$0
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$0	$0	$0	$0	$135,000
CONTINGENCY	$0	$0	$0	$0	$0
END BAL & RSV	$0	$0	$0	$0	$0
TOTAL EXP	$1,714,812	$1,852,465	$1,861,942	$2,249,893	$2,262,221
TOTAL REV	$1,516,541	$3,892,813	$1,706,255	$1,928,690	$1,928,170
FTEs	13.56	14.56	14.56	15.56	15.50

For FY 16-17 a slight reduction of an unfilled 0.06 FTE was to balance the program. The decrease in materials and increase in Interfund Transfers is due to Capital Outlay expenses associated with maintenance of County-leased property. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between “Actual” and “Adopted” Budgeted Numbers located on page 19 of this document.

FINANCE

Organization Chart



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 2016-2017

- Continue the use of electronic payment solutions for accounts payable to reduce costs, increase rebates, and increase efficiency.
- Expansion of the accounts payable office, with the addition of 1.00 full-time equivalent (FTE) position, to move administration of the purchasing card/e-Payables to accounting.
- Improve collection processes and procedures for delinquent taxes.
- Continue to improve efficiency of processes and implement best practices in all procedures.

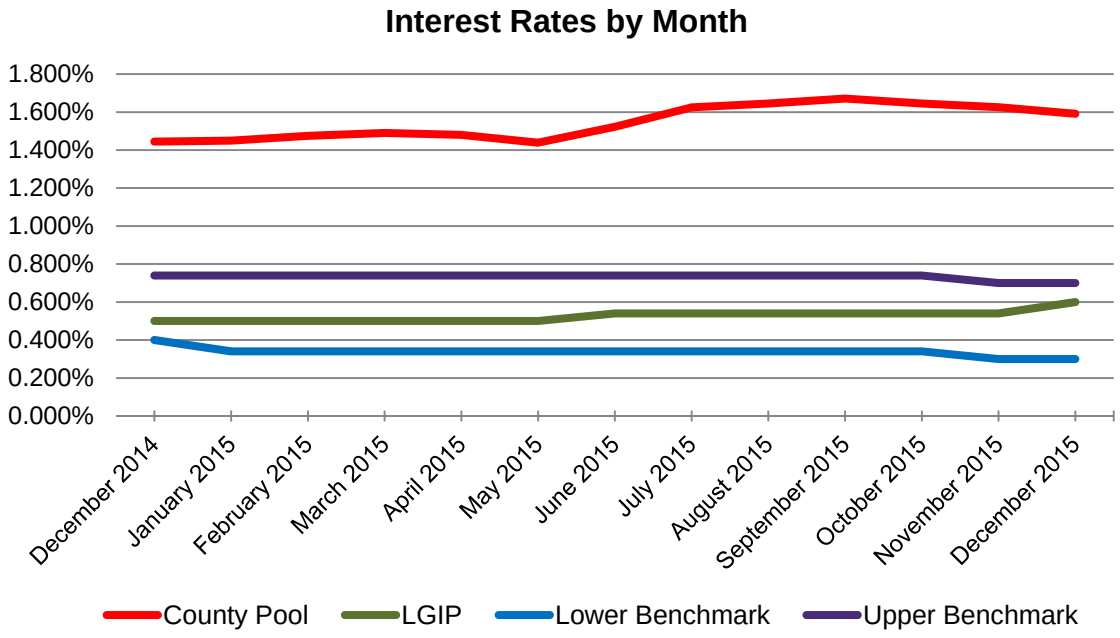
Major Issues and Service Level Accomplishments for Prior Year

- Contracted to process property tax payment for Curry County.
- Accounts payable processing twice a week to reduce hand checks and increase efficiency.
- Moved the administration of the purchasing cards to accounts payable.
- Enhanced the interface between the purchasing card transaction software and E1.
- A 30 percent increase in purchasing card volume due to an internal campaign.

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.



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 goals: (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; (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 Accounting Program provides the services listed below.

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.

Jackson County continues to receive an unqualified audit opinion by external auditors indicating that its financial records and statements are fairly and appropriately presented and in accordance with Generally Accepted Accounting Principles (GAAP). Fiscal year 2014-2015 is also the 32nd consecutive year that Jackson County has been awarded GFOA's "Certificate of Achievement for Excellence in Financial Reporting."

Strategic Objective: Provide accounts payable services in the most cost effective manner, reduce the number of payments made each year, and maximize the use of electronic payments and purchasing cards to reduce costs and increase the purchase card rebate.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Total payments	22,246	18,939	27,504	28,000	28,000
Paid by check	50.90%	66.36%	28.20%	20.00%	15.00%
Paid by Electronic Funds Transfer (EFT)	2.24%	7.27%	8.30%	10.00%	10.00%
Paid by purchasing card	46.86%	26.37%	63.50%	70.00%	75.00%
Purchasing card rebate	$50,632	$51,540	$88,776	$100,000	$112,000

Reducing paper checks not only saves the County money, but is considered industry best practices to maximize efficiency and minimize fraud. The Accounting Program has processes and procedures in place to ensure that all vendors are paid electronically whenever possible. This includes annual campaigns to vendors with sign up information and a secondary review of all invoices to determine if an electronic method could be used for payment.

Accounting

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 85 percent funded by chargebacks to other County programs; 51 percent of those County programs are supported by the General Fund. The remaining 15 percent of funding for the Accounting Program is from miscellaneous revenues (purchasing card rebate).

Program: 060101	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$50,632	$51,560	$89,526	$100,000	$112,000
Fees & Other Service Charges	$420	$130	$58	$0	$0
All Other Resources	$0	$215	$23	$0	$0
Interfund Transfers	$583,146	$625,389	$566,546	$617,427	$618,468
Total	**$634,198**	**$677,294**	**$656,153**	**$717,427**	**$730,468**
EXPENDITURES					
Personnel Services	$596,402	$617,165	$592,975	$662,316	$678,156
Materials & Services	$71,575	$59,543	$58,464	$55,111	$52,312
Total	**$667,977**	**$676,708**	**$651,439**	**$717,427**	**$730,468**
Full-Time Equivalent	**7.66**	**6.75**	**6.65**	**7.30**	**7.65**

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 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; (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 Property Management Program provides the services listed below.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
"Intent to Foreclose" notices sent	262	348	267	394	393
Judgments on properties	47	106	94	104	115
Properties deeded to County	32	27	37	29	31
Collected before final deed	91.11%	92.24%	87.27%	92.64%	92.92%

Collecting delinquent taxes prior to a property being deeded to the County saves both time and financial resources. The Property Management Program strives to use all collection methods possible by law including payment agreements and garnishments to collect amounts due.

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.

Property Management

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Surplus properties in inventory	155	153	174	184	182
Surplus properties available to the public	37	32	27	23	25
Properties sold	20	17	24	13	27

County properties must be maintained to ensure that they are in compliance with all codes as well as suitable for sale to the public at auction. In addition, all properties put up for sale must be done so in accordance with all applicable laws and guidelines. The Property Management Program ensures that County-owned properties are properly maintained and monitored.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Real estate contracts	6	8	7	9	9
Dollar value collected	$51,865	$38,233	$255,990	$157,240	$153,358

The ability to buy County properties on contract is a viable option for many citizens. The Property Management Program must continually monitor and manage these contracts to ensure that payments are received within the contract terms.

Management of Leases on County-Owned Property

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

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Property management leases	7	7	8	9	9
Total revenue	$229,248	$237,468	$249,326	$295,205	$295,205
Total direct expenditures	$158,296	$148,957	$152,029	$232,310	$252,310

Property Management

County buildings that are no longer used by County services (primarily the former Health and Human Services building and the Rogue Family Center) are managed by the Property Management Program. It is critical that the revenue and associated expenses for these buildings be monitored and properly accounted for in the financial statements of the County.

Significant Issues in the Year Ahead

Exterior painting and a new heating/ventilation/air conditioning (HVAC) system for the Rogue Family Center has a significant financial impact on the Property Management Program budget in fiscal year 2016-2017.

Financial Condition

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 Statute (ORS) 275.275. This Program is funded through property sales, easements, and lease payments.

Program: 060202	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$722	$35	$21	$0	$0
Fees & Other Service Charges	$380,101	$2,705,315	$581,045	$673,773	$682,166
Total	**$380,823**	**$2,705,350**	**$581,066**	**$673,773**	**$682,166**
EXPENDITURES					
Personnel Services	$98,291	$103,293	$108,794	$131,306	$130,492
Materials & Services	$267,794	$324,763	$319,360	$542,467	$416,674
Interfund Transfers	$0	$0	$0	$0	$135,000
Total	**$366,085**	**$428,056**	**$428,154**	**$673,773**	**$682,166**
Full-Time Equivalent	**0.99**	**1.61**	**1.61**	**1.66**	**1.60**

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. This Program collects the taxes that help all taxing districts serve County citizens and helps the County to achieve 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; (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 Taxation Office Program provides the services listed below.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Tax statements processed	97,822	98,170	98,313	98,500	98,500
Tax statements processed for Curry County	n/a*	n/a*	n/a*	10,494	10,500
Accounts handled per full-time employee	26,085	26,178	26,217	29,065	31,143
Outside printing/postage costs per statement	$0.43	$0.45	$0.45	$0.48	$0.48

*Handling of tax statements for Curry County began in fiscal year 2015-2016.

Tax continues to implement best practices to ensure that tax payments are processed in the most efficient and cost effective method possible. The in-house lockbox service has been so efficient and effective for processing the County's tax payments that the Department was able to expand and offer services to Curry County in fiscal year 2015-2016 which mutually benefitted both counties.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Dog licenses issued	1,291	1,072	1,069	1,100	1,200

Taxation Office

The Taxation Office continues to provide this service as a courtesy to the public who may find this location more accessible than Animal Control.

Significant Issues in the Year Ahead

During the 2016-2015 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 with a focus on electronic delivery of tax statements. Jackson County will process Curry County property tax payments.

Financial Condition

The Taxation Office Program expenses are covered 20 percent by the State's County Assessment Function Funding Assistance (CAFFA) grant and approximately 30 percent is covered by other miscellaneous revenues; the remainder is from the County's General Fund.

Program: 060201	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$130,253	$149,967	$122,352	$132,423	$135,000
Fees & Other Service Charges	$157,035	$184,490	$197,424	$229,131	$196,192
All Other Resources	$430	$1,399	$1,832	$1,100	$3,798
Interfund Transfers	$5,599	$5,982	$2,700	$2,750	$2,850
Total	**$293,317**	**$341,838**	**$324,308**	**$365,404**	**$337,840**
EXPENDITURES					
Personnel Services	$261,769	$284,234	$290,961	$362,491	$357,866
Materials & Services	$251,556	$304,273	$313,984	$324,116	$314,025
Capital Outlay	$0	$0	$11,945	$0	$0
Total	**$513,325**	**$588,507**	**$616,890**	**$686,607**	**$671,891**
Full-Time Equivalent	**4.41**	**4.75**	**4.82**	**5.12**	**4.63**

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 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 goals: (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Treasury Program provides the services listed below.

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

Strategic Objective: Protect invested capital.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Invested principal lost during the year	$0	$0	$0	$0	$0
Investments held in 3rd party safekeeping	100%	100%	100%	100%	100%
Deposits in qualified financial institutions	100%	100%	100%	100%	100%

Security of public funds is the primary objective of the Treasury Program. The Treasurer ensures that all investments are allowed by statute, held by a third party custodial bank, and are monitored for continued compliance. The Treasurer ensures that these objectives are being met by carefully screening potential brokers, monitoring existing brokers, and daily monitoring of the investment portfolio using a third party software provider to increase integrity of the data.

Strategic Objective: Diversify investments and ladder those investments to meet cash flow needs with a maximum duration of five years. Target duration of 2.50.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Investments in compliance with investment policy diversification criteria	100%	100%	100%	100%	100%
Portfolio weighted average maturity at June 30	2.42	2.30	2.07	2.50	2.50

Diversification and weighed average maturities of the investment portfolio are essential to maintain the liquidity of the portfolio which is the second most important objective of the investment portfolio. The Treasurer carefully reviews the investment portfolio prior to making any new investments to ensure that any purchase would still be

within diversification targets. In addition, the Treasurer maintains a forecast of daily cash activity to ensure that the investment portfolio is adequate to meet any of the County's financial needs.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Average monthly balance invested funds	$157,985,000	$142,632,000	$128,865,000	$145,000,000	$150,000,000
Total portfolio invested	93.64%	97.74%	96.65%	90.00%	90.00%
Average portfolio rate of return for Jackson County portfolio	1.35%	1.33%	1.52%	1.75%	1.85%
Average rate of return for Local Government Investment Pool	0.54%	0.54%	0.54%	0.58%	0.60%
Average rate of return three year Treasury notes	0.58%	0.90%	0.97%	1.00%	1.20%

Return on investment is the last goal of the investment strategy. When an investment is being made, the Treasurer reviews all options to obtain the best return for the County within the safety and liquidity constraints. This is facilitated by obtaining multiple bids from qualified brokers when funds are ready to be placed for investment.

Significant Issues in the Year Ahead

The current economy continues to significantly depress the investment market. A challenge in the year ahead will be to maximize the County's return on investments while maintaining liquidity requirements and protecting capital.

Financial Condition

This Program is funded primarily through chargebacks to other departments based on actual workload statistics. Chargebacks account for 98.4 percent of the Treasurer's budget. An additional 1.6 percent in revenue is received through the State's County Assessment Function Funding Assistance (CAFFA) grant and ATM surcharge revenue. Approximately 46.3 percent of chargebacks are attributed to the County's General Fund.

Treasury

Program: 060102	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$1,982	$2,097	$1,861	$1,826	$1,838
Fees & Other Service Charges	$232	$279	$216	$500	$1,000
All Other Resources	$0	$50	$717	$0	$0
Interfund Transfers	$205,991	$165,907	$141,935	$169,760	$174,858
Total	**$208,205**	**$168,333**	**$144,729**	**$172,086**	**$177,696**
EXPENDITURES					
Personnel Services	$124,453	$135,262	$130,705	$138,665	$144,379
Materials & Services	$42,973	$23,931	$25,259	$33,421	$33,317
Capital Outlay	$0	$0	$9,495	$0	$0
Total	**$167,426**	**$159,193**	**$165,459**	**$172,086**	**$177,696**
Full-Time Equivalent	**0.50**	**1.45**	**1.48**	**1.48**	**1.62**

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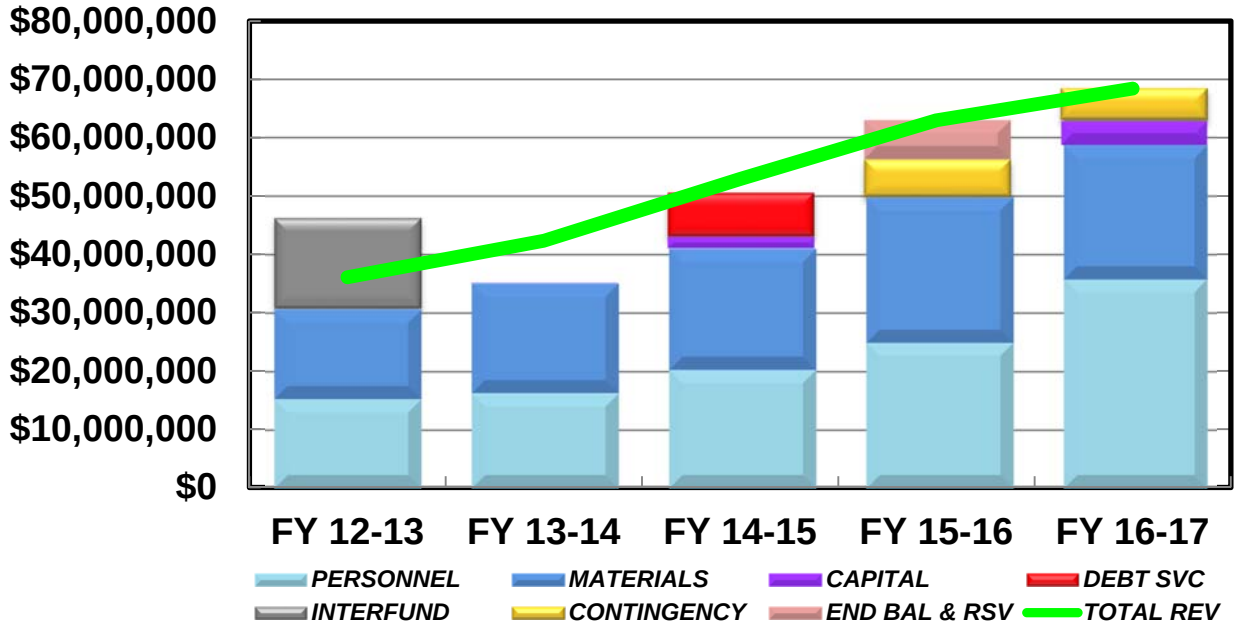
HEALTH AND HUMAN SERVICES

2012-2013 TO 2016-2017

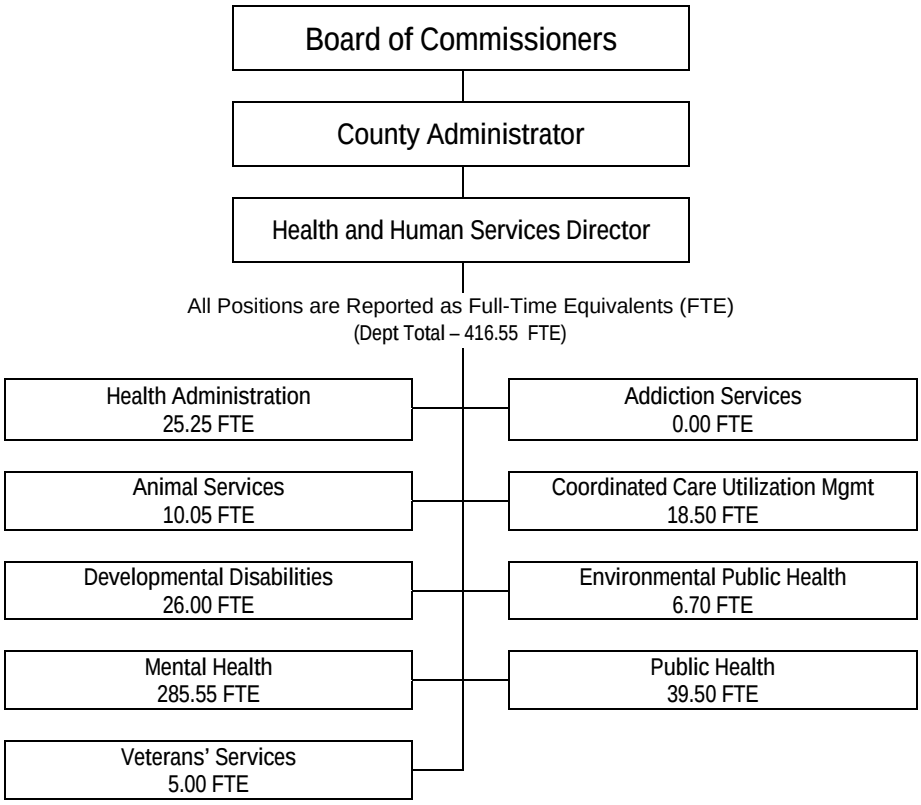


	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted
PERSONNEL	$15,231,475	$16,249,638	$20,300,410	$24,944,975	$35,788,481
MATERIALS	$15,485,735	$18,926,617	$20,757,173	$24,858,059	$22,905,014
CAPITAL	$0	$53,733	$1,981,876	$0	$4,080,000
DEBT SVC	$0	$0	$7,541,309	$0	$0
INTERFUND	$15,535,813	$26,649	$0	$0	$188,000
CONTINGENCY	$0	$0	$0	$6,439,200	$5,472,000
END BAL & RSV	$0	$0	$0	$6,760,800	$0
TOTAL EXP	$46,253,023	$35,256,637	$50,580,768	$63,003,034	$68,433,495
TOTAL REV	$36,047,743	$42,326,168	$52,920,652	$63,003,034	$68,433,495
FTEs	203.70	261.40	275.71	277.90	416.55

The increase in expenses, the addition of 138.65 FTEs, and a decrease in the Ending Fund Balance is a direct result of the continued implementation of the Federal Affordable Care Act. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between “Actual” and “Adopted” Budgeted Numbers location on page 19 of this document.

HEALTH AND HUMAN SERVICES

Organization Chart



Department Summary

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

Major Issues and Service Level Goals for Fiscal Year 2016-2017

- Approximately 87.53 percent of the Health and Human Services (HHS) budget is comprised of grants and reimbursements from the State and Federal governments.
- Significant time and effort has been put forth in statewide Health Transformation as two Coordinated Care Organizations (CCOs) are serving the Medicaid population in Jackson County.
- 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, dental, and addictions treatment that will impact programs within HHS in the coming budget year.

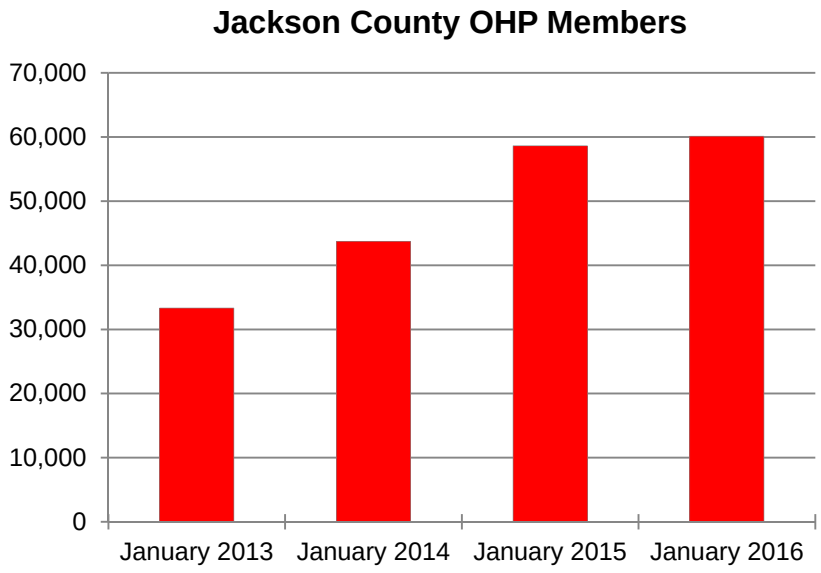
Major Issues and Service Level Accomplishments for Prior Year

- Jackson County Mental Health (JCMH) continues to experience significant demand for services with a record of 6,212 clients serviced in 2015. In the last three months of 2015, the rate of service delivery grew to over 28 percent more than offered in the previous year. In addition, JCMH increased access through the hiring of new full-time equivalent (FTE) positions to expand existing services, including a new access point in White City, with plans to expand into Ashland the first part of 2016 as well.

- The Coordinated Care Utilization Management has been able to expand the provider network in the County by 45 independent providers and three agencies who are now providing outpatient services to over 430 adult CCO members. This team has developed processes and policies to manage the delivery of mental health services to member of both CCOs. Many new services were developed in an effort to address both the access needs for outpatient and the need for crisis stabilization services for children and youth.
- In 2015, Animal Services' 400+ volunteers donated almost 60,000 hours for the year. Foster homes were found for 141 dogs/puppies and 252 cats/kittens (mostly kittens). There were 1,341 stray and surrendered cats and 1,743 stray and surrendered dogs taken in last year; 2,310 of those animals were reunited with owners, adopted, or transferred to other shelters or rescue groups where they found homes. The live release rate for cats has improved from 17 percent in 2011 to approximately 56 percent in 2015. For dogs, the live release rate is now almost 88 percent, compared to 46 percent in 2011.
- Women, Infants, and Children (WIC) is the supplemental nutrition program for low income pregnant women and those with children (under the age of five). About 9,564 women, infants, and children participated in the County's WIC program. Working with mental health, a counselor was embedded in WIC to provide services for women with postpartum depression and other disorders.
- In the Environmental Public Health Program, Environmental Health Specialists are averaging approximately 630 inspections per FTE position per year for public food service facilities, pools and spas, tourist facilities, and child care centers. In addition, 40 public drinking water systems were surveyed in 2015.
- The Developmental Disabilities Program currently has approximately 1,219 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.
- As Oregon Health Authority has assumed the road of alcohol and drug authority for Jackson County, it will be the role of HHS staff to assist the State and local providers with the transition.
- In Public Health, HHS has established a complete Nurse Family Partnership team to continue serving the community. This program is supported by grant funds, general funds, and billing for services. In 2015, the Oregon Health Authority (OHA) conducted the triennial onsite review of Jackson County Public Health services. Programs were evaluated for compliance with State and Federal public health laws and compliance with the financial assistance agreement. The review also included quality assurance elements and the appraisal of approximately 615 separate items in 21 program areas. The vast majority of findings were positive with only six items identified as needing attention, which were all resolved in a timely fashion.

Benchmark

Provide services and supports through the provision of direct services and via a contracted provider panel to meet the needs of the Oregon Health Plan (OHP) membership in Jackson County. As local CCOs accept Federal and State agreements from the Centers for Medicare and Medicaid Services and the Oregon Health Authority respectively, Jackson County, in turn, has agreements from each of the CCOs that impact various divisions within HHS. Examples of programs slated to be transitioned to CCOs this next year include Mental Health Residential (of which we have approximately 100 clients living in foster homes) and Targeted Case Management Registered Nurse (RN) home visiting programs in the Public Health Program. Concurrent to the expansion of the OHP population, those indigent dollars for Mental Health, Addiction Services, and Public Health are being adjusted accordingly as current estimates indicate that only 5 percent of Oregonians are uninsured.


Jackson County OHP Members
70,000
60,000
50,000
40,000
30,000
20,000
10,000
0
January 2013
January 2014
January 2015
January 2016

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; (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; (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 services listed below.

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 opportunities to integrate Health and Human Services in light of State and Federal health care expansion and transformation. These integration efforts have been further catalyzed via the co-location of services in the new Health and Human Services building.

Financial Condition

This Program is mostly funded by chargebacks to other Health and Human Services' programs. There is support for this Program from the County's General Fund to cover the jail medical expenses.

Health Administration

Program: 240101	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$51,500	$34,045	$146,998	$125,000	$103,125
Fees & Other Service Charges	$177,048	$185,248	$268,852	$358,500	$369,850
All Other Resources	$63,020	$248,699	$205,252	$200,000	$200,000
Interfund Transfers	$1,824,755	$2,028,851	$1,952,092	$1,711,810	$1,744,400
Fund Balance	$0	$0	$0	$14,000,000	$10,000,000
Total	**$2,116,323**	**$2,496,843**	**$2,573,194**	**$16,395,310**	**$12,417,375**
EXPENDITURES					
Personnel Services	$155,775	$2,270	$58,247	$375,093	$448,817
Materials & Services	$1,824,627	$1,890,069	$3,512,848	$2,820,217	$2,258,558
Capital Outlay	$0	$53,733	$1,969,112	$0	$4,080,000
Interfund Transfers	$15,535,813	$0	$7,469,879	$0	$158,000
Contingency	$0	$0	$0	$6,439,200	$5,472,000
Ending Balance and Reserves	$0	$0	$0	$6,760,800	$0
Total	**$17,516,215**	**$1,946,072**	**$13,010,086**	**$16,395,310**	**$12,417,375**
Full-Time Equivalent	**19.11**	**20.36**	**19.68**	**21.25**	**25.25**

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. As required by State statute, Jackson County is tasked with ensuring that a continuum of addictions prevention and treatment opportunities are available to County residents. The Addiction Services 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 (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Addiction Services Program provides the service listed below.

Addiction Services

Strategic Objective: Ensure compliance with State statute through holding four Local Alcohol and Drug Planning Committee (LADPC) meetings annually.

Jackson County is required by Oregon Revised Statute 430.342 to have a LADPC that aims to ensure a continuum of addictions prevention and treatment opportunities are available to County residents. The Oregon Health Division (OHA) assumed the role of alcohol and drug authority in Jackson County and, as of October 1, 2015, the State is responsible for the licensing, contracting, funding, and oversight of the continuum of alcohol and drug services in the County. Prevention services previously delivered by the County have been transitioned to the Public Health Division at the State level.

Significant Issues in the Year Ahead

The Addiction Services Program will assist the State and local providers in the transition to oversight by the State as well as providing support for the Local Alcohol and Drug Planning Committee.

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. Prevention funding is sourced through a Federal block grant and is anticipated to remain stable in the upcoming year. The Addiction Services Program receives $158,154 in support from the County's General Fund.

Addiction Services

Program: 240103	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$2,361,882	$2,769,801	$2,477,211	$2,111,317	$458,634
Fees & Other Service Charges	$1	$1	$2	$1	$1
All Other Resources	$580	$0	$0	$0	$0
Interfund Transfers	$194,628	$194,177	$228,888	$190,863	$189,954
Total	**$2,557,091**	**$2,963,979**	**$2,706,101**	**$2,302,181**	**$648,589**
EXPENDITURES					
Personnel Services	$215,991	$245,409	$33,724	$0	$0
Materials & Services	$2,345,118	$2,456,398	$2,630,435	$2,302,181	$618,589
Interfund Transfers	$0	$0	$38,285	$0	$30,000
Total	**$2,561,109**	**$2,701,807**	**$2,702,444**	**$2,302,181**	**$648,589**
Full-Time Equivalent	**2.50**	**1.64**	**0.10**	**0.00**	**0.00**

Animal Services

Program Purpose

The purpose of the Animal Services Program is to protect human and animal health and safety, increase responsible pet ownership, take in 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 Services Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (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 Animal Services Program provides the services listed below.

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; and increase the live release rate of cats and dogs from the Shelter.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Dogs handled	2,096*	1,552*	1,557	1,700	1,600
Cats handled	1,435*	1,447*	1,378	1,300	1,300
Dogs returned to owner, adopted, or transferred to another Shelter/rescue	1,105*	1,294*	1,266	1,500	1,500
Cats returned to owner, adopted, or transferred to another Shelter/rescue	335*	769*	757	750	800
Live release rate for dogs	52.2%*	85.5%*	84.7%	88.0%	90.0%
Live release rate for cats	23.8%*	54.6%*	58.7%	56.2%	60.0%

*Prior year numbers have been modified due to errors discovered in data collection methodology.

The Animal Services facility continues to be the only open door shelter in Jackson County for cats and dogs. 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. The decline in the number of animals handled by Animal Services has been deliberate so that the Shelter takes in only the number of animals it can handle and does not have to euthanize for time or space. This has been accomplished by asking owners to consider other rehoming options before surrendering their animals; limiting the number of stray cats accepted to one cat/litter, per person, per day; and not accepting owner-surrendered cats when the Shelter is at capacity of cats (about eight months in 2014 and 2015). Spay/neuter efforts over the years and advertising efforts have also helped reduce the number of puppies coming into the Shelter. Approximately 3,000 dogs and cats were brought into the Shelter by members of the public or picked up by Animal Control Officers this past year, which is slightly up from the previous year, but significantly down from almost 4,500 in 2011. Another record adoptions was set with a 17 percent increase in dogs being rehomed, thanks to the combined efforts of Shelter staff and Friends of the Animal Shelter (FOTAS).

About 2,300 animals were either returned to owners, adopted, or transferred to other shelters and/or rescues compared to 2,000 animals in the previous year. This is due to staff getting better at evaluating and moving animals out of the Shelter more quickly, a robust volunteer foster program that cared for 140 dogs/puppies and 250 cats/kittens until they were ready to be adopted, and volunteers continuing to increase their efforts to promote adoptable animals to the public. The live release rate for dogs increased by 3 percent this year due to the newly implemented Dogs Playing for Life program, which provides a better assessment of dog-to-dog aggression. This has resulted in moving more dogs into adoption, who might have been euthanized in the past due to leash or barrier reactivity. The program also relieves stress in Shelter dogs which makes them more presentable to a potential adopter. The slight decline in the live release rate for cats is likely due to more kittens testing positive for feline leukemia or immunodeficiency virus (AIDS). The Animal Services Program continues to improve the live release rate and the care of animals at the Shelter, which has significantly improved the reputation of the Shelter within the local community during the last couple of years. Additional gains in the percentage of dogs leaving the Shelter alive could be minimal once the 90 percent is reached given the number of dangerous dogs and those with major health issues that enter the Shelter. However, there are significant improvements in live outcomes still to be made in the feral cat population that the Shelter is asked to take in from the public.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Dangerous dog, bites, attacks to other animals, and trespassing	280	312	243	275	280
Nuisance (barking dog complaints and dogs running at large)	308	271	282	275	230
Neglect/abandonment/welfare checks	174	99	235	150	160
Animal bites to humans	389	311	408	300	330

The Animal Control team is fully staffed and working well together to handle case investigations to 7:00 a.m. to 5:30 p.m., Monday through Saturday. Staff has also developed stronger relationships with local law enforcement agencies and are beginning to eliminate duplicating efforts within the city limits of Medford, Central Point, and Ashland. This is why the projected number of nuisance cases in fiscal year 2016-2017 is expected to be reduced next year. This will hopefully give Animal Control Officers more time to be proactive with animal welfare checks, kennel inspections, and community education, which should increase licensing compliance and eventually decrease the number of dogs entering the Shelter or attacking people, domestic animals, and livestock. Officers will begin patrolling neighborhoods known to have dogs running at large on a more regular basis and get out of their trucks to educate members of the public about responsible pet ownership; similar to the community policing model.

Licensing

Strategic Objective: Assure current rabies vaccination and licensure of all dogs over six months of age.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Dog licenses sold	13,193	16,151	17,741	18,000	20,000
Active one year, two year, and three year licenses	29,678	37,337	41,318	67,000	80,000

The primary goal of Animal Services is to protect human and animal health and safety. A secondary goal is to strongly encourage license compliance for dogs, which is being reached through increased awareness, educational programs, and enforcement action. The change in 2013 to the Codified Ordinances of Jackson County, which requires veterinarians to report rabies vaccinations to the County, has provided a successful strategy for contacting dog owners of vaccinated dogs without licenses. In addition, making licensing readily available during low-cost vaccination clinics at a local pet store and the Shelter each month has also contributed to an increase of dogs being licensed in the County. This focus on licensing has become necessary to increase the Program's primary funding source. More importantly, it assures that more dogs are properly vaccinated against rabies. Staff are also able to quickly return dogs that are wearing a license to their owners, which reduces the time spent in the Shelter and a lower cost of care. Another benefit, to an owner of a licensed dog, is reduced or waived fees to redeem their dog if the dog ends up at the Shelter. This provides an incentive to encourage voluntary compliance, since owners of non-licensed dogs pay a penalty and higher fees. Unfortunately, licensing growth has not reached projections this year, primarily because existing staff have not been able to keep up with the clerical work associated with notifying owners with unlicensed dogs. This is being addressed by transitioning this clearing work to Health and Human Services Administration and exploring the costs and benefits associated with providing an option to owners to use the web to license their animals.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Deer and other wildlife removed from the roadway and disposed of	345	418	493	770	700
Dogs and cats removed from the roadway and disposed of	217	152	151	150	146
Animals disposed of for veterinarians	1,252	600	353	500	500

With the implementation of a new computer system, dead animal disposal numbers are being tracked differently since January 2013, so comparison to previous numbers has proven difficult. The increase in dead deer and other wildlife pick-ups is likely due to drier summers, which forces more wild animals to search for water in lower elevations. The large increase in the current year is likely due to the Animal Control Officers being more proactive by picking up multiple dead animals in a single trip that are seen when they are out on the roads following up on other calls. The number of animals disposed of for veterinarians is not expected to increase as local cremation services are available to veterinary offices for the same or lower cost compared to Jackson County's pickup and disposal services.

Significant Issues in the Year Ahead

Beginning in mid-2012, the Shelter implemented best practices outlined in the 2010 Association of Shelter Veterinarians' Guidelines and based on the Oregon Humane Society's comprehensive review in 2012 of the Shelter. Euthanasia rates of both cats and dogs have significantly decreased and the Shelter has achieved a much more positive reputation in the media and the community. New shelter management software was implemented in January 2013 which improved efficiencies, animal care, customer service, and valuable data tracking. These changes, along with a more compassionate delivery of customer service, are now just part of the current culture of Shelter operations. Staffing has remained fairly stable during this period and, in spite of the daily time pressures, staff have become more confident and engaged in finding positive outcomes for more animals. However, these changes have also been accompanied by more demands on staff and a related increase in costs for increased veterinary services, new software and alarm/fire security contracts, and medical supplies to meet these increased expectations.

Management remains focused on continuous improvement in Shelter operations and development of staff through attendance at national conferences and webinars to further improve the live release rates. A pilot program to provide an alternative to euthanizing healthy, unmanageable (feral) cats that are not suitable for adoption is being explored to further increase the live release rate of cats brought to the Shelter.

Animal Control has also grown into a well-functioning team with capable leadership and experienced personnel who are more willing to emphasize education of animal owners and follow up more quickly on complaints concerning dangerous dogs, nuisance animals, and animal welfare checks. Increasing the number of licensed dogs in Jackson County will continue to be a focus of Animal Services in the coming year to provide additional revenue that could support a full-time position for the Shelter's front desk.

Financial Condition

The Animal Services Program budget for fiscal year 2016-2017 reflects a much smaller deficit compared to previous years to fund 10.05 full-time equivalent positions and two temporary (20 hours per week) positions for the Shelter's front desk. FOTAS manages over 300 volunteers who increasingly support the work of the Shelter by assisting with animal care, adoptions, publicity, outreach, fundraising, and accepting non-financial donations including food, litter, bedding, and other materials. Looking forward, Animal Services faces two challenges: increasing revenue generated from licensing fees and adopting fees, and providing adequate staff within Animal Service to sustain the seven-day-a-week operation for the long term.

Financial donations make up a small portion of the Animal Services Program budget, as well as to the FOTAS volunteer organization. The Program has continued to rely on one-time funds from an earlier, large bequest to cover any budget deficit; the deficit was significantly reduced this past year due to support from the General Fund, which will lower the bequest balance at a much slower rate. Approximately 58 percent of the Animal Services Program is funded through fees paid by the public for dog license sales, returning animals to their owners, fines, adoptions, surrenders, and other fees. The County's General Fund supports 21.35 percent of the cost of the Animal Services Program.

Animal Services

Program: 240107	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$442,488	$93,097	$102,645	$93,000	$96,000
Fees & Other Service Charges	$617,863	$665,012	$787,875	$752,000	$781,000
All Other Resources	$21,981	$15,956	$13,003	$10,000	$10,000
Interfund Transfers	$131,845	$126,334	$126,334	$414,174	$414,174
Fund Balance	$0	$0	$0	$116,387	$47,262
Total	**$1,214,177**	**$900,399**	**$1,029,857**	**$1,385,561**	**$1,348,436**
EXPENDITURES					
Personnel Services	$658,896	$720,432	$751,521	$788,931	$810,502
Materials & Services	$859,955	$537,928	$515,961	$596,630	$537,934
Interfund Transfers	$0	$26,649	$33,145	$0	$0
Total	**$1,518,851**	**$1,285,009**	**$1,300,627**	**$1,385,561**	**$1,348,436**
Full-Time Equivalent	**9.76**	**10.75**	**10.27**	**10.05**	**10.05**

Coordinated Care Utilization Management

Program Purpose

The Coordinated Care Utilization Management Program, with its Utilization Management Team (UMT), manages the mental health benefit for the local Coordinated Care Organizations (CCOs). These CCOs began managing Oregon Health Plan (OHP) benefits for their members in 2012. The administrative responsibilities they have delegated to Jackson County Health and Human Services include service authorization and utilization management, the development and oversight of the provider network, contract and claims management, quality assurance, and management of grievances and complaints. The UMT has established comprehensive policies for all areas of responsibility and has created a structure in which to implement these responsibilities. This Program assists the CCOs in meeting the State's triple aim goal (experience of care, population health, and per capita cost) in addition to 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 Coordinated Care Utilization Management Program provides the services listed below.

Mental Health Provider Network

Strategic Objective: Establish and maintain a provider network with the capacity to meet the mental health needs of CCO members in Jackson County. Evaluate provider network capacity and identify service gaps and barriers.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
OHP enrollment in Jackson County*	33,333	43,742	58,637	60,129	60,000

*Enrollment data reflects the total members enrolled as of January of each year.

With the roll out of the Affordable Care Act and significant increase in OHP eligible Oregonians in need of mental health services, the UMT has made expansion of its outpatient therapy provider network a priority. The UMT is actively working to expand services through a contracted network of outpatient providers. Utilization Management Team staff have developed a robust contracted panel of adult outpatient providers. As of January 2016, the panel includes 45 independent practitioners and three agencies all providing services to 430 adult CCO members in need of outpatient mental health services.

Utilization Management

Strategic Objective: Ensure effective utilization management through authorization reviews, care coordination, and collaboration with the CCOs and provider network to improve services to OHP members.

Utilization management includes the coordination of care by qualified mental health professionals who work with members and service providers to plan, coordinate, and authorize services. It also includes the Department's Quality Assurance (QA) Program which conducts reviews of providers, handles member complaints, monitors compliance with clinical standards and Medicaid requirements, and oversees provider credentialing.

Over the past year, the UMT has participated in several projects aimed at improving the options and outcomes for individuals in the County with mental health issues. Specialty areas of care include services for transgendered individuals, developmental disabilities, and crisis diversion options for children and adolescents. The UMT has lead the effort with both CCOs to complete a gap analysis of the community in relation to behavioral health

services across the County. Results are expected to be back by the end of March 2016. It is anticipated that this will guide the future development work of the UMT and CCOs.

Significant Issues in the Year Ahead

The demand for adult outpatient services continues to be greater than the capacity in Jackson County, with particular access challenges to members in rural areas and those in need of specialty services. The UMT will continue to explore expansion in Ashland to serve those members that reside in the south end of the County. Access to psychiatric care will continue to be a challenge and an ongoing issue for this community given the scarce resource across the country.

As the CCO rates continue to fluctuate and the governmental landscape continues to change both at the Federal and State level, it will be important for the County to keep a close eye on those issues and be prepared to make appropriate changes as necessary.

Financial Condition

The Coordinated Care Utilization Management Program is funded 100 percent with State and Federal Medicaid funds that come from the Coordinated Care Organizations. This Program receives no support from the County's General Fund.

Program: 240115	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$2,677,122	$8,814,528	$20,547,997	$11,469,383	$10,889,118
Fees & Other Service Charges	$0	$0	$1,477	$0	$0
All Other Resources	$0	$0	$900	$0	$0
Total	**$2,677,122**	**$8,814,528**	**$20,550,374**	**$11,469,383**	**$10,889,118**
EXPENDITURES					
Personnel Services	$0	$182,912	$782,299	$1,245,885	$1,638,898
Materials & Services	$1,706,834	$4,164,273	$6,092,843	$10,223,498	$9,250,220
Total	**$1,706,834**	**$4,347,185**	**$6,875,142**	**$11,469,383**	**$10,889,118**
Full-Time Equivalent	**0.00**	**3.00**	**8.30**	**12.58**	**18.50**

Developmental Disabilities

Program Purpose

The Developmental Disabilities Program provides specialized case management to eligible individuals who experience intellectual and developmental disabilities. Program responsibilities include the provision of child and adult eligibility; adult abuse investigations and protective services; licensing and monitoring of foster homes; child case management of family support and K Plan services; and adult case management for individuals living independently or in foster/group homes. The Developmental Disabilities 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 (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Developmental Disabilities Program provides the services listed below.

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.

The Developmental Disabilities Program is the Intellectual and Developmental Disabilities (I/DD) Case management entity for children and the majority of adults in Jackson County; the local brokerage service provides case management to a maximum of 410 adults as well. Case management is the initial service all I/DD eligible children and adults receive. Per Oregon Administrative Rules (OARs) and the Centers for Medicare and Medicaid Services' (CMS) expectations, the Developmental Disabilities Program must "assess and plan" within the first 60 days of eligibility/assignment to case management. This is accomplished when a Case Manager first performs a Child Needs Assessment (CNA) or Adult Needs Assessment (ANA). The results of the CNA/ANA are then used to identify all disability-related supports for the Individual Support Plan. Once these two documents are complete, the child or adult can chose from a variety of daily service options: K Plan/in home supports, foster care, group home care, or supported living (adults only). These assessments and plans must be reviewed annually and altered as needed in order to assure continuation of any services.

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.

I/DD case management services are an entitlement for all children and adults who meet eligibility criteria. A final eligibility determination is required by OARs within 90 days of the intake process in order to assure access in a timely manner. Child eligibility is always provisional until adulthood; therefore, staff must assure eligibility at least two times prior to adulthood. This is called redetermination and occurs between seven to nine years of age and between 16 to 18 years of age. The redetermination between 16 and 18 years of age is also the Adult Eligibility Determination. At that point the individual is no longer provisionally eligible and receives full eligibility status as an adult. These redeterminations also must be completed within 90 days.

Residential Group Homes, Foster Homes, and Supported Living

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

One of the cornerstones of case management is to assure ongoing health and safety. In order to assure this for the most vulnerable children and adults, staff monitors aspects of the annual plan more than simply once per

year. The monitoring must be quarterly, but is actually done closer to every 60 days. The key areas for monitoring are: medical supports, behavioral supports, financial supports, and vocational supports.

Family Support and K Plan

Strategic Objective: Decrease the likelihood of out-of-home placement by providing children and their families individualized attendant care, home modifications, assistive technology, specialized equipment, consultation, training, and respite.

The historical support for children with I/DD was minimal to none. The K Plan is a new Medicaid State plan option authorized under the Affordable Care Act that saves both the State and Federal government money because the County is providing more extensive home and community-based long term services and supports in lieu of more expensive institutional care. The K Plan has allowed the provision of wrap around supports in a way that could not be done before. This often pushed families in to a tough decision: risk their child's well-being at home or request a foster or group home placement. The K Plan allows assistance in funding both improvements to the family home setting to support physical impairments and, more importantly, families can now get support similar to foster care through Personal Support Workers who can attend to behavioral supports, medical supports, and hygiene supports, thus relieving the stress of raising a child with I/DD. This, in turn, is leading to a decrease in requests for out of home placements.

Employment

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

All adults with I/DD deserve the opportunity to be a productive member of society and seek vocational dreams. In coordination with Vocational Rehabilitation, the Developmental Disabilities Program works to identify non-workshop type job opportunities. Once Vocational Rehabilitation's case is closed, staff works with local vocational providers to set up job coaching and long term support to assure the individual not only gets the job they want but can keep it as long as they want.

Support Services Brokerage

Strategic Objective: Provide timely referrals to a local brokerage service for adults who chose this option. Brokerages provide adults independent supports with various service possibilities based on a person-centered plan.

The local brokerage service in Jackson County serves a maximum of 410 adults via the Support Services Waiver and the K Plan. Adults who do not require or do not want a foster or group home setting have a choice to receive case management through the Developmental Disabilities Program or the brokerage. Once an individual requests brokerage services, staff immediately notifies the brokerage with the goal of complete transfer within 90 days to allow for appropriate assessment and planning. If the brokerage is at capacity, staff will assess and do planning until the individual can come off the wait list and transfer.

Significant Issues in the Year Ahead

The Oregon Office of Developmental Disabilities Services (ODDS) continues to roll out access to the K Plan. This State plan option, via the CMS, is the single largest structural change to ODDS's case management system since its inception. These changes are resulting in a dramatic increase to supportive services for children and families. It is also creating large scale bureaucratic paper driven accounting of these services statewide. Accompanying this new State plan is the consolidation of service payments via ODDS's historical payment system. This consolidation is a good, long term prospect; however, the realities of maximizing the database capabilities of the payment system are not without errors. In total, these changes are a great blessing to the children and adults that are served. The Oregon Department of Human Services budget for ODDS provide the Developmental Disabilities

Program with much needed additional funding. This has allowed for the addition of 5.00 full-time equivalent (FTE) positions that include: 2.00 FTE Developmental Disability Case Managers, 1.00 FTE Eligibility Specialist, 1.00 FTE Office Assistant IV, and 1.00 FTE Office Assistant III. The Oregon legislature has mandated that ODDS create a sustainability plan that assures no more than 10 percent growth annually. This will be a challenge as the first two years of the K Plan have led to 25+ percent growth each year.

The total number of I/DD individuals receiving case management in Jackson County (including those in brokerage services) stands at 1,641. Developmental Disabilities Program case management reached 1,232 individuals as of December 2015. Since July 2013, the K Plan's inception, the Program has had a net increase in over 200 individuals served or a 20 percent increase in total clients. Eligibility of children continues to be the main driver in the Program's growth.

Financial Condition

The Developmental Disabilities Program will be funded 100 percent with State and Federal revenue. The Oregon Department of Human Services' final 2015-2017 biennial budget included an increase of approximately $500,000 per year to the County's Intergovernmental Agreement (IGA); the current annual contracted amount is just over $2,860,000. In fiscal year 2016-2017, the Developmental Disabilities Program will receive no support from the County's General Fund.

Program: 240109	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$2,667,830	$3,178,160	$2,353,308	$2,868,212	$2,862,291
Fees & Other Service Charges	$571	$825	$961	$1,000	$1,000
All Other Resources	$1,235	-$180	$0	$0	$0
Interfund Transfers	$51,173	$0	$0	$0	$0
Total	**$2,720,809**	**$3,178,805**	**$2,354,269**	**$2,869,212**	**$2,863,291**
EXPENDITURES					
Personnel Services	$1,491,262	$1,427,314	$1,663,864	$2,090,871	$2,222,745
Materials & Services	$1,253,570	$1,573,213	$557,949	$778,341	$640,546
Total	**$2,744,832**	**$3,000,527**	**$2,221,813**	**$2,869,212**	**$2,863,291**
Full-Time Equivalent	**17.52**	**18.48**	**20.17**	**20.00**	**26.00**

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 Public Health 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 (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Environmental Public Health Program provides the services listed below.

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 illnesses.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Annual inspections completed	2,438	2,378	2,194	2,298	2,350
Drinking water systems	41	42	40	40	40
Food handlers tested	5,411	4,325	4,607	4,267	4,300

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Citizen complaints that require response	34	30	29	28	28

Significant Issues in the Year Ahead

This fiscal year, the Environmental Public Health Program was fully staffed and completed 97 percent of the required inspections, exceeding the Oregon Health Authority's threshold of 95 percent. Jackson County Environmental Public Health was again awarded a $5,000 grant by the Domestic Well Safety Program (DWSP) for 2016; one of two awards in the State. This grant money is being used to work with a local environmental engineering firm and the Jackson County Women, Infants, and Children (WIC) program to provide free nitrate testing and education to Jackson County WIC clients that are on private domestic wells. The hope is to reach out to local owners and renters of rural properties who are on private wells and are not aware of the water quality in

the wells they depend on every day for drinking water. Residents that have never tested their well water, or may not have been able to afford getting it tested at a lab, will be able to bring in a sample of their well water and get it tested at no charge and receive information on domestic well safety.

Financial Condition

The licensing and inspection program is funded through licensing, inspection, and food handler testing fees. Although establishment numbers for the local food service industry have remained flat over the last years, license fees have been kept the same in the coming year. The drinking water program funds have remained the same over the past several years via a contract with the Oregon Health Authority; there is no foreseeable change of funding in the near future. The wood stove and open burning program is funded through a contract with the Oregon Department of Environmental Quality. Funding was again reduced by $2,000 in fiscal year 2015-2016. The Environmental Public Health Program receives no support from the County's General Fund.

Program: 240106	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$133,665	$128,896	$153,904	$146,025	$144,000
Fees & Other Service Charges	$814,604	$867,316	$863,879	$879,120	$852,565
All Other Resources	$176	$0	$0	$0	$0
Total	**$948,445**	**$996,212**	**$1,017,783**	**$1,025,145**	**$996,565**
EXPENDITURES					
Personnel Services	$720,637	$656,765	$592,307	$668,827	$702,282
Materials & Services	$217,886	$199,997	$185,022	$356,318	$294,283
Total	**$938,523**	**$856,762**	**$777,329**	**$1,025,145**	**$996,565**
Full-Time Equivalent	**8.40**	**6.44**	**7.36**	**6.20**	**6.70**

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, within the community. The Mental Health 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 (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Mental Health Program provides the services listed below.

Access and Crisis Services

Strategic Objective: Provide rapid, appropriate response to people who are experiencing a mental health crisis and are at risk of hospitalization 24 hours a day, seven days a week. 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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
After hours crisis phone calls received	652	1,973	2,418	2,660	2,900
After hours crisis face to face interventions provided	n/a*	n/a*	1,023	1,125	1,238
CIT-trained law enforcement officers	n/a*	90	123	183	200
Pre-commitment investigation completed	672	620	800	1,000	900

*New measurement; data not available.

Many gains have been made over the past year in the crisis system, including crisis respite homes for both adults and children, which has decreased the need for high cost placements. Crisis Intervention Training (CIT) for Law Enforcement has been provided through the efforts of the crisis team and has increased collaborative responses with law enforcement around the County. CIT began in January 2013 and has continued to have a training every quarter since. The intent of the CIT work group is to have all law enforcement officers in the County trained by the end of 2016.

Pre-Commitment Investigations have increased significantly. The number of holds that are written by doctors at Rogue Regional Medical Center (RRMC) are actually higher than this number provided. For every individual that is put on a hold, it requires staff to complete an investigation. Jackson County Mental Health (JCMH) staff is working with the State and RRMC to educate emergency department doctors on the proper use of holds and JCMH has embedded Qualified Mental Health Professional I's and therapists in the emergency department at RRMC to assist in the management of the cases and the coordination of care. As of October 2015, JCMH has provided funding for an Assistant District Attorney to assist in mental health commitment hearings which has helped this team significantly.

Open since May of 2014, the County has a crisis/respite home for adults that is staffed 24/7 by JCMH staff. A crisis/respite home for children, which is subcontracted through KAIROS with clinical support and oversight through JCMH staff, was added in 2015 and an additional respite home for children will soon be opened by Family Solutions to provide the same services with oversight from JCMH clinical staff.

In October 2015, JCMH staff began meeting monthly with a group of community partners to develop a comprehensive plan to address psychiatric emergencies in the County. This group of community partners has spent time reviewing data related to higher levels of care and the cost of those services. Partners include both Asante and Providence Hospital, both Coordinated Care Organizations (CCOs) and Federally Qualified Health Centers, and substance abuse providers. It has been determined that steps will be taken to develop a united response for the community by working towards JCMH opening a Crisis Resolution Center to allow a lower level of services to be provided, for shorter amounts of time, in the individual's own community.

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. Provide smooth access for individuals requesting treatment services.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Individuals with severe mental illness receiving ACT services to sustain capacity to live in the community	n/a*	n/a*	27	41	70
Individuals receiving benefits management services	153	132	138	140	145
Successful transition from foster care to the community	13	13	14	16	18
Individuals receiving supported employment services	64	134	202	320	390
Services provided to individuals receiving supported employment services	1,299	1,384	2,301	2,700	3,200
Job placements (gainful employment) for individuals in supported employment	24	29	57	100	110

*New Assertive Community Treatment (ACT) program; data not available.

JCMH continues to experience significant demand for services serving a record 6,212 clients in 2015. Service delivery expanded significantly to meet this demand following the Board of Commissioners' approved expansion of JCMH in the early summer of 2015. In the last three months of 2015, the rate of service delivery grew to over 28 percent of the prior year.

During the past year, JCMH had access issues to both adult outpatient services and psychiatric support services. There has been a tremendous amount of effort made by managers and staff at JCMH to be able to create access capacity and increase productivity among service delivering staff. JCMH opened a new point of access at the Rogue Family Center in White City in an attempt to expand capacity to the Upper Rogue Area of the County; opening its doors in October of 2015. These services have been well received and JCMH is beginning to see the increase in access services to Oregon Health Plan members in those more rural areas of the County.

JCMH served over 3,145 adults where active treatment services to included: 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, supported employment, and counseling; 5) outreach and community support to individuals whose serious mental health disorders put them at risk for jail or State hospitalization; and 6) residential services. Residential 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.

The supported education program, original funded through grant funds, has now become a billable service through the Oregon Health Plan. A mental health staff position provides walk along supports to a cohort of mentally ill individuals pursuing higher education at the local community college or university. The purpose of this program is to improve outcomes for these individuals, helping them to realize their full potential. To date, the project has served 26 individuals with 55 percent (n=12) of active clients enrolled at Rogue Community College and 18 percent (n=4) enrolled at Southern Oregon University. Of the participating students, 27 percent (n=6) are not enrolled but are actively meeting with the support education specialist to reduce barriers to future enrollment.

Children's Services

Strategic Objective: Provide smooth access into services that are determined to be medically necessary. 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 in their own communities.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Reduction in behavioral problems by parent report following PCIT	85%	95%*	100%	95%	95%

*State data collection methodology changed slightly in the spring of fiscal year 2013-2014; the actual data for fiscal year 2013-2014 reflects July 2013 through December 2013 data only.

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. JCMH was recently approached by the State to become the Center for Excellence for Parent-Child Interaction Therapy. Staff continues to see good outcomes from PCIT and continues to train other providers in the community in the use of this intervention. The County continues 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. Programming has been developed in partnership with KAIROS to provide alternatives to residential services with a capacity to serve 20 youth at once. These services are completed at home in the community and include intensive individual therapy, family therapy, skills training, and a two-bed respite home. These same services are being expanded to serve ten youth as a diversion from the hospital for suicidality. JCMH is also extending these services further through Family Solutions, providing an added capacity to serve another 20 youth through intensive in home and community based services, with an additional respite home. A crisis worker from the crisis team has been assigned to specifically manage crisis involving children presenting at area hospital emergency rooms, schools, or in clinics.

The Early Alliance and Support Alliance (EASA) is a specialty project aimed at identifying young adults, ages 15 to 25, who are beginning to present with symptoms of psychosis. This program is geared toward providing intensive services early on to prevent these youth from becoming chronically, mentally ill adults that are dependent on the mental health system and to increase their odds of living a productive and quality life. To date, EASA clinicians have provided 47 initial screenings and assessments. Of these 47 youth/young adults; 12 were found to be positive for prodromal risk syndrome/psychosis and formally accepted into the EASA program of intensive youth and family supports. Of the 12 youth accepted into EASA, five youth have been successfully supported in return to school (3) or obtaining full (1) or part-time work (1). EASA provides twice monthly, multi-family groups with the aim of being able to preserve family connections while increasing understanding, reducing stress, and relieving burdens. In addition, the EASA team has provided education, program information, and consultation to over 650 community members and received a score of 85 percent on the first fidelity review—with glowing commendations by reviewers. A Transition Age Youth (TAY) program has also been developed to serve youth transitioning to adulthood. Youth who do not meet the requirements for EASA are referred to TAY and/or the Medford Drop. In conjunction with the Medford Drop, the EASA and TAY programs are initiating a Young Adult Advisory Council.

Partnering with KAIROS and Youth MOVE Oregon, JCMH utilized the Young Adult Hub grant funding to develop a drop-in center for youth ages 14-25 to assist in better outcomes for those with mental health issues, behavioral problems, social anxieties, and who often are system weary. Opened in late summer of 2014, The Medford Drop serves an average of 15 youth a day. The focus of the program is education, employment, and social connectedness, as well as character development and community service. The Medford Drop currently has 120 members. The hub provides an average of 70-80 one-on-one peer support sessions per month. The Medford Drop hosts two to three events per month with 15-20 youth in attendance. Positive youth outcomes include obtaining employment, developing social supports, and reducing risk behaviors.

Psychiatric Support Services

Strategic Objective: Provide quality psychiatric assessment, medication prescription, and management of those medications in a coordinated, integrated services delivery model. Broaden the knowledge and support of the use of psychiatric medications and set the standards for the population that reduce risk and improves outcomes.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Psychiatric assessments completed by a LMP	250	222	528	530	550
Medication management services offered	3,971	4,006	5,934	6,000	6,500
Clients served through psychiatric support services	1,205	1,136	1,371	1,500	1,600

Over the past several years, JCMH has struggled to hire Licensed Medical Professionals (LMP) (Psychiatrists and Psychiatric Nurse Practitioners). After several months of no response to open posted positions, JCMH pursued other avenues of recruitment for those high level practitioners. JCMH continues to recruit for these positions and, as a result, it is anticipated that the need will continue to grow and access will continue to be an issue as the recruitment continues for those provides to deliver these services at a sustainable level. Psychiatry across the country continues to be a huge issue and being able to recruit and retain this level of professional in Jackson County has proven challenging.

Jail Diversion Services

Strategic Objective: Promote community integration, with consideration for public safety for severely mentally ill persons after prolonged involvement with the criminal justice system or ongoing involvement with local law enforcement. Jail diversion services are defined as any serve that is provided to divert individuals with mental illness charged with low-level, non-violent crimes from the criminal justice system of the Oregon State Hospital.

The jail diversion grant focuses on assisting adults with mental health issues to avoid becoming more entrenched within the criminal justice system through offering support and treatment. Between July and September 2015, 87 individuals were referred at pre or post booking from the jail and screened to determine service needs; of those, 82 received a mental health screening, care coordination, and group services. This close collaboration and the case management that helps shepherd individuals through the systems of care has already resulted in improved outcomes for many participants.

Jackson County Mental Health Court is a partnership between JCMH, Jackson County Courts, and the Southern Oregon Public Defenders Office. Modeled after other evidence based treatment courts, the new Mental Health Court supports are available to defendants charged with a crime in Jackson County Circuit Court who have a serious and persistent mental illness that appears to be the primary factor in the person's involvement with the criminal justice system. Mental Health Court provides a highly structured, supervised opportunity for eligible defendants to pursue mental health treatment, stability, and independent well-being under intensive supervision of a multi-disciplinary team.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Discharge from SRTF to lower level of care	2	1	1	2	4

Services include: 1) the Hazel Center Secure Residential Treatment Facility (SRTF), operated by Options, which houses and treats 16 clients, eight under the Psychiatric Security Review Board (PSRB), following discharge from the State hospital; and 2) PSRB case management and supervision for up to 17 clients, living independently or in group homes, under conditional release from the State hospital.

In 2015 there were six clients in the community, one moved from foster care to transitional housing. One client passed away in July bringing the total in the community to five for the remainder of the year. One client that lives in the community is timing out of PSRB in 2016.

Significant Issues in the Year Ahead

The Mental Health Program provides a variety of services to meet the community's mental health needs in Jackson County. The past year has brought a large increase of eligible individuals for Medicaid services which, in turn, has increased the demand for the services listed above. JCMH has diligently tried to address the issues brought on by this increase and is working closely with the two Coordinated Care Organizations to create additional access. Responsible for both adults and children with mental health issues and challenges, programs have been developed over the past year through collaboration with other providers, as well as internally, that have assisted individuals in remaining in the lowest level of care and in their own community.

With the ongoing unknowns in the political climate, both at a national level and State level, and the ongoing fluctuation in rates from the CCOs, it is anticipated that JCMH will continue to need to be thoughtful about their approach in providing the appropriate number of services to the right people at the right time. JCMH will need to continue to be vigilant in making the most of the resources available to serve the clients that present and will work

closely with the Coordinated Care Utilization Management Team to create a smooth process in accessing contracted providers and services that will enhance the service delivery system.

Mental health investments are always at risk of being reduced or cut from State budgets. It will be important for JCMH to stay on top of these issues and be looking towards sustainability and opportunities to continue to serve this vulnerable population.

Financial Condition

The Mental Health Program is funded 100 percent with fees, charges, and State and Federal funds. The Legislature adjusts the State budget, from time to time, in response to revenue forecasts, which affects available State funding. With the advancement of the Affordable Health Care Act, these dollars will flow to the Coordinated Care Organizations with many of those delegations passed on to the Mental Health Program. This Program receives no support from the County's General Fund.

Program: 240112	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$17,127,820	$16,268,310	$15,635,024	$20,708,473	$26,120,943
Fees & Other Service Charges	$227,271	$256,827	$247,595	$236,181	$266,001
All Other Resources	$1,995	$4,000	$4,219	$0	$0
Fund Balance	$0	$0	$0	$0	$6,199,872
Total	**$17,357,086**	**$16,529,137**	**$15,886,838**	**$20,944,654**	**$32,586,816**
EXPENDITURES					
Personnel Services	$8,566,906	$9,624,351	$12,864,673	$15,765,930	$25,814,439
Materials & Services	$4,155,026	$5,021,583	$4,185,041	$5,178,724	$6,772,377
Capital Outlay	$0	$0	$12,764	$0	$0
Total	**$12,721,932**	**$14,645,934**	**$17,062,478**	**$20,944,654**	**$32,586,816**
Full-Time Equivalent	**104.45**	**158.42**	**164.89**	**164.42**	**285.55**

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) and 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 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; (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 Public Health Program provides the services listed below.

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 January through December 2015, Public Health received 1,457 reports of communicable diseases. Of these reports, 823 were sexually transmitted diseases (STDs), with Chlamydia cases totaling 696. In addition, there were 419 Hepatitis C cases (past or present infections). Of the remaining cases, the most common were campylobacteriosis (46), pertussis (36), and Salmonellosis (19). Staff investigated four outbreaks of various illnesses in the same time frame: three norovirus and one pertussis. Investigations and outbreaks can involve multiple days of follow-up and coordination. Jackson County had two persons under monitoring for Ebola in 2015.

To keep the healthcare community and other partners updated on Public Health issues, 12 flash reports were sent via email to the community. Multiple topics were addressed in the flash reports, including: Syphilis (significant increase locally and nationally since 2009), animal bites (three rabid bats in 2015), wildfire smoke, Hepatitis C, Ebola, West Nile Virus (two birds and nine mosquito pools tested positive), naloxone, and influenza.

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.

Nurse home visiting services are prioritized for families with multiple barriers, including drug and alcohol dependency, first time parents meeting eligibility criteria, teen parents, homeless families, issues of domestic violence, and language barriers. From January through December 2015, the maternal child health program provided 2,415 contacts to clients.

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 January through December 2015, the Reproductive Health Clinic provided reproductive health services to 1,046 clients. Clients seeking services at Public Health can access STD testing and counseling, including Human Immunodeficiency Virus (HIV), pregnancy testing, a full spectrum of birth control, and are provided a "warm hand-off" to other services like mental health; Women, Infants, and Children (WIC); nurse home visiting programs; immunizations; and HIV case management.

In 2015, Jackson County Reproductive Health worked with the Oregon Health Authority to conduct a Reproductive Health Client Satisfaction Survey (CSS). Information from the CSS is used to monitor the provision of select services and client satisfaction throughout the State and to inform policies and recommendations made by the reproductive health program. In Jackson County, 103 participants were surveyed. Of note is that 31 percent reported having no health insurance that covers primary care, which underscores the need for reproductive health safety net services in the community. From a customer service perspective, 100 percent answered as "Strongly Agree or Agree" to customer satisfaction questions relating to being treated with respect, taking concerns seriously, trusting medical staff, feeling comfortable, and would recommend clinic to friends or family.

Immunizations

Strategic Objective: Provide comprehensive immunization services for infants, children, and adults to decrease the incidence of vaccine-preventable diseases.

The immunization program 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 January through December 2015, the immunization program provided a total of 7,686 immunizations. The program meets all mandates of tracking, forecasting, and assuring vaccines are managed as required.

Women, Infants, and Children (WIC)

Strategic Objective: The main focus of the WIC program, a Federally funded nutrition based program, is creating positive health outcomes of all Jackson County WIC eligible pregnant and postpartum women, and children ages birth to five years old. WIC is able to do this by providing nutrition education and breastfeeding support, health screenings, issuing food benefits for healthy foods only, and offering referrals to Health and Human Services partners as well as community resources.

From January through December 2015, the WIC program had 18,980 individual contacts, (3,931 of these were for nutrition education classes). The breastfeeding peer support program had an average of 230 clients certified each month. Fifty-one percent of pregnant women participating in WIC were enrolled during their first trimester, which allows for early and effective referrals to community resources. Pregnant women and their children up to age one receive incentive coupons through a partnership with the local Coordinated Care Organizations (CCOs) for attending their WIC appointments. This serves to promote a healthy pregnancy, delivery, and support for their newborn up until age one. More than 77 percent of WIC families had one or more parent working, and their household income was still equal to or less than 185 percent of the Federal poverty level. The business community also benefits from WIC, as $3,653,280 total WIC dollars were spent on healthy foods at local retailers by WIC participants using WIC vouchers, as well as $19,428 at the local farmers markets and farm stands through the issuance of farm direct nutrition program coupons.

A mental health counselor was embedded in the WIC program to provide services primarily relating to postpartum depression, depression, pregnancy-related anxiety disorders, adjustment disorders, and bipolar disorders. The partnership facilitates "warm handoffs" for WIC participants needing mental health services.

WIC worked with the Health Care Coalition of Southern Oregon to implement pregnancy intention screening called "One Key Question." One Key Question strives to improve pregnancy outcomes for those that want to become pregnant, while reducing unintended pregnancies for those that do not want to become pregnant. Those

that want to become pregnant are given multi-vitamins and folic acid. Those that do not want to become pregnant are referred to reproductive health services if they need birth control.

Electronic benefits, known as eWIC, will be available starting in February 2016. Once fully rolled out, all benefits will be electronic on an eWIC card rather than paper vouchers. Family benefits will be issued on one card and the healthy foods identified by their universal product code (UPC) as WIC-authorized. Electronic benefit cards will be more convenient for clients, local vendors, and staff, as the paper voucher system has become outdated and cumbersome.

Health Promotion Programs

Strategic Objective: To educate, promote, coordinate effective community-based prevention strategies, and collaborate with the community and stakeholders to prevent and reduce areas of public health significance thereby creating a healthier community through Tobacco Prevention and Education; Healthy Communities (chronic disease reduction and community health assessments); ¡Cuidate! (HIV/AIDs reduction in Latino Youth); Alcohol, Tobacco, and Other Drugs Prevention; and Problem Gambling Prevention programs.

The tobacco prevention and education program has been continuously working on creating a healthier environment for Jackson County residents by enforcing the Oregon Indoor Clean Air Act, providing businesses that are in violation of the Oregon Indoor Clean Air Act guidance on how to become compliant, and encouraging and assisting community partners to implement tobacco-free campuses. Staff provide technical assistance to entities looking to implement tobacco-free policies and collaborate with the Oregon Health Authority on proposed rules around the Indoor Clean Air Act. The program has performance measures for Public Health programs to increase the number of referrals to the Oregon QuitLine to improve the health outcomes of the clients that Public Health programs serve.

The healthy communities program has been working to create environmental changes within the community. The program hosted a workshop with a guest speaker to look at ways Jackson County can build a healthier and more walkable community. Staff have been active in implementing a pilot project called *Go 4 Real Food Prescription* that is designed to support individuals in accessing and utilizing healthy foods and supportive programs to improve their health. The project has been a collaborative effort with both CCOs and Federally Qualified Health Centers in Jackson County, along with Oregon State University's Extension Services.

Healthy communities staff have also worked to improve the health of Jackson County employees. The program received a grant to help reduce sodium-high foods in vending machines utilized by Jackson County staff. Through this program, Health and Human Services (HHS) has been able to create a wellness committee, having representation from all HHS programs. In addition, the program coordinator has partnered with Josephine County, Asante, and three CCOs to develop strategies to increase the rate of colorectal cancer screenings for Jackson and Josephine County residents.

¡Cuidate! has been providing culturally-based services designed to reduce sexual risk and unplanned pregnancies to youth in Jackson County. The program focuses on ways youth can achieve their goals and dreams by making healthier decisions. With collaborations from different community partners, *¡Cuidate!* has been able to provide the curriculum to over a 1,000 youth since receiving the grant in 2012. *¡Cuidate!* has been taught throughout many community organizations: Central High School, Phoenix High School, Crater High School, Talent Middle School, Kids Unlimited, North Medford High School, Newbridge, Anderson Vista Apartment Complex, Southern Oregon University for Caesar Chavez, and the community of White City. The program is looking to expand into the Rogue River School District and be a consistent program in North Medford High School. The *¡Cuidate!* program coordinator has been assisting the Oregon Health Authority and other counties with this program to provide trainings to expand the implementation and capacity within those counties.

HHS has adopted some of the emerging best practices in the field of prevention and moved to integrate substance abuse and problem gambling prevention within the health promotion program. This has allowed for the program to adopt the Public Health model focusing on health and wellbeing at the population level. The

prevention program has been able to implement the Jackson County Prevention Coalition that is comprised of different sectors working towards preventing substance abuse among youth, implement a Youth Council with the Health Care Coalition of Southern Oregon, and conduct a positive norms social media campaign about youth not using marijuana. The campaign was very successful and the first of its kind in Oregon. The ads made 1,472,531 total impressions with 7,362 clicks to the website and an estimated 62,115 unique individuals reached. The prevention program continues to work on positive social norms with the Prevention Coalition, implement the Good Behavior Game in Jackson County schools, collaborate with schools to provide prevention curriculum, collaborate with the Oregon Health Authority around marijuana public health messaging, and build capacity by providing trainings to the Jackson County community and schools. The problem gambling prevention program has been able to build capacity within the schools by increasing participation in the statewide art contest, creating three local winners whose art was put into a statewide calendar. The program also collaborated with the LifeArt program to create artwork for three billboards that were displayed in Jackson County.

Public Health Preparedness

Strategic Objective: Monitor and strengthen the abilities of Health and Human Services' and Jackson County's healthcare systems to protect the public's health in disaster situations such as disease pandemics and epidemics, chemical and radiological releases, severe weather, and natural disasters.

Activities within the program include response plan development; exercise plans; responding to public health threats; hosting community preparedness education workshops; and presenting for local, state and federal agencies. This program has assisted the communicable disease and immunization program during fiscal year 2015-2016 on a pertussis outbreak that occurred at a treatment facility and is currently responding to the pandemic of Zika virus. This program was also heavily involved in the 2015 wildfire smoke event by providing public information and guidance. The Public Health preparedness program has updated and reformatted the HHS Emergency Response Plan and Continuity of Operations Plan. The program staff look forward to begin training on these plans and build capacity within HHS to respond Emergency Support Function 8 – Health and Medical Services response.

Accreditation

Strategic Objective: To improve and protect the health of the public by advancing the quality and performance of local, Tribal, State, and territorial public health departments through the voluntary national accreditation program.

The Public Health Accreditation Board (PHAB) accreditation process, for public health, seeks to advance quality and performance within public health departments. Accreditation standards define the expectations for all public health departments that seek to become accredited. National public health department accreditation has been developed because of the desire to improve service, value, and accountability to stakeholders.

Jackson County Public Health is working towards becoming an accredited public health division. The Jackson County Public Health Accreditation Committee worked to identify documents to be uploaded to a PHAB database that demonstrate the Public Health Program's conformity with the standards and measures. The documentation will be submitted to PHAB in February 2016. Once documentation is submitted, visits will be conducted by a peer team of three to four PHAB-trained site visitors. The visit serves several purposes: to verify the accuracy of documentation submitted by the Department, seek answers to questions regarding conformity with the standards and measures, and provide opportunity for discussion and further explanation. Site visits will typically last two to three days, depending upon the complexity of the application. Following the site visit, the site visit team will develop a site visit report. The report will describe: how conformity with each measure was demonstrated or detail what was missing; areas of excellence or unique promising practices; and opportunities for improvement.

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 continues to work with the two local CCOs on multiple collaborative efforts. The location of the new Health and Human Services' building at 140 South Holly Street is providing opportunities for Public Health to collaborate with other Department programs and partners, which is furthering integration of services and improving services to the community.

Public health in Oregon is on the path to modernization. In July 2015, the Oregon legislature passed House Bill 3100 which sets forth a path to modernize Oregon's public health system so that it can more proactively meet the needs of Oregonians. Over the next two years, these efforts are planned to occur: a new governance structure for Oregon's public health system, the Public Health Advisory Board, will be appointed by the Governor; clear, measurable definitions for the foundational capabilities and programs for public health will be developed using best practice research and feedback from stakeholders; State and local health departments will assess the extent to which they currently provide the foundational capabilities and programs; local health departments will determine the most appropriate governance structure for the jurisdiction they serve so they can successfully implement the foundational capabilities and programs; and with communities and partners, State and local health departments will develop plans to implement the foundational capabilities and programs, based on the findings from their assessments.

Financial Condition

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. The County's General Fund supports approximately 15.86 percent of the cost of providing public health services.

Program: 240105	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$3,708,614	$4,288,110	$4,849,420	$4,868,218	$4,829,291
Fees & Other Service Charges	$477,313	$548,826	$538,948	$360,000	$317,000
All Other Resources	$1,732	$3,713	$0	$0	$0
Interfund Transfers	$712,203	$369,064	$592,572	$896,664	$982,292
Fund Balance	$0	$0	$0	$0	$63,016
Total	**$4,899,862**	**$5,209,713**	**$5,980,940**	**$6,124,882**	**$6,191,599**
EXPENDITURES					
Personnel Services	$3,071,292	$3,016,157	$3,180,793	$3,625,590	$3,767,984
Materials & Services	$1,887,133	$2,183,151	$2,631,751	$2,499,292	$2,423,615
Total	**$4,958,425**	**$5,199,308**	**$5,812,544**	**$6,124,882**	**$6,191,599**
Full-Time Equivalent	**36.64**	**37.93**	**39.93**	**38.40**	**39.50**

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 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 Veterans' Services Program provides the service listed below.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Contacts completed	6,879	6,855	6,613	6,900	6,900

In 2015, over 1,000 out-of-office contacts were made on outreach. Efforts of Veterans' Office staff have resulted in over $100,000,000 in Federal Veterans Affairs disability compensation and pension payments coming to Jackson County veterans and survivors annually.

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

In fiscal year 2015-2016, the Program continued to receive the Senate Bill 1100 grant and is expected to receive the same level for fiscal year 2016-2017. The County's General Fund supports 81.35 percent of the cost of the Veterans' Services Program.

Veterans' Services

Program: 240111	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$99,116	$90,506	$126,706	$91,706	$91,706
Fees & Other Service Charges	$1,844	$6	$0	$0	$0
Interfund Transfers	$315,476	$361,501	$329,808	$395,000	$400,000
Total	**$416,436**	**$452,013**	**$456,514**	**$486,706**	**$491,706**
EXPENDITURES					
Personnel Services	$325,867	$364,577	$372,982	$383,848	$382,814
Materials & Services	$90,569	$87,437	$83,132	$102,858	$108,892
Total	**$416,436**	**$452,014**	**$456,114**	**$486,706**	**$491,706**
Full-Time Equivalent	**5.32**	**4.38**	**5.00**	**5.00**	**5.00**

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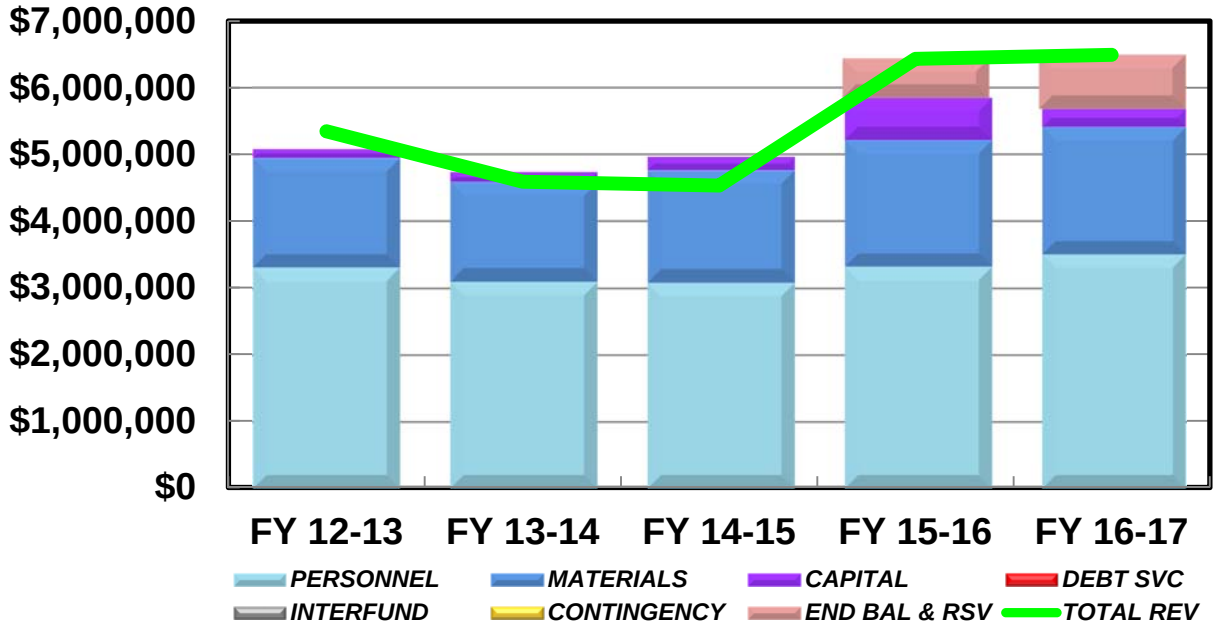
INFORMATION TECHNOLOGY

2012-2013 TO 2016-2017

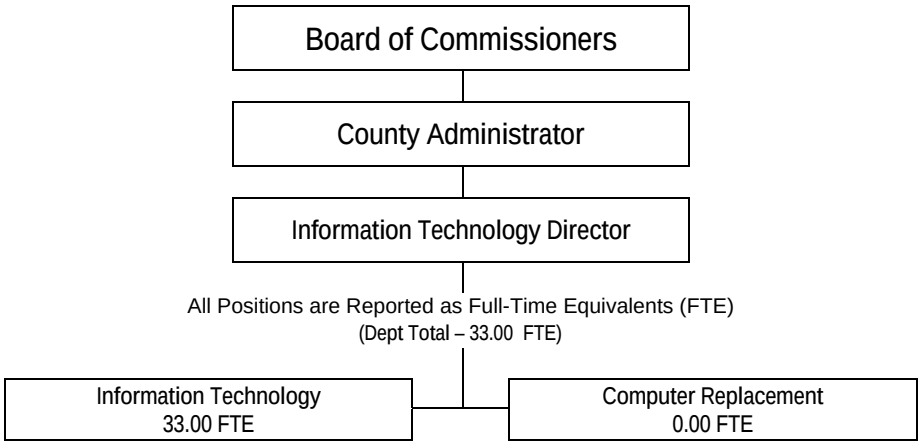


	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted
PERSONNEL	$3,299,978	$3,093,394	$3,080,030	$3,311,799	$3,497,050
MATERIALS	$1,642,046	$1,489,585	$1,679,752	$1,898,249	$1,907,197
CAPITAL	$133,171	$149,108	$197,351	$634,620	$275,000
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$0	$0	$0	$0	$0
CONTINGENCY	$0	$0	$0	$0	$0
END BAL & RSV	$0	$0	$0	$590,319	$813,683
TOTAL EXP	$5,075,195	$4,732,087	$4,957,133	$6,434,987	$6,492,930
TOTAL REV	$5,346,572	$4,588,205	$4,531,754	$6,434,987	$6,492,930
FTEs	33.30	29.55	29.85	29.00	33.00

The decrease in Capital Outlay expenses between FY 15-16 and FY 16-17 is due to the completion of various projects. An increase of 4.00 FTEs reflects 3.00 FTEs to support additional staff at Health and Human Services and 1.00 FTE to support GIS for Surveyor projects. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between “Actual” and “Adopted” Budgeted Numbers located on page 19 of this document.

INFORMATION TECHNOLOGY

Organization Chart



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 2016-2017

- Begin deploying a newer version of the current operating system.
- Finish project to migrate old criminal records to a modern database and retire the old system.
- Update older data storage systems to reduce future maintenance costs.
- Continue expanding use of the Electronic Document Management System (EDMS) to reduce expenses associated with printed paper files.
- Streamline and automate internal IT processes to increase efficiency and effectiveness.

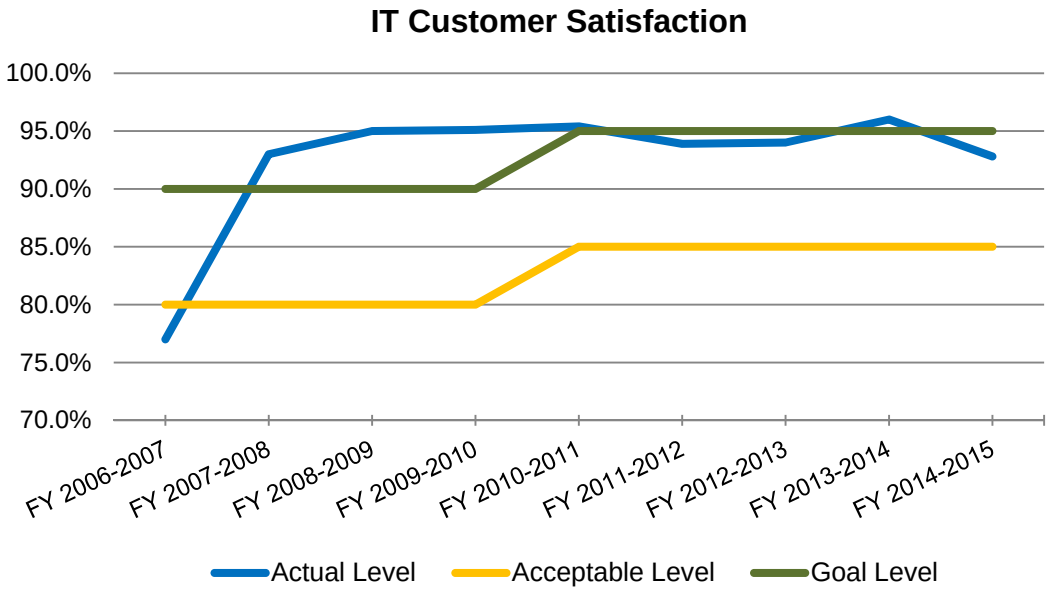
Major Issues and Service Level Accomplishments for Prior Year

- Replaced video arraignment system used by the jail and the courts.
- Improved security for web browsers.
- Added redundancy for secure remote access capability.
- Began project to migrate old criminal records to a modern database and retire the old system.
- Increased availability and accuracy of property data available online.
- Expanded adoption of the EDMS to reduce the expenses associated with printed paper files.

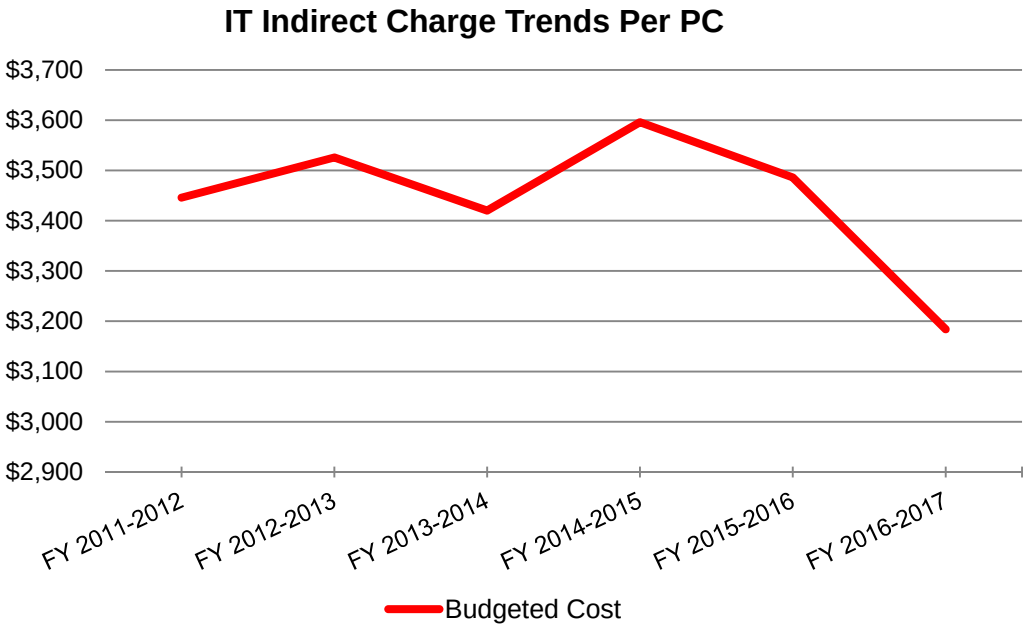
Benchmark

IT customer satisfaction is measured annually via an online survey sent to all computer users. This benchmark reflects the results of respondents' level of agreement with two statements: "In general, IT does a good job meeting my business needs" and "In general, IT responds quickly to my requests." Customers who indicate they agree with these statements are considered to be satisfied. Those who are neutral or disagree with the

statements are considered dissatisfied. Results from the two questions are averaged together to produce this graph.



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-personal computer (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. This graph reflects the total of all indirect charges divided by the total number of PCs.



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: (4) Strengthen cooperation between public agencies; (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 Information Technology Program provides the services listed.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Average operations charge per PC	$2,160	$2,073	$2,010	$2,500	$2,311

The average operations charge per PC is expected to decline in the coming year, mainly due to greater economies of scale as the County adds PCs, and also because there are few infrastructure projects planned.

Applications

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; Geographic Information Systems (GIS); and numerous department-specific databases and other software applications. Align spending with County priorities and industry trends.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Average E1 charge per employee	$593	$502	$462	$419	$386

The average E1 charge per employee has been in decline for several years because system and process improvements put in place over the last few years have reduced the amount of labor required to operate the system. It will decline again in fiscal year 2016-2017, mainly due to greater economies of scale as the County adds employees.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Average telecom charge per phone port	$152	$175	$269	$242	$284

The average charge per phone port increased after the County implemented the new phone system in 2014 because the new system has more functionality and is, therefore, more costly to operate than the obsolete system it replaced.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Average web content management charge per PC	$244	$302	$303	$221	$149

The project to replace and improve the County's web content management systems has been completed. Less labor is required to operate a stable system than to replace/improve systems so costs are expected to decline in the coming year.

Significant Issues in the Year Ahead

In the year ahead, IT will be focused on the following projects and/or priorities: begin deploying a newer version of the current operating system, finish migrating the old criminal records to a modern database and retire the AS400 system, upgrade older data storage systems to reduce future maintenance costs, continue expanding use of the Electronic Document Management System (EDMS) to reduce the use of paper, and continue improving internal IT processes to increase efficiency and effectiveness.

Financial Condition

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.

Information Technology

Approximately 6 percent of the Information Technology Program's revenue comes from the GIS fee charged on recorded land transactions, which supports GIS, Property Data Online, and related projects. The Program will receive 94 percent of its revenue through internal charges to other departments. About 51 percent of these internal charges are received from the County's General Fund departments.

Program: 030201	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$22	$2,898	$49	$0	$0
Fees & Other Service Charges	$321,990	$295,610	$315,960	$312,000	$311,500
All Other Resources	$2,485	$86	$86	$0	$0
Interfund Transfers	$4,724,160	$3,983,184	$3,893,996	$5,215,696	$5,077,509
Total	**$5,048,657**	**$4,281,778**	**$4,210,091**	**$5,527,696**	**$5,389,009**
EXPENDITURES					
Personnel Services	$3,299,978	$3,093,394	$3,080,030	$3,311,799	$3,497,050
Materials & Services	$1,393,042	$1,117,627	$1,360,405	$1,581,277	$1,616,959
Capital Outlay	$133,171	$149,108	$197,351	$634,620	$275,000
Total	**$4,826,191**	**$4,360,129**	**$4,637,786**	**$5,527,696**	**$5,389,009**
Full-Time Equivalent	**33.30**	**29.55**	**29.80**	**29.00**	**33.00**

Computer Replacement

Program Purpose

The Computer Replacement Program maintains productivity through lifecycle management of computer hardware and software assets. Obsolete tools impair staff productivity, so computer assets must be replaced or upgraded before they become outdated. By contributing annually toward the cost of replacements that occur less frequently than on a yearly basis, departments ensure adequate funding for replacements while keeping their computer expenditures relatively stable from year to year. This 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; and (12) Plan for the future.

Program Information

The Computer Replacement Program provides the services listed below.

Hardware Replacement Cost Control

Strategic Objective: Maintain stability in annual contribution rate; and maintain average annual contribution rate per personal computer (PC) consistent with the actual cost of hardware replacement.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Average hardware contribution per PC	$218	$213	$214	$243	$270
Average hardware expense per PC	$160	$137	$195	$218	$160

Performance against this objective is evaluated over the long term. The contribution rate stayed relatively stable from year to year, averaging a 2 percent variance over a six year period. For the second part of this measure, variance is expected between contribution and expense in a given year due to price fluctuations and because equipment replacement occurs out of phase with contributions. Over the last six years (2010-2015), actual hardware expenses have been on average 16 percent lower than projected. This savings was due to a variety of factors, including: deflation in hardware prices, fewer than expected repairs, elimination of some uninterruptable power supply (UPS) units, and extended deployment of older PCs in low-demand applications.

Hardware Life-Cycle Management

Strategic Objective: Replace an average of 25 percent of the PCs in County service each year.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
PCs in service	938	947	997	997	1,192
PCs replaced	215	228	235	265	235
Replacement percentage	23%	24%	24%	27%	20%

Performance is evaluated over the long term as the number of PCs reaching obsolescence varies each year. A variance from the target of up to 10 percent is expected in a given year. The replacement rate has averaged 24 percent over the last six years (2010-2015). The 1 percent difference between the planned and actual replacement rate is primarily due to staff reductions in 2012-2015 negating the need for some replacements.

Software Replacement Cost Control

Strategic Objective: Maintain stability in annual contribution rate; and maintain average annual contribution rate per PC consistent with the cost of replacement.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Average software contribution per PC	$70	$73	$72	$43	$43
Average software replacement cost per PC	$105	$246	$17	$0	$0

Performance against this objective is evaluated over the long term. Annual contribution has varied less than 1 percent, except for a 40 percent decrease in fiscal year 2015-2016; this savings is due to the Department taking advantage of a change in the software licensing model. For the second part of this measure, variation between contribution and expense in a given year is expected due to price fluctuations and because software replacement occurs out of phase with contributions. Over the last six years (2010-2015), the software expense rate has averaged approximately 3 percent lower than the contribution rate.

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 every three to six years.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Years behind the latest version	5	6	1	2	3

County computers are using office productivity suite software that will not be obsolete until 2020.

Significant Issues in the Year Ahead

In the year ahead, the Computer Replacement Program will focus on the following priorities: 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 suppliers to ensure that the County is receiving the best value.

Financial Condition

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). Departments contribute to the Program quarterly based on the number and

Computer Replacement

type of PCs they operate and the software they use. Approximately 57 percent of the revenue from this Program comes from the County's General Fund.

Program: 030101	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$375	$300	$300	$0	$0
All Other Resources	$3,237	$13,133	$9,171	$8,773	$10,946
Interfund Transfers	$294,303	$292,995	$312,192	$271,877	$363,249
Fund Balance	$0	$0	$0	$626,641	$729,726
Total	**$297,915**	**$306,428**	**$321,663**	**$907,291**	**$1,103,921**
EXPENDITURES					
Materials & Services	$249,004	$371,958	$319,347	$316,972	$290,238
Ending Balance and Reserves	$0	$0	$0	$590,319	$813,683
Total	**$249,004**	**$371,958**	**$319,347**	**$907,291**	**$1,103,921**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

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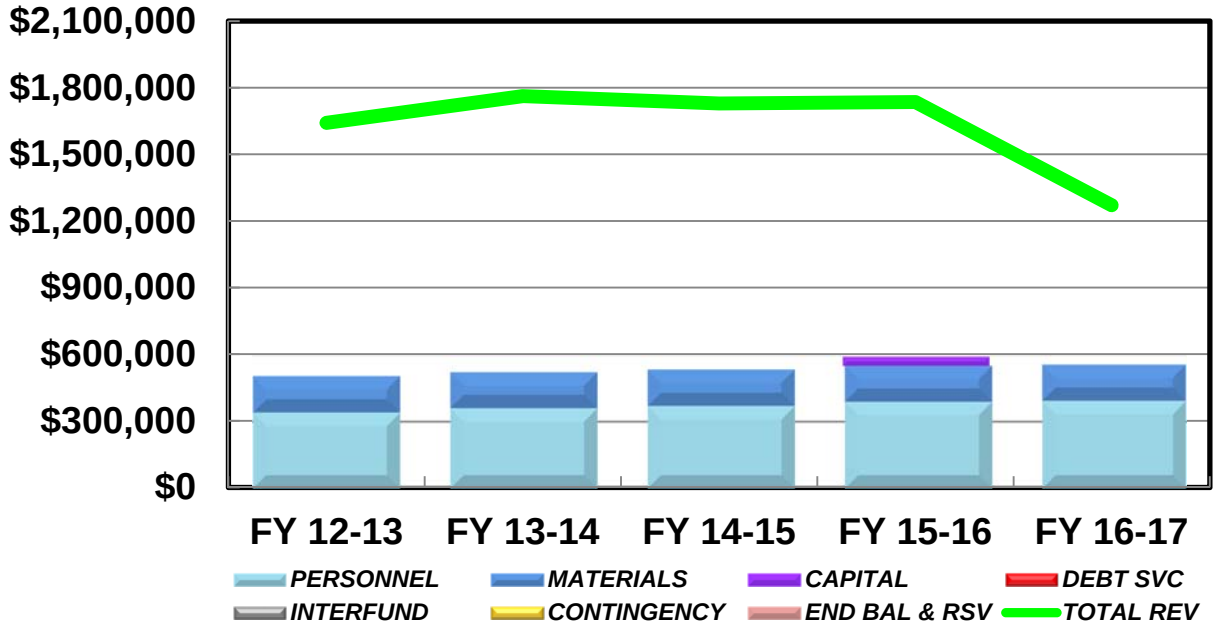
JUSTICE COURT DISTRICT

2012-2013 TO 2016-2017

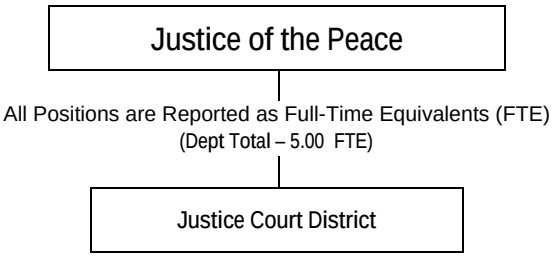


	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted
PERSONNEL	$339,006	$358,472	$367,983	$386,657	$391,358
MATERIALS	$162,999	$161,259	$164,114	$162,008	$162,913
CAPITAL	$0	$0	$0	$41,400	$0
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$0	$0	$0	$0	$0
CONTINGENCY	$0	$0	$0	$0	$0
END BAL & RSV	$0	$0	$0	$0	$0
TOTAL EXP	$502,005	$519,731	$532,097	$590,065	$554,271
TOTAL REV	$1,641,852	$1,762,469	$1,729,501	$1,735,340	$1,270,616
FTEs	5.80	5.00	5.00	5.00	5.00

Between FY 15-16 and FY 16-17 there are no changes to the number of FTEs. The FY 16-17 budget includes a decrease in Capital Outlay, equipment was purchased for the new Justice Court building. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between “Actual” and “Adopted” Budgeted Numbers located on page 19 of this document.

JUSTICE COURT DISTRICT

Organization Chart



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 2016-2017

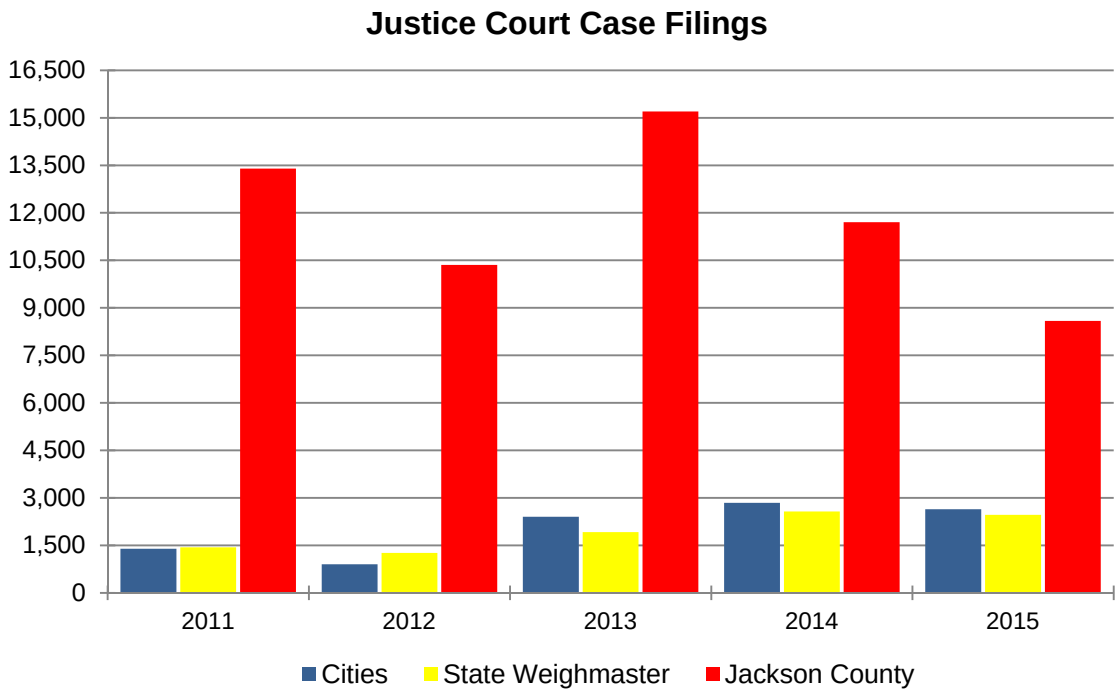
- Process violations and citations from law enforcement agencies throughout the County.
- Provide a growing County with judicial services in a cost-effective manner.
- Continue community education and outreach efforts.
- Monitor proposed legislation affecting local courts, along with changes in the Jackson County Sheriff's Office traffic enforcement policies, and potential revenue or operational impacts from each.
- Transition to a new facility in the summer/fall of 2016.
- Refine Continuity of Operations Plan (COOP) with contingency planning.

Major Issues and Service Level Accomplishments for Prior Year

- Managed and processed decreased County case filings from the State Weighmaster and other local law enforcement agencies.
- Consolidated operations of the Central Point, Shady Cove, and Talent Municipal Courts with the Justice Court, increasing judicial efficiency and inter-governmental cooperation within the County.
- Continued processing of Jackson County Disability Parking Enforcement citations, transferred from Circuit Court.
- Planning for a new facility, COOP contingency planning, and refinement of collections procedures.

JUSTICE COURT DISTRICT

Benchmark



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 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; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; and (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Justice Court District provides the service listed below.

Court

Strategic Objective: Strengthen cooperation between public agencies, encourage and ensure compliance with applicable laws, and efficiently and fairly process increased case filings.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Case filings per fiscal year	14,400	18,145	15,595	11,100	11,300
Cases filed per Court Clerk	3,600	4,536	3,899	2,775	2,800
Increase in traffic school attendance	0.50%	0.50%	0.50%	0.50%	0.50%

The number of case filings are expected to decrease due to changes in the Jackson County Sheriff's Office. With the economy recovering, more individuals are opting for traffic school and attendance is expected to increase slightly.

Significant Issues in the Year Ahead

Significant issues facing the Justice Court in fiscal year 2016-2017 include continuing to monitor the impact of reductions in the Jackson County Sheriff's Traffic Team staffing; traffic fatalities are rising in the County during a time of diminished traffic enforcement. The Justice Court provides Municipal Court services to the cities of Central Point, Shady Cove, and Talent. Caseload volumes are expected to revert to 2006 levels (12,000/year), nearly a 40 percent reduction from the peak of 19,500 in 2013.

Financial Condition

The Justice Court District is self-supported through fines collected from traffic and other violations.

Justice Court District

Program: 280101	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$0	$0	$10	$0	$0
Fees & Other Service Charges	$1,642,216	$1,762,229	$1,729,441	$1,735,340	$1,270,616
All Other Resources	-$365	$240	$50	$0	$0
Total	**$1,641,851**	**$1,762,469**	**$1,729,501**	**$1,735,340**	**$1,270,616**
EXPENDITURES					
Personnel Services	$339,006	$358,472	$367,983	$386,657	$391,358
Materials & Services	$162,999	$161,259	$164,114	$162,008	$162,913
Capital Outlay	$0	$0	$0	$41,400	$0
Total	**$502,005**	**$519,731**	**$532,097**	**$590,065**	**$554,271**
Full-Time Equivalent	**5.80**	**5.00**	**5.00**	**5.00**	**5.00**

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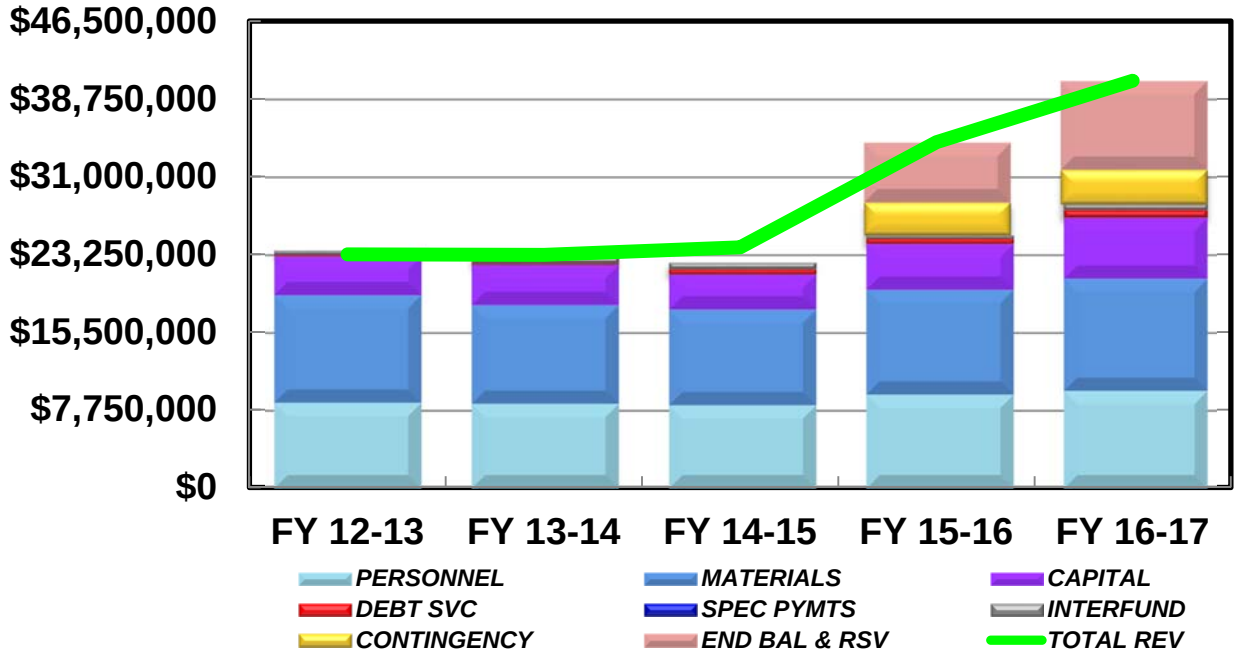
ROADS AND PARKS

2012-2013 TO 2016-2017

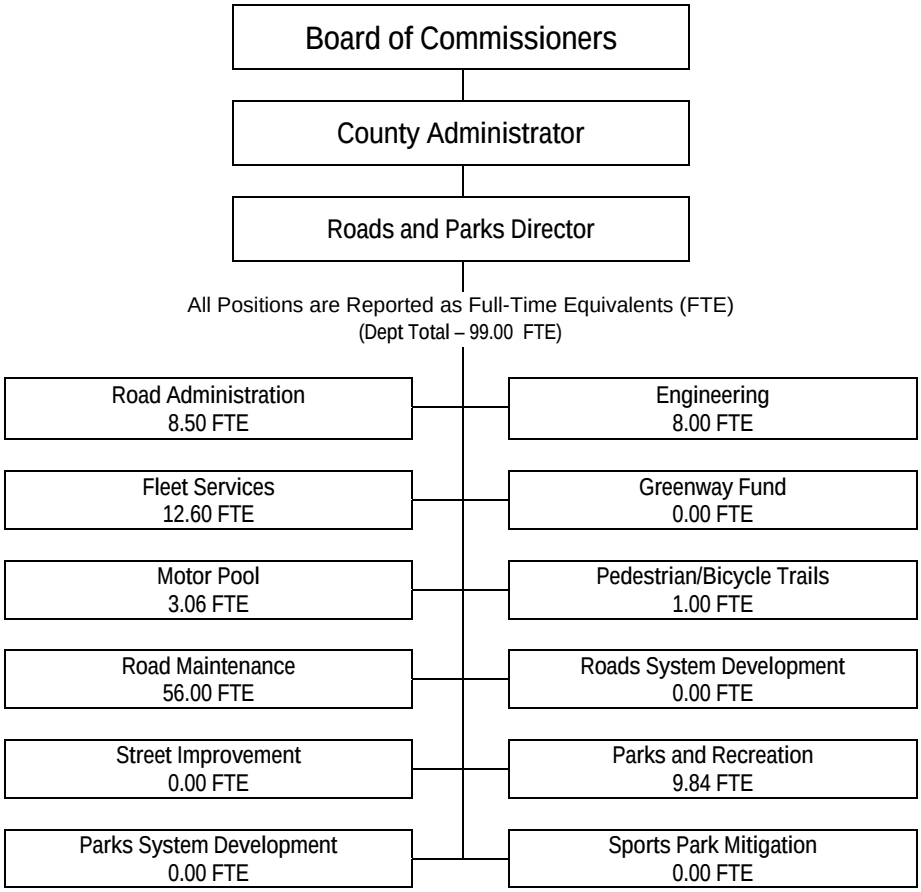


	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted
PERSONNEL	$8,527,315	$8,412,617	$8,273,199	$9,331,672	$9,700,036
MATERIALS	$10,696,746	$9,830,267	$9,525,286	$10,438,437	$11,151,689
CAPITAL	$3,905,545	$4,002,863	$3,507,255	$4,572,568	$6,102,594
DEBT SVC	$127,693	$107,883	$496,112	$510,000	$740,000
SPEC PYMTS	$200,247	$0	$0	$0	$0
INTERFUND	$414,816	$733,995	$663,038	$314,248	$558,000
CONTINGENCY	$0	$0	$0	$3,300,216	$3,446,647
END BAL & RSV	$0	$0	$0	$5,954,916	$8,862,883
TOTAL EXP	$23,872,362	$23,087,625	$22,464,890	$34,422,057	$40,561,849
TOTAL REV	$23,238,936	$23,194,358	$23,951,165	$34,422,057	$40,561,849
FTEs	116.00	104.00	104.00	102.00	99.00

The increases in materials, Capital Outlay, and Ending Fund Balance are due to new projects that will begin in FY 16-17 and continue on for several years. There is a reduction of 3.00 FTEs that are unfilled positions for FY 16-17; 1.00 FTE in the Parks and Recreation Program and 2.00 FTEs in the Engineering Program. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between "Actual" and "Adopted" Budgeted Numbers located on page 19 of this document.

ROADS AND PARKS

Organization Chart



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 2016-2017

- Complete construction of a 92-space recreational vehicle (RV) park near the Expo grounds. This park, managed and operated by the County Parks Program, will include 92 full-hookup RV sites, restroom/shower facilities, lodge with a meeting area and improved day use areas including paved walkways, fishing docks, platforms, and picnic kiosks.
- In an effort to improve pavement condition, continue to apply more than 70 miles per year of asphaltic chip seal to County road surfaces. This increased level of chip sealing is the fifth year of completing more than 70 miles per year and constitutes a 55 percent increase in chip seal miles over the last six years.
- Complete the design, permitting, and replacement of Bridge #360 on Wheeler Road, which crosses Snider Creek. This project will be designed by County and contract staff and will be built by County forces.
- Complete the engineering design, right-of-way acquisition, and construction of a capital improvement project to widen Lozier Lane between West Main Street and Stewart Avenue. When completed, the project will

include two through-lanes, a center turn lane, curbs, gutters, sidewalks, and bike lanes. This project is planned to start construction in the fall of 2016.

- Complete the engineering design, right-of-way acquisition, and start construction of a capital project to widen Table Rock Road from the Interstate 5 overpass to Biddle Road. When completed, the project will include two through lanes, a center turn lane, curbs, gutters, sidewalks, and bike lanes from the Interstate 5 overpass to Airport Road and four through-lanes, a center turn lane, curbs, gutters, sidewalks, and bike lanes from Airport Road to Biddle Road. This project is funded through the Oregon Department of Transportation's (ODOT) Enhanced Funds and is expected to start construction in the spring of 2017.
- Continue the engineering design, permitting, and right-of-way acquisition for a capital improvement project to extend Foothill Road from Corey Road, across Highway 140 and connect to Atlantic Avenue in White City. This project will complete an "east-side bypass" going from White City to Phoenix. This project is planned to start construction in the spring of 2018.
- Complete the engineering design and right-of-way acquisition to complete a section of the Rogue River Greenway Trail along North River Road from Valley of the Rogue State Park towards the Rock Point Bridge.
- Complete a reconstruction and remodel of the day use restroom facility at Cantrall-Buckley Park. The restrooms at this very popular day use area are over 30 years old and in need of a remodel which will be completed by County forces.
- Complete engineering plans to relocate and construct a new marina and boat basin at Howard Prairie Resort. This project, funded through the Bureau of Reclamation, is for design work only and does not include construction. Once designed, the County will be aggressively seeking State and Federal grants to fund the construction of this needed and popular facility.
- Continue to complete improvements and upgrades to the water and electrical infrastructure at the Howard Prairie Resort campgrounds to serve RVs.
- Develop updated Department standards where gravel roads can be paved or chip sealed at a lower standard than currently allowed. When implemented, this will lower the cost of paving gravel roads and hopefully allow the Department to address some long-term gravel road problems.
- Continue to implement the Department's strategic staffing and construction plan to deal with the loss of all Federal timber revenue and State gas tax receipts. This includes a reduced staffing level of 99.00 full-time equivalent (FTE) positions (down from 134.00 FTEs ten years ago), a continued reduction of capital construction projects, and a renewed focus on maintaining the County's current road network.

Major Issues and Service Level Accomplishments for Prior Year

- Applied 72 miles of asphaltic chip seal to County road surfaces. This increased level of chip sealing is the fourth year of completing at least 70 miles per year and constitutes a 55 percent increase in chip seal miles over the last five years.
- Continued 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.
- Completed a 1.2-mile pavement overlay on all five lanes of Table Rock Road from Wilson Road to Biddle Road and also completed a 1.5-mile pavement inlay on Vilas Road from Highway 62 to Table Rock Road.
- Completed the design and permitting for the replacement of Bridge #360 on Wheeler Road, which crosses Snider Creek. This project will be built by County forces in fiscal year 2016-2017.
- Completed the construction of a project on the Bear Creek Greenway Trail which connected the greenway trail to Highway 62 at the North Medford Interchange. This was an ODOT funded project being bid, awarded, and inspected by County staff.
- Continued the engineering design, right-of-way acquisition, and prepare a bid package for the capital improvement project to widen Lozier Lane between West Main Street and Stewart Avenue. When completed, the project will include two through-lanes, a center turn lane, curbs, gutters, sidewalks, and bike lanes. This project is planned to start construction in the fall of 2016.
- Continued the engineering design, permitting, and right-of-way acquisition for a capital improvement project to extend Foothill Road from Corey Road, across Highway 140 and connect to Atlantic Avenue in White City.

This project will complete an "east-side bypass" going from White City to Phoenix. This project is planned to start construction in the spring of 2018.

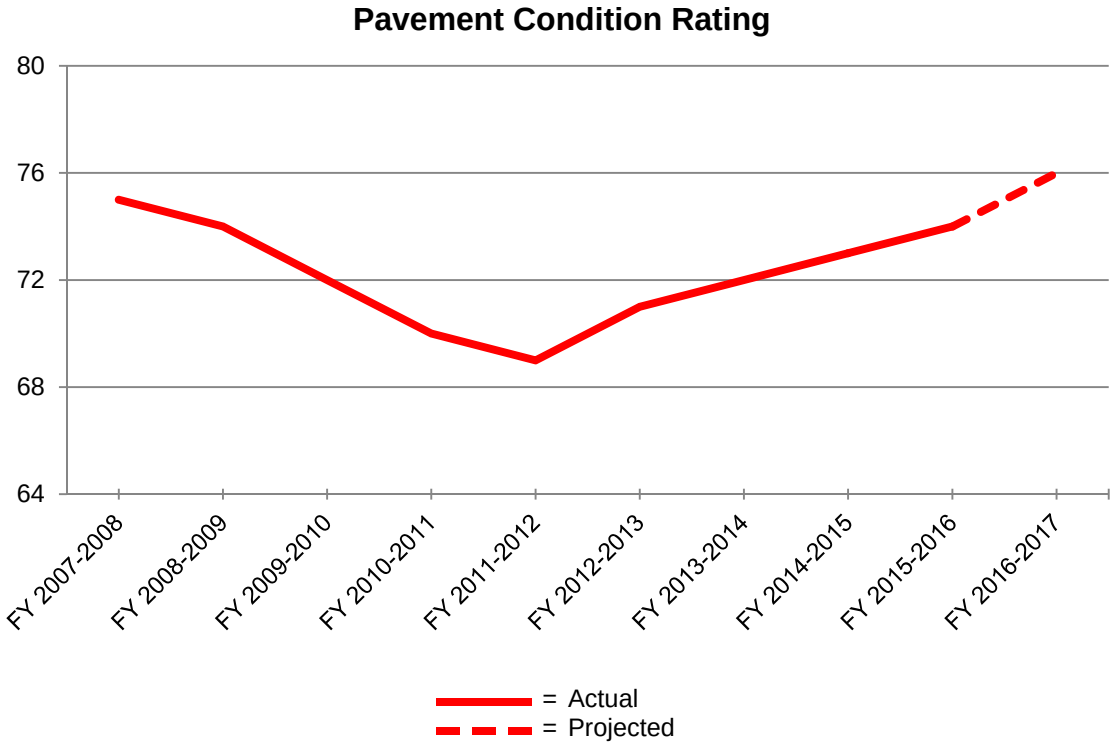
- Began the engineering design and permitting to construct a project to widen Table Rock Road from the Interstate 5 overpass to Biddle Road. When completed, the project will include two through-lanes, a center turn lane, curbs, gutters, sidewalks, and bike lanes from the Interstate 5 overpass to Airport Road and four through-lanes, a center turn lane, curbs, gutters, sidewalks, and bike lanes from Airport Road to Biddle Road. This project is funded through ODOT's Enhanced Funds and is expected to start construction in the spring of 2017.
- This was the County's third year of operation of the Howard Prairie Resort and while the first two years were successful, continued improvements to service levels, infrastructure, and contingency plans to deal with near-historic low lake levels were completed and implemented.
- Continued to complete improvements and upgrades to the Howard Prairie Resort facility. This very popular, and well used, park continues to need upgrades to serve park users and the following activities were completed the past fiscal year: a) designed and placed a new restroom and shower facility in the south loop of the resort; b) designed and installed an upgraded water and electrical infrastructure in the south loop campground to serve RV users; c) started engineering plans to relocate and construct a new marina and boat basin; and d) completed the construction of a capital improvement project to complete two "yurt villages" of five yurts in the south loop and five yurts in the north loop.
- Completed the engineering design and started construction of a 92-space RV park near the Expo.

Benchmark

Pavement Condition: Several 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 the MTC pavement management system since the late 1980s. The modeled pavement condition rating has improved from a low PCI of 69 in November, 2011 to a PCI of 74 in the last inspection cycle in November 2015. The budget request for the 2016-2017 fiscal year continues funding for asphalt maintenance at an increased level to ensure that pavement condition remains at acceptable levels. This includes retaining chip seal application at more than 70 miles per year.

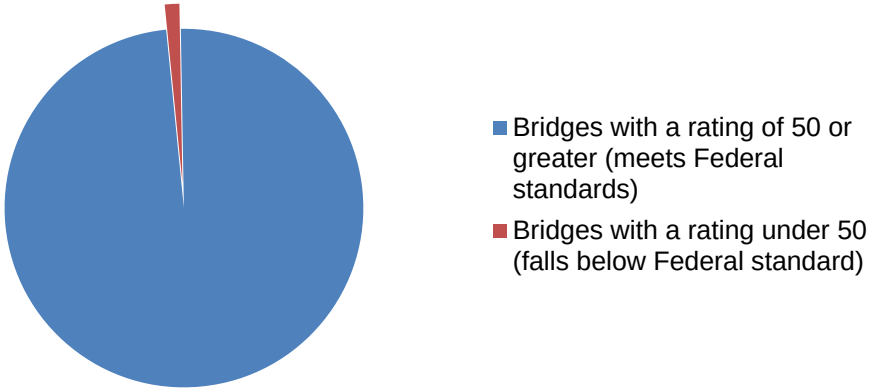
A pavement condition rating of 74 meets the Department's desired system-wide condition rating of 70 or better and is considered a "good" rating on a system wide basis. Current policy is to try and maintain pavements on the Jackson County road system near an overall 70 PCI rating. An overall rating too much above 70 PCI may indicate higher than necessary maintenance has been performed. An overall system rating too far below 70 PCI could indicate less than necessary maintenance is being performed and deterioration may be getting ahead of maintenance.



Bridge Condition: Bridge Sufficiency Rating is a nationally standardized score developed by the Federal Highway Administration and is used by all government agency bridge owners in the country (local, State and Federal). The maximum score is 100 and the minimum score is 0. Bridges with a score under 50 are considered deficient and are eligible for receipt of Federal bridge replacement funding. Within the 100 possible points are 50 points for structural integrity and 50 points for functionality (generally width, vertical clearance, horizontal and vertical alignment of bridge and bridge approaches, and adequacy of bike/pedestrian facilities). Bridges that score below 50 are either structurally deficient, functionally obsolete, or both.

Jackson County manages a total of 347 bridges with 153 of these being over 20 feet in length. The bridges longer than 20 feet in length are part of the National Bridge Inventory (NBI) and are thoroughly inspected every two years and given a rating for their structural and functional sufficiency as described above. For fiscal year 2015-2016, all Jackson County bridges were found safe to drive over and, of the NBI structures, only two fell under NBI Federal standards. One of these bridges fell under Federal standards due to its narrowness, vertical clearance, and a sharp curve on one approach end, yet is structurally sound. The other bridge is being monitored for its structural deficiencies and replacement funds are being sought through Federal grant programs.

Bridge Condition Rating



Roads Administration

Program Purpose

The Roads 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 Roads 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; (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 Administration Program oversees the general operations of the Roads and Parks Department and provides the services listed below.

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 and fiscally responsible decisions.

Both internal Department software as well as countywide software are used to capture and report needed data for decision making. In addition, other processes can be used where appropriate to ensure informed decisions are made.

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.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Number of lost days reported	0	0	209	0	0

A combination of efforts are used to meet this strategic objective. From a staffing perspective, the Department employs a Safety Manager as well as a full-time Safety Technician to help administer the Safety Program. Employees and managers participate in monthly safety meetings as well as meet or exceed other Oregon Occupational Safety and Health Administration guidelines. Finally, a culture which encourages safe work practices continues to identify and develop additional safety programs which help facilitate training and reporting as well as acknowledging safe work practices.

Weighmaster

Strategic Objective: Utilize weighmasters or other partners 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.

An effort is underway to experiment with alternative ways to deliver this important program. Excess vehicle weights can cause significant damage to roadway infrastructure, therefore the monitoring and enforcement of

vehicle weight laws is important. Alternative staffing models are being explored to continue delivering this part of the Roads Administration Program in a cost-effective way.

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.

Using various software and other tracking systems the clerical staff of the department enters, tracks, and reports various data to the other programs within the department. Cross-training of staff helps ensure consistency over time as well as coverage for immediate needs. Training is attended by key staff to ensure compliance with record retention laws and other legal requirements.

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 increasing costs and flat or decreasing revenues. 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 early 2016. 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 $250,000 in fiscal year 2016-2017, a significant reduction from the most recent payment of $1,073,749 and regular payments exceeding $4,000,000 ten years ago. 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 2016-2017 to be $12,500,000 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, narrow roads will not be improved, and the road system will deteriorate until adequate funding for necessary maintenance and capital improvements is restored.

The Roads Administration Program is part of the Road Fund which receives no revenue from the County's General Fund.

Roads Administration

Program: 390201	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$15,891,496	$14,471,503	$16,209,084	$13,829,690	$17,039,120
Fees & Other Service Charges	$550,104	$529,138	$487,326	$455,250	$464,600
All Other Resources	$40,995	$226,196	$184,393	$130,000	$150,000
Interfund Transfers	$451,228	$765,420	$693,480	$80,000	$327,000
Fund Balance	$0	$0	$0	$10,387,653	$11,000,000
Total	**$16,933,823**	**$15,992,257**	**$17,574,283**	**$24,882,593**	**$28,980,720**
EXPENDITURES					
Personnel Services	$782,779	$832,726	$804,058	$943,066	$1,032,462
Materials & Services	$914,655	$888,037	$1,132,198	$1,327,652	$1,519,009
Capital Outlay	$0	$0	$0	$10,000	$10,000
Interfund Transfers	$37,056	$0	$0	$0	$40,000
Contingency	$0	$0	$0	$2,500,000	$2,500,000
Ending Balance and Reserves	$0	$0	$0	$3,932,601	$6,174,236
Total	**$1,734,490**	**$1,720,763**	**$1,936,256**	**$8,713,319**	**$11,275,707**
Full-Time Equivalent	**9.65**	**8.65**	**9.65**	**8.65**	**8.50**

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 goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; (5) Work to enhance the natural and man-made attractiveness of the area; (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; and (12) Plan for the future.

Program Information

The Engineering Program provides the services listed below.

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.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Percentage of bridges with a sufficiency rating of 50 or more	97%	97%	98%	99%	99%

Sufficiency Rating is a nationally standardized score developed by the Federal Highway Administration and is used by all government agency bridge owners in the country (local, State, and Federal). The maximum score is 100 and the minimum score is 0. Bridges with a score under 50 are considered deficient and are eligible for receipt of Federal bridge replacement funding. Within the 100 possible points are 50 points for structural integrity and 50 points for functionality (generally width, vertical clearance, horizontal and vertical alignment of bridge and bridge approaches, and adequacy of bike/pedestrian facilities). Bridges that score below 50 are either Structurally Deficient, Functionally Obsolete, or both.

Jackson County manages a total of 347 bridges with 153 of these being over 20 feet in length. The bridges longer than 20 feet in length are part of the National Bridge Inventory (NBI) and are thoroughly inspected every two years and given a rating for their structural and functional sufficiency, as described above. For fiscal year 2015-2016, all Jackson County bridges were found safe to drive over and of the NBI structures, only two fall under NBI Federal standards. One of these bridges falls under Federal standards due to its narrowness, vertical clearance, and a sharp curve on one approach end, yet is structurally sound. The other bridge is being monitored for its structural deficiencies and replacement funds are being sought through Federal grant programs.

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.

Engineering

The engineering work in the Roads and Parks Department is completed by a staff of 10.00 full-time equivalent (FTE) positions. Engineering survey, designs, plans, and construction inspection are completed by a combination of Department staff and engineering consultants. Specific engineering tasks are evaluated and assigned in a manner to maximize the use of skills of the Department's staff while contracting out those tasks where additional expertise is needed. All engineering work is monitored and directly overseen by two staff members registered in Oregon as Professional Engineers.

Significant Issues in the Year Ahead

With increased investment in pavement maintenance over the last several years, the County's pavement condition index (PCI) has improved from a low PCI rating of 69 in fiscal year 2011-2012 to a PCI rating of 74 for the last inspection cycle in November 2015. This pavement condition is meeting the County's target condition of 70 or better, and indicates that the county pavement system is in "good or better" condition. During fiscal year 2016-2017, a continued higher level of funding is directed towards pavement maintenance in an effort to ensure that the PCI ratings remain in the "good" category. This includes maintaining chip seal production at more than 70 miles per year.

While the County has reduced the capital construction program, fiscal year 2016-2017 will be a busy year for capital construction projects on County roads. Plans and specifications will be completed and during fall 2016 construction will start on the Lozier Lane project. This project, being completed with the City of Medford, will widen Lozier Lane between West Main Street and Stewart Avenue and will include a center turn lane, sidewalks, and bike lanes. Spring of 2017 will see construction start on a project to widen Table Rock Road from Biddle Road to near the I-5 overcrossing. This project will include four travel lanes and a center turn lane from Biddle Road to Airport Road, two travel lanes and a center turn lane from I-5 to Airport Road, a signal at Airport Road and curb, gutter, and sidewalk for the entire project. The County will complete a capital project to replace Bridge #360 on Wheeler Road. Finally, the engineering and right-of-way phases of projects will also be started or continue related to projects extending Foothill Road north, crossing Corey Road and Highway 140 and connecting to Atlantic Avenue in White City, as well as building a cycling/pedestrian path for the Rogue River Greenway Trail along North River Road from near the Valley of the Rogue State Park towards the Rock Point Bridge.

While fiscal year 2016-2017 will be busy with projects funded by competitive State and Federal grants, without additional revenue the construction of major capital improvement projects will decrease in coming years and a greater focus towards system preservation of the existing system will be the goal of the Department.

Financial Condition

The Engineering Program is part of the Road Fund which receives no revenue from the County's General Fund. Refer to the Roads Administration Program's "Financial Condition" discussion for additional information.

Engineering

Program: 390202	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
EXPENDITURES					
Personnel Services	$1,014,650	$869,162	$861,379	$1,146,879	$982,683
Materials & Services	$263,237	$145,469	$88,524	$179,000	$88,059
Capital Outlay	$1,486,052	$2,599,058	$1,929,794	$2,563,225	$3,800,094
Total	**$2,763,939**	**$3,613,689**	**$2,879,697**	**$3,889,104**	**$4,870,836**
Full-Time Equivalent	**12.00**	**10.00**	**10.00**	**10.00**	**8.00**

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 goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Fleet Services Program provides the services listed below.

Vehicle Acquisition and Replacement

Strategic Objective: Operate an equipment replacement program for existing equipment that meets or exceeds its useful life.

All Department vehicles and equipment are managed using a comprehensive fleet management program which tracks age, mileage or hours of use, repair frequency, and repair costs. Using this program, vehicles are evaluated annually to look for trends to identify classes of equipment or vehicles experiencing higher than anticipated costs of operation and repair and they will be targeted for replacement. Additionally, classes of equipment have an estimated life expectancy based on mileage or hours of use and replacement is targeted for those times. For example, most light fleet (pickups, sedans, etc.) are targeted for replacement between 100,000-125,000 miles and 10-yard dump trucks are targeted for replacement when they exceed 15,000 hours of use. Budget limitations do not always allow these replacement targets to be met.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Work orders written as preventative maintenance	31%	32%	29%	22%	29%

Maintaining fleet vehicles using preventative maintenance techniques which are scheduled ahead of time as opposed to breakdown repairs is preferred. Costs are kept low by identifying and addressing maintenance issues either ahead of time or by using a planned approach in contrast to waiting until repairs are needed due to breakdown. The overall goal is to increase the work done on a preventative basis. Utilize flexible shop scheduling techniques to perform service when vehicles are not needed.

Fleet Services

Significant Issues in the Year Ahead

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 increasing age of the fleet. 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

Revenues to operate this Program come from State gas tax revenues. Fleet Services does provide some service to General Fund departments on a reimbursable basis amounting to less than 5 percent of the total Program. Fuel is also dispensed to Motor Pool vehicles and is reimbursed by Motor Pool. The Fleet Services Program is part of the Road Fund which receives no direct revenue from the County's General Fund. Refer to the Roads Administration Program's "Financial Condition" discussion for additional information.

Program: 390206	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$218,756	$207,733	$174,917	$200,000	$150,000
Fees & Other Service Charges	$163,078	$157,997	$107,921	$150,000	$100,000
Interfund Transfers	$451,062	$517,141	$447,942	$480,000	$420,000
Total	**$832,896**	**$882,871**	**$730,780**	**$830,000**	**$670,000**
EXPENDITURES					
Personnel Services	$936,901	$911,495	$913,772	$1,056,832	$1,074,714
Materials & Services	$2,341,748	$2,203,724	$1,911,851	$2,428,345	$2,073,149
Capital Outlay	$19,007	$0	$23,893	$15,000	$0
Interfund Transfers	$0	$0	$0	$75,000	$50,000
Total	**$3,297,656**	**$3,115,219**	**$2,849,516**	**$3,575,177**	**$3,197,863**
Full-Time Equivalent	**12.55**	**12.55**	**13.10**	**12.60**	**12.60**

Greenway Fund

Program Purpose

The Greenway Fund Program is used to complete construction of the Bear Creek Greenway and the Rogue River Greenway. The Bear Creek Greenway is a continuous trail between the City of Ashland and the Seven Oaks interchange located north of the City of Central Point. The Rogue River Greenway will generally follow the Rogue River and will extend from the northern terminus of the Bear Creek Greenway to the County line past the City of Rogue River. The Program provides funding for construction of new greenway trails on County-owned land and public rights-of-way within the greenway system. The Greenway Fund Program is helping to meet County goals: (7) Make recreational, learning and cultural opportunities accessible and available; (8) Provide and maintain multiple transportation systems; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Greenway Fund Program provides the service listed below.

Add Trail Segments

Strategic Objective: There are no capital construction projects scheduled for the greenway in fiscal year 2016-2017. Revenues in the fund will be placed in reserves for future construction projects.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Miles of new trail completed	0	0	1.5	0	0

Fiscal year 2015-2016 is the first year in recent history where additional trail segments were not constructed for either the Bear Creek or Rogue River Greenway systems. Planning for future segments of the trail both in the Ashland area and between the cities of Rogue River and Gold Hill continue to be explored and funding mechanisms identified.

Significant Issues in the Year Ahead

The private Bear Creek Greenway Foundation and the Rogue River Greenway Foundation continue to assist with fundraising for future improvements and new trail construction. During fiscal year 2016-2017, engineering design and right-of-way acquisition will be completed on the North River Road section of the Rogue River Greenway. When construction funds are obtained, the completion of this three-mile section of trail will provide a continuous ten-mile trail from the City of Rogue River to the City of Gold Hill and will mark a major milestone toward the completion of the Rogue River Greenway system.

Financial Condition

Funding for this Program comes from donations and grants. The Greenway Fund Program currently receives no support from the County's General Fund.

Greenway Fund

Program: 390701	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$100,800	$0	$0	$0	$0
All Other Resources	$15	$1,991	$329	$0	$150
Interfund Transfers	$0	$10,000	$0	$0	$0
Fund Balance	$0	$0	$0	$1,500	$17,000
Total	**$100,815**	**$11,991**	**$ 329**	**$1,500**	**$17,150**
EXPENDITURES					
Capital Outlay	$28,781	$78,150	$15,831	$0	$0
Ending Balance and Reserves	$0	$0	$0	$1,500	$17,150
Total	**$28,781**	**$78,150**	**$15,831**	**$1,500**	**$17,150**
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 goals: (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Motor Pool Program provides the services listed below.

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 more than 100,000 miles before being replaced. Replacement is planned when maintenance and servicing costs begin to increase significantly.

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Work orders written as preventative maintenance	53%	65%	54%	55%	55%

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 a 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 within 25 percent of the reimbursement rate allowed by the IRS (currently $0.575 per mile).

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Average cost per mile	$0.87	$0.86	$0.68	$0.73	$0.75
Percentage higher than IRS reimbursement rate	51.3%	49.5%	18.3%	27.0%	30.4%

Motor Pool

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 2016-2017, Motor Pool will continue to procure 21 vehicles for the County, a relatively high number of purchases as compared to the smaller number of seven vehicles two years prior.

The total Motor Pool fleet size for fiscal year 2016-2017 is 296 and has increased by 13 vehicles from the prior year. This increase has occurred primarily due to growth in Health and Human Services. Motor Pool's current staff is able to maintain a consistent level of service to users; the current ratio is one technician for every 148 vehicles.

Significant Issues in the Year Ahead

During fiscal year 2015-2016 the Health and Human Services Department experienced large increases in staffing due to changes in State legislation. This required Motor Pool to quickly expand the fleet by an additional 13 vehicles. Contingency funds maintained in the Motor Pool budget allowed this quick procurement and in the coming year the Motor Pool budget will continue to be managed to allow quick changes in fleet needs due to such conditions as noted above or to respond to emergencies or natural disasters.

Requests from some departments for alternative fueled vehicles occur each year. The purchasing and use of alternative fueled vehicles continues to be evaluated to ensure that the most cost effective vehicles are being provided. The current position of the County is that the purchase of alternative fuel vehicles must be based on a total lifecycle cost of the vehicle and currently hybrids, all-electric, and compressed natural gas powered vehicles have increased life cycle costs over traditionally powered vehicles.

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 a Central Services 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 67 percent of this Program's revenue comes from the County's General Fund departments.

Motor Pool

Program: 390401	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$141,217	$127,015	$129,124	$80,000	$80,000
Fees & Other Service Charges	$105,740	$67,945	$103,448	$60,500	$61,000
All Other Resources	$6,367	$9,885	$9,529	$5,000	$8,000
Interfund Transfers	$1,503,825	$1,772,186	$2,021,387	$2,146,811	$2,281,720
Fund Balance	$0	$0	$0	$693,000	$975,000
Total	**$1,757,149**	**$1,977,031**	**$2,263,488**	**$2,985,311**	**$3,405,720**
EXPENDITURES					
Personnel Services	$329,082	$278,990	$278,460	$277,235	$299,697
Materials & Services	$1,221,202	$1,067,765	$1,003,190	$1,106,067	$1,076,867
Capital Outlay	$676,894	$746,957	$423,182	$614,000	$954,000
Interfund Transfers	$46,116	$0	$0	$73,248	$0
Contingency	$0	$0	$0	$262,109	$282,156
Ending Balance and Reserves	$0	$0	$0	$652,652	$793,000
Total	**$2,273,294**	**$2,093,712**	**$1,704,832**	**$2,985,311**	**$3,405,720**
Full-Time Equivalent	**5.10**	**3.10**	**3.05**	**3.05**	**3.06**

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; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (5) Work to enhance the natural and man-made attractiveness of the area; (7) Make recreational, learning, and cultural opportunities accessible and available; (9) Promote employee pride, high standards of performance, and productivity; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Parks and Recreation Program provides the services listed below.

Day Use Recreation

Strategic Objective: Provide a variety of recreational opportunities in a day-use park setting.

Jackson County maintains 22 developed parks of which all serve some day-use activities. Day-use activities in the County are very diverse ranging from activities such as boating and fishing at Howard Prairie, to a variety of shooting opportunities and motor car racing at the Jackson County Sports Park, to whitewater rafting at the numerous County parks along the Rogue River. Many parks, such as the complex of parks at Emigrant Lake and Howard Prairie, serve a strong mixture of day-use and overnight camping. Other parks such as Agate Lake, Britt Gardens, Dodge Bridge, Jackson County Sports Park, and the Upper Rogue Regional Park in Shady Cove serve only day-use activities.

Revenue Earned Per Campsite Operated

Strategic Objective: Grow campsite occupancy rates to assist in funding the operations of the Program.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Revenue earned per campsite	$895	$988	$813	$797	$1,298

This measure is highly dependent upon external factors such as weather and lake water levels. However, it provides a quality measurement of how the Program is accomplishing marketing goals and the quality of service provided. The overall goal is to increase revenue earned per site, as camping revenues comprise a major portion of the Program's operating budget. Fiscal years 2014-2015 and 2015-2016 had lower campsite revenue generation as the current drought severely impacted campground occupancy rates due to lower than normal lake levels. Snowpack levels and rainfall are showing positive signs that the 2016-2017 fiscal year will be a much better camping year as lake levels are expected to be much higher.

Overnight Accommodations

Strategic Objective: Provide high quality overnight recreation opportunities for visitors and citizens in Jackson County.

The Parks and Recreation Program receives considerable support from the State of Oregon as recreational vehicle (RV) registration fees are shared with counties that provide overnight camping facilities. Jackson County receives the largest amount of these fees when compared to other counties. The statewide county share of RV licensing fees increased by 10 percent over the last two fiscal years due to legislation passed in the 2014 session. This has resulted in an increase of nearly $120,000 for Jackson County over the last two years. Additionally, the purchasing and licensing of recreational vehicles is trending ahead of previous fiscal years and the County is projecting an additional 5 percent increase in RV licensing fees in the 2016-2017 fiscal year. These increases will help offset rising operating expenses in this Program and lagging user fees due to previous drought conditions.

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.

The Roads and Parks Department maintains a landscape crew of 2.00 full-time equivalent (FTE) positions and up to 3.00 part-time positions to complete landscape services for County and non-county properties. This crew maintains landscaping at the County Courthouse, jail, and around the numerous County libraries. Additionally, this crew completes landscaping for the many facilities of the Medford School District and the Phoenix-Talent School District.

Significant Issues in the Year Ahead

In fiscal year 2015-2016 the County started construction of a 92-space RV park near the Jackson County Expo grounds. This major project, completed largely by County forces, will be completed and fully opened during the 2016-2017 fiscal year. This park, managed and operated by the County Parks Program, will include 92 full-hookup RV sites, restroom/shower facilities, a headquarters lodge with a meeting area, and improved day use areas including paved walkways, fishing docks and platforms, picnic shelters, and kiosks. This park is a major addition to the County Parks and Recreation Program and will provide needed recreational vehicle camping in the Rogue Valley area. Revenues from this park will be shared with the Jackson County Expo and will be used to improve the overall Parks and Recreation Program.

Weather conditions and water levels during the recreational season are a major contributing factor to a successful recreational year. Weather conditions for the 2014 and 2015 recreation seasons had a severe impact with lower than normal lake levels. In some cases, the lake levels were the lowest seen in the last 30 years. The general outlook for the 2016 recreational season appears to be improving. Higher than average snowpack and heavy winter rains indicate that reservoir levels should improve considerably over the last two years. However, due to the very low starting level of the lakes, they are still not predicted to fill completely and will likely be drawn down quickly causing boating and camping usage to still be at reduced levels. The 2016-2017 fiscal year budget was built in anticipation of this potential and operating costs will be reduced.

Another major project which will be undertaken during fiscal year 2016-2017 includes the completion of a “yurt village” of ten yurts at the Howard Prairie Resort. Yurts continue to be very popular with campers and this addition should be a great income producing addition to the resort campgrounds. Parks will also be looking to complete the engineering of a new marina located at Howard Prairie Resort.

Staff will continue to work with the Rogue River Greenway group and State Parks on development of the Rogue River Recreation Corridor.

The Landscape Services subprogram is expected to continue to generate a moderate amount of revenue to help fund the Parks and Recreation Program.

Financial Condition

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.

The Parks and Recreation Program receives no General Fund support for maintenance and operation of park facilities. The 2016-2017 fiscal year is the eighth year that this Program has not been operationally supported by the General Fund. For fiscal year 2015-2016, the General Fund did provide $2,000,000 toward the capital construction costs of the new 92-space RV park as well as a $3,000,000 load to be repaid in future years.

Parks and Recreation

Program: 390501	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$1,217,317	$1,111,357	$862,480	$1,394,989	$1,035,710
Fees & Other Service Charges	$1,043,274	$1,211,995	$1,130,009	$963,650	$1,650,175
All Other Resources	$7,050	$15,612	$14,539	$9,000	$8,000
Interfund Transfers	$359,792	$301,001	$419,132	$416,125	$440,375
Fund Balance	$0	$0	$0	$775,640	$1,535,000
Total	**$2,627,433**	**$2,639,965**	**$2,426,160**	**$3,559,404**	**$4,669,260**
EXPENDITURES					
Personnel Services	$1,068,362	$1,061,014	$972,222	$1,008,908	$1,383,926
Materials & Services	$1,115,057	$1,266,725	$1,053,580	$1,007,252	$1,318,825
Capital Outlay	$234,768	$330,610	$286,503	$820,343	$986,000
Debt Service	$0	$0	$0	$0	$250,000
Special Payments	$200,247	$0	$0	$0	$0
Interfund Transfers	$31,644	$0	$0	$0	$0
Contingency	$0	$0	$0	$425,475	$553,313
Ending Balance and Reserves	$0	$0	$0	$297,426	$177,196
Total	**$2,650,078**	**$2,658,349**	**$2,312,305**	**$3,559,404**	**$4,669,260**
Full-Time Equivalent	**10.70**	**10.70**	**11.20**	**10.70**	**9.84**

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 as allowed under Chapter 1025 of the Codified Ordinances of Jackson County. 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; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Parks System Development Program provides the service listed below.

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.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Funds transferred for projects	$0	$48,995	$163,037	$163,447	$161,000

System development fees are to be strictly used for capacity-increasing projects. The fees are collected at time of development by the Development Services Department. A separate fund is used to account for all fees and as revenues build, projects are identified which can benefit from receiving additional funding to complete this necessary work. Examples of capacity-increasing projects include new campsites, restroom facilities, and boat launch lanes.

Significant Issues in the Year Ahead

Parks SDC rates were reduced nearly 30 percent in fiscal year 2014-2015 and while the depressed housing market has been recovering, Parks SDC revenue remains below historical levels. Revenue for the 2016-2017 fiscal year is estimated to be $40,000. This modest level of funding, in conjunction with some program reserve funds, will be used to complete a "yurt village" of ten yurts at the Howard Prairie Resort. Yurts continue to be very popular with campers and this addition should be a great income producing addition to the Resort campgrounds.

Financial Condition

System development revenues are generated through development-related impact fees. This Program receives no revenue from the County's General Fund.

Parks System Development

Program: 390601	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Fees & Other Service Charges	$76,672	$102,162	$56,523	$40,000	$40,000
All Other Resources	$1,033	$5,992	$4,866	$1,000	$1,000
Fund Balance	$0	$0	$0	$125,000	$120,000
Total	**$77,705**	**$108,154**	**$61,389**	**$166,000**	**$161,000**
EXPENDITURES					
Interfund Transfers	$0	$48,995	$163,038	$166,000	$161,000
Total	**$ 0**	**$48,995**	**$163,038**	**$166,000**	**$161,000**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Pedestrian/Bicycle Trails

Program Purpose

The Pedestrian/Bicycle Trails Program develops and maintains trails and paths, and encourages the use of alternative and non-motorized modes of transportation. This Program provides planning, development, administration, and maintenance functions for the County trails system. The Program is financed primarily through Jackson County's 1 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: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; (5) Work to enhance the natural and man-made attractiveness of the area; (7) Make recreational, learning and cultural opportunities accessible and available; (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; and (12) Plan for the future.

Program Information

The Pedestrian/Bicycle Trails Program provides the services listed below.

Develop and Maintain Cycling and Pedestrian Facilities

Strategic Objective: Leverage the 1 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 Bear Creek Greenway's Joint Powers Committee will prioritize the use of major maintenance funds collected by the Intergovernmental Agreement.

Encourage Use of Trails

Strategic Objective: Collaborate with other agencies to provide a concerted effort and a consistent message to the public regarding increased use of trail systems.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Daily trips on Bear Creek Greenway*	273	292	338	372	409

*From Ashland count station at mile point 8.5.

Trail counters located at numerous locations on the Bear Creek Greenway continue to show a steady increase in use on this 19-mile trail facility. Jackson County continues to work with the cities located along the Greenway along with the Oregon Department of Transportation (ODOT) and the Rogue Valley Transportation District (RVTD) to expand support for, and use of, the Bear Creek and Rogue River Greenways and other 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 2013-2014. Jackson County serves as project coordinator to this Agreement and during fiscal year 2016-2017, the Bear Creek Greenway Management Plan and further refinements to the Joint Powers Agreement will be updated and completed. The

Pedestrian/Bicycle Trails

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 in fiscal year 2015-2016 was the completion of a connection between the Bear Creek Greenway and Highway 62 at the north Medford interchange. The on and off ramps constructed will provide access from the Greenway to major business locations, providing a safe access to those centers for Greenway users.

Financial Condition

The Pedestrian/Bicycle Trails Program is funded 60 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 support from the County's General Fund.

Program: 390301	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	$227,104	$195,294	$196,336	$174,749	$182,249
Fees & Other Service Charges	$13,021	$15,738	$17,992	$15,000	$16,500
All Other Resources	$1,307	$4,124	$4,002	$2,500	$2,750
Interfund Transfers	$0	$5,000	$5,000	$5,000	$5,000
Fund Balance	$0	$0	$0	$250,000	$325,000
Total	**$241,432**	**$220,156**	**$223,330**	**$447,249**	**$531,499**
EXPENDITURES					
Personnel Services	$100,829	$102,171	$105,054	$110,749	$111,870
Materials & Services	$219,056	$54,212	$67,376	$120,131	$135,150
Interfund Transfers	$0	$10,000	$0	$0	$0
Contingency	$0	$0	$0	$34,632	$37,053
Ending Balance and Reserves	$0	$0	$0	$181,737	$247,426
Total	**$319,885**	**$166,383**	**$172,430**	**$447,249**	**$531,499**
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, 347 bridges, over 14,167 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 goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; (5) Work to enhance the natural and man-made attractiveness of the area; (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; and (12) Plan for the future.

Program Information

The Road Maintenance Program provides the services listed below.

Pavement Maintenance

Strategic Objective: Maintain the overall Pavement Condition Index (PCI) near 70 or better. This will be accomplished through continued increased funding in pavement maintenance activities, improved work procedures, and upgraded equipment.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Average PCI rating for the County road system	71 PCI	72 PCI	73 PCI	74 PCI	76 PCI

The pavement condition rating has improved from a low PCI of 69 in November 2011 to a PCI of 74 for the last inspection cycle in November 2015. The budget request for the 2016-2017 fiscal year continues funding for asphalt maintenance at an increased level to ensure the pavement condition remains at acceptable levels. This includes retaining chip seal application at more than 70 miles per year.

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 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 can be chip sealed for less than $20,000. 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. Seventy-three miles of chip seals will be completed on County roads during fiscal year 2016-2017.

During fiscal year 2016-2017, County crews will provide chip sealing on a reimbursable basis to the cities of Gold Hill, Rogue River, and Eagle Point for several of their streets.

Road Maintenance

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.

Drainage maintenance is completed using a variety of equipment to clean and reshape roadside ditches and to ensure culverts and catch basins are open and free of obstructions. Over the last five years, Jackson County has averaged 11,364 labor hours and 10,069 equipment hours completing drainage maintenance. The fiscal year 2016-2017 budget will continue or slightly increase drainage maintenance at these historical levels.

Delineation Maintenance

Strategic Objective: Maintain road and roadside delineation features such as striping (lane lines) and traffic signs in good condition to ensure the safety of the driving public.

With an aging population, the need for clear and well delineated roadways continues to increase. The Department's goal is to retrace all striping each year to ensure lane lines are bright and highly visible. The County also maintains a comprehensive sign inventory and, in addition to replacing signs when they are damaged, signs are also inspected and replaced when needed based on age. This ensures that signing is highly reflective and is providing the needed regulatory and warnings to drivers to ensure their safety.

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.

Winter maintenance will continue to be a high priority for fiscal year 2016-2017. Jackson County partners with the National Weather Service to assist in the forecasting and predicting of winter storms. When poor roads conditions are forecast, the Department's primary focus becomes winter response. Jackson County is able to mobilize 18 snow plows and six motor graders to plow snow, and 11 sanders to apply abrasive materials to the road surface to increase traction. Plow and sanding routes focus on the high population Rogue Valley areas first and then work towards higher elevation roads. The overall goal of the Department is to have most County roads plowed and sanded early in the morning hours to provide safe travel for school buses and drivers traveling for their employment and again in the afternoon hours to provide safe travel back home.

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 or more per year. This increase, and the associated pavement repairs completed before a chip seal, should assist in ensuring the pavement condition index remains at 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 County's General Fund. Refer to the Roads Administration Program's "Financial Condition" discussion for additional information.

Road Maintenance

Program: 390204	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$547	$0	$0	$0	$0
Total	**$ 547**	**$ 0**	**$ 0**	**$ 0**	**$ 0**
EXPENDITURES					
Personnel Services	$4,294,713	$4,357,059	$4,338,253	$4,788,003	$4,814,684
Materials & Services	$4,416,071	$4,115,836	$4,205,994	$4,196,990	$4,859,130
Capital Outlay	$1,011,190	$111,650	$828,052	$550,000	$352,500
Interfund Transfers	$0	$0	$0	$0	$80,000
Ending Balance and Reserves	$0	$0	$0	$0	$200,000
Total	**$9,721,974**	**$8,584,545**	**$9,372,299**	**$9,534,993**	**$10,306,314**
Full-Time Equivalent	**65.00**	**58.00**	**56.00**	**56.00**	**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 as allowed under Chapter 1025 of the Codified Ordinances of Jackson County. 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; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Roads System Development Program provides the service listed below.

Increased Capacity of Roads

Strategic Objective: Fund capacity-increasing projects on County roads by charging new development for the added impact.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Funds transferred for projects	$300,000	$675,000	$0	$0	$227,000

System development fees are to be strictly used for capacity-increasing projects. The fees are collected at time of development by the Development Services Department. A separate fund is used to account for all fees and as revenues build, projects are identified which can benefit from receiving additional funding to complete this necessary work. Examples of capacity-increasing projects include new roadways, additional travel lanes, and additional turn lanes.

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 capacity increasing projects in the future. In addition, the System Development Charge methodology was reassessed during the 2014-2015 fiscal year and resulted in a 3 percent reduction to SDC fees assessed by the County.

For the 2016-2017 fiscal year, a portion of the SDC Fund balance will be used to help fund the right-of-way and construction phases of the Table Rock Road (Biddle Road/I-5 overcrossing) project with the balance being held in reserve in anticipation of the upcoming Foothill/Atlantic project where approximately $900,000 will be needed to help with overall project funding.

Financial Condition

System development revenues are generated through traffic impact fees charged on new development. This Program receives no revenue from the County's General Fund.

Roads System Development

Program: 391001	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Fees & Other Service Charges	$456,655	$347,639	$395,184	$340,000	$400,000
All Other Resources	$1,969	$6,446	$2,787	$2,000	$2,000
Fund Balance	$0	$0	$0	$288,000	$1,030,000
Total	**$458,624**	**$354,085**	**$397,971**	**$630,000**	**$1,432,000**
EXPENDITURES					
Materials & Services	$49,000	$51,785	$48,372	$53,000	$54,000
Interfund Transfers	$300,000	$675,000	$0	$0	$227,000
Ending Balance and Reserves	$0	$0	$0	$577,000	$1,151,000
Total	**$349,000**	**$726,785**	**$48,372**	**$630,000**	**$1,432,000**
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: (4) Strengthen cooperation between public agencies; (5) Work to enhance the natural and man-made attractiveness of the area; (7) Make recreational, learning, and cultural opportunities accessible and available; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Sports Park Mitigation Program provides the service listed below.

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.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Acres managed	10.85	10.85	10.85	10.85	10.85

The Army Corps of Engineers and the Division of State Lands set standards of how vernal pool mitigation sites are managed. Program funds are used to ensure compliance with ongoing monitoring as well as handling any necessary remedies.

Significant Issues in the Year Ahead

Sports Park Mitigation Program revenues will be used to cover expenses for the fifth 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

Revenues for this Program are generated from agreements with parties needing off-site mitigation credits for projects impacting vernal pools. The Sports Park Mitigation Program receives no support from the County's General Fund.

Sports Park Mitigation

Program: 391401	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$31,941	$21,509	$14,201	$58,000	$33,000
All Other Resources	$0	$140	$1,070	$500	$500
Fund Balance	$0	$0	$0	$1,500	$3,500
Total	**$31,941**	**$21,649**	**$15,271**	**$60,000**	**$37,000**
EXPENDITURES					
Materials & Services	$31,941	$21,509	$14,201	$20,000	$27,500
Contingency	$0	$0	$0	$3,000	$4,125
Ending Balance and Reserves	$0	$0	$0	$37,000	$5,375
Total	**$31,941**	**$21,509**	**$14,201**	**$60,000**	**$37,000**
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 options 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 provides the service listed below.

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. Form LIDs using various options of bonds, loans, and existing funds.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Number of LID projects funded	0	1	0	0	0

The coordination needed to form a LID is significant. The Roads and Parks Director and County Engineer help lead interested citizen groups through several steps outlined by State law. Many LIDs that are started do not finish due to citizen voting, cost concerns, or other factors which influence whether these proposed projects are in the best interest of the public. All projects are handled objectively by following a well-planned process.

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, LID projects are almost exclusively funded utilizing debt financing which results in increased costs to participants.

No LID projects are planned or proposed for the 2016-2017 fiscal year.

Financial Condition

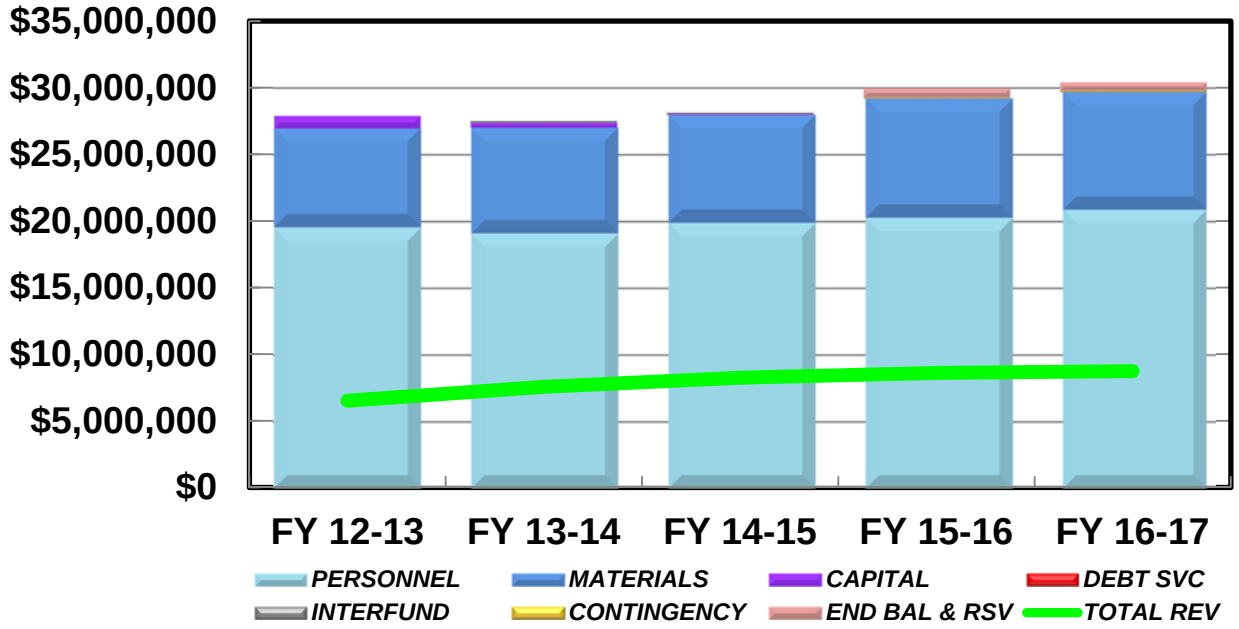
The Street Improvement Fund Program historically received 100 percent of its revenues via transfers from the Road Fund. Debt financing is now the primary mechanism used to fund projects. This Program receives no revenue from the County's General Fund. Refer to the Roads Administration Program's "Financial Condition" discussion for additional information.

Street Improvement Fund

Program: 390901	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$169,788	$200,400	$240,908	$200,000	$200,000
Revenue from Bonds & Other Debt	$0	$770,537	$0	$0	$0
All Other Resources	$6,785	$15,263	$17,257	$10,000	$7,500
Fund Balance	$0	$0	$0	$650,000	$450,000
Total	**$176,573**	**$986,200**	**$258,165**	**$860,000**	**$657,500**
EXPENDITURES					
Materials & Services	$124,779	$15,206	$0	$0	$0
Capital Outlay	$448,853	$136,438	$0	$0	$0
Debt Service	$127,693	$107,883	$496,112	$510,000	$490,000
Interfund Transfers	$0	$0	$500,000	$0	$0
Contingency	$0	$0	$0	$75,000	$70,000
Ending Balance and Reserves	$0	$0	$0	$275,000	$97,500
Total	**$701,325**	**$259,527**	**$996,112**	**$860,000**	**$657,500**
Full-Time Equivalent	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

SHERIFF

2012-2013 TO 2016-2017

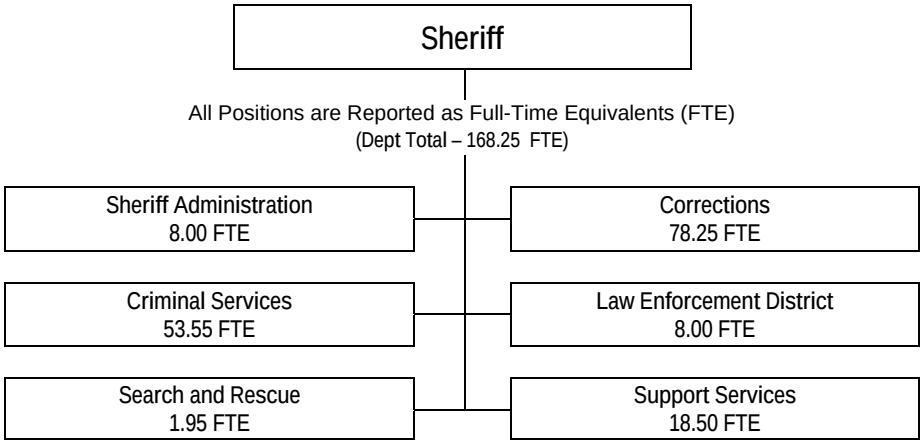


	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted
PERSONNEL	$19,543,235	$19,083,113	$19,879,020	$20,267,388	$20,861,651
MATERIALS	$7,430,655	$7,953,918	$8,091,223	$8,937,081	$8,829,530
CAPITAL	$921,231	$355,999	$89,994	$0	$0
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$0	$140,075	$87,476	$0	$0
CONTINGENCY	$0	$0	$0	$75,000	$100,000
END BAL & RSV	$0	$0	$0	$673,608	$642,934
TOTAL EXP	$27,895,121	$27,533,105	$28,147,713	$29,953,077	$30,434,115
TOTAL REV	$6,505,078	$7,553,023	$8,236,666	$8,590,948	$8,721,822
FTEs	183.00	167.45	167.75	165.75	168.25

For FY 16-17 a net increase of 2.50 FTEs which restored the Undersheriff position, added 2.00 deputies, and reduced a Community Service Officer by 0.50 FTE. Between FY 15-16 and FY 16-17 there are no other major changes to this budget. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between “Actual” and “Adopted” Budgeted Numbers located on page 19 of this document.

SHERIFF

Organization Chart



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 2016-2017

- Execute a professional policing strategy to enhance the ability to identify and solve problems in Jackson County.
- Final launch of a provider of risk management policies for law enforcement.
- Conduct training on Procedural Justice and Police Legitimacy and Fair and Impartial Policing to promote transparency and trust.
- Continue a rigorous recruitment process in order to fill vacancies and increase retention.
- Continue the school safety deputy program having deputies monitor all County schools.
- Begin an ethics and leadership program to help deputies succeed in the law enforcement profession.
- Continue to send deputies to crisis intervention training to learn how to work with mentally ill people in crisis.
- Enhance transparency and safety by providing body-worn cameras to patrol deputies.
- The challenge continues of working in a 35-year-old jail with a linear design, known for long corridors with cells on either side.
- Increase training in corrections to ensure all deputies have enough training hours to meet Oregon Jail Standards.
- Keep on reaching out to underrepresented populations.

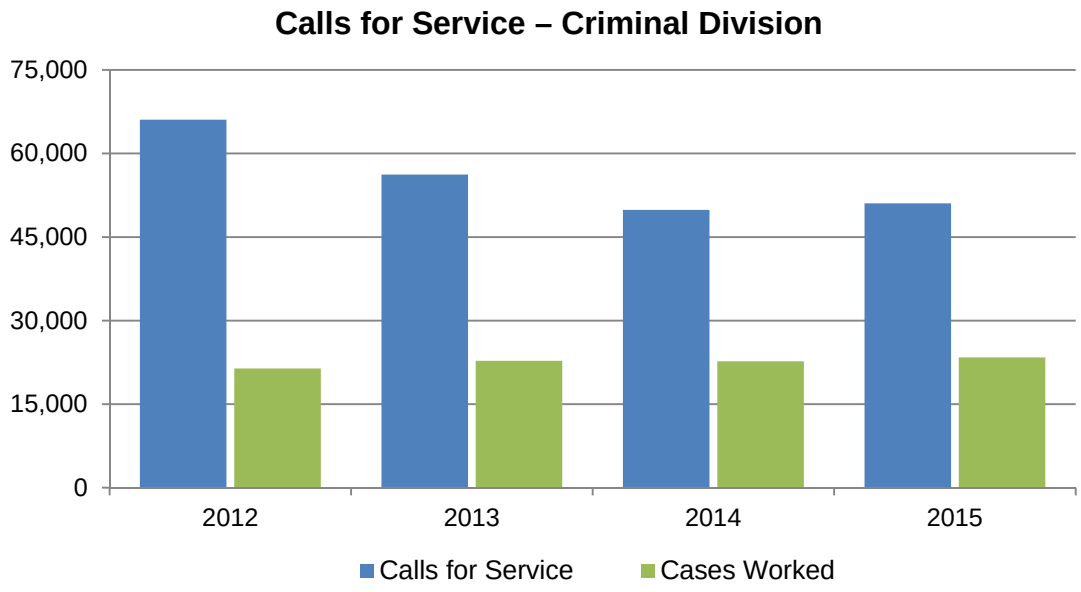
Major Issues and Service Level Accomplishments for Prior Year

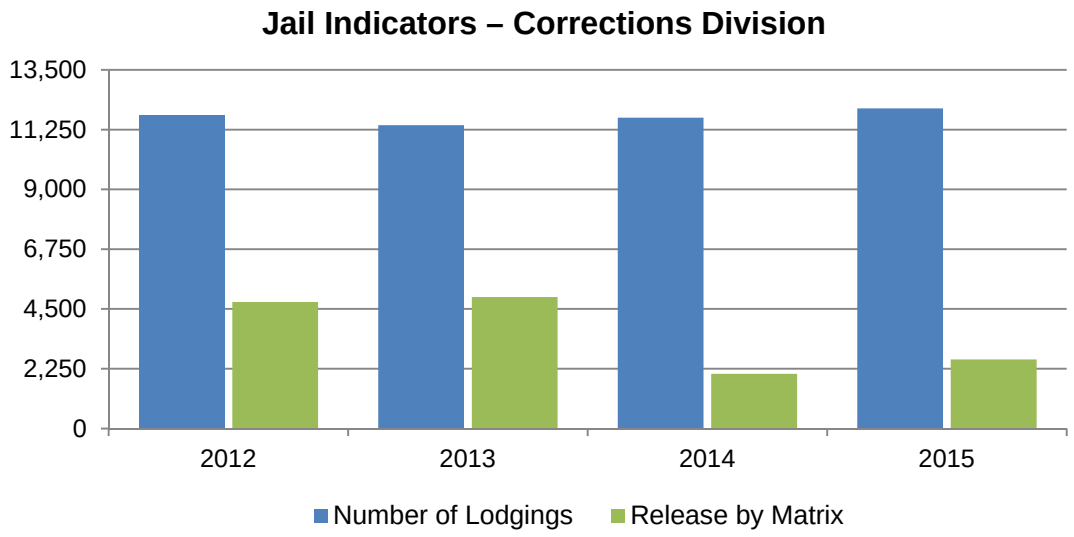
- Closed the jail's basement level, reducing the inmate population by 60. Keeping the basement level open created a situation where jail employees were being chronically overworked and undertrained, which increased liability for the County. Once implemented, overtime significantly decreased resulting in enough staff hours to maintain minimum staffing levels, along with time for some training.
- Search and Rescue was extraordinarily busy in 2015, with 106 missions. The majority of the missions were to locate missing hikers and missing skiers.

- Partnered with the You Have Options Program (YHOP) and Community Works to advocate for the victims of domestic violence, sexual assault, stalking, and dating violence.
- Increased training on interacting with underrepresented populations. In 2015, some of the deputies completed training on working with the Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ) community, as well as training on implicit bias. Sheriff's Office employees also completed a Latino Project to assess how well the agency provides services to the Latino and Hispanic communities.
- Worked with the Police Foundation on an organizational audit. They will be assisting the Sheriff's Office in developing a five-year strategic plan.
- Enhanced communication with citizens by providing monthly updates on the County website and social media from the Sheriff, and rotating weekly updates from either the corrections, operations or support services captains. Increased social media releases to keep citizens better informed.
- Restructured the organization by dividing the Sheriff's Office into three bureaus: Corrections, Operations, and Support Services. The Corrections Bureau includes the County's jail and court security. The Operations Bureau oversees the Patrol Division, made up of the deputies and community service officers who patrol the County, including the community of White City and the city of Shady Cove; Special Weapons and Tactics (SWAT); and K9. The Support Services Bureau includes the Investigations Division, Civil Division, Criminal Records, Marine Patrol, and Search and Rescue. Also established a Professional Standards position; the sergeant in that post reports directly to the Sheriff and helps to coordinate policies and procedures, training, and community projects.

Benchmark

These graphs provide an annual comparison of workload factors and an estimate of demand for service and self-initiated activity for the Jackson County Sheriff's Office. Calls for service have increased since 2012 due to staffing and at the same time cases worked have increased. The jail indicators show that the number of inmate lodgings continue to increase each year.




Jail Indicators – Corrections Division
13,500
11,250
9,000
6,750
4,500
2,250
0
2012
2013
2014
2015
Number of Lodgings
Release by Matrix

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, Staff Support, 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; (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; (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 Sheriff Administration Program provides the services listed below.

Administration

Strategic Objective: Provide overall leadership and administration of all Sheriff's Office programs. Services include: budget, contracts/grants, recruitment and retention, professional standards, and strategic planning.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Variance between adopted and actual expenditures	0.15%	6.42%	3.55%	4.00%	3.00%
Variance in the number of budgeted full-time employees	0.00%	-10.93%	1.69%	0.00%	0.90%
Assisted citizens with community complaints	-49.44%	-42.22%	-42.31%	-20.00%	-20.00%
Percent of completed background investigations	n/a*	n/a*	22.00%	77.27%	50.00%

*New measurement; data not available.

Continuous monitoring of the budget and expenses ensures the Sheriff's Office continues to be under budget while effectively managing the citizens' money. Vacancies play a part in the savings over the last two fiscal years. Law enforcement nationwide is struggling with staff turnover and finding qualified applicants. The Sheriff's Office currently has 13.00 full-time equivalent (FTE) positions that are vacant and are included in the budget for fiscal year 2016-2017.

There were 10.00 FTE vacant positions and 10.00 FTE unfunded/floater positions that were eliminated from the adopted budget for fiscal year 2013-2014. Since that time, the Sheriff's Office has seen a slight increase in authorized positions. The budget for fiscal year 2016-2017 includes 2.00 FTE new criminal deputy positions for a total of 167.00 authorized FTE positions.

Since 2012, the Sheriff's Office has seen a significant decrease in the number of citizen complaints. Increased training, accountability, and quickly addressing issues are methods that allows the Office to identify patterns of potential problems that need to be addressed. During 2015, the Sheriff's Office received 15 complaints against employee actions. When comparing 2012 to 2015, complaints decreased by 89.15 percent.

The Sheriff's Office performs background investigations on all potential employees. At the completion of each investigation, the staff provides a summary and recommendation to the Sheriff for consideration of employment. Staff run criminal background checks, outside agency records, credit reports, and conduct background interviews. On average it takes approximately 40 hours to complete each background. In 2015, 39 background checks were completed with an investment of 1,560 hours; several extra help investigators (retired law enforcement) handle this workload.

Emergency Management Collaborative Planning and Disaster Response

Strategic Objective: Maintain emergency operations, hazard mitigation, and public information to plan and promote a coordinated disaster response.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Increase training for agencies	n/a*	50%	70%	70%	90%

*Data not available.

Emergency Management's function is to develop and coordinate emergency plans for all types of disasters. Training and education are a high priority for Emergency Management. To achieve this goal, staff will update and enhance the County's Emergency Operations Plan, Natural Hazard Mitigation Plan, and Hazard Vulnerability Assessment, and provide training updates to agencies. Emergency Management will continue with public education and outreach.

Significant Issues in the Year Ahead

An Undersheriff position has been added back to the budget for fiscal year 2016-2017 to oversee and direct the operations of the Office under the executive direction of the Sheriff.

Final launch of new software that is a provider of risk management policies for law enforcement as well as scenario based training for criminal and corrections deputies. Daily training bulletins are provided as well as regular updates in response to legislative mandates, case law and best practices.

Conduct training on Procedural Justice and Police Legitimacy and Fair and Impartial Policing. The two programs may be considered the "Ferguson" effect and promotes transparency and trust. The shift to this new type of policing results in many changes such as: communicating with the media swiftly and openly when serious incidents occur, and refraining from practices requiring deputies to issue a predetermined number of tickets, citations, arrests or summonses not directly related to improving public safety, such as generating revenue.

Police agencies nationwide are experiencing increasing levels of staff turnover and difficulty in recruiting new deputies. Continue a rigorous recruitment process in order to fill vacancies and increase retention. It takes a significant amount of time to recruit, hire, and train a new deputy for any law enforcement agency. It takes nine to fifteen months until a new deputy is working independently in the community. Continue to work on creative ways to improve the process.

Begin an ethics and leadership program to help deputies succeed in the law enforcement profession, and retain our valuable, long-term employees.

Keep on reaching out to underrepresented populations such as Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ) and the Latino and Hispanic communities. Continue to have articles and recruitment ads in Caminos, Southern Oregon's Latino magazine.

Sheriff Administration

Implement a five year strategic plan working with the Police Foundation to create a directional framework.

Increase training in Corrections to ensure all deputies have enough training hours to maintain certification. With the closing of the jail's basement, the number of actual overtime hours worked will be significantly reduced. This allows the jail to maintain minimum staffing while increasing the number of available hours for training.

Emergency Management will update and enhance the County's evacuation plan and work on evacuation planning for dam inundation in Shady Cove and Applegate. Increase whole community planning with outreach to private and non-governmental organizations. Improve the County's emergency structure to include training, organization, and embarking on volunteer recruitment for amateur radio volunteers.

Financial Condition

The Sheriff Administration Program is 99.79 percent funded by the County's General Fund with the remainder of the Program financed by County fees and State and Federal grants.

Program: 410101	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Grants, Gifts, Allocations, & Donations	-$1,542	$5,850	$296,742	$282,950	$212,099
Fees & Other Service Charges	$483,036	$53,741	$46,881	$61,800	$7,400
All Other Resources	-$422	$15	$0	$0	$0
Interfund Transfers	$0	$0	$1,017,926	$0	$0
Total	**$481,072**	**$59,606**	**$1,361,549**	**$344,750**	**$219,499**
EXPENDITURES					
Personnel Services	$3,142,804	$2,845,996	$2,499,533	$2,256,117	$2,151,530
Materials & Services	$3,190,867	$1,097,045	$1,054,255	$941,217	$785,939
Capital Outlay	$400,883	$207,112	$0	$0	$0
Interfund Transfers	$0	$0	$87,476	$0	$0
Total	**$6,734,554**	**$4,150,153**	**$3,641,264**	**$3,197,334**	**$2,937,469**
Full-Time Equivalent	**17.82**	**10.10**	**9.40**	**9.00**	**8.00**

Corrections

Program Purpose

The Corrections Program provides for community safety and meets the Department's legal mandates, while minimizing the County's civil liability. The Program provides safe, secure, and clean housing for all inmates of pretrial and convicted prisoners of the criminal justice system. Additionally, this Program provides court security for all courts and judges in the County as well as transports inmates to and from all courts, prisons, and any other facility directed by the courts. The Corrections 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 (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Corrections Program provides the services listed below.

Corrections - Jail

Strategic Objective: Protect the public from offenders who pose a danger and provide a safe and humane environment for individuals in custody.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Change in own recognizance (OR) releases	38.84%	-140.36%	-2.96%	3.00%	3.00%
Change in annual lodgings/bookings	3.32%	1.95%	2.97%	3.00%	3.00%

Managing inmate releases ensures that the most dangerous offenders are lodged and that the inmate population is maintained while assuring community safety. In early 2014, a new Release Assessment Tool was developed and implemented with the intent to reduce forced releases.

Court Security

Strategic Objective: Provide security for citizens and personnel of the Courts so that justice can be fairly determined.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Change in contraband items found	4.62%	2.90%	5.79%	5.00%	5.00%

In order to maintain court safety, court security personnel staff checkpoints at both the Justice Building and the Juvenile Building. The list of dangerous contraband items found at these checkpoints includes: ammunition, hand cuff keys, drug paraphernalia, guns, knives, and pepper spray/mace.

Corrections

Significant Issues in the Year Ahead

Police agencies nationwide are experiencing increasing levels of staff turnover and difficulty in recruiting new deputies. A rigorous recruitment process will be continued in order to fill vacancies and increase retention. Training and development of the new deputies will be a high priority.

Corrections will continue to work closely with Community Justice to provide a means for changing the lives of offenders by providing cost effective programs and community corrections alternatives to secure detention in the least restrictive setting without compromising public safety.

The challenge continues of working in a 35 year old jail with a linear design known for long corridors with cells on either side. Most experts now recommend avoiding a linear design for any new jail construction because of the additional staff required to adequately supervise inmates. Most new jail are designed in a podular fashion because of the more efficient layout. Corrections will continue to maintain the integrity of the classification system in the jail while dealing with opposing gang members.

Training for staff in Corrections will be increased to ensure that all deputies have enough training hours to meet Oregon Jail Standards. The closing of the jail's basement, which held 60 inmates, reduced mandatory overtime for staff. This allows the jail to maintain minimum staffing while increasing the number of available hours for training. The development of a professional, accountable, and respectful work environment will continue to be promoted throughout Corrections. The Program will also continue to remain in compliance with Oregon Jail Standards and the Prison Rape Elimination Act (PREA).

The Corrections Program will continue to utilize the Release Assessment Tool/Matrix. This tool was developed as a partnership between the Sheriff's Office, Community Justice, and Jackson County Circuit Courts. The goal of this Program is to maintain the inmate population within established limits and better utilize the limited number of jail beds. The partnership with Community Justice and the State's court system is strengthened by implementing this release tool.

Financial Condition

The Corrections Program is 59.85 percent funded by the County's General Fund with the remainder of the Program financed by contracts with State and Federal agencies and recoverable programs.

Corrections

Program: 410103	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$2,859,994	$3,380,660	$3,262,912	$3,371,980	$3,313,124
Fees & Other Service Charges	$82,109	$77,581	$90,237	$78,000	$75,000
Interfund Transfers	$0	$0	$1,000	$751,000	$876,000
Total	**$2,942,103**	**$3,458,241**	**$3,354,149**	**$4,200,980**	**$4,264,124**
EXPENDITURES					
Personnel Services	$7,608,742	$7,017,285	$7,271,939	$7,447,469	$8,735,064
Materials & Services	$1,332,425	$2,277,515	$2,421,567	$2,836,738	$3,235,339
Capital Outlay	$0	$0	$24,719	$0	$0
Interfund Transfers	$0	$51,608	$0	$0	$0
Total	**$8,941,167**	**$9,346,408**	**$9,718,225**	**$10,284,207**	**$11,970,403**
Full-Time Equivalent	**75.52**	**68.42**	**65.56**	**62.25**	**78.25**

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; (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; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Criminal Services Program provides the services listed below.

Patrol – Respond to Calls for Service, Enforcement, and Follow-Up on Investigations

Strategic Objective: Effectively patrol the County to protect and preserve the general welfare of its citizens.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Calls for service (police contacts with the public)	0.54%	-12.66%	3.00%	3.00%	3.00%
Average number of calls for service by deputy per year	2,162	2,167	2,127	2,130	2,100
Police mental holds	3.76%	-0.34%	2.00%	2.00%	2.00%
Response time for Part 1 calls for service	n/a*	1.06%	3.84%	-1.58%	1.00%
Driving under the influence of intoxicants	-46.8%	8.27%	6.25%	4.00%	4.00%

*Data not available.

Calls for Service (CFS) range from reporting a crime to public assists, such as questions from citizens, to a simple traffic stop. These numbers sometimes fluctuate depending on staffing levels and population. Each deputy patrolling Jackson County handles over 2,100 calls a year or eight call per shift; this does not include time to write a report or court appearances.

Police mental holds are on the rise nationwide. A peace officer may take into custody a person who the officer has probable cause to believe is dangerous to self or to any other person and who is in need of immediate care, custody, or treatment for mental illness.

Part 1 crimes include homicide, rape, aggravated assault, burglary, larceny, motor vehicle theft, and arson. These are usually violent crimes referred to as crimes against persons. Response times to Part 1 crimes decreased in fiscal year 2015-2016 by 1.58 percent, or by 23 seconds, due to staffing changes in patrol. Anticipated retirements in patrol has fiscal year 2016-2017 projected with a minor increase of 1 percent.

An increasing population for Jackson County means more people on the road, which factors into the small increase of Driving Under the Influence of Intoxicants (DUII) between 2013 and 2015.

Criminal Investigative Division – Investigate Criminal Offenses

Strategic Objective: Provide specialized investigative skills to aid in solving serious crimes involving persons, property, and narcotics.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Part 1 violent crimes cleared	29.22%	30.97%	31.00%*	31.00%	31.00%

*Estimate; data not available at time of budget submittal.

In the Federal Bureau of Investigation's Crime Reporting Unit Program, law enforcement agencies can "clear" offenses by arrest or by exceptional means. In certain situations, elements beyond law enforcement control prevent the police from arresting and formally charging the offender. When this occurs, the offense can be cleared by exceptional means. In 2014, the national percentage of violent crimes cleared was 47.4 percent; the Sheriff's Office maintains a five year average of 30.63 percent.

Significant Issues in the Year Ahead

There are 2.00 new full-time equivalent criminal deputy positions added to the Patrol Division that will help execute a professional policing strategy to enhance the ability to identify and solve problems in Jackson County. This strategy is called the "Stratified Model of Policing." Training and development of the new deputes will be a high priority.

There has been heightened attention in how police enforce the law and interact with the communities they serve. 21st Century Policing is a philosophy that promotes transparency and trust. The shift to this new type of policing results in many changes such as: communicating with the media swiftly and openly when serious incidents occur, and refraining from practices requiring deputies to issue a predetermined number of tickets, citations, arrests or summonses not directly related to improving public safety, such as generating revenue.

Continue the school safety deputy program having deputies monitor all County schools. This program is not the usual School Resource Officer; deputies will assist schools in safety and lockdown procedures. Sometimes they will be in uniform and sometimes in plain clothes, and there will not be a set schedules for each location.

Additional significant issues in the year ahead include maintaining crisis intervention training for deputies to learn how to work with mentally ill people in crisis; enhancing transparency and safety by providing body-worn cameras to patrol deputies; routinely analyze and address crime trends with proactive investigative strategies; and assigning more deputies for You Have Options Program (YHOP) training. Deputies with YHOP training will continue to work with victim advocates to ensure they receive timely information on sexual assault crimes.

Financial Condition

The Criminal Services Program receives approximately 87.89 percent of its funding from the County's General Fund, with the remainder of the Program financed by County fees, contracts, and State and Federal grants.

Criminal Services

Program: 410104	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$1,334,304	$1,281,968	$1,272,812	$993,527	$967,031
Fees & Other Service Charges	$334,873	$282,865	$243,375	$263,500	$290,124
Total	**$1,669,177**	**$1,564,833**	**$1,516,187**	**$1,257,027**	**$1,257,155**
EXPENDITURES					
Personnel Services	$7,663,069	$6,857,287	$6,303,675	$6,516,659	$6,959,046
Materials & Services	$2,180,397	$3,248,255	$3,323,828	$3,532,296	$3,418,160
Capital Outlay	$409,709	$142,808	$62,193	$0	$0
Interfund Transfers	$0	$88,468	$0	$0	$0
Total	**$10,253,175**	**$10,336,818**	**$9,689,696**	**$10,048,955**	**$10,377,206**
Full-Time Equivalent	**78.81**	**47.60**	**50.38**	**51.80**	**53.55**

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 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 (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The White City Enhanced Law Enforcement District (District) 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.

Patrol – Respond to Calls for Service, Enforcement, and Follow-Up on Investigations

Strategic Objective: Effectively patrol White City to protect and preserve the general welfare of its citizens.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Change in total reports taken by a deputy from prior year	-7.48%	-0.37%	-16.85%	-5.00%	-5.00%

Reports taken by a deputy reflect each time a deputy assisted or resolved a situation. With continued enhanced law enforcement, White City is seeing a decrease in overall crime.

Significant Issues in the Year Ahead

Part 1 crimes are a concern in White City. Part 1 crimes are violent crimes usually referred to as crimes against persons such as homicide, sexual assault, robbery, and aggravated assault. Some property crimes are also considered Part 1, which include: burglary, larceny, theft of a motor vehicle, and arson. The Federal Bureau of Investigation (FBI) designates certain crimes as Part 1 because they are considered major crimes plaguing society. A significant percent of the Part 1 crimes in Jackson County occur in the White City area, with property crimes high on the list.

Gang issues are another concern for the White City deputies. Issues such as assaults 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.

Law Enforcement District

Program: 410201	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$1,188,329	$1,830,319	$1,302,897	$1,282,201	$1,408,584
Property Tax Revenues	$28,474	-$25,410	-$29,646	$0	$0
All Other Resources	$5,085	$16,256	$15,809	$7,400	$8,000
Fund Balance	$0	$0	$0	$987,090	$947,960
Total	**$1,221,888**	**$1,821,165**	**$1,289,060**	**$2,276,691**	**$2,364,544**
EXPENDITURES					
Personnel Services	$912,065	$897,803	$846,124	$930,487	$953,012
Materials & Services	$509,968	$488,911	$479,521	$597,596	$668,598
Capital Outlay	$0	$0	$2,544	$0	$0
Contingency	$0	$0	$0	$75,000	$100,000
Ending Balance and Reserves	$0	$0	$0	$673,608	$642,934
Total	**$1,422,033**	**$1,386,714**	**$1,328,189**	**$2,276,691**	**$2,364,544**
Full-Time Equivalent	**8.25**	**7.81**	**8.24**	**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 goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; and (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Search and Rescue (SAR) Program provides the services listed below.

Finding or Recovering Lost of Missing Persons

Strategic Objective: Respond to lost or missing persons on public lands within Jackson County.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Persons located	99%	99%	99%	99%	99%

Search and Rescue expects to maintain the highest bar set by continuing to retain a 99 percent to 100 percent rate for locating lost or missing persons. This will be continued through training of personnel and volunteers, and utilizing technologies available.

Significant Issues in the Year Ahead

The Jackson County Sheriff's Office SAR will continue to train volunteers in search and rescue techniques including land navigation, tracking, rescue and recovery, and first aid. SAR will continue to recruit in order to increase the SAR volunteer pool, with a goal of 16,000 volunteer hours. In the year ahead, this Program will continue to make Jackson County's SAR an effective State model.

Financial Condition

As a mandated function of the Sheriff's Office, Search and Rescue is 81.06 percent funded by the County's General Fund.

Search and Rescue

Program: 410105	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	$9,748	$19,727	$22,269	$16,500	$6,500
Fees & Other Service Charges	$181,091	$134,491	$95,970	$50,000	$100,000
Total	**$190,839**	**$154,218**	**$118,239**	**$66,500**	**$106,500**
EXPENDITURES					
Personnel Services	$216,554	$132,957	$200,623	$196,354	$260,763
Materials & Services	$216,998	$311,791	$313,117	$318,739	$326,438
Capital Outlay	$110,639	$6,079	$0	$0	$0
Total	**$544,191**	**$450,827**	**$513,740**	**$515,093**	**$587,201**
Full-Time Equivalent	**2.60**	**1.50**	**1.84**	**1.70**	**1.95**

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; (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 Support Services Program provides the services listed below.

Criminal Records

Strategic Objective: Provide comprehensive records and reporting services for Jackson County.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Warrants entered into data system within one day of receipt	96%	96%	98%	98%	98%
Police incidents processed within one day of receipt	97%	97%	98%	98%	98%

Criminal Records manages all internal public safety records for the Sheriff's Office and all external records requests from other agencies and the public. In 2015, the Records Division entered critical information on 25,010 incidents into the records management system. A National Incident-Based Reporting System (NIBRS) was also maintained at an error rate of below two percent for 2015; the NIBRS standard is 4 percent.

Civil – Execution of the Processes and Orders of the Court

Strategic Objective: To meet statutory requirements in receiving and serving all court documents presented to the Sheriff in accordance with Oregon Revised Statute (ORS) 206.010.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Change in amount of civil documents served from prior year	9.13%	-2.81%	-5.03%	3.00%	3.00%
Change in foreclosure documents process by Civil Division from prior year	59.70%	22.25%	46.20%	50.00%	50.00%

The Civil Division is a State mandated service of the Sheriff's Office. Its purpose and function is to serve and execute the various legal processes issued by the several non-criminal courts of the State and its subdivisions, but also for the legal community. The Civil Division is responsible for service of summons, criminal and civil subpoenas, complaints, petitions, small claims, court orders, evictions, restraining orders, and numerous types of writs.

Concealed Weapon Permits

Strategic Objective: To meet mandated requirements for concealed weapon application and issuance.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Concealed handgun licenses issued (new and renewals) from prior year	23.50%	0.23%	23.28%	20.00%	20.00%

The process for obtaining a concealed handgun license includes an extension criminal, civil, and mental health background check; fingerprinting; and photograph of the applicant along with certification of a handgun safety training course.

Significant Issues in the Year Ahead

The Civil Division under the Support Service Program is experiencing a significantly high increase in the number of judicial real property sales to process. Judicial real property sales are court ordered sales of foreclosed properties. The 45 percent increase in 2015 strained the resources of the Office and is expected to continue to rise throughout Oregon. By improving efficiencies in the Civil Division, staff will strive to meet this challenge.

Concealed handgun license requests and renewals continue to increase at a rate of 20 percent each year. This increase creates a backlog in processing. According to the Crime Prevention Research Center, 2015 is the largest single year increase in the number of concealed handgun permits.

The Support Service Program will continue to maintain a monthly NIBRS according to Federal and State standards with an error rate below 4 percent. The Program will also maintain and disseminate records in accordance with State statutes and Office requirements.

Financial Condition

The Support Services Program is 76.79 percent funded by the County's General Fund with the remainder of the Program financed by County fees and civil process fees outlined in the Oregon Revised Statutes.

Program: 410111	**2012-2013 Actual**	**2013-2014 Actual**	**2014-2015 Actual**	**2015-2016 Adopted**	**2016-2017 Adopted**
REVENUES					
Fees & Other Service Charges	$0	$494,960	$597,483	$445,000	$510,000
Total	**$ 0**	**$494,960**	**$597,483**	**$445,000**	**$510,000**
EXPENDITURES					
Personnel Services	$0	$1,331,786	$2,757,127	$2,920,302	$1,802,236
Materials & Services	$0	$530,399	$498,935	$710,495	$395,056
Capital Outlay	$0	$0	$538	$0	$0
Total	**$ 0**	**$1,862,185**	**$3,256,600**	**$3,630,797**	**$2,197,292**
Full-Time Equivalent	**0.00**	**32.42**	**32.33**	**33.00**	**18.50**

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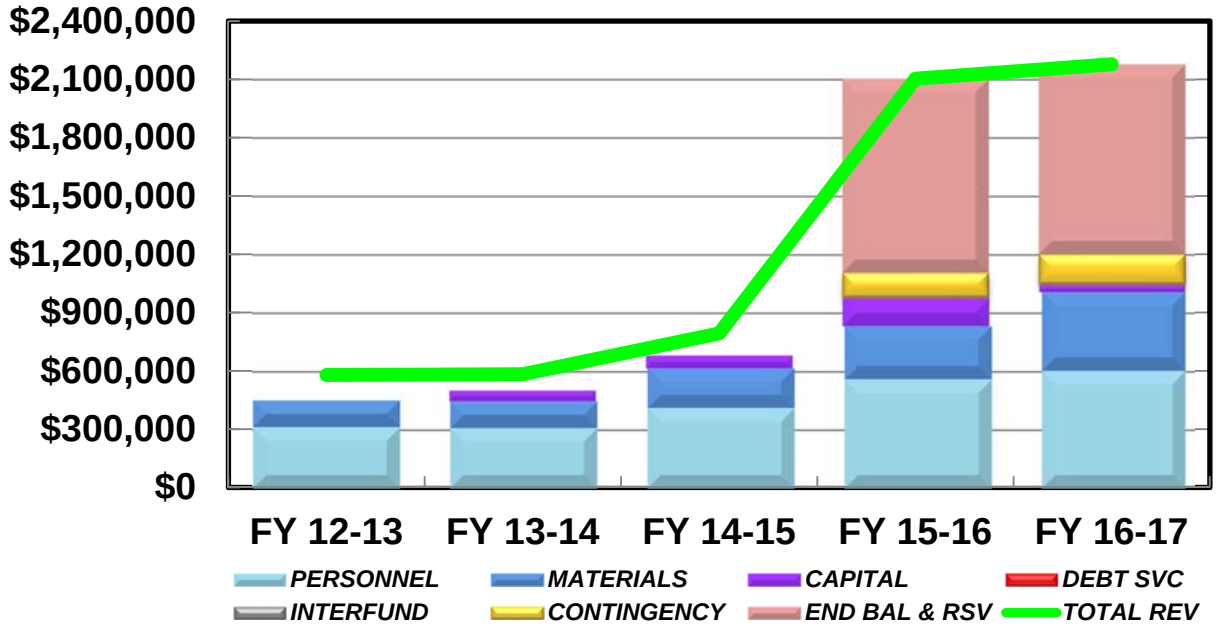
SURVEYOR

2012-2013 TO 2016-2017

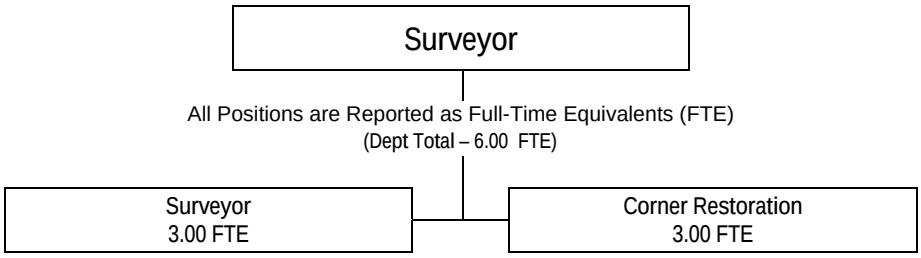


	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted
PERSONNEL	$314,100	$309,264	$411,684	$558,255	$603,256
MATERIALS	$137,238	$137,331	$204,325	$273,931	$404,105
CAPITAL	$0	$55,745	$67,175	$145,000	$38,000
DEBT SVC	$0	$0	$0	$0	$0
INTERFUND	$0	$0	$0	$0	$0
CONTINGENCY	$0	$0	$0	$130,000	$156,000
END BAL & RSV	$0	$0	$0	$996,349	$976,983
TOTAL EXP	$451,338	$502,340	$683,184	$2,103,535	$2,178,344
TOTAL REV	$578,383	$582,383	$792,425	$2,103,535	$2,178,344
FTEs	5.00	4.75	6.00	6.00	6.00

For FY 16-17 there is a reduction in Capital Outlay and an increase in materials. Between FY 15-16 and FY 16-17 there are no other major changes to this budget and no change to the number of FTEs. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between "Actual" and "Adopted" Budgeted Numbers located on page 19 of this document.

SURVEYOR

Organization Chart



Department Summary

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 re-establish 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 2016-2017

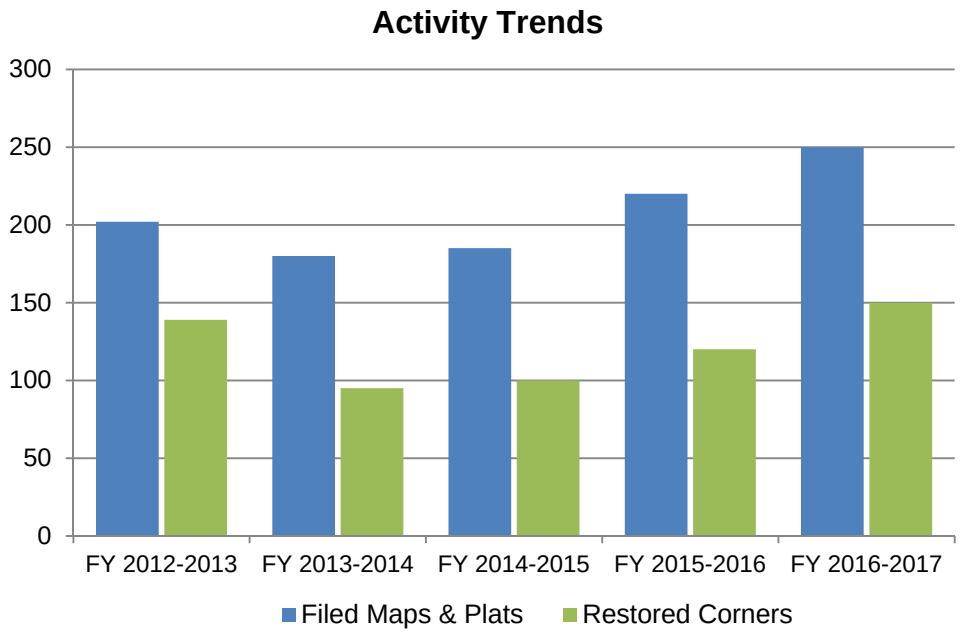
- Safeguard the health, welfare and safety of the public by ensuring that all survey maps, property line adjustments, subdivisions, partitions, and condominiums meet State and local law requirements and are evaluated quickly and efficiently.
- Restore and maintain all public land survey corners in the 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.
- Continue 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.
- Update, maintain, and improve the Surveyor's Office 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.
- Continue 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.
- 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.
- Continue and foster collaboration with Development Services in the overlap between planning and surveying as it relates to land division, lot legality, easements, property line setbacks, and floodplain mapping.
- Increase the level of communication and correspondence with land use planning departments in cities within Jackson County.
- Devote more time and resources to technical training of personnel.

- Continue to integrate advanced geo-spatial technologies such as terrestrial photogrammetry and laser scanning into the office operation. Advancing beyond conventional techniques to complete a larger body of highly technical projects.

Major Issues and Service Level Accomplishments for Prior Year

- Improved and maintained an online survey records index map system.
- Provided continuous access to survey records online.
- Established spatial databases to effectively track, index, and convey records to the public.
- 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 the County's 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 invaluable public land survey corner positions.
- The Surveyor's Office has participated in cooperative efforts with other public agencies on several facility development projects.
- Commence work on coordinating the transformation of geodetic control data from prior datum's to the current National Spatial Reference System.
- Designed and established GIS databases for multiple departments by integrating field derived survey data.
- The Surveyor's Office has become an integral part of all surveying and mapping on Jackson County property. The Office has established excellent working relationships with multiple departments through providing exceptional service. The work performed by the Surveyor's Office is consistently relied upon in enabling Jackson County to achieve land and resource management objectives.
- Successfully integrated terrestrial laser scanning into daily workflow for rapid data collection and robust compilation of field data into topographic maps to display as built features.

Benchmark



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 reviewed and 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 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; (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; (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 Surveyor Program provides the services listed below.

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 Record

Strategic Objective: Review survey documents within ten 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 65 percent faster than is required by ORS Chapter 209; and maintain and improve an online records delivery system to increase public accessibility to records, thus increasing public awareness and revenue.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Review survey documents within ten business days of submittal	75%	70%	70%	70%	70%
File survey documents and make them available to the public within three business days of review and approval	100%	100%	100%	100%	100%
Survey and land documents available online	5%	40%	40%	50%	70%

Accomplished through well trained technically diverse personnel who are exceptionally knowledgeable of survey law and practice, combined with the use of advanced record keeping technology which provides for extremely timely public services.

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. Administer contracts for professional surveying services on behalf of County departments as necessary.

Significant Issues in the Year Ahead

Continue the migration 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 was implemented in fiscal year 2013-2014 to scan this information into an archival format and, in conjunction with this project, a Geographic Information System (GIS) geo-database was created for spatial indexing of all of the County Surveyor's records in addition to a text based database. The development of this GIS dataset was extremely successful due to well trained personnel who completed a large portion of 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) continue to provide reliable online records access to the public at no direct charge, and 6) establish an online indexing system for road surveys and surveyors prior to 1947. Maintain a strong relationship with the Information Technology/GIS Department (IT) to continue to assist in achieving these goals. The greatest challenge to this project is data maintenance and ensuring adequate funding.

Review and filing of survey documents within the timeframe set out by the County Surveyor, which is 65 percent less than what is required under ORS. The difficulty in achieving these goals is an inconsistent stream of submittals; volume fluctuates greatly from week to week throughout the fiscal year. Staff has developed an online map and plat tracking system enabling the public to know where their project is in the review and filing process and is working with IT to improve the ease of use of this system. 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 is consistent and a valuable funding source at this point in time. The Office has become an integral component in enabling Jackson County to meet land and resource management objectives. This Program provides effective, accurate, and cost efficient service to County departments in a timely manner. Balancing staffing needs with a diverse workload and varied funding sources requires strategic planning.

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 Office's financial structure is consistently 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 biannual review of the County Surveyor's fees for services ensures 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 establishment of a document recording fee to provide for records maintenance and public support enacted by the Board of Commissioners has assisted in presently stabilizing funding for this Program. Fees have been effectively and appropriately controlled for direct cost of services, such as map and plat review. The Surveyor Program receives no support from the County's General Fund.

Surveyor

Program: 430101	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Fees & Other Service Charges	$93,980	$115,733	$272,275	$205,500	$256,000
All Other Resources	$1,041	-$24,332	$19,292	$1,500	$1,500
Interfund Transfers	$43,447	$106,479	$143,102	$220,000	$185,000
Fund Balance	$0	$0	$0	$229,995	$237,344
Total	**$138,468**	**$197,880**	**$434,669**	**$656,995**	**$679,844**
EXPENDITURES					
Personnel Services	$70,250	$94,105	$217,941	$292,213	$305,887
Materials & Services	$34,684	$34,058	$96,910	$126,560	$152,786
Capital Outlay	$0	$26,877	$67,175	$60,000	$23,000
Ending Balance and Reserves	$0	$0	$0	$178,222	$198,171
Total	**$104,934**	**$155,040**	**$382,026**	**$656,995**	**$679,844**
Full-Time Equivalent	**0.60**	**0.63**	**2.52**	**3.15**	**3.00**

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 the land ownership system. Public Land Survey Corners are the basis for describing, dividing, developing, and taxing real property. Nearly 20,000 corners in the area have been established since the 1800's and more 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 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; (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; (4) Strengthen cooperation between public agencies; (6) Encourage citizen understanding and participation in County government; (9) Promote employee pride, high standards of performance, and productivity; and (11) Maintain public records to provide financial, historical, and statistical information.

Program Information

The Corner Restoration Program provides the services listed below.

Public Land Survey Corner Restoration

Strategic Objective: To visit and restore Public Land Survey Corners that are in danger of being destroyed, or have been destroyed, by logging, fire, construction, mal-intent, 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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Corners reestablished or visited and reported upon	139	95	100	150	150
Corners with geodetic survey positions	1%	2%	3%	4%	6%
Corner reestablishment field notes scanned and archived	10%	20%	25%	35%	75%
Corner reestablishment records available online	25%	30%	30%	40%	75%
Trainings hosted to educate the public on corners	5	5	5	5	5

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. Since mid-fiscal year 2012-2013, the priority has been 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. The result is a great affect on a large population and fewer corners being maintained due to substantially increased complexity in the work.

Corner Restoration

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)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Technical training hours	30	30	60	75	120
Technical training hours per FTE	7.5	10.0	10.0	15.0	15.0

Track industry and technology trends, and seek out local training opportunities through Oregon State University College of Engineering in conjunction with online training options through the Bureau of Land Management Cadastral Survey. Utilize expertise of senior staff to train junior staff in-house.

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. Increase public awareness through education outreach, thereby decreasing the number of corners for which cost recovery is sought.

Outcome(s)	Fiscal Year 2012-2013 Actual	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Expected	Fiscal Year 2016-2017 Projected
Corners destroyed for which cost recovery was sought	0	3	5	10	10
Corners destroyed for which cost recovery was achieved	0	0	0	0	0

Cost recovery is very difficult to obtain. When consistent disregard for State survey law repeatedly occurs through destruction of public land survey corners, reimbursement is sought. Repeated education of road departments, public works departments, utility companies, and private construction contractors is essential.

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 was 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 affects. Corners in more populated areas require substantially more technical surveying and a greater amount of time to achieve legally compliant corner restoration.

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.

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 was 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 had been decreasing, until stabilizing in fiscal year 2013-2014. A statistical analysis of revenue has been performed and the results 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 variable economic conditions, the use of conservative estimates is most practical. The monthly revenue source for this Program appears to be trending towards variable predictions based on fiscal years 2013-2014 and 2014-2015 being a change from the volatile conditions that existed prior to fiscal year 2013-2014.

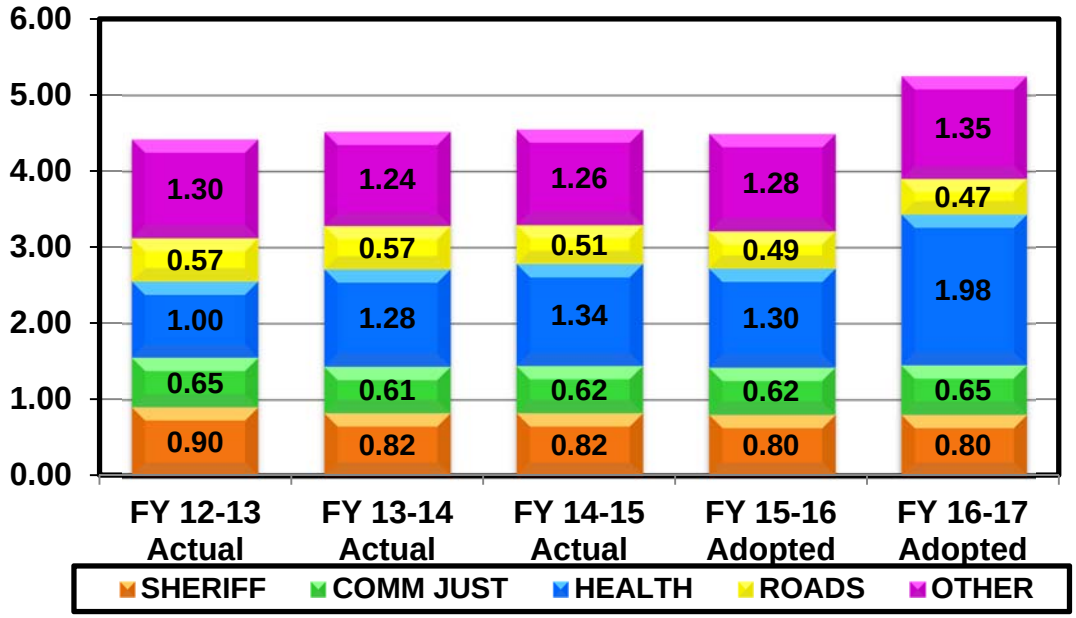
Overall the fund is stable and creates sufficient monthly revenue to support the majority of the Corner Restoration Program costs. The Corner Fund currently has a reserve to cover shortfalls in the associated monthly revenue source and to make one-time materials or services purchases to improve operational 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 support from the County's General Fund.

Corner Restoration

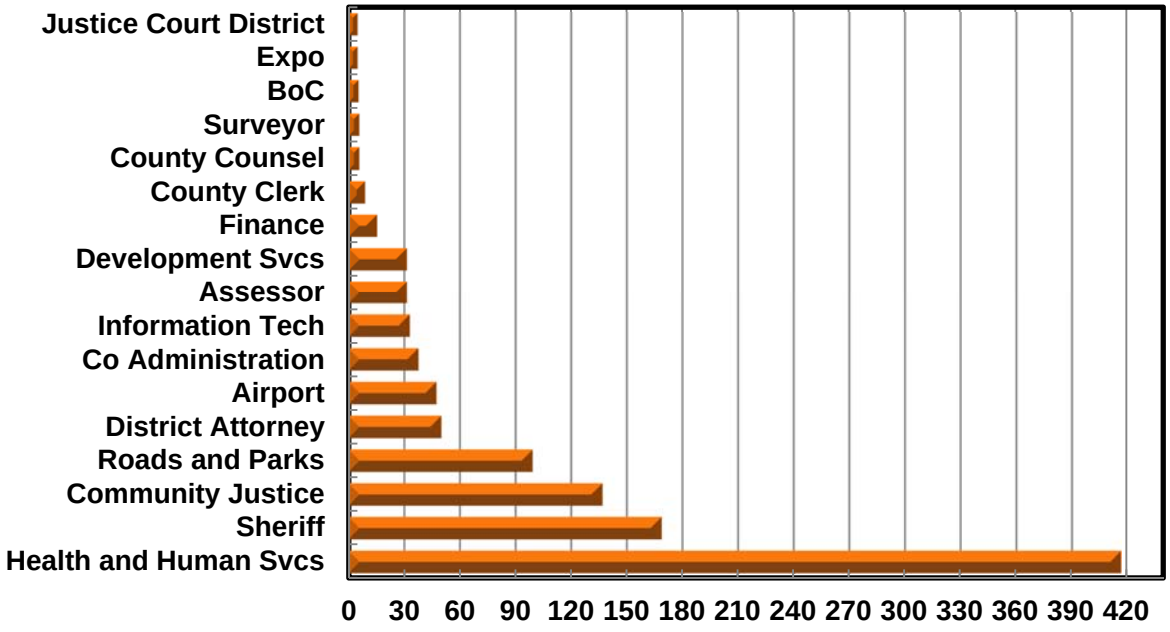
Program: 430102	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
REVENUES					
Fees & Other Service Charges	$412,752	$337,117	$357,756	$360,000	$385,000
All Other Resources	$4,163	$47,387	$0	$10,000	$13,500
Interfund Transfers	$23,000	$0	$0	$0	$0
Fund Balance	$0	$0	$0	$1,076,540	$1,100,000
Total	**$439,915**	**$384,504**	**$357,756**	**$1,446,540**	**$1,498,500**
EXPENDITURES					
Personnel Services	$243,850	$215,160	$193,743	$266,042	$297,369
Materials & Services	$102,554	$103,273	$107,415	$147,371	$251,319
Capital Outlay	$0	$28,867	$0	$85,000	$15,000
Contingency	$0	$0	$0	$130,000	$156,000
Ending Balance and Reserves	$0	$0	$0	$818,127	$778,812
Total	**$346,404**	**$347,300**	**$301,158**	**$1,446,540**	**$1,498,500**
Full-Time Equivalent	**4.40**	**4.13**	**3.48**	**2.85**	**3.00**

PERSONNEL

FTEs PER THOUSAND POPULATION



FTEs BY DEPARTMENT FOR FISCAL YEAR 2016-2017



FTEs BY DEPARTMENT AND POSITION

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ADOPTED	2016-2017 ADOPTED
AIRPORT							
AIRPORT							
	Utility Worker	E0008	1.00	0.00	0.00	0.00	0.00
	Custodian-Airport	E0010	0.00	0.00	0.00	5.00	5.00
	Office Assistant II	E0010	1.00	1.00	1.00	1.00	1.00
	Airport Enf Officer	E0011	11.95	11.95	10.95	11.95	11.95
	Accounting Clerk II	E0012	1.60	1.60	1.60	1.60	1.60
	Office Assistant III	E0012	1.00	1.00	1.00	1.00	0.00
	Project Specialist	E0013	2.00	2.00	3.00	2.00	2.00
	Landscape Technician	E0014	0.00	1.00	1.00	1.00	1.00
	Airport Protection Specialist	E0015	4.20	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	0.50	0.50	0.50	0.50
	Airport Compliance Coordinator	E0018	1.00	1.00	1.00	1.00	2.00
	Sr Maintenance Worker	E0018	7.00	7.00	7.00	7.00	7.00
	Electrician	E0022	1.00	1.00	1.00	1.00	2.00
	Sr Project/Svcs Coordinator	E0024	0.00	0.00	0.00	0.00	1.00
	Accountant I	M0002	1.00	1.00	1.00	1.00	1.00
	Administrative Assistant II	M0002	1.00	1.00	1.00	1.00	1.00
	Maintenance Supervisor	M0006	1.00	1.00	1.00	1.00	1.00
	Program Manager II	M0009	2.00	2.00	2.00	2.00	2.00
	Senior Maintenance Manager	M0009	1.00	1.00	1.00	1.00	1.00
	Airport Director	M0018	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		40.75	40.25	40.25	45.25	47.25
ASSESSOR							
ASSESSOR							
	County Assessor	C0091	1.00	1.00	1.00	1.00	1.00
	Office Assistant II	E0010	0.00	0.00	0.00	0.75	0.50
	Office Assistant III	E0012	8.00	6.00	7.00	7.00	7.00
	Office Assistant IV	E0015	2.00	2.00	2.00	2.00	2.00
	Cartographer	E0017	2.00	2.00	2.00	2.00	2.00
	Property Appraiser I	E0019	3.00	3.00	3.00	1.00	3.00
	Sr Cartographer	E0019	1.00	1.00	1.00	1.00	1.00
	Property Appraiser II	E0021	5.00	5.00	5.00	7.00	6.00
	Commercial Appraiser	E0023	2.00	2.00	2.00	2.00	2.00
	Data/Property Analyst II	E0023	1.00	1.00	1.00	1.00	1.00
	Lead Appraiser/Appraiser Spec	E0024	3.00	3.00	3.00	3.00	3.00
	Administrative Assistant I	M0001	1.00	1.00	1.00	0.00	0.00
	Supervisor I	M0003	0.00	1.00	1.00	1.00	0.00
	Supervisor II	M0004	0.00	0.00	0.00	0.00	1.00
	Project/Program Coordinator II	M0005	1.00	1.00	1.00	1.00	1.00
	Project/Program Coordinator IV	M0007	1.00	0.00	0.00	0.00	0.00
	Program Manager IV	M0011	1.00	1.00	1.00	1.00	1.00
	Chief Appraiser	M0013	1.00	0.00	0.00	0.00	0.00
	TOTAL DEPARTMENT		33.00	30.00	31.00	30.75	31.50

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ADOPTED	2016-2017 ADOPTED
BOARD OF COMMISSIONERS							
BOARD OF COMMISSIONERS	County Commissioner	C0098	3.00	3.00	3.00	3.00	3.00
	Administrative Assistant II	M0002	1.80	1.80	2.62	2.35	2.35
	Project/Program Coordinator III	M0006	0.20	0.20	0.20	0.20	0.20
	TOTAL DEPARTMENT		5.00	5.00	5.82	5.55	5.55
COMMUNITY JUSTICE							
COMMUNITY JUSTICE	Health Assistant I	E0011	1.00	1.00	0.00	0.00	0.00
	Office Assistant III	E0012	13.00	12.00	14.00	14.00	14.00
	Com Svc Crew Coord	E0013	10.00	10.00	10.00	10.00	10.50
	Transition Center Technician	E0013	12.00	13.00	13.00	13.00	14.00
	Office Assistant IV	E0015	1.00	0.00	0.00	0.00	0.00
	Juvenile Justice Specialist I	E0017	21.00	21.00	21.00	21.00	20.00
	Program Specialist - Comm Just	E0017	6.00	1.00	1.00	1.00	4.00
	Juvenile Justice Specialist II	E0019	7.00	6.00	6.00	6.00	6.00
	Alcohol and Drug Specialist	E0020	2.00	2.00	2.00	2.00	4.00
	Community Justice Officer	E0020	6.00	6.00	7.00	7.00	7.00
	Sr Program Spec – Comm Just	E0020	1.00	0.00	0.00	0.00	0.00
	Mental Health Spec II	E0022	0.00	1.00	2.00	2.00	2.00
	Juvenile Probation Officer	E0023	10.75	11.00	11.00	11.00	11.00
	Sr Deputy Probation	P0201	22.00	21.00	22.00	22.00	23.00
	Mental Health Spec III	E0024	1.00	1.00	1.00	1.00	0.00
	QMHP I	E0024	0.00	0.00	0.00	0.00	1.00
	Accountant I	M0002	0.00	1.00	1.00	1.00	1.00
	Administrative Assistant II	M0002	0.00	0.00	0.00	0.00	1.00
	Supervisor I	M0003	4.00	4.00	4.00	4.00	4.00
	Supervisor II	M0004	1.00	1.00	1.00	1.00	1.00
	Project/Program Coordinator II	M0005	1.00	1.00	1.00	1.00	1.00
	Supervisor III	M0005	2.00	2.00	2.00	2.00	2.00
	Project/Program Coordinator IV	M0007	1.00	1.00	1.00	1.00	1.00
	Program Manager II	M0009	3.00	2.00	2.00	2.00	3.00
	Program Manager III	M0010	2.00	2.00	2.00	2.00	2.00
	Program Manager VIII	M0015	3.00	3.00	3.00	3.00	3.00
	Community Justice Director	M0019	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		131.75	124.00	128.00	128.00	136.50
COUNTY ADMINISTRATION							
COUNTY ADMINISTRATION	Office Assistant II	E0010	0.50	0.50	0.50	0.50	0.50
	Mail Courier	E0012	1.50	1.50	1.50	1.50	1.50
	Maintenance Assistant	E0012	4.00	4.00	3.00	2.00	1.00
	Office Assistant III	E0012	1.00	1.00	1.00	1.00	1.00
	Sr Library Asst	E0016	1.00	1.00	1.00	1.00	1.00
	Assistant Watermaster I	E0017	1.00	0.00	0.00	0.00	2.00
	Sr Maintenance Worker	E0018	7.00	7.00	8.00	9.00	10.00
	Assistant Watermaster II	E0021	1.00	1.00	1.00	1.00	0.00
	County Administrator	A0100	1.00	1.00	1.00	1.00	1.00

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ADOPTED	2016-2017 ADOPTED
COUNTY ADMINISTRATION	Administrative Assistant II	M0002	3.30	3.30	3.38	4.15	4.15
	Administrative Assistant III	M0003	1.00	1.00	1.00	0.00	0.00
	Project/Program Coordinator II	M0005	2.00	2.00	2.00	2.00	2.00
	Project/Program Coordinator III	M0006	0.80	0.80	0.80	0.80	0.80
	Maintenance Manager	M0007	2.00	2.00	2.00	2.00	2.00
	Budget Analyst	M0008	1.00	1.00	1.00	1.00	1.00
	HR/Risk Analyst	M0008	1.75	1.75	1.75	1.75	2.75
	Program Manager I	M0008	1.00	1.00	1.00	0.00	0.00
	Sr Auditor	M0008	2.00	2.00	2.00	2.00	2.00
	Emergency Manager	M0009	1.00	1.00	0.00	0.00	0.00
	Sr HR/Risk Analyst	M0010	2.00	1.00	1.00	1.00	1.00
	Program Manager VI	M0013	1.00	1.00	1.00	1.00	1.00
	County Auditor	M0017	1.00	1.00	1.00	1.00	1.00
	HR/Risk Director	M0017	1.00	1.00	1.00	1.00	1.00
	Sr Deputy County Administrator	M0019	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		39.85	37.85	36.93	35.70	37.70

COUNTY CLERK

COUNTY CLERK	County Clerk	C0092	1.00	1.00	1.00	1.00	1.00
	Office Assistant III	E0012	5.60	4.60	4.60	4.60	5.00
	Office Assistant IV	E0015	0.00	1.00	1.00	1.00	1.00
	Supervisor I	M0003	1.00	1.00	1.00	1.00	1.00
	Program Manager II	M0009	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		8.60	8.60	8.60	8.60	9.00

COUNTY COUNSEL

COUNTY COUNSEL	Administrative Assistant II	M0002	1.00	1.00	1.00	1.00	1.00
	Project/Program Coordinator II	M0005	1.00	1.00	1.00	1.00	1.00
	Assistant County Counsel	M0010	1.00	1.00	1.00	1.00	1.00
	Sr Assistant County Counsel	M0013	2.00	2.00	2.00	2.00	2.00
	County Counsel	M0018	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		6.00	6.00	6.00	6.00	6.00

DEVELOPMENT SERVICES

DEVELOPMENT SERVICES	Office Assistant III	E0012	1.50	1.50	1.50	1.50	2.50
	Building Technician	E0014	1.00	1.50	1.50	2.00	3.00
	Office Assistant IV	E0015	2.00	1.00	1.00	1.00	1.00
	Office Assistant V	E0017	1.00	2.00	2.00	2.00	2.00
	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	1.00	1.00	1.50	2.00	2.00
	Construction Inspector	E0024	4.00	4.00	5.00	5.00	6.00
	Planner II	E0024	3.00	3.00	3.00	3.00	4.00
	Planner III	E0026	4.00	4.00	4.00	4.00	4.00

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ADOPTED	2016-2017 ADOPTED
DEVELOPMENT SERVICES	Project/Program Coordinator II	M0005	1.00	1.00	1.00	1.00	1.00
	Program Manager VI	M0013	1.00	1.00	1.00	1.00	1.00
	Development Services Director	M0018	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		24.50	25.00	26.50	27.50	31.50

DISTRICT ATTORNEY

DISTRICT ATTORNEY	District Attorney	C0078	1.00	1.00	1.00	1.00	1.00
	Office Assistant II	E0010	1.00	0.00	0.00	0.00	0.00
	Legal Assistant I	E0012	2.00	2.00	2.00	3.00	3.00
	Office Assistant III	E0012	6.00	1.50	2.00	2.00	2.00
	Project Specialist	E0013	1.50	1.50	2.50	2.50	3.00
	Legal Assistant II	E0015	11.00	11.00	11.00	11.00	11.00
	Office Assistant IV	E0015	0.00	4.00	4.00	4.00	4.00
	Victim/Witness Spec	E0022	1.00	1.00	1.00	1.00	2.00
	Administrative Assistant III	M0003	0.00	0.00	0.00	0.00	1.00
	Deputy District Attorney I	M0005	7.00	7.00	8.00	7.00	7.00
	Supervisor III	M0005	1.00	1.00	0.00	0.00	0.00
	Supervisor IV	M0006	2.00	2.00	3.00	3.00	3.00
	Deputy District Attorney II	M0010	8.00	7.00	7.00	8.00	9.00
	Sr Deputy District Attorney	M0013	3.00	3.00	3.00	3.00	3.00
	Chief Deputy District Attorney	M0015	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		45.50	43.00	45.50	46.50	50.00

EXPO

EXPO	Expo Grounds Worker	E0013	0.00	0.00	0.00	0.00	1.00
	Project Specialist	E0013	1.00	1.00	1.00	1.00	1.00
	Lead Expo Grounds Worker	E0016	0.00	0.00	0.00	0.00	1.00
	Community Progr Coordinator	E0018	0.00	0.00	0.00	1.00	1.00
	Sr Maintenance Worker	E0018	1.00	1.00	1.00	2.00	0.00
	Project/Program Coordinator III	M0006	1.00	1.00	0.80	0.00	0.00
	Program Manager V	M0012	0.00	0.00	0.00	1.00	1.00
	Exposition Park Director	M0017	1.00	0.65	0.00	0.00	0.00
	TOTAL DEPARTMENT		4.00	3.65	2.80	5.00	5.00

FINANCE

FINANCE	Customer Service Specialist	E0012	3.56	3.56	3.56	3.56	2.50
	Office Assistant III	E0012	0.00	1.00	1.00	1.00	1.00
	Accounting Clerk III	E0015	4.00	4.00	4.00	5.00	6.00
	Personal Prop Field Dep	E0020	1.00	1.00	1.00	1.00	1.00
	Supervisor I	M0003	1.00	1.00	1.00	1.00	1.00
	Accountant III	M0004	1.00	1.00	1.00	1.00	1.00
	Project/Program Coordinator IV	M0007	2.00	2.00	2.00	2.00	2.00
	Finance Director/Treasurer	M0017	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		13.56	14.56	14.56	15.56	15.50

HEALTH AND HUMAN SERVICES

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ADOPTED	2016-2017 ADOPTED
HEALTH AND HUMAN SERVICES	Office Assistant II	E0010	2.10	2.30	2.50	2.50	2.50
	Shelter Technician	E0011	4.00	4.00	4.00	4.00	4.00
	Office Assistant III	E0012	18.60	20.30	24.30	24.50	34.50
	Veterans Services Officer I	E0012	1.00	0.80	0.00	0.00	0.00
	Health Assistant II	E0013	10.00	9.85	9.85	9.85	14.85
	Project Specialist	E0013	3.00	4.00	5.00	4.00	10.00
	Skills Trainer	E0014	15.50	25.50	27.50	27.50	0.00
	Accounting Clerk III	E0015	5.00	5.00	5.00	5.00	7.00
	Health Assistant III	E0015	0.50	1.50	2.50	3.50	1.50
	Office Assistant IV	E0015	4.00	4.00	4.00	4.00	6.00
	Veterans Services Officer II	E0015	2.00	2.00	3.00	3.00	3.00
	Animal Control Deputy	E0016	2.00	2.00	2.00	2.00	2.00
	Office Assistant V	E0017	0.00	0.00	1.00	0.00	1.00
	QMHA I	E0017	0.00	0.00	0.00	0.00	31.50
	Community Progr Coordinator	E0018	0.80	0.00	0.00	0.00	0.00
	Database Operator	E0018	1.00	1.00	1.00	1.00	1.00
	Alcohol and Drug Specialist	E0020	1.00	1.00	1.00	1.00	1.00
	Dev Disability Case Manager	E0020	11.00	13.00	13.00	13.00	15.00
	Disease Intervention Spec	E0020	0.65	0.00	0.00	0.00	0.00
	Mental Health Spec I	E0020	14.00	17.00	21.00	20.00	0.00
	QMHA II	E0020	0.00	0.00	0.00	0.00	62.00
	Sr Com Program Coordinator	E0020	0.00	0.00	0.00	0.00	0.80
	Com Outreach Ed	E0021	1.80	3.80	4.00	4.00	5.50
	Licensed Practical MH Nurse	E0021	0.00	0.00	1.00	0.00	1.00
	Dev Disability Specialist	E0022	2.00	2.00	2.00	2.00	3.00
	HHS Investigator	E0022	1.00	1.00	2.00	2.00	2.00
	Mental Health Spec II	E0022	3.00	8.00	6.00	8.00	5.00
	Project/Services Coordinator	E0022	0.00	0.00	0.00	0.00	2.00
	Mental Health Spec III	E0024	36.70	48.05	51.40	50.40	0.00
	QMHP I	E0024	0.00	0.00	0.00	0.00	85.90
	Registered Dietitian	E0024	0.85	0.65	0.65	0.65	1.00
	Sr Project/Svcs Coordinator	E0024	1.00	2.00	2.00	2.00	2.00
	Envir Health Spec II	E0025	4.00	4.00	4.00	4.00	5.00
	Envir Health Spec III	E0026	1.00	0.00	0.00	0.00	0.00
	Epidemiologist	E0026	0.00	0.00	0.00	0.00	1.00
	Mental Health Spec IV	E0026	4.00	6.00	7.00	7.00	0.00
	QMHP II	E0026	0.00	0.00	0.00	0.00	13.00
	Com Health Nurse II	E0028	4.50	4.50	4.60	4.60	2.70
	Com Health Nurse III	E0030	3.70	6.50	7.00	7.00	8.00
	Mental Health Nurse	E0030	3.60	4.50	3.00	4.50	5.00
	Nurse Practitioner	E0036	1.40	1.40	1.30	1.30	0.80
	Accountant I	M0002	1.00	1.00	1.00	1.00	1.00
	Administrative Assistant II	M0002	2.00	2.00	2.00	2.00	3.00
	IT Support Specialist I	M0002	1.00	1.00	0.00	1.00	0.00
	IT Support Specialist II	M0003	0.00	0.00	0.00	0.00	2.00
	Supervisor I	M0003	2.00	2.00	2.00	2.00	5.00
	Supervisor II	M0004	1.00	1.00	1.00	1.00	1.00
	Project/Program Coordinator II	M0005	1.00	1.00	0.00	1.00	0.00
	Supervisor III	M0005	3.00	4.00	4.00	4.00	5.00

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ADOPTED	2016-2017 ADOPTED
HEALTH AND HUMAN SERVICES	System Administrator III	M0005	1.00	1.00	1.00	1.00	1.00
	Project/Program Coordinator III	M0006	0.00	0.00	0.00	0.00	1.00
	Project/Program Coordinator IV	M0007	0.00	2.00	2.00	2.00	2.00
	Supervisor V	M0007	0.00	0.50	0.50	0.50	0.00
	Program Manager I	M0008	4.00	7.80	7.60	7.60	6.00
	Program Manager II	M0009	4.00	8.00	10.00	8.00	19.00
	Program Manager III	M0010	3.00	4.00	3.00	4.00	3.00
	Program Manager IV	M0011	3.00	3.00	3.00	3.00	5.00
	Program Manager V	M0012	2.00	2.00	2.00	2.00	2.00
	Program Manager VI	M0013	2.00	4.00	5.00	5.00	8.00
	Program Manager VII	M0014	2.00	1.00	1.00	1.00	1.00
	Program Manager VIII	M0015	3.00	2.00	2.00	2.00	2.00
	Program Manager IX	M0016	1.00	1.00	1.00	1.00	1.00
	Psychiatrist	M0016	1.00	5.45	3.00	4.50	5.00
	Medical Director	M0017	1.00	1.00	1.00	1.00	1.00
	Psychiatric Medical Director	M0017	0.00	0.00	0.00	0.00	1.00
	Health and Human Services Dir	M0019	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		203.70	261.40	275.71	277.90	416.55

INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY	Administrative Assistant I	M0001	1.00	0.75	1.00	1.00	1.00
	IT Support Specialist I	M0002	1.00	0.00	0.00	0.00	1.00
	IT Support Specialist II	M0003	1.00	1.00	1.00	1.00	3.00
	Programmer Analyst I	M0003	1.00	1.00	0.00	1.00	1.00
	System Administrator I	M0003	1.00	1.00	0.00	1.00	0.00
	IT Support Specialist III	M0004	4.00	4.00	4.80	4.00	5.00
	Programmer Analyst II	M0004	1.00	1.00	2.00	2.00	3.00
	System Administrator II	M0004	0.00	0.00	0.00	0.00	1.00
	Programmer Analyst III	M0005	3.80	2.80	1.00	1.00	1.00
	Project/Program Coordinator II	M0005	1.50	1.00	1.00	1.00	1.00
	System Administrator III	M0005	6.00	4.00	6.00	4.00	5.00
	Programmer Analyst IV	M0007	1.00	2.00	2.00	2.00	2.00
	Programmer Analyst V	M0008	2.00	2.00	2.00	2.00	2.00
	System Administrator IV	M0008	3.00	3.00	3.00	3.00	3.00
	Program Manager II	M0009	2.00	2.00	1.00	1.00	1.00
	Programmer Analyst VI	M0009	1.00	1.00	1.00	1.00	0.00
	System Administrator V	M0010	1.00	1.00	1.00	1.00	1.00
	Program Manager IV	M0011	0.00	0.00	1.00	1.00	0.00
	Program Manager VI	M0013	1.00	1.00	1.00	1.00	1.00
	Technology Director	M0018	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		33.30	29.55	29.80	29.00	33.00

JUSTICE COURT DISTRICT

JUSTICE COURT DISTRICT	Justice of the Peace	C0087	1.00	1.00	1.00	1.00	1.00
	Office Assistant II	E0010	3.80	3.00	3.00	3.00	3.00
	Supervisor I	M0003	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		5.80	5.00	5.00	5.00	5.00

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ADOPTED	2016-2017 ADOPTED
ROADS AND PARKS							
ROADS AND PARKS							
	Office Assistant III	E0012	4.00	4.00	4.00	3.00	3.00
	Equipment Services Worker I	E0014	3.00	1.00	1.00	1.00	1.00
	Landscape Technician	E0014	2.00	1.00	1.00	1.00	1.00
	Road Maintenance Worker	E0014	15.00	15.00	15.00	15.00	15.00
	Accounting Clerk III	E0015	1.00	1.00	1.00	1.00	1.00
	Office Assistant IV	E0015	0.00	0.00	1.00	1.00	1.00
	Traffic Control Worker	E0015	4.00	2.00	1.00	1.00	1.00
	Equipment Operator II	E0016	16.00	20.00	19.00	19.00	19.00
	Bridge Carpenter	E0017	1.00	1.00	1.00	1.00	1.00
	Equipment Services Worker II	E0017	3.00	3.00	3.00	3.00	3.00
	Herbicide Applicator	E0017	3.00	2.00	2.00	2.00	2.00
	Engineering Technician I	E0018	1.00	1.00	1.00	1.00	1.00
	Equipment Operator III	E0018	8.00	0.00	0.00	0.00	0.00
	Planning Technician II	E0018	1.00	0.00	0.00	0.00	0.00
	Equipment Mechanic	E0019	5.00	4.00	4.00	4.00	4.00
	Lead Equipment Operator	E0019	12.00	12.00	12.00	12.00	12.00
	Park Ranger	E0019	4.00	4.00	4.00	4.00	3.00
	Safety Technician	E0019	0.00	0.00	1.00	1.00	1.00
	Weighmaster/Safety Technician	E0019	1.00	1.00	1.00	0.00	0.00
	Engineering Technician II	E0020	1.00	1.00	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	5.00	5.00	5.00	5.00
	Welder	E0020	1.00	0.00	0.00	0.00	0.00
	Engineering Technician III	E0022	3.00	2.00	2.00	2.00	1.00
	Engineering Associate	E0025	2.00	2.00	2.00	2.00	2.00
	Administrative Assistant III	M0003	2.00	2.00	2.00	2.00	2.00
	Supervisor I	M0003	0.00	1.00	1.00	1.00	1.00
	Project/Program Coordinator II	M0005	2.00	2.00	2.00	2.00	2.00
	Maintenance Supervisor	M0006	1.00	1.00	1.00	1.00	1.00
	Parks Operations Supervisor	M0006	1.00	1.00	1.00	1.00	1.00
	Project/Program Coordinator III	M0006	1.00	1.00	1.00	1.00	1.00
	Maintenance Manager	M0007	4.00	4.00	4.00	4.00	4.00
	Survey Chief	M0007	1.00	1.00	1.00	1.00	0.00
	Construction Manager	M0010	1.00	1.00	1.00	1.00	1.00
	Program Manager V	M0012	3.00	3.00	3.00	3.00	3.00
	Project Engineer	M0013	1.00	1.00	1.00	1.00	1.00
	Program Manager VIII	M0015	1.00	1.00	1.00	1.00	1.00
	Program Manager IX	M0016	1.00	1.00	1.00	1.00	1.00
	Roads and Parks Director	M0019	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		116.00	104.00	104.00	102.00	99.00
SHERIFF							
SHERIFF							
	County Sheriff	C0096	1.00	1.00	1.00	1.00	1.00
	Security Officer	F0510	2.50	2.50	1.50	1.50	1.50
	Records Clerk	F0520	32.00	28.00	29.00	30.00	30.00
	Criminal Data Tech	F0542	2.00	1.00	2.00	1.00	1.00
	Search and Rescue Assistant	F0542	1.00	1.00	1.00	1.00	1.00

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2012-2013 ACTUAL	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ADOPTED	2016-2017 ADOPTED
SHERIFF	Community Services Officer	F0545	3.00	4.50	4.50	4.50	3.00
	Property Evidence Clerk	F0550	2.00	1.00	1.00	1.00	1.00
	Corrections Deputy	F0571	48.00	51.00	49.00	48.00	50.00
	Criminal Deputy	F0581	56.00	46.45	48.00	48.00	50.00
	Transportation Deputy	F0581	2.00	2.00	2.00	2.00	2.00
	Corrections Specialist	F566A	1.00	1.00	1.00	1.00	1.00
	Administrative Assistant I	M0001	1.00	1.00	1.75	1.75	1.75
	Administrative Assistant II	M0002	2.50	1.50	1.00	1.00	0.00
	Project/Program Coordinator II	M0005	3.00	4.00	3.00	3.00	4.00
	Supervisor IV	M0006	2.00	2.00	2.00	2.00	2.00
	Program Manager II	M0009	1.00	1.00	1.00	1.00	1.00
	Sergeant I	M0009	4.00	3.00	5.00	4.00	5.00
	Sergeant II	M0010	11.00	9.90	10.00	10.00	9.00
	Lieutenant	M0013	5.00	4.00	1.00	0.00	0.00
	Captain	M0016	2.00	2.00	3.00	3.00	3.00
	Undersheriff	M0017	1.00	0.00	0.00	1.00	1.00
	TOTAL DEPARTMENT		183.00	167.85	167.75	165.75	168.25

SURVEYOR

SURVEYOR							
	County Surveyor	C0095	1.00	1.00	1.00	1.00	1.00
	Office Assistant III	E0012	0.00	0.00	1.00	1.00	1.00
	Surveying Technician I	E0018	0.00	0.75	2.00	2.00	2.00
	Land Surveyor II	E0020	1.00	0.00	0.00	0.00	0.00
	Surveying Technician II	E0022	2.00	3.00	1.00	1.00	0.00
	Surveying Associate	E0025	0.00	0.00	1.00	1.00	2.00
	Administrative Assistant II	M0002	1.00	0.00	0.00	0.00	0.00
	TOTAL DEPARTMENT		5.00	4.75	6.00	6.00	6.00
		GRAND TOTAL	899.31	910.46	934.22	940.06	1,103.30

Salary range codes are as follows: M = Management, C = Elected Officials, E = Service Employees International Union
F = Jackson County Sheriff's Association Employees, P = Federation of Parole and Probation Officers

SALARY SCHEDULES

Jackson County Non-Represented Employees
Salary Schedule
July 11, 2016

Band	Step 1 (1 Year)	Step 2 (1 Year)	Step 3 (1 Year)	Step 4 (1 Year)	Step 5 (1 Year)	Step 6
1	18.16	19.07	20.02	21.01	22.07	23.18
2	19.38	20.36	21.38	22.43	23.56	24.74
3	21.43	22.49	23.61	24.80	26.05	27.34
4	22.45	23.58	24.76	26.00	27.30	28.66
5	26.30	27.61	28.99	30.44	31.96	33.55
6	27.90	29.29	30.76	32.29	33.91	35.61
7	29.26	30.73	32.26	33.87	35.57	37.34
8	30.61	32.15	33.75	35.45	37.22	39.08
9	31.74	33.33	35.00	36.75	38.59	40.51
10	32.45	34.07	35.78	37.57	39.44	41.42
11	33.78	35.48	37.25	39.11	41.06	43.11
12	35.11	36.86	38.71	40.64	42.68	44.81
13	36.88	38.73	40.66	42.70	44.84	47.07
14	38.68	40.61	42.64	44.77	47.01	49.36
15	39.40	41.37	43.44	45.62	47.89	50.29
16	41.12	43.18	45.34	47.60	49.98	52.49
17	43.75	45.94	48.23	50.64	53.18	55.83
18	47.04	49.39	51.87	54.46	57.18	60.04
19	51.18	53.74	56.42	59.25	62.21	65.33

03/10/2016

Elected Officials
Salary Schedule

Title	Class Code	07/11/16 Salary	01/09/17 Salary
County Assessor	C0091	43.75	43.75
County Clerk	C0092	44.81	44.81
County Commissioner, Position 1	C0098	45.94	48.23
County Commissioner, Position 2	C0098	48.23	50.64
County Commissioner, Position 3	C0098	45.94	48.23
County Sheriff	C0096	56.42	59.25
County Surveyor	C0095	40.64	42.68
District Attorney (County Portion)	C0078	11.84	12.43
Justice of the Peace	C0087	39.08	39.08

Jackson County Service Employees International Union
Salary Schedule
July 13, 2015

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	10.38	10.79	11.26	11.73	12.26	12.79	13.43
7	10.79	11.26	11.73	12.26	12.79	13.35	14.02
8	11.26	11.73	12.26	12.79	13.35	13.94	14.64
9	11.73	12.26	12.79	13.35	13.94	14.54	15.27
10	12.26	12.79	13.35	13.94	14.54	15.16	15.92
11	12.79	13.35	13.94	14.54	15.16	15.82	16.61
12	13.35	13.94	14.54	15.16	15.82	16.54	17.37
13	13.94	14.54	15.16	15.82	16.54	17.29	18.16
14	14.54	15.16	15.82	16.54	17.29	18.07	18.98
15	15.16	15.82	16.54	17.29	18.07	18.88	19.83
16	15.82	16.54	17.29	18.07	18.88	19.74	20.72
17	16.54	17.29	18.07	18.88	19.74	20.65	21.68
18	17.29	18.07	18.88	19.74	20.65	21.58	22.66
19	18.07	18.88	19.74	20.65	21.58	22.59	23.72
20	18.88	19.74	20.65	21.58	22.59	23.64	24.82
21	19.74	20.65	21.58	22.59	23.64	24.74	25.98
22	20.65	21.58	22.59	23.64	24.74	25.89	27.18
23	21.58	22.59	23.64	24.74	25.89	27.10	28.45
24	22.59	23.64	24.74	25.89	27.10	28.35	29.77
25	23.64	24.74	25.89	27.10	28.35	29.70	31.19
26	24.74	25.89	27.10	28.35	29.70	31.09	32.64
27	25.89	27.10	28.35	29.70	31.09	32.57	34.20
28	27.10	28.35	29.70	31.09	32.57	34.16	35.87
29	28.35	29.70	31.09	32.57	34.16	35.80	37.59
30	29.70	31.09	32.57	34.16	35.80	37.50	39.38
31	31.09	32.57	34.16	35.80	37.50	39.21	41.18
32	32.57	34.16	35.80	37.50	39.21	41.00	43.05
33	34.16	35.80	37.50	39.21	41.00	42.89	45.03
34	35.80	37.50	39.21	41.00	42.89	44.86	47.10
35	37.50	39.21	41.00	42.89	44.86	46.92	49.27
36	39.21	41.00	42.89	44.86	46.92	49.08	51.53

03/10/2016

Jackson County Sheriff's Employees' Association
Salary Schedule
July 11, 2016

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	14.72	15.46	16.23	17.04	17.89	18.79
Airport Security Officer	104	515	16.01	16.81	17.65	18.53	19.46	20.43
Records Clerk	100	520		17.38	18.25	19.16	20.12	21.13
Criminal Data Technician	101	540	17.38	18.25	19.16	20.12	21.13	22.18
Search and Rescue Assistant	112	542	18.04	18.94	19.89	20.88	21.93	23.02
Community Services Officer	130	545	19.45	20.42	21.44	22.52	23.64	24.82
Property/Evidence Clerk	190	550	21.09	22.14	23.25	24.41	25.64	26.92
Civil Deputy	115	561	23.07	24.22	25.43	26.71	28.04	29.44
Corrections Specialist	103A	566A	21.09	22.14	23.25	24.41	25.64	26.92
	103B	566B	21.62	22.70	23.84	25.03	26.28	27.59
	103C	566C	22.12	23.23	24.39	25.61	26.89	28.23
	103D	566D	22.65	23.78	24.97	26.22	27.53	28.91
	103E	566E	23.18	24.34	25.56	26.83	28.18	29.58
Corrections Deputy	113A	571	23.82	25.01	26.26	27.57	28.95	30.40
	113B	572	24.44	25.66	26.95	28.29	29.71	31.19
	113C	573	25.03	26.28	27.60	28.98	30.42	31.95
	113D	574	25.64	26.92	28.27	29.68	31.17	32.72
	113E	575	26.21	27.52	28.90	30.34	31.86	33.45
Criminal Deputy	120A-E	581	24.32	25.54	26.81	28.15	29.56	31.04
Transportation Deputy	118A-E	582	24.90	26.15	27.45	28.82	30.27	31.78
		583	25.56	26.84	28.18	29.59	31.07	32.62
		584	26.16	27.47	28.84	30.28	31.80	33.39
		585	26.76	28.10	29.50	30.98	32.53	34.15

03/10/2016

Federation of Oregon Parole and Probation Officers
Salary Schedule
July 13, 2015

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	23.22	24.30	25.44	26.61	27.86	29.15	30.61	31.84	33.11

03/10/2016

FIVE-YEAR PROJECTIONS

COMPREHENSIVE LONG-TERM FINANCIAL FORECAST

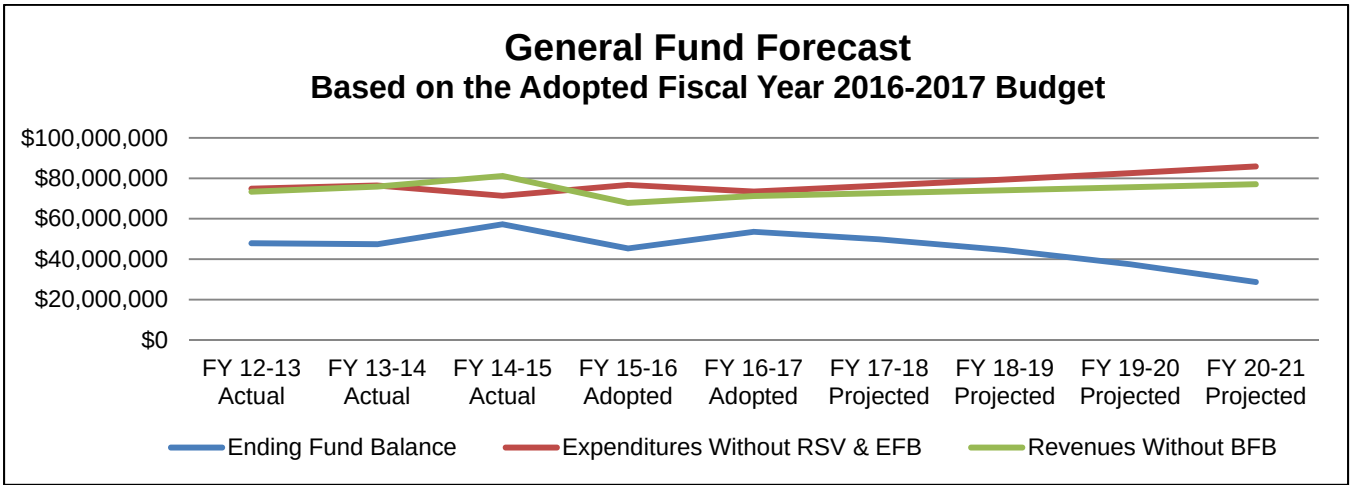
In this forecast, Jackson County projects expected revenues and expenditures for its major funds to help anticipate financial requirements. This tool is central to Jackson County's financial management strategy and budget planning process. This financial planning process can help shape decisions, and permits necessary and corrective action to be taken before problems become more severe.

The County forecasts 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 (O&C) revenues and the recession, the County has taken dramatic steps to reduce expenditures every year since fiscal year 2007-2008. Staff also continues to revise current fees and charges based on cost recovery.

The County forecasted its major funds based on the fiscal year 2016-2017 budget: the General Fund ($126,907,897), the Health and Human Services Fund ($66,433,495), the Airport Fund ($42,044,416), the Road Fund ($29,650,720), and the Internal Services Fund ($44,941,243). 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, elections, 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 changes in three significant sources of General Fund revenue: property taxes, Oregon and California Railroad Lands, and State-supported public safety programs. During 2010 through 2013, property values dropped to levels that were close to the maximum assessed value trend line imposed by Measure 50 which limits the amount of increase in property taxes to 3 percent per year. Property values began to stabilize in fiscal years 2013-2014 and 2014-2015. For fiscal year 2016-2017, 86 percent of residential properties are expected to increase in assessed value; the County will see a modest increase in property tax revenue.

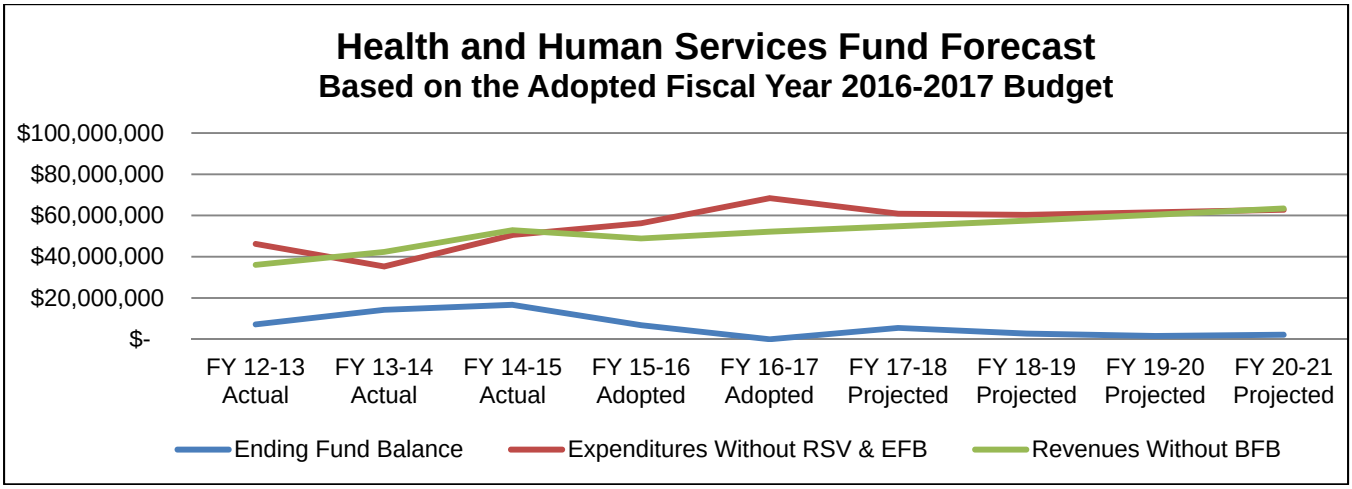
During fiscal year 1991-1992, the County received its last actual O&C payment from timber harvest shared revenue. Environmental issues, including the listing of the spotted owl as an endangered species, significantly reduced timber harvests and revenues. As a result, the Federal government provided a series of revenue guarantees. O&C payments were legislated under the Secure Rural Schools (SRS) and Community Self-Determination Act. The SRS Act was reauthorized under Public Law (PL) 110-343, PL 112-14, and most recently PL 114-10. Each reauthorization had been at greatly reduced amounts. At the time this budget was prepared, Congress had not reauthorized SRS; therefore, O&C revenues are projected based on the reduced amount of actual timber harvests. A permanent solution for the reduced timber harvest revenues has not been found and continued funding for O&C is uncertain.

Many public safety programs have been affected significantly by fluctuations in State funding to State-supported public safety functions. The Budget Committee's direction has been to not back-fill State-funded services when State funding is reduced. Uncertainty of State funding will continue to be the single biggest issue facing public safety programs in the years to come.

In May 2014, a measure to create a special Library District was approved by Jackson County voters. The new Library District provided stable funding for the library system and prevented the anticipated closure of the libraries. With the passage of the special Library District, the General Fund has sufficient reserves to weather the storm in the short-term. The projected Public Employees Retirement System (PERS) increase in contribution rates of 3.28 percent of salaries for the next three biennials will impact County services. For fiscal year 2017-2018, the County expects a General Fund increase in PERS costs of approximately $1,000,000; the County expects to absorb the first year of PERS-related increases. For fiscal year 2018-2019 and beyond, the County will need to closely monitor PERS-related expenses.

The Health and Human Services Fund (033)

The Health and Human Services Fund is a Special Revenue Fund used to protect and promote the health of Jackson County citizens. The primary revenue sources are State and Federal grants that are earmarked for specific activities.

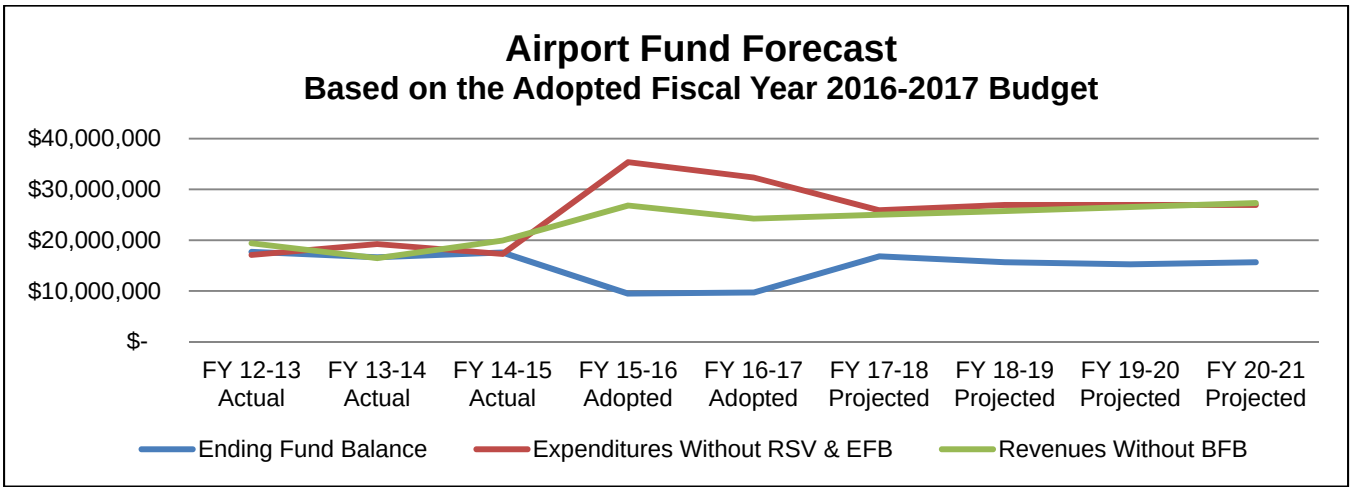


As part of the Affordable Care Act, the State reorganized how it provides physical, dental, and mental health services. In response to State direction and reforms in health care provisions, the County serves as a Managed Health Organization (MHO) to provide administrative oversight and mental health services. The County contracts with two Coordinated Care Organizations that service the Medicaid population within the County. State and Federal revenues for fiscal year 2016-2017 are expected to increase as a result of the Affordable Care Act. 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.
A new Health and Human Services consolidated center and parking garage in downtown Medford was completed in fiscal year 2014-2015. For fiscal year 2016-2017, Health and Human Services will be looking for an additional location to provide services in new areas of the County. This accounts for the large fluctuation in expenditures and fund balance for the Department.

The Airport Fund (500)

The Airport Fund is an Enterprise Fund that receives revenues from 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 completion of several capital projects. These projects are completed as State and Federal grants are received and, therefore, vary from year to year.

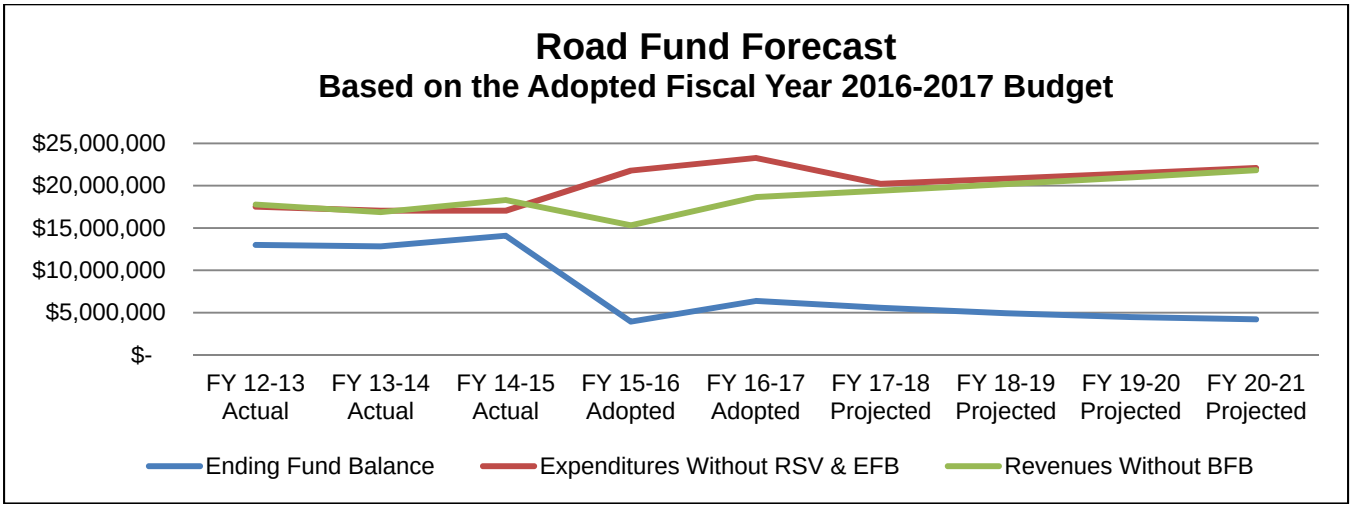


Due to improvements in the economy, the Airport has seen an increase in the passenger numbers and scheduled daily flights and the Airport Fund is in a stable condition. Revenues and expenditures have been projected to increase at a modest rate due to an anticipated increase in the amount of capital projects completed. The most significant projects on the horizon are taxiway and commercial gate apron improvements, and the construction completion of a snow removal equipment building.

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 economy continues to recover.

The Road Fund (020)

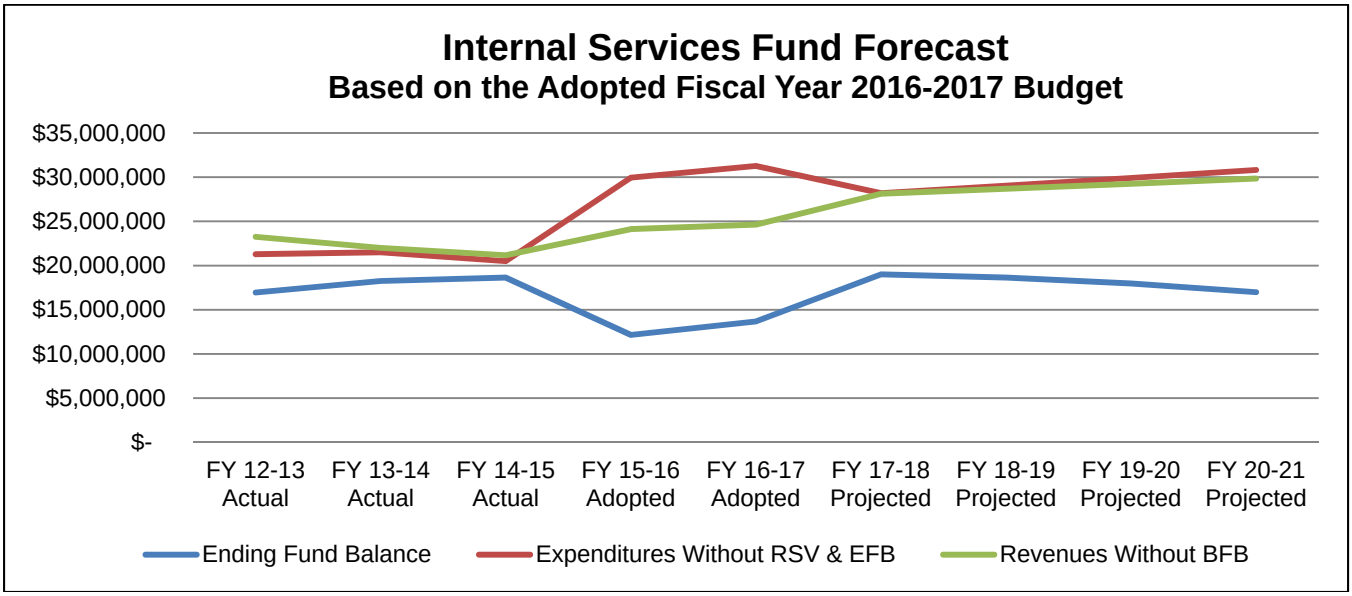
The Road Fund is a Special Revenue Fund that receives revenues from the State gas tax and vehicle registration fees. In years past, the fund received Federal forest timber payments based on actual cut amounts. Federal forest timber payments based on actual cut have been greatly reduced and Federal safety-net funding from year to year has many uncertainties. There is the possibility this Federal safety-net funding may be completely eliminated. For this reason, the fiscal year 2016-2017 Road Fund budget does not include revenue from Federal safety-net programs and, instead, only includes forest timber revenue based on actual cut estimates.
In 2009, the Oregon State Legislature passed House Bill (HB) 2001 increased vehicle registration and titling fees and added six cents per gallon to the State gas tax. This bill is now fully implemented and revenues help offset the loss of Federal timber revenue. However, reduced miles driven, coupled with more fuel efficient and electric vehicles, make this revenue stream uncertain for future years.



Revenues and expenditures have recently stabilized due to strategic efforts in recent years to reduce Department expenditures. In fiscal years 2016-2017 and beyond, the Department will continue to closely monitor State revenues and adjust expenditures accordingly.

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, Computer Replacement, County Administration, County Counsel, Facility Maintenance, Human Resources, Information Technology, Internal Audit, Mail Courier, Motor Pool, Risk Management-General and Auto Liability, Self-Insurance Health Plan, and Workers' Compensation. 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.



The Jackson County Wellness Center opened in July 2014. Employees and dependents covered under the Jackson County Health Plan are provided services at no cost. The County expects savings in health insurances expenses with employees utilizing the services of the Wellness Center. Since miCare bills the County directly, the County avoids the administrative overhead fees typically associated with traditional health care. The Jackson County Health Plan is a self-insured plan. Currently, the Jackson County Wellness Center is available only to

managers and non-represented employees. In the future, the Wellness Center may be available to union members in a negotiated contract.

The Internal Services Fund revenues are earned by charging individual departments for services rendered. The General Fund does provide some support to internal service departments. The support is established by budget 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 years 2016 through 2020 were projected between 2 and 5 percent increases from the 2016-2017 adopted budget. Not all Capital Outlay has been detailed in this projection; a full report of Capital Outlay for fiscal year 2016-2017 can be found beginning on page 49 of this document.

COUNTY ADMINISTRATION/FIDUCIARY AND CAPITAL PROJECTS

FISCAL YEAR		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
YEAR PROJECTED	2012-2013	$137,272,488				
	2013-2014	$114,402,412	$118,978,508			
	2014-2015	$108,192,710	$112,520,418	$117,021,235		
	2015-2016	$115,862,322	$120,496,815	$125,316,688	$130,329,355	
	2016-2017	$110,721,101	$115,149,945	$119,755,943	$124,546,181	$129,528,028

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

CO ADMIN: ASHLAND LIB EXTERIOR PAINT & SEAL	$50,000
CO ADMIN: COURTHSE LOWER PARAPET WALLS/ROOF RPR	$75,000
CO ADMIN: JACKSONVILLE LIB RE-ROOF	$70,000
DISTRICT ATTORNEY: BUILDING CONSTRUCTION	$350,000
HHS: MOORE CENTER REPLACE HVAC	$30,000
JUSTICE BLDG: 1ST FLOOR CARPET REPLACEMENT	$50,000
JUSTICE BLDG: PARKING LOT REPAIR/RESEAL	$80,000
JUVENILE BLDG: ROOF REPLACEMENT	$300,000
ROADS: ADMIN EXTERIOR PAINT	$40,000
ROADS: FLEET SHOP HVAC REPLACEMENT	$50,000
ROADS: TIRE SHOP EXTERIOR PANEL PAINT	$80,000
ROGUE FAMILY CTR: EXTERIOR PAINT & SEAL	$35,000
ROGUE FAMILY CTR: HVAC TANDEM UNIT SYSTEM RPLCMNT	$100,000
TRANSITION CTR: HVAC CONTROLS	$75,000
SHERIFF: JAIL PLUMBING UPGRADES (SHOWER/SINK/TOILET)	$150,000
SHERIFF: JAIL SECURITY CAMERA UPGRADE PHASE 1	$100,000
WHITE CITY CAPITAL: LOCAL LAND IMPROVEMENTS	$1,316,607

CO ADMIN: MEDFORD LIB BOILER REPLACEMENT	$100,000				
CO ADMIN: MEDFORD LIB SEAL MASONRY WALLS	$60,000				
CO ADMIN: ROGUE RIVER LIB ROOF REPLACEMENT	$70,000				
CO ADMIN: RUCH LIB DEMO OLD BLDG	$20,000				
COMM JUSTICE/ELECTIONS: DOOR LOCK SYSTEM	$75,000				
HHS: HAZEL BLDG EXT REPAIR/PAINT/SEAL & SIDEWALKS	$35,000				
HHS: HAZEL BLDG REPLACE ROOF	$25,000				
JUSTICE BLDG: HYBRID CONTROL	$70,000				
JUVENILE BLDG: FIRE SYSTEM UPGRADES	$30,000				
TRANSITION CTR: RE-ROOF MEN'S DORM	$175,000				
SHERIFF: JAIL EMERGENCY ELECTRICAL PANEL ADDITIONS	$100,000				
SHERIFF: JAIL PLUMBING UPGRADES (SHOWER/SINK/TOILET)	$100,000				
SHERIFF: JAIL SECURITY CAMERA UPGRADE PHASE 2	$300,000				
CO ADMIN: SHADY COVE LIB PAINT		$20,000			
COMM JUSTICE/ELECTIONS: HVAC REPLACEMENT		$60,000			
COMM JUSTICE/ELECTIONS: ROOF REPLACEMENT		$130,000			
COURTHOUSE: PARKING LOT REPLACEMENT		$180,000			
COURTHOUSE: RE-ROOF		$75,000			
JUSTICE BLDG: CHILLER REPLACEMENT		$150,000			
ROADS: ODOT TECH HVAC REPLACEMENT		$75,000			
SHERIFF: DEPOT LOCK SYSTEM REPLACEMENT		$100,000			
SHERIFF: JAIL CHILLER REPLACEMENT		$150,000			
SHERIFF: JAIL FIRE PUMPS		$50,000			
CO ADMIN: BUTTE FALLS LIB PAINT			$20,000		
CO ADMIN: PROSPECT LIB PAINT			$20,000		
COURTHOUSE: LIMESTONE SEALER			$30,000		
ROADS: FLEET SHOP ROOF REPLACEMENT			$100,000		
SHERIFF: JAIL CHILLER REPLACEMENT			$150,000		
SHERIFF: JAIL CIC DOOR LOCK/INTERCOM SYS UPGRADE			$300,000		
SHERIFF: JAIL GENERATOR REPLACEMENT			$300,000		
CO ADMIN: BRANCH LIBRARIES LED PARKING LOT LIGHTS					$100,000
CO ADMIN: MEDFORD LIB CHILLER REPLACEMENT					$175,000
COURTHOUSE: ROOF REPLACEMENT					$350,000
SHERIFF: JAIL INTAKE ROOF/SCREEN					$100,000
SHERIFF: SECURITY UPGRADES					$150,000

AIRPORT

FISCAL YEAR		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
YEAR PROJECTED	2012-2013	$38,737,651				
	2013-2014	$48,306,506	$50,238,766			
	2014-2015	$41,608,961	$43,273,319	$45,004,252		
	2015-2016	$46,207,496	$47,593,721	$49,021,533	$50,492,179	
	2016-2017	$42,044,416	$43,305,748	$44,604,921	$45,943,069	$47,321,361

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

1030 TERMINAL LOOP PKWY ROOF REPLACEMENT	$48,000
ADVERTISING BILLBOARDS	$135,000
CHIP SEAL SERVICE ROAD TO EAST RAMP	$125,000
CITY BUILDING REQUIREMENTS	$25,000
CO V – SNOW REMOVAL EQUIPMENT BLDG MATCH	$100,000
MAINTENANCE TRUCK	$35,000
PROPERTY ACQUISITION	$5,000,000
SECURITY VEHICLES (2)	$58,000

SECURITY FENCING-PECH/CIRRUS ROADS	$5,800				
SECURITY PROJECTS	$50,000				
SNOW REMOVAL BLDG-CAMERA SERVER	$20,000				
SNOW REMOVAL BLDG-TWO EQUIPMENT LIFTS	$95,000				
SNOW REMOVAL BLDG-CONSTRUCTION	$1,545,720				
SNOW REMOVAL BLDG-GRANT INELIGIBLE PORTION	$654,280				
SNOW REMOVAL BLDG SVCS DURING CONST COSTS	$150,000				
SWEEPER	$148,000				
TAXIWAY A NORTH/TERMINAL APRON REHABILITATION	$9,000,000				
TAXIWAY A NORTH/TERMINAL APRON REHAB-MATCH	$600,000				
TERMINAL FLOORING REPLACEMENT	$500,000				
TOWER ELEVATOR REFURBISHMENT	$220,000				
TOWER-VOICE SWITCH UPGRADE	$32,000				
UPGRADE SANITARY SEWER	$15,000				
WATERLINE EXTENSION TO EAST RAMP	$50,000				
TAXIWAY A SOUTH OF A5 REHABILITATION/PCI STUDY		$7,266,667			
ACQUIRE SNOW REMOVAL EQUIPMENT			$1,706,667		
HANGAR TAXILANE RECONSTRUCTION			$946,667	$1,920,000	
ENVIRONMENTAL ASSESSMENT FOR TAXIWAY WORK				$106,666	
ACQUIRE LAND – FUTURE PARALLEL RUNWAY				$426,667	
NEW TAXILANE, TAXIWAY B3 REMOVAL					$2,320,000
PCI STUDY					$133,333

ASSESSOR

FISCAL YEAR		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
YEAR PROJECTED	2012-2013	$4,984,706				
	2013-2014	$5,430,241	$5,647,451			
	2014-2015	$3,762,207	$3,912,696	$4,069,203		
	2015-2016	$3,833,216	$3,986,545	$4,146,007	$4,311,847	
	2016-2017	$3,790,321	$3,941,934	$4,099,611	$4,263,596	$4,434,139

BOARD OF COMMISSIONERS

FISCAL YEAR		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
YEAR PROJECTED	2012-2013	$831,370				
	2013-2014	$801,755	$833,826			
	2014-2015	$740,403	$770,019	$800,820		
	2015-2016	$818,212	$850,940	$884,978	$920,377	
	2016-2017	$796,485	$828,344	$861,478	$895,937	$931,775

COMMUNITY JUSTICE

FISCAL YEAR		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
YEAR PROJECTED	2012-2013	$17,038,926				
	2013-2014	$16,482,652	$17,306,784			
	2014-2015	$15,137,418	$15,894,289	$16,689,004		
	2015-2016	$16,238,498	$16,725,653	$17,227,422	$17,744,245	
	2016-2017	$16,859,981	$17,365,780	$17,886,754	$18,423,356	$18,976,057

COUNTY CLERK

FISCAL YEAR		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
YEAR PROJECTED	2012-2013	$1,609,558				
	2013-2014	$1,614,015	$1,678,576			
	2014-2015	$1,508,864	$1,569,219	$1,631,988		
	2015-2016	$1,740,891	$1,810,527	$1,882,948	$1,958,266	
	2016-2017	$1,536,323	$1,597,776	$1,661,687	$1,728,154	$1,797,281

COUNTY COUNSEL

FISCAL YEAR		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
YEAR PROJECTED	2012-2013	$899,161				
	2013-2014	$968,762	$1,017,200			
	2014-2015	$905,361	$950,630	$998,161		
	2015-2016	$932,772	$979,410	$1,028,381	$1,079,800	
	2016-2017	$923,742	$969,929	$1,018,426	$1,069,347	$1,122,814

DEVELOPMENT SERVICES

FISCAL YEAR		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
YEAR PROJECTED	2012-2013	$4,115,278				
	2013-2014	$4,165,970	$4,332,608			
	2014-2015	$3,689,966	$3,837,564	$3,991,067		
	2015-2016	$3,735,085	$3,884,489	$4,039,868	$4,201,463	
	2016-2017	$3,987,048	$4,126,250	$4,291,300	$4,462,952	$4,641,470

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

PERMIT TRACKING SOFTWARE UPGRADE	$19,500				
COMPREHENSIVE PLAN IMPLEMENTATION	$40,000	$40,000	$40,000	$40,000	$40,000
KEEP COMPREHENSIVE PLAN CURRENT	$35,000	$35,000	$35,000	$35,000	$35,000

DISTRICT ATTORNEY

FISCAL YEAR		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
YEAR PROJECTED	2012-2013	$5,246,920				
	2013-2014	$5,099,980	$5,303,979			
	2014-2015	$4,813,990	$5,006,550	$5,206,812		
	2015-2016	$5,307,517	$5,519,818	$5,740,611	$5,970,235	
	2016-2017	$5,673,665	$5,843,875	$6,019,191	$6,199,767	$6,385,760

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

NEW BUILDING EQUIPMENT AND FURNITURE	$117,000

EXPO

FISCAL YEAR		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
YEAR PROJECTED	2012-2013	$2,173,883				
	2013-2014	$822,676	$855,583			
	2014-2015	$6,853,189	$3,967,317	$2,509,009		
	2015-2016	$1,795,415	$1,867,232	$2,066,921	$2,149,598	
	2016-2017	$2,131,938	$2,317,216	$2,309,904	$2,402,300	$2,498,392

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

PAVING	$100,000

FINANCE

FISCAL YEAR		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
YEAR PROJECTED	2012-2013	$1,969,330				
	2013-2014	$1,962,864	$2,041,378			
	2014-2015	$2,035,948	$2,117,386	$2,202,081		
	2015-2016	$2,165,521	$2,230,487	$2,297,401	$2,366,323	
	2016-2017	$2,262,221	$2,191,037	$2,256,768	$2,324,471	$2,394,205

HEALTH AND HUMAN SERVICES

FISCAL YEAR		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
YEAR PROJECTED	2012-2013	$56,548,781				
	2013-2014	$47,034,250	$49,385,962			
	2014-2015	$58,536,414	$59,707,142	$60,901,285		
	2015-2016	$66,153,186	$67,476,249	$68,825,774	$69,514,032	
	2016-2017	$68,433,495	$71,855,170	$73,292,273	$74,758,119	$75,505,700

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

FURNITURE FOR OFFSITE LOCATIONS	$1,000,000
INFORMATION TECHNOLOGY EQUIP FOR ASHLAND SITE	$80,000
NEW LOCATION FOR ASHLAND CRISIS RESOLUTION CTR	$3,000,000

INFORMATION TECHNOLOGY

FISCAL YEAR		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
YEAR PROJECTED	2012-2013	$7,386,140				
	2013-2014	$6,409,720	$6,666,108			
	2014-2015	$5,847,177	$6,081,065	$6,324,307		
	2015-2016	$6,032,382	$6,273,677	$6,524,624	$6,785,609	
	2016-2017	$6,492,930	$6,466,647	$6,725,313	$6,994,326	$7,274,099

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

BACKUP SOFTWARE	$45,500
SERVER HARDWARE	$51,000
SAN UPGRADE AND DISK SHELVES	$170,000

JUSTICE COURT DISTRICT

FISCAL YEAR		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
YEAR PROJECTED	2012-2013	$644,537				
	2013-2014	$576,336	$599,389			
	2014-2015	$570,420	$593,237	$616,967		
	2015-2016	$572,268	$595,158	$618,965	$643,723	
	2016-2017	$554,271	$570,899	$588,026	$605,667	$623,837

ROADS AND PARKS

FISCAL YEAR		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
YEAR PROJECTED	2012-2013	$41,460,092				
	2013-2014	$40,856,898	$42,491,174			
	2014-2015	$37,109,930	$38,594,327	$40,138,100		
	2015-2016	$35,798,939	$37,230,897	$38,720,133	$40,268,938	
	2016-2017	$40,561,849	$42,184,323	$43,871,696	$45,626,564	$47,451,626

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE – PARKS AND RECREATION

IMPROVEMENT PROJECTS					
CANTRALL BUCKLEY PARK-RENOVATE DAY USE RSTRM	$75,000				
EMIGRANT LAKE-SIDEWALK/PAVEMENT REPAIRS			$250,000		
EXPO: RV CAMPGROUND CONSTRUCTION	$750,000				
HOWARD PRAIRIE RESORT:					
MARINA REPLACEMENT		$1,500,000	$1,500,000	$750,000	$750,000
UTILITY REPLACEMENT-NORTH LOOP		$500,000			
YURTS	$161,000				

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE – PUBLIC WORKS

EQUIPMENT REPLACEMENT	$1,316,500	$500,000	$500,000	$500,000	$500,000
RIGHT-OF-WAY ACQUISITION COSTS	$880,000	$700,000	$30,000	$30,000	$30,000
STREET IMPROVEMENT PROJECTS					
ELDER MILL ROAD: BRIDGE #640 REPLACEMENT			$250,000		
FOOTHILL RD: DELTA WATERS-COKER BUTTE RECONST					$1,500,000
FOOTHILL RD: EXTENSION TO ATLANTIC		$2,500,000			
LOZIER LANE: RECONSTRUCT W MAIN-STEWART	$462,150				
OVERLAY PROJECT: VARIOUS LOCATIONS		$525,000		$525,000	
RAMSEY ROAD: BRIDGE #651 TIMBER BRIDGE RPLCMNT	$230,000				
ROGUE RIVER GREENWAY:					
VALLEY OF ROGUE PARK TO ROCK POINT BRIDGE	$450,000				
SAFETY PROJECTS: VARIOUS LOCATIONS	$25,000	$25,000	$25,000	$25,000	$25,000
TABLE ROCK ROAD:					
NEAR I5 TO BIDDLE CONSTRUCTION PHASE MATCH	$652,944				
NEAR I5 TO BIDDLE RIGHT-OF-WAY PHASE	$800,000				
TAKELMA ROAD: LARGE CULVERT REPLACEMENT	$50,000				
WHEELER ROAD: BRIDGE #360 REPLACEMENT	$250,000				

SHERIFF

FISCAL YEAR		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
YEAR PROJECTED	2012-2013	$35,424,500				
	2013-2014	$31,169,680	$32,416,467			
	2014-2015	$29,658,662	$30,845,008	$32,078,809		
	2015-2016	$31,151,200	$32,397,248	$33,693,138	$35,040,864	
	2016-2017	$30,434,115	$31,651,480	$33,467,539	$34,256,240	$35,626,490

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

UPDATE JAIL MANAGEMENT SYSTEM			$150,000		
UPDATE RECORDS MANAGEMENT SYSTEM			$400,000		

SURVEYOR

FISCAL YEAR		2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
YEAR PROJECTED	2012-2013	$1,523,430				
	2013-2014	$1,680,671	$1,747,898			
	2014-2015	$1,856,400	$1,930,656	$2,007,882		
	2015-2016	$1,950,000	$2,028,000	$2,109,120	$2,193,485	
	2016-2017	$2,178,344	$2,265,478	$2,356,097	$2,450,341	$2,548,354

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

CONTINUOUSLY OPERATING REFERENCE STATION RPLCMT	$15,000
DATA COLLECTOR AND RECEIVER (ROVER)	$23,000

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 2016-2017 FISCAL YEAR BUDGET FOR JACKSON COUNTY, OREGON

ORDER NO. **90-16**

WHEREAS, on April 5, 11, and 12, 2016, the Jackson County Budget Committee held a public meeting, public hearings, and deliberations on the 2016-2017 fiscal year budget; and

WHEREAS, the Budget Committee approved the budget for fiscal year 2016-2017; 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 June 1, 2016; and

WHEREAS, the Board of Commissioners held a public hearing on June 8, 2016, to receive public comment on the budget approved by the Budget Committee and may make modifications within the 10 percent limit set by ORS 294.456.

Now, therefore,

The Board of County Commissioners ORDERS:

1. The Jackson County budget in the amount of $339,382,245 and full-time equivalent (FTE) positions in the amount of 1,103.30 for the fiscal year beginning July 1, 2016, through June 30, 2017, are hereby adopted.

2. The amounts for the fiscal year beginning July 1, 2016, for the purposes shown below, are hereby appropriated:

GENERAL FUNDS

General Fund

Assessment	$3,790,321
Finance	1,354,057
County Administration	873,435
Fiduciary	10,676,996
County Clerk	1,536,323
District Attorney	5,673,665
Justice Court District	554,271

Development Services	3,987,048
Sheriff	28,069,571
Community Justice	16,859,981
TOTAL GENERAL FUND	$73,375,668

CAPITAL PROJECTS FUNDS

Capital Projects

Capital Projects	$1,635,000
Street Improvement	560,000
Roads System Development	281,000
Parks System Development	161,000
White City Capital Projects	1,316,607
TOTAL CAPITAL PROJECTS FUNDS	$3,953,607

DEBT SERVICE FUNDS

Debt Service – Library

Debt Service – Library S1	$1,607,775
Debt Service – Library S2	1,586,400
TOTAL DEBT SERVICE FUNDS	$3,194,175

SPECIAL REVENUE FUNDS

Special Revenue Fund

County Schools	$75,000
Law Library	269,664
Surveyor	1,201,361
County Trails	284,073
Title III	1,361,000
Video Lottery	907,562
Solid Waste	1,196,856
Court Security	326,976
Sports Park Mitigation	31,625
TOTAL SPECIAL REVENUE FUNDS	$5,654,117

General Roads

Personnel Services	$7,904,543
Materials and Services	8,539,347
Capital Outlay	4,162,594
Interfund Transfers	170,000
Contingency	2,500,000
TOTAL GENERAL ROADS	$23,276,484

Health and Human Services

Personnel Services	$35,788,481
Materials and Services	22,905,014
Capital Outlay	4,080,000
Interfund Transfers	188,000
Contingency	5,472,000
TOTAL HEALTH AND HUMAN SERVICES	$68,433,495

Law Enforcement District	
Personnel Services	$953,012
Materials and Services	668,598
Contingency	100,000
TOTAL LAW ENFORCEMENT DISTRICT	$1,721,610

INTERNAL SERVICES FUND

Central Services	
Commissioners	$796,485
Information Technology	5,389,009
Finance	908,164
County Counsel	923,742
County Administration	6,021,095
Fiduciary	500,000
` Motor Pool	2,612,720
Computer Replacement	290,238
Risk Management-General and Auto Liability	6,120,508
Self-Insurance Health Plan	5,709,196
Workers' Compensation	1,993,936
TOTAL INTERNAL SERVICES FUND	$31,265,093

ENTERPRISE FUNDS

Airport	
Airport Enterprise	$29,658,072
Debt Service	1,110,126
Passenger Facility Charge	1,576,751
TOTAL AIRPORT	$32,344,949
Exposition Park	
Personnel Services	$403,310
Materials and Services	1,378,628
Contingency	150,000
TOTAL EXPOSITION PARK	$1,931,938
Recreation Enterprise	
Personnel Services	$1,383,926
Materials and Services	1,318,825
Capital Outlay	986,000
Debt Service	250,000
Contingency	553,313
TOTAL RECREATION ENTERPRISE	$4,492,064
TOTAL APPROPRIATIONS – ALL FUNDS	**$249,643,200**
TOTAL UNAPPROPRIATED ENDING FUND BALANCE AND RESERVES – ALL FUNDS	**89,739,045**
TOTAL BUDGET	**$339,382,245**

3. Ad valorem property taxes are hereby imposed for tax year 2016-2017 upon the assessed value of all taxable property within Jackson County:

a. At the rate of $2.0099 per $1,000 of assessed value for permanent rate tax; and

b. In the amount of $1,572,633 for Library-S1 debt service for general obligation bonds; and

c. In the amount of $1,549,894 for Library-S2 debt service for general obligation bonds.

4. The taxes imposed are hereby categorized for purposes of Article XI section 11b as:

	General Government Limitation
Permanent Rate Tax	$2.0099/$1,000
	Excluded from Limitation
General Obligation Debt Service/Library-S1	$1,572,633
General Obligation Debt Service/Library-S2	$1,549,894

5. The pay scale for non-represented management and confidential employees, as reflected herein, is hereby adopted.

6. The pay scale for Elected Officials, as approved by the Budget Committee, is hereby adopted.

7. The County Administrator shall certify to the County Assessor the tax levy made by this Order and file the appropriate documents in accordance with ORS 294.458.

DATED this 8th day of June, 2016, at Medford, Oregon.

JACKSON COUNTY BOARD OF COMMISSIONERS

/s/ Rick Dyer
Rick Dyer, Chair

/s/ Colleen Roberts
Colleen Roberts, Commissioner

/s/ Doug Breidenthal
Doug Breidenthal, Commissioner

SUMMARY OF REVENUES AND EXPENDITURES
Comparison to Prior Years

FUND 010 - GENERAL FUND — **Dept 05 - Assessment**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	868,841	763,395	675,033	663,441	644,355
43100 Local Government Sources	112	20	10	0	30
Subtotal:	868,953	763,415	675,043	663,441	644,385
Fees & Other Service Charges					
45100 Fees	46,468	83,347	91,526	69,915	75,700
45200 Fines	0	25	0	0	0
45500 Sales	1,021	716	1,095	500	310
Subtotal:	47,489	84,088	92,621	70,415	76,010
All Other Resources					
52900 Miscellaneous Revenue	2,058	341,000	1	2,000	2,000
Subtotal:	2,058	341,000	1	2,000	2,000
Subtotal of Revenues:	918,500	1,188,503	767,665	735,856	722,395
Expenditures:					
Personnel Services					
62100 Salaries & Wages	1,562,631	1,413,502	1,444,014	1,538,648	1,594,715
62200 Payroll Taxes & Benefits	854,334	774,791	790,992	877,892	907,198
Subtotal:	2,416,965	2,188,293	2,235,006	2,416,540	2,501,913
Materials & Services					
64100 Contracted Services	658,964	753,169	536,839	817,355	832,562
64200 Operation Expenses	154,290	143,557	129,398	133,155	127,905
64300 Minor Equipment	35,136	36,257	5,556	3,000	3,000
64400 Equip Repair/Maint/Lease	6,594	7,041	6,863	10,600	10,600
64600 Travel & Training	15,601	18,127	10,370	18,000	26,350
64700 Software Expense	167,603	210,671	232,876	207,135	259,991
Subtotal:	1,038,188	1,168,822	921,902	1,189,245	1,260,408
Capital Outlay					
68400 CO-Equipment/Machinery	5,322	0	12,593	0	0
68500 Capital Outlay-Software	498,732	108,808	64,834	80,000	0
Subtotal:	504,054	108,808	77,427	80,000	0

FUND 010 - GENERAL FUND **Dept 05 - Assessment**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Transfers to Other Funds					
74100 Transfers To Other Funds	0	0	0	0	28,000
Subtotal:	0	0	0	0	28,000
Subtotal of Expenditures:	3,959,207	3,465,923	3,234,335	3,685,785	3,790,321

FUND 010 - GENERAL FUND **Dept 06 - Finance**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	130,119	149,682	122,209	132,423	135,000
43100 Local Government Sources	133	285	143	0	0
44100 Private/NonProfit Sources	722	35	21	0	0
Subtotal:	130,974	150,002	122,373	132,423	135,000
Fees & Other Service Charges					
45100 Fees	387,273	411,402	456,846	533,710	536,980
45200 Fines	4,520	5,477	2,548	2,520	2,520
45500 Sales	145,344	2,472,926	319,075	366,674	338,858
Subtotal:	537,137	2,889,805	778,469	902,904	878,358
All Other Resources					
52900 Miscellaneous Revenue	430	1,398	1,831	1,100	3,798
Subtotal:	430	1,398	1,831	1,100	3,798
Interfund Transfers					
54500 Interdepartmental Charges	5,599	5,982	2,700	2,750	2,850
Subtotal:	5,599	5,982	2,700	2,750	2,850
Subtotal of Revenues:	674,140	3,047,187	905,373	1,039,177	1,020,006
Expenditures:					
Personnel Services					
62100 Salaries & Wages	231,669	246,275	258,276	311,717	315,464
62200 Payroll Taxes & Benefits	128,391	141,253	140,548	182,080	172,894
62300 Labor Adjustments	0	0	931	0	0
Subtotal:	360,060	387,528	399,755	493,797	488,358

FUND 010 - GENERAL FUND **Dept 06 - Finance**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Materials & Services					
64100 Contracted Services	149,087	253,835	208,878	281,082	247,088
64200 Operation Expenses	203,426	202,169	190,249	278,385	267,285
64300 Minor Equipment	3,407	1,558	6,913	1,025	4,000
64400 Equip Repair/Maint/Lease	1,080	1,858	4,626	5,854	5,165
64500 Property Maintenance/Utilities	151,340	164,217	217,920	292,039	196,443
64600 Travel & Training	8,482	2,491	4,203	5,073	7,592
64700 Software Expense	2,528	2,908	554	3,125	3,126
Subtotal:	519,350	629,036	633,343	866,583	730,699
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	11,945	0	0
Subtotal:	0	0	11,945	0	0
Transfers to Other Funds					
74100 Transfers To Other Funds	0	0	0	0	135,000
Subtotal:	0	0	0	0	135,000
Subtotal of Expenditures:	879,410	1,016,564	1,045,043	1,360,380	1,354,057

FUND 010 - GENERAL FUND **Dept 08 - County Administration**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	219,979	268,811	174,232	95,111	97,013
42100 State Sources	447,922	218,903	51,553	317,699	318,249
43100 Local Government Sources	511,276	547,724	5,996,641	32,644	32,964
44100 Private/NonProfit Sources	83,344	70,474	86,745	10,000	10,000
44400 Donations/Sponsorships	259,162	234,849	240,442	0	0
Subtotal:	1,521,683	1,340,761	6,549,613	455,454	458,226
Fees & Other Service Charges					
45100 Fees	225,570	187,648	139,948	2,000	2,000
45200 Fines	124,576	125,428	131,929	0	0
45500 Sales	21,619	22,478	24,739	25	25
Subtotal:	371,765	335,554	296,616	2,025	2,025
All Other Resources					
52100 Interest Revenue	41,726	14,638	2,457	0	0
52900 Miscellaneous Revenue	-1	0	0	0	0
Subtotal:	41,725	14,638	2,457	0	0

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Interfund Transfers					
54100 Interfund Transfers	622,000	622,000	0	0	0
Subtotal:	622,000	622,000	0	0	0
Subtotal of Revenues:	2,557,173	2,312,953	6,848,686	457,479	460,251
Expenditures:					
Personnel Services					
62100 Salaries & Wages	242,569	205,402	146,365	91,814	107,191
62200 Payroll Taxes & Benefits	129,888	110,613	81,905	52,957	72,558
62300 Labor Adjustments	0	1,411	0	0	0
Subtotal:	372,457	317,426	228,270	144,771	179,749
Materials & Services					
64100 Contracted Services	5,624,369	5,480,267	6,087,656	425,013	292,504
64200 Operation Expenses	191,014	249,032	266,553	16,513	17,690
64300 Minor Equipment	116,083	117,653	205,994	66,895	41,965
64400 Equip Repair/Maint/Lease	870	691	8,495	400	400
64500 Property Maintenance/Utilities	555,539	559,028	595,022	21,327	21,327
64600 Travel & Training	5,423	5,501	13,408	9,250	9,250
64700 Software Expense	0	116	0	0	0
Subtotal:	6,493,298	6,412,288	7,177,128	539,398	383,136
Capital Outlay					
68400 CO-Equipment/Machinery	41,598	37,905	40,280	0	0
Subtotal:	41,598	37,905	40,280	0	0
Special Payments					
73100 Special Payments	311,119	97,234	6,655	310,000	310,550
Subtotal:	311,119	97,234	6,655	310,000	310,550
Transfers to Other Funds					
74100 Transfers To Other Funds	0	0	163,274	0	0
Subtotal:	0	0	163,274	0	0
Subtotal of Expenditures:	7,218,472	6,864,853	7,615,607	994,169	873,435

FUND 010 - GENERAL FUND **Dept 09 - Fiduciary**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	5,164,347	5,607,021	5,378,751	1,944,700	2,707,013
42100 State Sources	1,202,781	1,235,782	1,345,487	1,217,000	1,236,500
44100 Private/NonProfit Sources	0	0	115,547	0	0
Subtotal:	6,367,128	6,842,803	6,839,785	3,161,700	3,943,513
Fees & Other Service Charges					
45100 Fees	307,328	319,038	972,641	1,613,392	1,625,923
Subtotal:	307,328	319,038	972,641	1,613,392	1,625,923
Property Tax Revenues					
46100 Current Property Tax Revenue	31,018,459	32,046,410	33,357,588	34,486,575	35,756,244
Subtotal:	31,018,459	32,046,410	33,357,588	34,486,575	35,756,244
Revenue from Bonds & Other Debt					
47100 Investment Revenue	8,000,000	0	0	0	0
Subtotal:	8,000,000	0	0	0	0
All Other Resources					
52100 Interest Revenue	215,838	851,831	759,352	660,000	759,222
52500 Prior Yr Property Tax Revenue	1,113,935	1,683,015	1,108,149	1,100,000	1,100,000
Subtotal:	1,329,773	2,534,846	1,867,501	1,760,000	1,859,222
Interfund Transfers					
54100 Interfund Transfers	890,759	4,825,234	4,648,429	727,228	663,790
54500 Interdepartmental Charges	0	0	749,080	0	0
Subtotal:	890,759	4,825,234	5,397,509	727,228	663,790
Fund Balance					
58100 Fund Balance	0	0	0	54,291,613	55,729,059
Subtotal:	0	0	0	54,291,613	55,729,059
Subtotal of Revenues:	47,913,447	46,568,331	48,435,024	96,040,508	99,577,751
Expenditures:					
Materials & Services					
64100 Contracted Services	199,232	120,178	-3,973	228,915	240,787
64200 Operation Expenses	362,090	77,322	167,219	159,040	14,311
64300 Minor Equipment	10,326	0	0	0	0
64600 Travel & Training	2,720	0	0	0	0
64700 Software Expense	12,292	0	0	0	0
Subtotal:	586,660	197,500	163,246	387,955	255,098

FUND 010 - GENERAL FUND **Dept 09 - Fiduciary**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Capital Outlay					
68400 CO-Equipment/Machinery	481,689	602,394	96,650	0	0
68500 Capital Outlay-Software	70,515	0	0	0	0
Subtotal:	552,204	602,394	96,650	0	0
Debt Service					
72100 Debt Service	0	1,645,991	1,645,332	1,644,924	1,645,168
Subtotal:	0	1,645,991	1,645,332	1,644,924	1,645,168
Special Payments					
73100 Special Payments	0	4,187,205	0	0	0
Subtotal:	0	4,187,205	0	0	0
Transfers to Other Funds					
74100 Transfers To Other Funds	11,168,866	9,228,237	6,948,918	10,954,774	5,776,730
Subtotal:	11,168,866	9,228,237	6,948,918	10,954,774	5,776,730
Contingency					
75005 Contingency	0	0	0	3,200,000	3,000,000
Subtotal:	0	0	0	3,200,000	3,000,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	2,168,994	2,430,607
78500 Unapprop Ending Fund Bal	0	0	0	43,176,430	51,101,622
Subtotal:	0	0	0	45,345,424	53,532,229
Subtotal of Expenditures:	12,307,730	15,861,327	8,854,146	61,533,077	64,209,225

FUND 010 - GENERAL FUND **Dept 15 - County Clerk**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	16,339	14,908	13,515	12,618	33,200
43100 Local Government Sources	117,388	8,985	240,305	87,070	140,000
Subtotal:	133,727	23,893	253,820	99,688	173,200
Fees & Other Service Charges					
45100 Fees	1,379,418	987,339	1,220,561	1,338,200	1,273,196
45200 Fines	75	75	26	0	0
45400 Licenses	39,240	43,200	42,420	42,112	42,500
45500 Sales	17,423	33,915	18,573	15,576	60,383
Subtotal:	1,436,156	1,064,529	1,281,580	1,395,888	1,376,079

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
All Other Resources					
52900 Miscellaneous Revenue	1,043	2,322	6,039	0	0
Subtotal:	1,043	2,322	6,039	0	0
Interfund Transfers					
54100 Interfund Transfers	0	0	465	1,200	1,200
Subtotal:	0	0	465	1,200	1,200
Subtotal of Revenues:	1,570,926	1,090,744	1,541,904	1,496,776	1,550,479
Expenditures:					
Personnel Services					
62100 Salaries & Wages	428,353	403,895	442,891	497,275	500,449
62200 Payroll Taxes & Benefits	233,229	217,614	228,653	259,043	268,530
Subtotal:	661,582	621,509	671,544	756,318	768,979
Materials & Services					
64100 Contracted Services	368,141	462,843	368,517	439,941	436,013
64200 Operation Expenses	242,277	104,457	331,325	252,530	288,788
64300 Minor Equipment	8,283	4,989	12,846	2,000	4,500
64400 Equip Repair/Maint/Lease	1,535	1,151	1,274	1,764	1,764
64500 Property Maintenance/Utilities	0	0	10,290	10,800	16,900
64600 Travel & Training	15,985	14,153	19,413	19,476	19,379
Subtotal:	636,221	587,593	743,665	726,511	767,344
Capital Outlay					
68005 Capital Outlay - General	0	0	0	191,105	0
Subtotal:	0	0	0	191,105	0
Transfers to Other Funds					
74100 Transfers To Other Funds	0	44,472	0	0	0
Subtotal:	0	44,472	0	0	0
Subtotal of Expenditures:	1,297,803	1,253,574	1,415,209	1,673,934	1,536,323

FUND 010 - GENERAL FUND **Dept 17 - District Attorney**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	544,944	398,510	477,709	647,727	779,123
42100 State Sources	212,276	252,330	381,503	261,381	398,147
43100 Local Government Sources	22,500	22,542	5,042	0	145,248
44100 Private/NonProfit Sources	1,478	2,544	787	500	500
Subtotal:	781,198	675,926	865,041	909,608	1,323,018
Fees & Other Service Charges					
45100 Fees	217,856	151,193	217,277	107,530	101,530
45300 Forfeitures	38,747	6,942	2,671	3,500	3,000
45500 Sales	0	168	0	0	0
Subtotal:	256,603	158,303	219,948	111,030	104,530
All Other Resources					
52900 Miscellaneous Revenue	8,929	8,338	9,563	9,000	9,567
Subtotal:	8,929	8,338	9,563	9,000	9,567
Interfund Transfers					
54100 Interfund Transfers	14,766	0	3,433	3,600	3,600
Subtotal:	14,766	0	3,433	3,600	3,600
Subtotal of Revenues:	1,061,496	842,567	1,097,985	1,033,238	1,440,715
Expenditures:					
Personnel Services					
62100 Salaries & Wages	2,566,171	2,458,026	2,488,176	2,802,279	2,938,802
62200 Payroll Taxes & Benefits	1,323,074	1,260,855	1,288,506	1,474,600	1,565,634
62300 Labor Adjustments	0	0	0	0	0
Subtotal:	3,889,245	3,718,881	3,776,682	4,276,879	4,504,436
Materials & Services					
64100 Contracted Services	356,037	359,741	369,064	418,944	428,302
64200 Operation Expenses	158,846	160,222	147,148	195,558	201,936
64300 Minor Equipment	16,179	10,014	16,616	32,817	248,449
64400 Equip Repair/Maint/Lease	9,794	7,587	4,362	6,750	6,880
64500 Property Maintenance/Utilities	33,780	33,568	38,083	49,480	101,706
64600 Travel & Training	14,992	4,445	16,291	19,500	29,176
64700 Software Expense	210,525	13,629	26,202	30,292	35,780
Subtotal:	800,153	589,206	617,766	753,341	1,052,229

FUND 010 - GENERAL FUND **Dept 17 - District Attorney**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	8,400	73,162	117,000
Subtotal:	0	0	8,400	73,162	117,000
Subtotal of Expenditures:	4,689,398	4,308,087	4,402,848	5,103,382	5,673,665

FUND 010 - GENERAL FUND **Dept 28 - Justice Court District**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	0	0	10	0	0
Subtotal:	0	0	10	0	0
Fees & Other Service Charges					
45200 Fines	1,642,216	1,762,229	1,729,441	1,735,340	1,270,616
Subtotal:	1,642,216	1,762,229	1,729,441	1,735,340	1,270,616
All Other Resources					
52900 Miscellaneous Revenue	-365	240	50	0	0
Subtotal:	-365	240	50	0	0
Subtotal of Revenues:	1,641,851	1,762,469	1,729,501	1,735,340	1,270,616
Expenditures:					
Personnel Services					
62100 Salaries & Wages	208,153	223,506	230,259	241,682	244,547
62200 Payroll Taxes & Benefits	130,853	134,966	137,724	144,975	146,811
Subtotal:	339,006	358,472	367,983	386,657	391,358
Materials & Services					
64100 Contracted Services	69,075	61,653	73,233	72,756	77,242
64200 Operation Expenses	39,086	42,072	29,360	28,802	32,893
64300 Minor Equipment	1,241	80	2,073	800	500
64400 Equip Repair/Maint/Lease	727	868	1,099	800	800
64500 Property Maintenance/Utilities	46,661	48,716	50,209	50,450	43,178
64600 Travel & Training	1,497	2,062	2,441	2,500	2,700
64700 Software Expense	4,712	5,808	5,698	5,900	5,600
Subtotal:	162,999	161,259	164,113	162,008	162,913

FUND 010 - GENERAL FUND **Dept 28 - Justice Court District**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Capital Outlay					
68005 Capital Outlay - General	0	0	0	41,400	0
Subtotal:	0	0	0	41,400	0
Subtotal of Expenditures:	502,005	519,731	532,096	590,065	554,271

FUND 010 - GENERAL FUND **Dept 37 - Development Services**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	16,950	132	0	0	0
44100 Private/NonProfit Sources	57,750	0	0	0	0
Subtotal:	74,700	132	0	0	0
Fees & Other Service Charges					
45100 Fees	2,768,755	3,048,291	3,334,018	2,890,835	3,367,673
45200 Fines	30,425	25,610	24,931	28,000	12,031
45500 Sales	3,539	4,803	9,003	3,150	6,935
Subtotal:	2,802,719	3,078,704	3,367,952	2,921,985	3,386,639
All Other Resources					
52900 Miscellaneous Revenue	49,000	0	48,372	0	0
Subtotal:	49,000	0	48,372	0	0
Interfund Transfers					
54500 Interdepartmental Charges	81,205	132,990	83,420	133,732	134,657
Subtotal:	81,205	132,990	83,420	133,732	134,657
Subtotal of Revenues:	3,007,624	3,211,826	3,499,744	3,055,717	3,521,296
Expenditures:					
Personnel Services					
62100 Salaries & Wages	1,508,665	1,479,385	1,529,611	1,678,165	1,886,536
62200 Payroll Taxes & Benefits	739,952	728,166	756,018	857,089	978,324
Subtotal:	2,248,617	2,207,551	2,285,629	2,535,254	2,864,860

FUND 010 - GENERAL FUND **Dept 37 - Development Services**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Materials & Services					
64100 Contracted Services	692,508	742,168	544,688	793,772	838,489
64200 Operation Expenses	220,916	209,649	190,369	218,670	217,982
64300 Minor Equipment	4,827	1,003	46,989	5,009	5,136
64400 Equip Repair/Maint/Lease	5,871	6,470	9,028	12,302	10,219
64600 Travel & Training	17,976	13,325	21,114	26,421	30,862
64700 Software Expense	449	0	0	0	0
Subtotal:	942,547	972,615	812,188	1,056,174	1,102,688
Capital Outlay					
68400 CO-Equipment/Machinery	6,824	0	7,358	0	0
68500 Capital Outlay-Software	91,448	178,118	27,592	52,750	19,500
Subtotal:	98,272	178,118	34,950	52,750	19,500
Subtotal of Expenditures:	3,289,436	3,358,284	3,132,767	3,644,178	3,987,048

FUND 010 - GENERAL FUND **Dept 41 - Sheriff**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	1,247,961	1,706,514	1,749,880	1,599,750	1,293,250
42100 State Sources	2,138,171	2,142,105	2,303,398	2,222,964	2,301,797
43100 Local Government Sources	735,435	743,280	691,173	776,743	852,207
44100 Private/NonProfit Sources	71,187	76,578	75,997	49,000	45,000
44400 Donations/Sponsorships	9,748	19,727	34,287	16,500	6,500
Subtotal:	4,202,502	4,688,204	4,854,735	4,664,957	4,498,754
Fees & Other Service Charges					
45100 Fees	787,255	821,031	817,973	696,300	737,524
45200 Fines	20,165	21,396	11,667	10,000	15,000
45300 Forfeitures	37,537	0	0	0	0
45400 Licenses	188,505	155,578	184,973	140,000	175,000
45500 Sales	47,647	45,633	59,333	52,000	55,000
Subtotal:	1,081,109	1,043,638	1,073,946	898,300	982,524
All Other Resources					
52900 Miscellaneous Revenue	-422	15	0	0	0
Subtotal:	-422	15	0	0	0

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Interfund Transfers					
54100 Interfund Transfers	0	0	1,018,926	751,000	876,000
Subtotal:	0	0	1,018,926	751,000	876,000
Subtotal of Revenues:	5,283,189	5,731,857	6,947,607	6,314,257	6,357,278
Expenditures:					
Personnel Services					
62100 Salaries & Wages	11,510,794	11,374,484	11,821,898	11,787,601	12,012,915
62200 Payroll Taxes & Benefits	7,119,394	6,810,826	7,210,996	6,512,407	6,858,831
62300 Labor Adjustments	984	0	0	1,036,893	1,036,893
Subtotal:	18,631,172	18,185,310	19,032,894	19,336,901	19,908,639
Materials & Services					
64100 Contracted Services	3,153,343	3,120,293	3,600,049	4,238,395	4,021,374
64200 Operation Expenses	2,829,492	3,175,428	3,143,563	3,205,202	3,146,437
64300 Minor Equipment	128,406	367,554	93,184	128,259	203,800
64400 Equip Repair/Maint/Lease	178,012	146,810	150,284	148,700	136,800
64500 Property Maintenance/Utilities	459,754	472,822	479,854	503,882	517,121
64600 Travel & Training	125,956	149,352	144,394	102,447	123,800
64700 Software Expense	45,727	32,751	372	12,600	11,600
Subtotal:	6,920,690	7,465,010	7,611,700	8,339,485	8,160,932
Capital Outlay					
68400 CO-Equipment/Machinery	921,230	355,999	87,450	0	0
Subtotal:	921,230	355,999	87,450	0	0
Transfers to Other Funds					
74100 Transfers To Other Funds	0	140,076	87,476	0	0
Subtotal:	0	140,076	87,476	0	0
Subtotal of Expenditures:	26,473,092	26,146,395	26,819,520	27,676,386	28,069,571

FUND 010 - GENERAL FUND **Dept 48 - Community Justice**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	907,873	862,421	835,474	681,017	761,917
42100 State Sources	4,962,815	6,698,204	6,157,492	7,302,625	8,079,347
43100 Local Government Sources	187,084	134,142	111,867	105,000	105,000
44100 Private/NonProfit Sources	16,528	20,372	19,930	19,000	12,000
44400 Donations/Sponsorships	400	212	1,500	0	1,000
Subtotal:	6,074,700	7,715,351	7,126,263	8,107,642	8,959,264
Fees & Other Service Charges					
45100 Fees	2,605,814	2,025,834	1,926,559	1,585,927	1,477,500
45200 Fines	25	68	0	0	0
45500 Sales	5,727	5,002	9,246	5,500	4,500
Subtotal:	2,611,566	2,030,904	1,935,805	1,591,427	1,482,000
All Other Resources					
52900 Miscellaneous Revenue	4,550	1,255	4,405	3,000	2,038
Subtotal:	4,550	1,255	4,405	3,000	2,038
Interfund Transfers					
54100 Interfund Transfers	17,605	0	17,837	19,800	19,800
54500 Interdepartmental Charges	0	347,336	305,095	461,486	524,008
Subtotal:	17,605	347,336	322,932	481,286	543,808
Subtotal of Revenues:	8,708,421	10,094,846	9,389,405	10,183,355	10,987,110
Expenditures:					
Personnel Services					
62100 Salaries & Wages	6,548,900	6,309,866	6,485,048	7,290,623	7,666,664
62200 Payroll Taxes & Benefits	3,656,756	3,490,922	3,653,039	4,072,299	4,318,935
62300 Labor Adjustments	0	0	0	0	0
Subtotal:	10,205,656	9,800,788	10,138,087	11,362,922	11,985,599
Materials & Services					
64100 Contracted Services	2,665,958	2,403,884	2,574,518	2,909,831	3,128,820
64200 Operation Expenses	776,992	848,724	833,742	895,498	971,731
64300 Minor Equipment	25,445	34,405	68,868	37,000	40,500
64400 Equip Repair/Maint/Lease	101,560	102,907	124,902	108,700	129,200
64500 Property Maintenance/Utilities	376,088	359,248	427,943	431,284	504,121
64600 Travel & Training	50,724	41,400	87,733	83,612	95,500
64700 Software Expense	2,863	2,601	1,548	1,500	4,510
Subtotal:	3,999,630	3,793,169	4,119,254	4,467,425	4,874,382

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	9,900	0	0
Subtotal:	0	0	9,900	0	0
Transfers to Other Funds					
74100 Transfers To Other Funds	0	0	29,950	0	0
Subtotal:	0	0	29,950	0	0
Subtotal of Expenditures:	14,205,286	13,593,957	14,297,191	15,830,347	16,859,981

FUND 010 - GENERAL FUND SUMMARY

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	20,155,565	22,200,487	27,286,683	18,194,913	20,135,360
Fees & Other Service Charges	11,094,088	12,766,792	11,749,019	11,242,706	11,184,704
Property Tax	31,018,459	32,046,410	33,357,588	34,486,575	35,756,244
Bonds & Other Debt	8,000,000	0	0	0	0
All Other Resources	1,436,721	2,904,052	1,940,219	1,775,100	1,876,625
Interfund Transfers	1,631,934	5,933,542	6,829,385	2,100,796	2,225,905
Fund Balance	0	0	0	54,291,613	55,729,059
Total Fund Revenues:	73,336,767	75,851,283	81,162,894	122,091,703	126,907,897
Expenditures:					
Personnel Services	39,124,760	37,785,758	39,135,850	41,710,039	43,593,891
Materials & Services	22,099,736	21,976,498	22,964,305	18,488,125	18,749,829
Capital Outlay	2,117,358	1,283,224	367,002	438,417	136,500
Debt Service	0	1,645,991	1,645,332	1,644,924	1,645,168
Special Payments	311,119	4,284,439	6,655	310,000	310,550
Interfund Transfers	11,168,866	9,412,785	7,229,618	10,954,774	5,939,730
Contingency	0	0	0	3,200,000	3,000,000
Ending Balance & Reserves	0	0	0	45,345,424	53,532,229
Total Fund Expenditures:	74,821,839	76,388,695	71,348,762	122,091,703	126,907,897

FUND 020 - GENERAL ROAD FUND **Dept 39 - Roads and Parks**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	1,467,940	1,476,102	1,459,717	125,000	250,000
42100 State Sources	14,130,758	12,631,619	14,298,009	13,217,690	15,789,120
43100 Local Government Sources	33,948	10	50	197,000	710,000
44100 Private/NonProfit Sources	478,153	571,505	626,215	490,000	440,000
44400 Donations/Sponsorships	0	0	9	0	0
Subtotal:	16,110,799	14,679,236	16,384,000	14,029,690	17,189,120
Fees & Other Service Charges					
45100 Fees	570,922	580,182	568,926	553,150	521,850
45200 Fines	0	225	50	0	0
45500 Sales	142,260	106,728	26,271	52,100	42,750
Subtotal:	713,182	687,135	595,247	605,250	564,600
All Other Resources					
52100 Interest Revenue	40,995	226,196	183,908	130,000	150,000
52900 Miscellaneous Revenue	0	0	485	0	0
Subtotal:	40,995	226,196	184,393	130,000	150,000
Interfund Transfers					
54100 Interfund Transfers	300,000	675,000	500,000	0	227,000
54500 Interdepartmental Charges	602,290	607,561	641,422	560,000	520,000
Subtotal:	902,290	1,282,561	1,141,422	560,000	747,000
Fund Balance					
58100 Fund Balance	0	0	0	10,387,653	11,000,000
Subtotal:	0	0	0	10,387,653	11,000,000
Subtotal of Revenues:	17,767,266	16,875,128	18,305,062	25,712,593	29,650,720
Expenditures:					
Personnel Services					
62100 Salaries & Wages	4,646,418	4,559,043	4,529,352	5,229,662	5,299,098
62200 Payroll Taxes & Benefits	2,382,623	2,411,399	2,388,110	2,705,118	2,605,445
Subtotal:	7,029,041	6,970,442	6,917,462	7,934,780	7,904,543

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Materials & Services					
64100 Contracted Services	1,020,079	864,600	850,979	1,015,094	1,002,032
64200 Operation Expenses	4,334,225	4,014,218	4,219,369	4,313,384	4,881,916
64300 Minor Equipment	22,823	39,274	45,234	42,050	33,750
64400 Equip Repair/Maint/Lease	2,147,398	2,021,005	1,826,817	2,289,150	1,965,500
64500 Property Maintenance/Utilities	374,085	376,126	351,903	428,959	612,799
64600 Travel & Training	35,199	34,501	43,981	42,350	42,350
64700 Software Expense	1,903	3,342	284	1,000	1,000
Subtotal:	7,935,712	7,353,066	7,338,567	8,131,987	8,539,347
Capital Outlay					
68100 Capital Outlay-Land	17,013	112,910	0	30,000	880,000
68300 CO-Land Improvements	1,524,008	2,461,769	1,941,327	2,523,225	2,920,094
68400 CO-Equipment/Machinery	975,227	136,030	840,412	585,000	362,500
Subtotal:	2,516,248	2,710,709	2,781,739	3,138,225	4,162,594
Transfers to Other Funds					
74100 Transfers To Other Funds	37,056	0	0	75,000	170,000
Subtotal:	37,056	0	0	75,000	170,000
Contingency					
75005 Contingency	0	0	0	2,500,000	2,500,000
Subtotal:	0	0	0	2,500,000	2,500,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	100,000	400,000
78500 Unapprop Ending Fund Bal	0	0	0	3,832,601	5,974,236
Subtotal:	0	0	0	3,932,601	6,374,236
Subtotal of Expenditures:	17,518,057	17,034,217	17,037,768	25,712,593	29,650,720

FUND 020 - GENERAL ROAD FUND SUMMARY

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	16,110,799	14,679,236	16,384,000	14,029,690	17,189,120
Fees & Other Service Charges	713,182	687,135	595,247	605,250	564,600
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	40,995	226,196	184,393	130,000	150,000
Interfund Transfers	902,290	1,282,561	1,141,422	560,000	747,000
Fund Balance	0	0	0	10,387,653	11,000,000
Total Fund Revenues:	17,767,266	16,875,128	18,305,062	25,712,593	29,650,720
Expenditures:					
Personnel Services	7,029,041	6,970,442	6,917,462	7,934,780	7,904,543
Materials & Services	7,935,712	7,353,066	7,338,567	8,131,987	8,539,347
Capital Outlay	2,516,248	2,710,709	2,781,739	3,138,225	4,162,594
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	37,056	0	0	75,000	170,000
Contingency	0	0	0	2,500,000	2,500,000
Ending Balance & Reserves	0	0	0	3,932,601	6,374,236
Total Fund Expenditures:	17,518,057	17,034,217	17,037,768	25,712,593	29,650,720

FUND 024 - COUNTY SCHOOLS FUND **Dept 09 - Fiduciary**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	489,313	474,179	467,291	500,000	75,000
Subtotal:	489,313	474,179	467,291	500,000	75,000
All Other Resources					
52100 Interest Revenue	350	85	326	1,000	0
Subtotal:	350	85	326	1,000	0
Subtotal of Revenues:	489,663	474,264	467,617	501,000	75,000
Expenditures:					
Materials & Services					
64200 Operation Expenses	489,313	474,179	0	0	0
Subtotal:	489,313	474,179	0	0	0
Special Payments					
73100 Special Payments	0	0	466,983	501,000	75,000
Subtotal:	0	0	466,983	501,000	75,000
Subtotal of Expenditures:	489,313	474,179	466,983	501,000	75,000

FUND 024 - COUNTY SCHOOLS FUND SUMMARY

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	489,313	474,179	467,291	500,000	75,000
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	350	85	326	1,000	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	489,663	474,264	467,617	501,000	75,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	489,313	474,179	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	466,983	501,000	75,000
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	489,313	474,179	466,983	501,000	75,000

FUND 025 - LAW LIBRARY FUND **Dept 08 - County Administration**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	200,373	205,544	203,468	208,554	214,480
45500 Sales	2,728	2,200	1,726	2,900	1,020
Subtotal:	203,101	207,744	205,194	211,454	215,500
All Other Resources					
52100 Interest Revenue	1,878	5,892	3,386	2,694	2,500
52900 Miscellaneous Revenue	7,445	7,335	-3	8,062	0
Subtotal:	9,323	13,227	3,383	10,756	2,500
Fund Balance					
58100 Fund Balance	0	0	0	269,398	171,700
Subtotal:	0	0	0	269,398	171,700
Subtotal of Revenues:	212,424	220,971	208,577	491,608	389,700
Expenditures:					
Personnel Services					
62100 Salaries & Wages	47,725	49,132	47,715	47,876	50,403
62200 Payroll Taxes & Benefits	28,475	28,760	29,481	29,831	30,801
Subtotal:	76,200	77,892	77,196	77,707	81,204
Materials & Services					
64100 Contracted Services	50,978	50,196	51,349	52,474	56,644
64200 Operation Expenses	166,629	166,820	144,235	135,825	105,766
64300 Minor Equipment	1,648	688	100	0	0
64400 Equip Repair/Maint/Lease	206	116	171	635	650
64600 Travel & Training	224	296	0	322	400
Subtotal:	219,685	218,116	195,855	189,256	163,460
Contingency					
75005 Contingency	0	0	0	0	25,000
Subtotal:	0	0	0	0	25,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	224,645	120,036
Subtotal:	0	0	0	224,645	120,036
Subtotal of Expenditures:	295,885	296,008	273,051	491,608	389,700

FUND 025 - LAW LIBRARY FUND **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-17 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	203,101	207,744	205,194	211,454	215,500
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	9,323	13,227	3,383	10,756	2,500
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	269,398	171,700
Total Fund Revenues:	212,424	220,971	208,577	491,608	389,700
Expenditures:					
Personnel Services	76,200	77,892	77,196	77,707	81,204
Materials & Services	219,685	218,116	195,855	189,256	163,460
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	25,000
Ending Balance & Reserves	0	0	0	224,645	120,036
Total Fund Expenditures:	295,885	296,008	273,051	491,608	389,700

FUND 026 - SURVEYOR FUND **Dept 43 - Surveyor**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	490,393	432,727	629,707	561,000	639,000
45500 Sales	16,339	20,122	324	4,500	2,000
Subtotal:	506,732	452,849	630,031	565,500	641,000
All Other Resources					
52100 Interest Revenue	5,204	23,043	19,292	11,500	15,000
52900 Miscellaneous Revenue	0	12	0	0	0
Subtotal:	5,204	23,055	19,292	11,500	15,000
Interfund Transfers					
54100 Interfund Transfers	23,000	0	0	0	0
54500 Interdepartmental Charges	43,447	106,479	143,103	220,000	185,000
Subtotal:	66,447	106,479	143,103	220,000	185,000
Fund Balance					
58100 Fund Balance	0	0	0	1,306,535	1,337,344
Subtotal:	0	0	0	1,306,535	1,337,344
Subtotal of Revenues:	578,383	582,383	792,426	2,103,535	2,178,344
Expenditures:					
Personnel Services					
62100 Salaries & Wages	210,308	214,762	277,984	379,859	418,146
62200 Payroll Taxes & Benefits	103,792	94,502	133,700	178,396	185,110
62300 Labor Adjustments	0	0	0	0	0
Subtotal:	314,100	309,264	411,684	558,255	603,256
Materials & Services					
64100 Contracted Services	77,402	78,037	110,812	136,671	264,105
64200 Operation Expenses	40,440	33,433	46,623	56,760	57,458
64300 Minor Equipment	8,565	2,165	2,974	0	0
64400 Equip Repair/Maint/Lease	3,027	7,535	8,556	14,500	14,760
64600 Travel & Training	3,382	5,562	20,668	30,000	30,839
64700 Software Expense	4,420	10,599	14,694	36,000	36,943
Subtotal:	137,236	137,331	204,327	273,931	404,105
Capital Outlay					
68400 CO-Equipment/Machinery	0	55,744	67,175	145,000	38,000
Subtotal:	0	55,744	67,175	145,000	38,000

FUND 026 - SURVEYOR FUND **Dept 43 - Surveyor**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Contingency					
75005 Contingency	0	0	0	130,000	156,000
Subtotal:	0	0	0	130,000	156,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	0	976,983
78500 Unapprop Ending Fund Bal	0	0	0	996,349	0
Subtotal:	0	0	0	996,349	976,983
Subtotal of Expenditures:	451,336	502,339	683,186	2,103,535	2,178,344

FUND 026 - SURVEYOR FUND **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	506,732	452,849	630,031	565,500	641,000
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	5,204	23,055	19,292	11,500	15,000
Interfund Transfers	66,447	106,479	143,103	220,000	185,000
Fund Balance	0	0	0	1,306,535	1,337,344
Total Fund Revenues:	578,383	582,383	792,426	2,103,535	2,178,344
Expenditures:					
Personnel Services	314,100	309,264	411,684	558,255	603,256
Materials & Services	137,236	137,331	204,327	273,931	404,105
Capital Outlay	0	55,744	67,175	145,000	38,000
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	130,000	156,000
Ending Balance & Reserves	0	0	0	996,349	976,983
Total Fund Expenditures:	451,336	502,339	683,186	2,103,535	2,178,344

FUND 028 - COUNTY TRAILS FUND **Dept 39 - Roads & Parks**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	161,456	136,865	138,522	117,500	125,000
43100 Local Government Sources	57,149	57,149	57,149	57,149	57,149
44400 Donations/Sponsorships	8,499	1,280	665	100	100
Subtotal:	227,104	195,294	196,336	174,749	182,249
Fees & Other Service Charges					
45100 Fees	12,071	13,715	17,409	14,000	16,000
45500 Sales	950	2,023	583	1,000	500
Subtotal:	13,021	15,738	17,992	15,000	16,500
All Other Resources					
52100 Interest Revenue	1,307	4,124	4,002	2,500	2,750
Subtotal:	1,307	4,124	4,002	2,500	2,750
Interfund Transfers					
54100 Interfund Transfers	0	5,000	5,000	5,000	5,000
Subtotal:	0	5,000	5,000	5,000	5,000
Fund Balance					
58100 Fund Balance	0	0	0	250,000	325,000
Subtotal:	0	0	0	250,000	325,000
Subtotal of Revenues:	241,432	220,156	223,330	447,249	531,499
Expenditures:					
Personnel Services					
62100 Salaries & Wages	66,585	67,593	70,280	72,282	72,736
62200 Payroll Taxes & Benefits	34,244	34,578	34,774	38,467	39,134
Subtotal:	100,829	102,171	105,054	110,749	111,870
Materials & Services					
64100 Contracted Services	2,147	5,039	3,521	7,106	7,055
64200 Operation Expenses	16,287	9,754	10,558	11,775	15,345
64400 Equip Repair/Maint/Lease	0	0	862	0	1,000
64500 Property Maintenance/Utilities	194,331	36,601	48,672	97,500	108,000
64600 Travel & Training	6,291	2,818	3,763	3,750	3,750
Subtotal:	219,056	54,212	67,376	120,131	135,150
Transfers to Other Funds					
74100 Transfers To Other Funds	0	10,000	0	0	0
Subtotal:	0	10,000	0	0	0

FUND 028 - COUNTY TRAILS FUND **Dept 39 - Roads & Parks**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Contingency					
75005 Contingency	0	0	0	34,632	37,053
Subtotal:	0	0	0	34,632	37,053
Ending Balance and Reserves					
78100 Reserves	0	0	0	181,737	0
78500 Unapprop Ending Fund Bal	0	0	0	0	247,426
Subtotal:	0	0	0	181,737	247,426
Subtotal of Expenditures:	319,885	166,383	172,430	447,249	531,499

FUND 028 - COUNTY TRAILS FUND **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	227,104	195,294	196,336	174,749	182,249
Fees & Other Service Charges	13,021	15,738	17,992	15,000	16,500
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	1,307	4,124	4,002	2,500	2,750
Interfund Transfers	0	5,000	5,000	5,000	5,000
Fund Balance	0	0	0	250,000	325,000
Total Fund Revenues:	241,432	220,156	223,330	447,249	531,499
Expenditures:					
Personnel Services	100,829	102,171	105,054	110,749	111,870
Materials & Services	219,056	54,212	67,376	120,131	135,150
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	10,000	0	0	0
Contingency	0	0	0	34,632	37,053
Ending Balance & Reserves	0	0	0	181,737	247,426
Total Fund Expenditures:	319,885	166,383	172,430	447,249	531,499

FUND 029 - LIQUOR ENFORCEMENT FUND **Dept 17 - District Attorney**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Fees & Other Service Charges					
45200 Fines	14,716	0	0	0	0
Subtotal:	14,716	0	0	0	0
All Other Resources					
52100 Interest Revenue	26	0	0	0	0
Subtotal:	26	0	0	0	0
Subtotal of Revenues:	14,742	0	0	0	0
Expenditures:					
Transfers to Other Funds					
74100 Transfers To Other Funds	14,766	0	0	0	0
Subtotal:	14,766	0	0	0	0
Subtotal of Expenditures:	14,766	0	0	0	0

FUND 029 - LIQUOR ENFORCEMENT FUND **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	14,716	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	26	0	0	0	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	14,742	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	14,766	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	14,766	0	0	0	0

FUND 030 - TITLE III FUND **Dept 09 - Fiduciary**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	0	546,932	0	0	520,000
Subtotal:	0	546,932	0	0	520,000
All Other Resources					
52100 Interest Revenue	10,692	14,353	9,240	0	20,500
Subtotal:	10,692	14,353	9,240	0	20,500
Fund Balance					
58100 Fund Balance	0	0	0	611,000	820,500
Subtotal:	0	0	0	611,000	820,500
Subtotal of Revenues:	10,692	561,285	9,240	611,000	1,361,000
Expenditures:					
Materials & Services					
64100 Contracted Services	1,631,859	622,815	314,760	611,000	1,361,000
64200 Operation Expenses	0	190	11	0	0
Subtotal:	1,631,859	623,005	314,771	611,000	1,361,000
Subtotal of Expenditures:	1,631,859	623,005	314,771	611,000	1,361,000

FUND 030 - TITLE III FUND **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	546,932	0	0	520,000
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	10,692	14,353	9,240	0	20,500
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	611,000	820,500
Total Fund Revenues:	10,692	561,285	9,240	611,000	1,361,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	1,631,859	623,005	314,771	611,000	1,361,000
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:	1,631,859	623,005	314,771	611,000	1,361,000

FUND 033 - HEALTH AND HUMAN SERVICES FUND **Dept 24 - Health and Human Services**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	1,701,985	1,737,543	1,950,192	1,542,696	1,309,501
42100 State Sources	28,235,590	34,313,136	44,305,142	40,521,467	43,900,111
43100 Local Government Sources	166,656	154,293	202,821	250,371	206,496
44100 Private/NonProfit Sources	203,799	178,702	195,772	136,800	149,000
44400 Donations/Sponsorships	97,842	39,218	104,367	30,000	30,000
Subtotal:	30,405,872	36,422,892	46,758,294	42,481,334	45,595,108
Fees & Other Service Charges					
45100 Fees	1,091,718	1,239,994	1,322,670	1,192,982	1,213,852
45200 Fines	57,203	49,958	43,802	43,000	40,000
45300 Forfeitures	16,839	8,314	10,671	7,000	10,000
45400 Licenses	1,150,248	1,245,986	1,331,073	1,342,320	1,322,065
45500 Sales	506	815	1,373	1,500	1,500
Subtotal:	2,316,514	2,545,067	2,709,589	2,586,802	2,587,417
All Other Resources					
52100 Interest Revenue	84,608	264,238	225,994	210,000	210,000
52900 Miscellaneous Revenue	10,673	14,049	-2,620	0	0
Subtotal:	95,281	278,287	223,374	210,000	210,000
Interfund Transfers					
54100 Interfund Transfers	2,783,279	2,603,127	2,691,244	3,026,046	3,115,765
54500 Interdepartmental Charges	446,800	476,800	538,450	582,465	615,055
Subtotal:	3,230,079	3,079,927	3,229,694	3,608,511	3,730,820
Fund Balance					
58100 Fund Balance	0	0	0	14,116,387	16,310,150
Subtotal:	0	0	0	14,116,387	16,310,150
Subtotal of Revenues:	36,047,746	42,326,173	52,920,951	63,003,034	68,433,495
Expenditures:					
Personnel Services					
62100 Salaries & Wages	10,055,830	10,752,406	13,553,466	16,294,344	22,921,150
62200 Payroll Taxes & Benefits	5,175,643	5,514,006	6,746,943	8,308,012	12,193,883
62300 Labor Adjustments	-1	-16,771	4	342,619	673,448
Subtotal:	15,231,472	16,249,641	20,300,413	24,944,975	35,788,481

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Materials & Services					
64100 Contracted Services	13,425,783	16,601,619	17,256,688	22,076,412	18,128,134
64200 Operation Expenses	1,652,977	1,793,186	2,018,417	1,771,963	1,843,989
64300 Minor Equipment	18,985	91,968	182,576	47,900	135,100
64400 Equip Repair/Maint/Lease	18,228	19,924	23,561	12,890	37,000
64500 Property Maintenance/Utilities	198,635	154,960	892,734	579,571	2,401,849
64600 Travel & Training	162,724	237,992	286,436	247,673	293,092
64700 Software Expense	8,399	26,980	96,762	121,650	65,850
Subtotal:	15,485,731	18,926,629	20,757,174	24,858,059	22,905,014
Capital Outlay					
68200 Capital Outlay-Buildings	0	0	15,886	0	3,000,000
68400 CO-Equipment/Machinery	0	53,733	1,965,990	0	1,080,000
Subtotal:	0	53,733	1,981,876	0	4,080,000
Transfers to Other Funds					
74100 Transfers To Other Funds	15,535,813	26,649	7,541,309	0	188,000
Subtotal:	15,535,813	26,649	7,541,309	0	188,000
Contingency					
75005 Contingency	0	0	0	6,439,200	5,472,000
Subtotal:	0	0	0	6,439,200	5,472,000
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	6,760,800	0
Subtotal:	0	0	0	6,760,800	0
Subtotal of Expenditures:	46,253,016	35,256,652	50,580,772	63,003,034	68,433,495

FUND 033 - HEALTH AND HUMAN SERVICES FUND SUMMARY

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	30,405,872	36,422,892	46,758,294	42,481,334	45,595,108
Fees & Other Service Charges	2,316,514	2,545,067	2,709,589	2,586,802	2,587,417
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	95,281	278,287	223,374	210,000	210,000
Interfund Transfers	3,230,079	3,079,927	3,229,694	3,608,511	3,730,820
Fund Balance	0	0	0	14,116,387	16,310,150
Total Fund Revenues:	36,047,746	42,326,173	52,920,951	63,003,034	68,433,495
Expenditures:					
Personnel Services	15,231,472	16,249,641	20,300,413	24,944,975	35,788,481
Materials & Services	15,485,731	18,926,629	20,757,174	24,858,059	22,905,014
Capital Outlay	0	53,733	1,981,876	0	4,080,000
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	15,535,813	26,649	7,541,309	0	188,000
Contingency	0	0	0	6,439,200	5,472,000
Ending Balance & Reserves	0	0	0	6,760,800	0
Total Fund Expenditures:	46,253,016	35,256,652	50,580,772	63,003,034	68,433,495

FUND 035 - VIDEO LOTTERY **Dept 09 - Fiduciary**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	780,799	768,027	746,155	830,000	901,062
Subtotal:	780,799	768,027	746,155	830,000	901,062
All Other Resources					
52100 Interest Revenue	1,417	9,977	8,705	6,225	6,500
Subtotal:	1,417	9,977	8,705	6,225	6,500
Subtotal of Revenues:	782,216	778,004	754,860	836,225	907,562
Expenditures:					
Transfers to Other Funds					
74100 Transfers To Other Funds	624,263	645,588	1,045,693	777,767	901,130
Subtotal:	624,263	645,588	1,045,693	777,767	901,130
Contingency					
75005 Contingency	0	0	0	58,458	6,432
Subtotal:	0	0	0	58,458	6,432
Subtotal of Expenditures:	624,263	645,588	1,045,693	836,225	907,562

FUND 035 - VIDEO LOTTERY **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	780,799	768,027	746,155	830,000	901,062
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	1,417	9,977	8,705	6,225	6,500
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	782,216	778,004	754,860	836,225	907,562
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	624,263	645,588	1,045,693	777,767	901,130
Contingency	0	0	0	58,458	6,432
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	624,263	645,588	1,045,693	836,225	907,562

FUND 037 - SOLID WASTE MANAGEMENT FUND **Dept 09 - Fiduciary**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	817,231	868,610	1,019,039	968,400	1,002,500
Subtotal:	817,231	868,610	1,019,039	968,400	1,002,500
All Other Resources					
52100 Interest Revenue	7,892	45,396	33,623	27,000	30,000
Subtotal:	7,892	45,396	33,623	27,000	30,000
Fund Balance					
58100 Fund Balance	0	0	0	2,033,900	2,199,100
Subtotal:	0	0	0	2,033,900	2,199,100
Subtotal of Revenues:	825,123	914,006	1,052,662	3,029,300	3,231,600
Expenditures:					
Materials & Services					
64100 Contracted Services	45,532	90,844	57,166	104,959	94,907
64200 Operation Expenses	30,208	1,038	621	40,700	48,700
64300 Minor Equipment	197	0	0	0	0
64400 Equip Repair/Maint/Lease	67	3	111	400	400
64600 Travel & Training	0	170	85	5,250	5,750
Subtotal:	76,004	92,055	57,983	151,309	149,757
Transfers to Other Funds					
74100 Transfers To Other Funds	915,469	908,169	907,803	927,289	947,099
Subtotal:	915,469	908,169	907,803	927,289	947,099
Contingency					
75005 Contingency	0	0	0	100,000	100,000
Subtotal:	0	0	0	100,000	100,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	1,850,702	2,034,744
Subtotal:	0	0	0	1,850,702	2,034,744
Subtotal of Expenditures:	991,473	1,000,224	965,786	3,029,300	3,231,600

FUND 037 - SOLID WASTE MANAGEMENT FUND SUMMARY

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	817,231	868,610	1,019,039	968,400	1,002,500
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	7,892	45,396	33,623	27,000	30,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	2,033,900	2,199,100
Total Fund Revenues:	825,123	914,006	1,052,662	3,029,300	3,231,600
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	76,004	92,055	57,983	151,309	149,757
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	915,469	908,169	907,803	927,289	947,099
Contingency	0	0	0	100,000	100,000
Ending Balance & Reserves	0	0	0	1,850,702	2,034,744
Total Fund Expenditures:	991,473	1,000,224	965,786	3,029,300	3,231,600

FUND 038 - COURT SECURITY FUND **Dept 09 - Fiduciary**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	0	70,489	65,097	60,000	55,530
43100 Local Government Sources	165,589	98,005	191,853	165,000	193,270
Subtotal:	165,589	168,494	256,950	225,000	248,800
All Other Resources					
52100 Interest Revenue	2,982	6,009	4,571	5,000	5,000
Subtotal:	2,982	6,009	4,571	5,000	5,000
Fund Balance					
58100 Fund Balance	0	0	0	207,800	300,000
Subtotal:	0	0	0	207,800	300,000
Subtotal of Revenues:	168,571	174,503	261,521	437,800	553,800
Expenditures:					
Materials & Services					
64100 Contracted Services	183,013	246,932	152,418	284,332	306,976
Subtotal:	183,013	246,932	152,418	284,332	306,976
Contingency					
75005 Contingency	0	0	0	20,000	20,000
Subtotal:	0	0	0	20,000	20,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	133,468	226,824
Subtotal:	0	0	0	133,468	226,824
Subtotal of Expenditures:	183,013	246,932	152,418	437,800	553,800

FUND 038 - COURT SECURITY FUND **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	165,589	168,494	256,950	225,000	248,800
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	2,982	6,009	4,571	5,000	5,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	207,800	300,000
Total Fund Revenues:	168,571	174,503	261,521	437,800	553,800
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	183,013	246,932	152,418	284,332	306,976
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	20,000	20,000
Ending Balance & Reserves	0	0	0	133,468	226,824
Total Fund Expenditures:	183,013	246,932	152,418	437,800	553,800

FUND 039 - LAW ENFORCEMENT DISTRICT **Dept 41 - Sheriff**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	1,188,329	1,830,319	1,302,897	1,282,201	1,408,584
Subtotal:	1,188,329	1,830,319	1,302,897	1,282,201	1,408,584
Property Tax Revenues					
46100 Current Property Tax Revenue	28,474	-25,410	-29,646	0	0
Subtotal:	28,474	-25,410	-29,646	0	0
All Other Resources					
52100 Interest Revenue	5,085	16,256	15,809	7,400	8,000
Subtotal:	5,085	16,256	15,809	7,400	8,000
Fund Balance					
58100 Fund Balance	0	0	0	987,090	947,960
Subtotal:	0	0	0	987,090	947,960
Subtotal of Revenues:	1,221,888	1,821,165	1,289,060	2,276,691	2,364,544
Expenditures:					
Personnel Services					
62100 Salaries & Wages	591,201	584,216	545,841	594,693	600,876
62200 Payroll Taxes & Benefits	320,864	313,587	300,283	335,794	352,136
Subtotal:	912,065	897,803	846,124	930,487	953,012
Materials & Services					
64100 Contracted Services	206,211	236,955	244,816	253,224	247,830
64200 Operation Expenses	291,625	249,758	224,544	320,772	352,268
64300 Minor Equipment	0	0	2,450	7,000	53,000
64400 Equip Repair/Maint/Lease	223	2,298	4,894	6,600	5,500
64500 Property Maintenance/Utilities	11,794	0	0	0	0
64600 Travel & Training	115	-99	2,818	10,000	10,000
Subtotal:	509,968	488,912	479,522	597,596	668,598
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	2,544	0	0
Subtotal:	0	0	2,544	0	0
Contingency					
75005 Contingency	0	0	0	75,000	100,000
Subtotal:	0	0	0	75,000	100,000

FUND 039 - LAW ENFORCEMENT DISTRICT **Dept 41 - Sheriff**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	673,608	642,934
Subtotal:	0	0	0	673,608	642,934
Subtotal of Expenditures:	1,422,033	1,386,715	1,328,190	2,276,691	2,364,544

FUND 039 - LAW ENFORCEMENT DISTRICT **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	1,188,329	1,830,319	1,302,897	1,282,201	1,408,584
Fees & Other Service Charges	0	0	0	0	0
Property Tax	28,474	-25,410	-29,646	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	5,085	16,256	15,809	7,400	8,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	987,090	947,960
Total Fund Revenues:	1,221,888	1,821,165	1,289,060	2,276,691	2,364,544
Expenditures:					
Personnel Services	912,065	897,803	846,124	930,487	953,012
Materials & Services	509,968	488,912	479,522	597,596	668,598
Capital Outlay	0	0	2,544	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	75,000	100,000
Ending Balance & Reserves	0	0	0	673,608	642,934
Total Fund Expenditures:	1,422,033	1,386,715	1,328,190	2,276,691	2,364,544

FUND 040 - SPORTS PARK MITIGATION **Dept 39 - Roads and Parks**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	31,941	21,509	14,201	58,000	33,000
Subtotal:	31,941	21,509	14,201	58,000	33,000
All Other Resources					
52100 Interest Revenue	0	140	1,070	500	500
Subtotal:	0	140	1,070	500	500
Fund Balance					
58100 Fund Balance	0	0	0	1,500	3,500
Subtotal:	0	0	0	1,500	3,500
Subtotal of Revenues:	31,941	21,649	15,271	60,000	37,000
Expenditures:					
Materials & Services					
64100 Contracted Services	31,753	16,609	14,201	20,000	27,500
64500 Property Maintenance/Utilities	189	4,900	0	0	0
Subtotal:	31,942	21,509	14,201	20,000	27,500
Contingency					
75005 Contingency	0	0	0	3,000	4,125
Subtotal:	0	0	0	3,000	4,125
Ending Balance and Reserves					
78100 Reserves	0	0	0	37,000	5,375
Subtotal:	0	0	0	37,000	5,375
Subtotal of Expenditures:	31,942	21,509	14,201	60,000	37,000

FUND 040 - SPORTS PARK MITIGATION **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	31,941	21,509	14,201	58,000	33,000
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	140	1,070	500	500
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	1,500	3,500
Total Fund Revenues:	31,941	21,649	15,271	60,000	37,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	31,942	21,509	14,201	20,000	27,500
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	3,000	4,125
Ending Balance & Reserves	0	0	0	37,000	5,375
Total Fund Expenditures:	31,942	21,509	14,201	60,000	37,000

FUND 500 - AIRPORT ENTERPRISE FUND **Dept 01 - Airport**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	4,817,561	5,025,109	7,594,397	14,300,000	10,695,720
42100 State Sources	363,831	124,538	99,439	500,000	546,666
43100 Local Government Sources	0	3,401	0	0	0
44100 Private/NonProfit Sources	2,969,325	3,122,860	3,437,174	3,514,749	3,603,226
44400 Donations/Sponsorships	0	0	15,590	0	0
Subtotal:	8,150,717	8,275,908	11,146,600	18,314,749	14,845,612
Fees & Other Service Charges					
45100 Fees	4,721,688	4,901,909	5,779,476	5,170,028	5,842,419
45200 Fines	5,821	6,962	6,787	900	900
45500 Sales	103,293	213,575	256,736	300,000	300,000
Subtotal:	4,830,802	5,122,446	6,042,999	5,470,928	6,143,319
All Other Resources					
52100 Interest Revenue	65,608	284,160	191,591	215,000	200,000
52900 Miscellaneous Revenue	139,559	3,312	1,981	500	500
Subtotal:	205,167	287,472	193,572	215,500	200,500
Interfund Transfers					
54100 Interfund Transfers	0	0	10,703	0	406,625
54500 Interdepartmental Charges	50	0	0	0	0
Subtotal:	50	0	10,703	0	406,625
Fund Balance					
58100 Fund Balance	0	0	0	16,201,825	15,989,016
Subtotal:	0	0	0	16,201,825	15,989,016
Subtotal of Revenues:	13,186,736	13,685,826	17,393,874	40,203,002	37,585,072
Expenditures:					
Personnel Services					
62100 Salaries & Wages	1,488,528	1,528,743	1,557,267	1,958,519	2,131,295
62200 Payroll Taxes & Benefits	850,816	870,708	912,271	1,214,517	1,283,217
62300 Labor Adjustments	0	-4,354	-2,789	0	0
Subtotal:	2,339,344	2,395,097	2,466,749	3,173,036	3,414,512

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Materials & Services					
64100 Contracted Services	1,403,783	1,502,885	1,642,194	1,665,732	1,804,081
64200 Operation Expenses	392,888	450,528	560,259	624,553	630,331
64300 Minor Equipment	52,233	60,027	73,685	101,025	102,462
64400 Equip Repair/Maint/Lease	175,667	293,864	323,094	425,200	444,800
64500 Property Maintenance/Utilities	1,040,495	1,015,871	1,059,527	1,087,129	1,232,880
64600 Travel & Training	25,827	51,487	46,948	90,023	92,968
Subtotal:	3,090,893	3,374,662	3,705,707	3,993,662	4,307,522
Capital Outlay					
68100 Capital Outlay-Land	0	0	2,188	0	0
68200 Capital Outlay-Buildings	366,469	3,384,452	-71,954	4,370,000	1,327,280
68300 CO-Land Improvements	5,164,338	7,124,238	8,351,839	17,095,137	16,491,520
68400 CO-Equipment/Machinery	40,390	95,625	383,792	643,077	793,000
Subtotal:	5,571,197	10,604,315	8,665,865	22,108,214	18,611,800
Transfers to Other Funds					
74100 Transfers To Other Funds	0	199,626	0	0	0
Subtotal:	0	199,626	0	0	0
Contingency					
75005 Contingency	0	0	0	3,403,090	3,324,238
Subtotal:	0	0	0	3,403,090	3,324,238
Ending Balance and Reserves					
78100 Reserves	0	0	0	3,525,000	3,720,000
78500 Unapprop Ending Fund Bal	0	0	0	4,000,000	4,207,000
Subtotal:	0	0	0	7,525,000	7,927,000
Subtotal of Expenditures:	11,001,434	16,573,700	14,838,321	40,203,002	37,585,072

FUND 500 - AIRPORT ENTERPRISE FUND **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	8,150,717	8,275,908	11,146,600	18,314,749	14,845,612
Fees & Other Service Charges	4,830,802	5,122,446	6,042,999	5,470,928	6,143,319
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	205,167	287,472	193,572	215,500	200,500
Interfund Transfers	50	0	10,703	0	406,625
Fund Balance	0	0	0	16,201,825	15,989,016
Total Fund Revenues:	13,186,736	13,685,826	17,393,874	40,203,002	37,585,072
Expenditures:					
Personnel Services	2,339,344	2,395,097	2,466,749	3,173,036	3,414,512
Materials & Services	3,090,893	3,374,662	3,705,707	3,993,662	4,307,522
Capital Outlay	5,571,197	10,604,315	8,665,865	22,108,214	18,611,800
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	199,626	0	0	0
Contingency	0	0	0	3,403,090	3,324,238
Ending Balance & Reserves	0	0	0	7,525,000	7,927,000
Total Fund Expenditures:	11,001,434	16,573,700	14,838,321	40,203,002	37,585,072

FUND 501 - AIRPORT DEBT SERVICE FUND **Dept 01 - Airport**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Revenue from Bonds & Other Debt					
47100 Investment Revenue	3,590,000	0	0	0	0
Subtotal:	3,590,000	0	0	0	0
All Other Resources					
52100 Interest Revenue	-2,317	-1,868	-261	602	0
Subtotal:	-2,317	-1,868	-261	602	0
Interfund Transfers					
54100 Interfund Transfers	1,336,763	1,525,796	1,109,876	1,319,818	1,110,126
Subtotal:	1,336,763	1,525,796	1,109,876	1,319,818	1,110,126
Fund Balance					
58100 Fund Balance	0	0	0	325,038	114,614
Subtotal:	0	0	0	325,038	114,614
Subtotal of Revenues:	4,924,446	1,523,928	1,109,615	1,645,458	1,224,740
Expenditures:					
Materials & Services					
64100 Contracted Services	48,675	1,500	0	0	0
Subtotal:	48,675	1,500	0	0	0
Debt Service					
72100 Debt Service	4,691,764	1,322,803	1,322,238	1,319,818	1,110,126
Subtotal:	4,691,764	1,322,803	1,322,238	1,319,818	1,110,126
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	325,640	114,614
Subtotal:	0	0	0	325,640	114,614
Subtotal of Expenditures:	4,740,439	1,324,303	1,322,238	1,645,458	1,224,740

FUND 501 - AIRPORT DEBT SERVICE FUND **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 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	3,590,000	0	0	0	0
All Other Resources	-2,317	-1,868	-261	602	0
Interfund Transfers	1,336,763	1,525,796	1,109,876	1,319,818	1,110,126
Fund Balance	0	0	0	325,038	114,614
Total Fund Revenues:	4,924,446	1,523,928	1,109,615	1,645,458	1,224,740
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	48,675	1,500	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	4,691,764	1,322,803	1,322,238	1,319,818	1,110,126
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	325,640	114,614
Total Fund Expenditures:	4,740,439	1,324,303	1,322,238	1,645,458	1,224,740

FUND 503 - PASSENGER FACILITY CHARGE FUND Dept 01 - Airport

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	1,278,320	1,225,790	1,412,092	1,492,600	1,540,280
Subtotal:	1,278,320	1,225,790	1,412,092	1,492,600	1,540,280
All Other Resources					
52100 Interest Revenue	15,976	25,388	15,623	15,000	15,000
Subtotal:	15,976	25,388	15,623	15,000	15,000
Fund Balance					
58100 Fund Balance	0	0	0	1,505,587	1,679,324
Subtotal:	0	0	0	1,505,587	1,679,324
Subtotal of Revenues:	1,294,296	1,251,178	1,427,715	3,013,187	3,234,604
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	24,109	0	0	0	0
Subtotal:	24,109	0	0	0	0
Transfers to Other Funds					
74100 Transfers To Other Funds	1,336,763	1,326,171	1,109,876	1,319,818	1,516,751
Subtotal:	1,336,763	1,326,171	1,109,876	1,319,818	1,516,751
Ending Balance and Reserves					
78100 Reserves	0	0	0	1,633,369	1,657,853
Subtotal:	0	0	0	1,633,369	1,657,853
Subtotal of Expenditures:	1,360,872	1,326,171	1,109,876	3,013,187	3,234,604

FUND 503 - PASSENGER FACILITY CHARGE FUND SUMMARY

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	1,278,320	1,225,790	1,412,092	1,492,600	1,540,280
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	15,976	25,388	15,623	15,000	15,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	1,505,587	1,679,324
Total Fund Revenues:	1,294,296	1,251,178	1,427,715	3,013,187	3,234,604
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	60,000	60,000
Capital Outlay	24,109	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	1,336,763	1,326,171	1,109,876	1,319,818	1,516,751
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	1,633,369	1,657,853
Total Fund Expenditures:	1,360,872	1,326,171	1,109,876	3,013,187	3,234,604

FUND 523 - EXPOSITION PARK FUND **Dept 21 - Expo**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	48,110	50,964	51,149	48,000	48,000
44100 Private/NonProfit Sources	13,700	18,316	23,466	44,000	15,000
44400 Donations/Sponsorships	187,850	228,050	150,163	352,761	463,000
Subtotal:	249,660	297,330	224,778	444,761	526,000
Fees & Other Service Charges					
45100 Fees	1,458,042	1,105,996	1,207,323	1,141,000	1,356,525
Subtotal:	1,458,042	1,105,996	1,207,323	1,141,000	1,356,525
All Other Resources					
52100 Interest Revenue	-2,093	-1,337	4,486	1,000	3,095
52900 Miscellaneous Revenue	706	154	1,633	0	0
Subtotal:	-1,387	-1,183	6,119	1,000	3,095
Interfund Transfers					
54100 Interfund Transfers	229,905	510,931	6,700	9,600	9,600
Subtotal:	229,905	510,931	6,700	9,600	9,600
Fund Balance					
58100 Fund Balance	0	0	0	130,000	236,718
Subtotal:	0	0	0	130,000	236,718
Subtotal of Revenues:	1,936,220	1,913,074	1,444,920	1,726,361	2,131,938
Expenditures:					
Personnel Services					
62100 Salaries & Wages	301,104	225,966	216,399	261,855	267,992
62200 Payroll Taxes & Benefits	132,746	96,674	83,103	143,622	135,318
62300 Labor Adjustments	0	0	-1,166	0	0
Subtotal:	433,850	322,640	298,336	405,477	403,310
Materials & Services					
64100 Contracted Services	536,939	469,655	480,543	482,318	371,046
64200 Operation Expenses	676,244	385,538	354,938	376,066	639,907
64300 Minor Equipment	1,343	3,977	2,290	1,000	3,000
64400 Equip Repair/Maint/Lease	73,193	54,529	47,720	52,000	44,975
64500 Property Maintenance/Utilities	236,875	243,091	193,774	264,500	317,100
64600 Travel & Training	0	1,029	1,478	15,000	2,600
64700 Software Expense	0	284	0	0	0
Subtotal:	1,524,594	1,158,103	1,080,743	1,190,884	1,378,628

FUND 523 - EXPOSITION PARK FUND **Dept 21 - Expo**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Transfers to Other Funds					
74100 Transfers To Other Funds	154,884	0	0	0	0
Subtotal:	154,884	0	0	0	0
Contingency					
75005 Contingency	0	0	0	30,000	150,000
Subtotal:	0	0	0	30,000	150,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	100,000	200,000
Subtotal:	0	0	0	100,000	200,000
Subtotal of Expenditures:	2,113,328	1,480,743	1,379,079	1,726,361	2,131,938

FUND 523 - EXPOSITION PARK FUND **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	249,660	297,330	224,778	444,761	526,000
Fees & Other Service Charges	1,458,042	1,105,996	1,207,323	1,141,000	1,356,525
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	-1,387	-1,183	6,119	1,000	3,095
Interfund Transfers	229,905	510,931	6,700	9,600	9,600
Fund Balance	0	0	0	130,000	236,718
Total Fund Revenues:	1,936,220	1,913,074	1,444,920	1,726,361	2,131,938
Expenditures:					
Personnel Services	433,850	322,640	298,336	405,477	403,310
Materials & Services	1,524,594	1,158,103	1,080,743	1,190,884	1,378,628
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	154,884	0	0	0	0
Contingency	0	0	0	30,000	150,000
Ending Balance & Reserves	0	0	0	100,000	200,000
Total Fund Expenditures:	2,113,328	1,480,743	1,379,079	1,726,361	2,131,938

FUND 535 - RECREATION ENTERPRISE FUND **Dept 39 - Roads and Parks**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	35,128	141,079	32,083	369,459	30,000
42100 State Sources	987,838	777,795	658,561	856,530	804,610
43100 Local Government Sources	154,137	117,095	131,084	127,500	130,000
44100 Private/NonProfit Sources	40,215	40,387	31,750	41,500	71,100
44400 Donations/Sponsorships	0	35,000	9,001	0	0
Subtotal:	1,217,318	1,111,356	862,479	1,394,989	1,035,710
Fees & Other Service Charges					
45100 Fees	1,025,393	1,147,899	1,057,026	918,400	1,504,675
45200 Fines	96	0	8	0	0
45500 Sales	17,785	64,096	72,977	45,250	145,500
Subtotal:	1,043,274	1,211,995	1,130,011	963,650	1,650,175
All Other Resources					
52100 Interest Revenue	6,184	12,280	8,944	9,000	8,000
52900 Miscellaneous Revenue	866	3,331	5,595	0	0
Subtotal:	7,050	15,611	14,539	9,000	8,000
Interfund Transfers					
54100 Interfund Transfers	62,875	111,766	223,569	228,875	233,875
54500 Interdepartmental Charges	296,917	189,235	195,563	187,250	206,500
Subtotal:	359,792	301,001	419,132	416,125	440,375
Fund Balance					
58100 Fund Balance	0	0	0	775,640	1,535,000
Subtotal:	0	0	0	775,640	1,535,000
Subtotal of Revenues:	2,627,434	2,639,963	2,426,161	3,559,404	4,669,260
Expenditures:					
Personnel Services					
62100 Salaries & Wages	756,394	771,497	691,960	714,135	1,031,750
62200 Payroll Taxes & Benefits	311,970	289,519	280,266	294,773	352,176
Subtotal:	1,068,364	1,061,016	972,226	1,008,908	1,383,926

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Materials & Services					
64100 Contracted Services	504,365	591,797	388,293	390,405	450,106
64200 Operation Expenses	121,772	166,985	154,999	159,893	211,948
64300 Minor Equipment	32,505	30,422	42,193	14,000	33,500
64400 Equip Repair/Maint/Lease	50,479	59,434	33,905	35,500	60,750
64500 Property Maintenance/Utilities	395,650	408,979	425,531	398,554	553,821
64600 Travel & Training	8,842	7,677	8,067	8,900	8,700
64700 Software Expense	1,447	1,435	595	0	0
Subtotal:	1,115,060	1,266,729	1,053,583	1,007,252	1,318,825
Capital Outlay					
68200 Capital Outlay-Buildings	0	317,309	0	309,304	75,000
68300 CO-Land Improvements	234,767	702	285,648	451,039	750,000
68400 CO-Equipment/Machinery	0	12,600	855	60,000	161,000
Subtotal:	234,767	330,611	286,503	820,343	986,000
Debt Service					
72100 Debt Service	0	0	0	0	250,000
Subtotal:	0	0	0	0	250,000
Special Payments					
73100 Special Payments	200,247	0	0	0	0
Subtotal:	200,247	0	0	0	0
Transfers to Other Funds					
74100 Transfers To Other Funds	31,644	0	0	0	0
Subtotal:	31,644	0	0	0	0
Contingency					
75005 Contingency	0	0	0	425,475	553,313
Subtotal:	0	0	0	425,475	553,313
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	297,426	177,196
Subtotal:	0	0	0	297,426	177,196
Subtotal of Expenditures:	2,650,082	2,658,356	2,312,312	3,559,404	4,669,260

FUND 535 - RECREATION ENTERPRISE FUND **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	1,217,318	1,111,356	862,479	1,394,989	1,035,710
Fees & Other Service Charges	1,043,274	1,211,995	1,130,011	963,650	1,650,175
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	7,050	15,611	14,539	9,000	8,000
Interfund Transfers	359,792	301,001	419,132	416,125	440,375
Fund Balance	0	0	0	775,640	1,535,000
Total Fund Revenues:	2,627,434	2,639,963	2,426,161	3,559,404	4,669,260
Expenditures:					
Personnel Services	1,068,364	1,061,016	972,226	1,008,908	1,383,926
Materials & Services	1,115,060	1,266,729	1,053,583	1,007,252	1,318,825
Capital Outlay	234,767	330,611	286,503	820,343	986,000
Debt Service	0	0	0	0	250,000
Special Payments	200,247	0	0	0	0
Interfund Transfers	31,644	0	0	0	0
Contingency	0	0	0	425,475	553,313
Ending Balance & Reserves	0	0	0	297,426	177,196
Total Fund Expenditures:	2,650,082	2,658,356	2,312,312	3,559,404	4,669,260

FUND 559 - MOTORPOOL **Dept 39 - Roads and Parks**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
44100 Private/NonProfit Sources	141,217	127,015	129,124	80,000	80,000
Subtotal:	141,217	127,015	129,124	80,000	80,000
Fees & Other Service Charges					
45100 Fees	3,900	2,530	833	500	1,000
45500 Sales	101,840	65,416	102,615	60,000	60,000
Subtotal:	105,740	67,946	103,448	60,500	61,000
All Other Resources					
52100 Interest Revenue	6,367	9,885	9,499	5,000	8,000
52900 Miscellaneous Revenue	0	0	30	0	0
Subtotal:	6,367	9,885	9,529	5,000	8,000
Interfund Transfers					
54100 Interfund Transfers	31,644	140,076	29,950	0	186,000
54500 Interdepartmental Charges	1,472,181	1,632,111	1,991,437	2,146,811	2,095,720
Subtotal:	1,503,825	1,772,187	2,021,387	2,146,811	2,281,720
Fund Balance					
58100 Fund Balance	0	0	0	693,000	975,000
Subtotal:	0	0	0	693,000	975,000
Subtotal of Revenues:	1,757,149	1,977,033	2,263,488	2,985,311	3,405,720
Expenditures:					
Personnel Services					
62100 Salaries & Wages	211,595	184,469	185,323	182,003	195,900
62200 Payroll Taxes & Benefits	117,486	94,521	93,138	95,232	103,797
Subtotal:	329,081	278,990	278,461	277,235	299,697
Materials & Services					
64100 Contracted Services	159,007	72,323	93,090	83,891	86,235
64200 Operation Expenses	25,156	28,599	22,138	30,101	28,501
64300 Minor Equipment	2,875	902	5,457	3,000	3,000
64400 Equip Repair/Maint/Lease	1,010,218	921,496	858,023	963,250	932,250
64500 Property Maintenance/Utilities	21,429	42,480	22,562	23,325	24,381
64600 Travel & Training	2,517	1,964	1,921	2,500	2,500
Subtotal:	1,221,202	1,067,764	1,003,191	1,106,067	1,076,867
Capital Outlay					
68400 CO-Equipment/Machinery	676,894	746,957	423,182	614,000	954,000
Subtotal:	676,894	746,957	423,182	614,000	954,000

FUND 559 - MOTORPOOL **Dept 39 - Roads and Parks**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Transfers to Other Funds					
74100 Transfers To Other Funds	46,116	0	0	73,248	0
Subtotal:	46,116	0	0	73,248	0
Contingency					
75005 Contingency	0	0	0	262,109	282,156
Subtotal:	0	0	0	262,109	282,156
Ending Balance and Reserves					
78100 Reserves	0	0	0	150,000	200,000
78500 Unapprop Ending Fund Bal	0	0	0	502,652	593,000
Subtotal:	0	0	0	652,652	793,000
Subtotal of Expenditures:	2,273,293	2,093,711	1,704,834	2,985,311	3,405,720

FUND 559 - MOTORPOOL **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	141,217	127,015	129,124	80,000	80,000
Fees & Other Service Charges	105,740	67,946	103,448	60,500	61,000
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	6,367	9,885	9,529	5,000	8,000
Interfund Transfers	1,503,825	1,772,187	2,021,387	2,146,811	2,281,720
Fund Balance	0	0	0	693,000	975,000
Total Fund Revenues:	1,757,149	1,977,033	2,263,488	2,985,311	3,405,720
Expenditures:					
Personnel Services	329,081	278,990	278,461	277,235	299,697
Materials & Services	1,221,202	1,067,764	1,003,191	1,106,067	1,076,867
Capital Outlay	676,894	746,957	423,182	614,000	954,000
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	46,116	0	0	73,248	0
Contingency	0	0	0	262,109	282,156
Ending Balance & Reserves	0	0	0	652,652	793,000
Total Fund Expenditures:	2,273,293	2,093,711	1,704,834	2,985,311	3,405,720

FUND 560 - COMPUTER REPLACEMENT FUND **Dept 03 - Information Technology**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
44100 Private/NonProfit Sources	375	300	300	0	0
Subtotal:	375	300	300	0	0
All Other Resources					
52100 Interest Revenue	3,237	13,133	9,171	8,773	10,946
Subtotal:	3,237	13,133	9,171	8,773	10,946
Interfund Transfers					
54500 Interdepartmental Charges	294,303	292,995	312,192	271,877	363,249
Subtotal:	294,303	292,995	312,192	271,877	363,249
Fund Balance					
58100 Fund Balance	0	0	0	626,641	729,726
Subtotal:	0	0	0	626,641	729,726
Subtotal of Revenues:	297,915	306,428	321,663	907,291	1,103,921
Expenditures:					
Materials & Services					
64100 Contracted Services	22,309	0	0	0	0
64200 Operation Expenses	0	0	0	100,000	100,000
64300 Minor Equipment	150,354	139,276	302,591	216,972	190,238
64600 Travel & Training	0	5,846	0	0	0
64700 Software Expense	76,341	226,836	16,756	0	0
Subtotal:	249,004	371,958	319,347	316,972	290,238
Ending Balance and Reserves					
78100 Reserves	0	0	0	590,319	813,683
Subtotal:	0	0	0	590,319	813,683
Subtotal of Expenditures:	249,004	371,958	319,347	907,291	1,103,921

FUND 560 - COMPUTER REPLACEMENT FUND **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	375	300	300	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	3,237	13,133	9,171	8,773	10,946
Interfund Transfers	294,303	292,995	312,192	271,877	363,249
Fund Balance	0	0	0	626,641	729,726
Total Fund Revenues:	297,915	306,428	321,663	907,291	1,103,921
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	249,004	371,958	319,347	316,972	290,238
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	590,319	813,683
Total Fund Expenditures:	249,004	371,958	319,347	907,291	1,103,921

FUND 561 - RISK MGMT-GEN AUTO LIAB **Dept 08 - County Administration**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	11,689	0	0	0	0
43100 Local Government Sources	0	0	0	54,803	0
44100 Private/NonProfit Sources	281	186	1,044	150	251
Subtotal:	11,970	186	1,044	54,953	251
All Other Resources					
52100 Interest Revenue	27,033	111,606	99,261	80,185	104,681
Subtotal:	27,033	111,606	99,261	80,185	104,681
Interfund Transfers					
54100 Interfund Transfers	1,500,000	0	0	0	0
54500 Interdepartmental Charges	2,469,012	2,919,204	2,171,704	2,470,462	2,432,968
Subtotal:	3,969,012	2,919,204	2,171,704	2,470,462	2,432,968
Fund Balance					
58100 Fund Balance	0	0	0	6,682,067	7,754,152
Subtotal:	0	0	0	6,682,067	7,754,152
Subtotal of Revenues:	4,008,015	3,030,996	2,272,009	9,287,667	10,292,052
Expenditures:					
Personnel Services					
62100 Salaries & Wages	142,205	153,426	160,154	210,898	238,603
62200 Payroll Taxes & Benefits	70,523	71,148	75,855	99,904	108,621
Subtotal:	212,728	224,574	236,009	310,802	347,224
Materials & Services					
64100 Contracted Services	456,705	544,463	406,645	528,919	513,759
64200 Operation Expenses	813,939	1,443,650	892,830	4,862,583	5,247,009
64300 Minor Equipment	1,012	1,200	0	2,000	2,000
64400 Equip Repair/Maint/Lease	2,603	1,765	1,634	1,625	1,066
64600 Travel & Training	11,346	3,816	6,319	6,450	9,450
64700 Software Expense	2,096	0	126	0	0
Subtotal:	1,287,701	1,994,894	1,307,554	5,401,577	5,773,284
Ending Balance and Reserves					
78100 Reserves	0	0	0	3,575,288	4,171,544
Subtotal:	0	0	0	3,575,288	4,171,544
Subtotal of Expenditures:	1,500,429	2,219,468	1,543,563	9,287,667	10,292,052

FUND 561 - RISK MGMT-GEN AUTO LIAB **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	11,970	186	1,044	54,953	251
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	27,033	111,606	99,261	80,185	104,681
Interfund Transfers	3,969,012	2,919,204	2,171,704	2,470,462	2,432,968
Fund Balance	0	0	0	6,682,067	7,754,152
Total Fund Revenues:	4,008,015	3,030,996	2,272,009	9,287,667	10,292,052
Expenditures:					
Personnel Services	212,728	224,574	236,009	310,802	347,224
Materials & Services	1,287,701	1,994,894	1,307,554	5,401,577	5,773,284
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	3,575,288	4,171,544
Total Fund Expenditures:	1,500,429	2,219,468	1,543,563	9,287,667	10,292,052

FUND 562 - SELF INSURANCE HEALTH PLAN **Dept 08 - County Administration**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	0	0	73,713	13,134	15,062
Subtotal:	0	0	73,713	13,134	15,062
All Other Resources					
52100 Interest Revenue	30,317	38,740	39,732	32,647	43,535
52900 Miscellaneous Revenue	290,407	0	2,771	0	0
Subtotal:	320,724	38,740	42,503	32,647	43,535
Interfund Transfers					
54500 Interdepartmental Charges	3,537,857	3,752,828	3,934,302	4,132,233	4,331,864
Subtotal:	3,537,857	3,752,828	3,934,302	4,132,233	4,331,864
Fund Balance					
58100 Fund Balance	0	0	0	2,720,613	3,224,822
Subtotal:	0	0	0	2,720,613	3,224,822
Subtotal of Revenues:	3,858,581	3,791,568	4,050,518	6,898,627	7,615,283
Expenditures:					
Materials & Services					
64100 Contracted Services	205,145	139,028	364,331	331,092	388,887
64200 Operation Expenses	3,289,532	3,899,353	3,743,626	5,003,143	5,296,208
64300 Minor Equipment	0	1,115	11,531	0	0
64500 Property Maintenance/Utilities	0	0	48,020	34,906	24,101
64600 Travel & Training	0	0	191	0	0
Subtotal:	3,494,677	4,039,496	4,167,699	5,369,141	5,709,196
Transfers to Other Funds					
74100 Transfers To Other Funds	0	244,561	1,421	0	0
Subtotal:	0	244,561	1,421	0	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	1,529,486	1,906,087
Subtotal:	0	0	0	1,529,486	1,906,087
Subtotal of Expenditures:	3,494,677	4,284,057	4,169,120	6,898,627	7,615,283

FUND 562 - SELF INSURANCE HEALTH PLAN **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	73,713	13,134	15,062
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	320,724	38,740	42,503	32,647	43,535
Interfund Transfers	3,537,857	3,752,828	3,934,302	4,132,233	4,331,864
Fund Balance	0	0	0	2,720,613	3,224,822
Total Fund Revenues:	3,858,581	3,791,568	4,050,518	6,898,627	7,615,283
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	3,494,677	4,039,496	4,167,699	5,369,141	5,709,196
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	244,561	1,421	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	1,529,486	1,906,087
Total Fund Expenditures:	3,494,677	4,284,057	4,169,120	6,898,627	7,615,283

FUND 563 - WORKERS' COMPENSATION **Dept 08 - County Administration**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	0	32,051	25,960	15,000	0
Subtotal:	0	32,051	25,960	15,000	0
All Other Resources					
52100 Interest Revenue	8,947	60,043	51,435	45,380	52,890
52900 Miscellaneous Revenue	0	0	0	4,000	0
Subtotal:	8,947	60,043	51,435	49,380	52,890
Interfund Transfers					
54500 Interdepartmental Charges	650,923	668,117	743,273	678,009	712,242
Subtotal:	650,923	668,117	743,273	678,009	712,242
Fund Balance					
58100 Fund Balance	0	0	0	3,781,632	3,917,763
Subtotal:	0	0	0	3,781,632	3,917,763
Subtotal of Revenues:	659,870	760,211	820,668	4,524,021	4,682,895
Expenditures:					
Materials & Services					
64100 Contracted Services	70,586	38,866	36,462	42,400	71,873
64200 Operation Expenses	-63,062	500,553	747,867	1,732,715	1,918,063
64600 Travel & Training	758	440	0	4,000	4,000
64700 Software Expense	0	1,070	116	0	0
Subtotal:	8,282	540,929	784,445	1,779,115	1,993,936
Transfers to Other Funds					
74100 Transfers To Other Funds	1,500,000	0	0	0	0
Subtotal:	1,500,000	0	0	0	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	2,744,906	2,688,959
Subtotal:	0	0	0	2,744,906	2,688,959
Subtotal of Expenditures:	1,508,282	540,929	784,445	4,524,021	4,682,895

FUND 563 - WORKERS' COMPENSATION **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	32,051	25,960	15,000	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	8,947	60,043	51,435	49,380	52,890
Interfund Transfers	650,923	668,117	743,273	678,009	712,242
Fund Balance	0	0	0	3,781,632	3,917,763
Total Fund Revenues:	659,870	760,211	820,668	4,524,021	4,682,895
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	8,282	540,929	784,445	1,779,115	1,993,936
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	1,500,000	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	2,744,906	2,688,959
Total Fund Expenditures:	1,508,282	540,929	784,445	4,524,021	4,682,895

FUND 565 - CENTRAL SERVICES FUND **Dept 02 - Board of Commissioners**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
44100 Private/NonProfit Sources	0	0	0	0	7,400
Subtotal:	0	0	0	0	7,400
Fees & Other Service Charges					
45500 Sales	36	138	2,111	225	395
Subtotal:	36	138	2,111	225	395
Interfund Transfers					
54100 Interfund Transfers	44,625	67,562	72,986	74,609	77,645
54500 Interdepartmental Charges	625,875	622,275	581,310	711,908	711,045
Subtotal:	670,500	689,837	654,296	786,517	788,690
Subtotal of Revenues:	670,536	689,975	656,407	786,742	796,485
Expenditures:					
Personnel Services					
62100 Salaries & Wages	373,871	374,694	374,395	410,740	433,433
62200 Payroll Taxes & Benefits	190,942	192,448	183,900	223,532	227,615
Subtotal:	564,813	567,142	558,295	634,272	661,048
Materials & Services					
64100 Contracted Services	13,072	8,686	11,344	11,723	8,732
64200 Operation Expenses	78,748	84,025	82,604	80,619	82,225
64300 Minor Equipment	921	0	0	1,000	1,000
64400 Equip Repair/Maint/Lease	3,176	3,732	2,585	4,700	4,500
64600 Travel & Training	17,851	20,295	25,980	53,428	37,980
64700 Software Expense	1,020	0	0	1,000	1,000
Subtotal:	114,788	116,738	122,513	152,470	135,437
Subtotal of Expenditures:	679,601	683,880	680,808	786,742	796,485

FUND 565 - CENTRAL SERVICES FUND **Dept 03 - Information Technology**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	0	2,862	0	0	0
43100 Local Government Sources	22	36	49	0	0
Subtotal:	22	2,898	49	0	0

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Fees & Other Service Charges					
45100 Fees	298,018	284,069	311,662	310,000	310,000
45500 Sales	23,972	11,541	4,298	2,000	1,500
Subtotal:	321,990	295,610	315,960	312,000	311,500
All Other Resources					
52900 Miscellaneous Revenue	2,485	86	86	0	0
Subtotal:	2,485	86	86	0	0
Interfund Transfers					
54100 Interfund Transfers	271,209	269,289	262,849	264,804	275,232
54500 Interdepartmental Charges	4,452,951	3,713,895	3,631,147	4,950,892	4,802,277
Subtotal:	4,724,160	3,983,184	3,893,996	5,215,696	5,077,509
Subtotal of Revenues:	5,048,657	4,281,778	4,210,091	5,527,696	5,389,009
Expenditures:					
Personnel Services					
62100 Salaries & Wages	2,238,089	2,118,548	2,103,749	2,235,886	2,320,863
62200 Payroll Taxes & Benefits	1,043,789	974,847	976,280	1,075,913	1,176,187
62300 Labor Adjustments	18,102	0	0	0	0
Subtotal:	3,299,980	3,093,395	3,080,029	3,311,799	3,497,050
Materials & Services					
64100 Contracted Services	709,395	533,091	693,398	829,671	845,635
64200 Operation Expenses	430,393	450,565	466,273	556,452	541,265
64300 Minor Equipment	62,205	76,668	75,934	63,951	85,754
64500 Property Maintenance/Utilities	375	0	0	0	0
64600 Travel & Training	59,813	28,292	44,401	78,444	104,505
64700 Software Expense	130,861	29,013	80,401	52,759	39,800
Subtotal:	1,393,042	1,117,629	1,360,407	1,581,277	1,616,959
Capital Outlay					
68400 CO-Equipment/Machinery	133,171	149,108	197,352	634,620	275,000
Subtotal:	133,171	149,108	197,352	634,620	275,000
Subtotal of Expenditures:	4,826,193	4,360,132	4,637,788	5,527,696	5,389,009

FUND 565 - CENTRAL SERVICES FUND **Dept 06 - Finance**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	1,982	2,097	1,861	1,826	1,838
43100 Local Government Sources	0	20	0	0	0
44100 Private/NonProfit Sources	50,632	51,540	89,526	100,000	112,000
Subtotal:	52,614	53,657	91,387	101,826	113,838
Fees & Other Service Charges					
45100 Fees	651	409	274	500	1,000
45500 Sales	1	0	0	0	0
Subtotal:	652	409	274	500	1,000
All Other Resources					
52900 Miscellaneous Revenue	0	265	740	0	0
Subtotal:	0	265	740	0	0
Interfund Transfers					
54100 Interfund Transfers	72,327	71,821	69,000	71,415	74,272
54500 Interdepartmental Charges	716,810	719,475	639,481	715,772	719,054
Subtotal:	789,137	791,296	708,481	787,187	793,326
Subtotal of Revenues:	842,403	845,627	800,882	889,513	908,164
Expenditures:					
Personnel Services					
62100 Salaries & Wages	481,049	498,857	478,696	525,291	536,039
62200 Payroll Taxes & Benefits	239,806	253,569	244,934	275,690	286,496
62300 Labor Adjustments	0	0	49	0	0
Subtotal:	720,855	752,426	723,679	800,981	822,535
Materials & Services					
64100 Contracted Services	19,384	13,261	22,339	21,744	22,282
64200 Operation Expenses	58,028	54,495	36,953	48,274	45,376
64300 Minor Equipment	18,727	2,336	16,037	4,447	4,275
64400 Equip Repair/Maint/Lease	1,295	1,335	178	1,089	515
64600 Travel & Training	7,526	8,980	7,378	12,978	13,181
64700 Software Expense	9,589	3,067	838	0	0
Subtotal:	114,549	83,474	83,723	88,532	85,629
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	9,495	0	0
Subtotal:	0	0	9,495	0	0
Subtotal of Expenditures:	835,404	835,900	816,897	889,513	908,164

FUND 565 - CENTRAL SERVICES FUND **Dept 07 - County Counsel**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	0	80	2,477	200	200
45500 Sales	312	510	1,217	0	0
Subtotal:	312	590	3,694	200	200
All Other Resources					
52900 Miscellaneous Revenue	0	5,973	0	0	0
Subtotal:	0	5,973	0	0	0
Interfund Transfers					
54100 Interfund Transfers	154,336	152,997	147,806	152,704	154,389
54500 Interdepartmental Charges	450,149	661,341	514,147	735,450	769,153
Subtotal:	604,485	814,338	661,953	888,154	923,542
Subtotal of Revenues:	604,797	820,901	665,647	888,354	923,742
Expenditures:					
Personnel Services					
62100 Salaries & Wages	462,572	425,272	444,239	551,147	551,869
62200 Payroll Taxes & Benefits	205,547	190,130	196,053	228,955	239,267
Subtotal:	668,119	615,402	640,292	780,102	791,136
Materials & Services					
64100 Contracted Services	5,353	15,871	22,140	20,891	34,333
64200 Operation Expenses	38,114	41,772	41,091	45,293	61,839
64300 Minor Equipment	68	1,389	7,995	3,000	3,075
64400 Equip Repair/Maint/Lease	3,787	3,617	3,863	6,804	7,200
64500 Property Maintenance/Utilities	0	0	0	1,500	1,500
64600 Travel & Training	7,699	6,914	11,735	30,764	24,659
64700 Software Expense	159	0	0	0	0
Subtotal:	55,180	69,563	86,824	108,252	132,606
Subtotal of Expenditures:	723,299	684,965	727,116	888,354	923,742

FUND 565 - CENTRAL SERVICES FUND **Dept 08 - County Administration**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	5,000	0	0	0	0
42100 State Sources	39,603	70,918	0	0	0
43100 Local Government Sources	10,449	10,830	66,853	518,309	526,567
44100 Private/NonProfit Sources	23,211	0	342	0	0
Subtotal:	78,263	81,748	67,195	518,309	526,567
Fees & Other Service Charges					
45100 Fees	3,928	3,756	2,839	500	500
45200 Fines	25	50	0	0	0
45300 Forfeitures	6,964	0	0	0	0
45400 Licenses	500	7,950	3,050	500	1,500
45500 Sales	2,709	1,969	4,192	100	100
Subtotal:	14,126	13,725	10,081	1,100	2,100
All Other Resources					
52900 Miscellaneous Revenue	1,548	19	0	0	0
Subtotal:	1,548	19	0	0	0
Interfund Transfers					
54100 Interfund Transfers	1,482,316	1,468,467	1,399,007	1,429,261	1,445,791
54500 Interdepartmental Charges	3,898,161	3,806,208	3,532,520	3,894,864	4,046,637
Subtotal:	5,380,477	5,274,675	4,931,527	5,324,125	5,492,428
Subtotal of Revenues:	5,474,414	5,370,167	5,008,803	5,843,534	6,021,095
Expenditures:					
Personnel Services					
62100 Salaries & Wages	1,864,945	1,861,699	1,860,906	2,099,340	2,228,872
62200 Payroll Taxes & Benefits	955,805	927,628	923,225	1,095,007	1,144,505
62300 Labor Adjustments	0	-1,411	0	0	0
Subtotal:	2,820,750	2,787,916	2,784,131	3,194,347	3,373,377
Materials & Services					
64100 Contracted Services	224,152	175,746	219,770	308,353	399,137
64200 Operation Expenses	158,748	170,390	154,988	243,073	247,143
64300 Minor Equipment	21,841	13,822	17,221	20,450	21,250
64400 Equip Repair/Maint/Lease	8,524	9,277	7,577	13,660	12,773
64500 Property Maintenance/Utilities	1,814,940	1,991,555	1,872,469	1,984,480	1,895,346
64600 Travel & Training	31,654	27,717	31,532	65,170	54,461
64700 Software Expense	13,722	14,630	12,951	14,001	17,608
Subtotal:	2,273,581	2,403,137	2,316,508	2,649,187	2,647,718

FUND 565 - CENTRAL SERVICES FUND **Dept 08 - County Administration**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Capital Outlay					
68200 Capital Outlay-Buildings	65,593	217,077	19,727	0	0
68400 CO-Equipment/Machinery	8,487	7,077	0	0	0
Subtotal:	74,080	224,154	19,727	0	0
Transfers to Other Funds					
74100 Transfers To Other Funds	27,006	0	0	0	0
Subtotal:	27,006	0	0	0	0
Subtotal of Expenditures:	5,195,417	5,415,207	5,120,366	5,843,534	6,021,095

FUND 565 - CENTRAL SERVICES FUND **Dept 09 - Fiduciary**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
All Other Resources					
52100 Interest Revenue	33,029	135,528	107,126	88,200	88,400
Subtotal:	33,029	135,528	107,126	88,200	88,400
Fund Balance					
58100 Fund Balance	0	0	0	3,472,455	3,714,477
Subtotal:	0	0	0	3,472,455	3,714,477
Subtotal of Revenues:	33,029	135,528	107,126	3,560,655	3,802,877
Expenditures:					
Contingency					
75005 Contingency	0	0	0	500,000	500,000
Subtotal:	0	0	0	500,000	500,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	3,060,655	3,302,877
Subtotal:	0	0	0	3,060,655	3,302,877
Subtotal of Expenditures:	0	0	0	3,560,655	3,802,877

FUND 565 - CENTRAL SERVICES FUND **Dept 15 - County Clerk**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Expenditures:					
Materials & Services					
64200 Operation Expenses	25	0	0	0	0
Subtotal:	25	0	0	0	0
Subtotal of Expenditures:	25	0	0	0	0

FUND 565 - CENTRAL SERVICES FUND **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	130,899	138,303	158,631	620,135	647,805
Fees & Other Service Charges	337,116	310,472	332,120	314,025	315,195
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	37,062	141,871	107,952	88,200	88,400
Interfund Transfers	12,168,759	11,553,330	10,850,253	13,001,679	13,075,495
Fund Balance	0	0	0	3,472,455	3,714,477
Total Fund Revenues:	12,673,836	12,143,976	11,448,956	17,496,494	17,841,372
Expenditures:					
Personnel Services	8,074,517	7,816,281	7,786,426	8,721,501	9,145,146
Materials & Services	3,951,165	3,790,541	3,969,975	4,579,718	4,618,349
Capital Outlay	207,251	373,262	226,574	634,620	275,000
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	27,006	0	0	0	0
Contingency	0	0	0	500,000	500,000
Ending Balance & Reserves	0	0	0	3,060,655	3,302,877
Total Fund Expenditures:	12,259,939	11,980,084	11,982,975	17,496,494	17,841,372

FUND 600 - CAPITAL PROJECTS FUND **Dept 09 - Fiduciary**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	0	0	0	0	120,000
44100 Private/NonProfit Sources	8,220	0	2,500	0	0
Subtotal:	8,220	0	2,500	0	120,000
All Other Resources					
52100 Interest Revenue	50,027	271,627	61,507	0	0
52900 Miscellaneous Revenue	958	0	0	0	0
Subtotal:	50,985	271,627	61,507	0	0
Interfund Transfers					
54100 Interfund Transfers	21,953,083	4,625,681	6,280,979	6,208,936	1,165,000
Subtotal:	21,953,083	4,625,681	6,280,979	6,208,936	1,165,000
Fund Balance					
58100 Fund Balance	0	0	0	1,584,064	350,000
Subtotal:	0	0	0	1,584,064	350,000
Subtotal of Revenues:	22,012,288	4,897,308	6,344,986	7,793,000	1,635,000
Expenditures:					
Materials & Services					
64400 Equip Repair/Maint/Lease	0	0	6,504	0	0
64500 Property Maintenance/Utilities	77,381	113,743	302,755	573,000	985,000
Subtotal:	77,381	113,743	309,259	573,000	985,000
Capital Outlay					
68100 Capital Outlay-Land	-58,933	0	174,138	0	0
68200 Capital Outlay-Buildings	6,446,836	22,620,912	10,886,239	7,220,000	650,000
Subtotal:	6,387,903	22,620,912	11,060,377	7,220,000	650,000
Subtotal of Expenditures:	6,465,284	22,734,655	11,369,636	7,793,000	1,635,000

FUND 600 - CAPITAL PROJECTS FUND **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	8,220	0	2,500	0	120,000
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	50,985	271,627	61,507	0	0
Interfund Transfers	21,953,083	4,625,681	6,280,979	6,208,936	1,165,000
Fund Balance	0	0	0	1,584,064	350,000
Total Fund Revenues:	22,012,288	4,897,308	6,344,986	7,793,000	1,635,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	77,381	113,743	309,259	573,000	985,000
Capital Outlay	6,387,903	22,620,912	11,060,377	7,220,000	650,000
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	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	6,465,284	22,734,655	11,369,636	7,793,000	1,635,000

FUND 612 - STREET IMPROVEMENT FUND **Dept 39 - Roads and Parks**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
44100 Private/NonProfit Sources	169,788	200,400	240,908	200,000	200,000
Subtotal:	169,788	200,400	240,908	200,000	200,000
Revenue from Bonds & Other Debt					
47100 Investment Revenue	0	770,537	0	0	0
Subtotal:	0	770,537	0	0	0
All Other Resources					
52100 Interest Revenue	6,785	15,263	17,257	10,000	7,500
Subtotal:	6,785	15,263	17,257	10,000	7,500
Fund Balance					
58100 Fund Balance	0	0	0	650,000	450,000
Subtotal:	0	0	0	650,000	450,000
Subtotal of Revenues:	176,573	986,200	258,165	860,000	657,500
Expenditures:					
Materials & Services					
64100 Contracted Services	124,779	7,500	0	0	0
64200 Operation Expenses	0	7,705	0	0	0
Subtotal:	124,779	15,205	0	0	0
Capital Outlay					
68100 Capital Outlay-Land	106,320	0	0	0	0
68300 CO-Land Improvements	342,533	136,438	0	0	0
Subtotal:	448,853	136,438	0	0	0
Debt Service					
72100 Debt Service	127,693	107,883	496,112	510,000	490,000
Subtotal:	127,693	107,883	496,112	510,000	490,000
Transfers to Other Funds					
74100 Transfers To Other Funds	0	0	500,000	0	0
Subtotal:	0	0	500,000	0	0
Contingency					
75005 Contingency	0	0	0	75,000	70,000
Subtotal:	0	0	0	75,000	70,000

FUND 612 - STREET IMPROVEMENT FUND **Dept 39 - Roads and Parks**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Ending Balance and Reserves					
78100 Reserves	0	0	0	275,000	97,500
Subtotal:	0	0	0	275,000	97,500
Subtotal of Expenditures:	701,325	259,526	996,112	860,000	657,500

FUND 612 - STREET IMPROVEMENT FUND **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	169,788	200,400	240,908	200,000	200,000
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	770,537	0	0	0
All Other Resources	6,785	15,263	17,257	10,000	7,500
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	650,000	450,000
Total Fund Revenues:	176,573	986,200	258,165	860,000	657,500
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	124,779	15,205	0	0	0
Capital Outlay	448,853	136,438	0	0	0
Debt Service	127,693	107,883	496,112	510,000	490,000
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	500,000	0	0
Contingency	0	0	0	75,000	70,000
Ending Balance & Reserves	0	0	0	275,000	97,500
Total Fund Expenditures:	701,325	259,526	996,112	860,000	657,500

FUND 613 - GREENWAY FUND **Dept 39 - Roads and Parks**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
44400 Donations/Sponsorships	100,800	0	0	0	0
Subtotal:	100,800	0	0	0	0
All Other Resources					
52100 Interest Revenue	15	1,444	329	0	150
52900 Miscellaneous Revenue	0	547	0	0	0
Subtotal:	15	1,991	329	0	150
Interfund Transfers					
54100 Interfund Transfers	0	10,000	0	0	0
Subtotal:	0	10,000	0	0	0
Fund Balance					
58100 Fund Balance	0	0	0	1,500	17,000
Subtotal:	0	0	0	1,500	17,000
Subtotal of Revenues:	100,815	11,991	329	1,500	17,150
Expenditures:					
Capital Outlay					
68300 CO-Land Improvements	28,781	78,150	15,831	0	0
Subtotal:	28,781	78,150	15,831	0	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	1,500	17,150
Subtotal:	0	0	0	1,500	17,150
Subtotal of Expenditures:	28,781	78,150	15,831	1,500	17,150

FUND 613 - GREENWAY FUND **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	100,800	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	15	1,991	329	0	150
Interfund Transfers	0	10,000	0	0	0
Fund Balance	0	0	0	1,500	17,000
Total Fund Revenues:	100,815	11,991	329	1,500	17,150
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	28,781	78,150	15,831	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	1,500	17,150
Total Fund Expenditures:	28,781	78,150	15,831	1,500	17,150

FUND 614 - ROADS SYSTEM DEVELOPMENT FUND Dept 39 - Roads and Parks

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	456,655	347,639	395,184	340,000	400,000
Subtotal:	456,655	347,639	395,184	340,000	400,000
All Other Resources					
52100 Interest Revenue	1,969	6,446	2,787	2,000	2,000
Subtotal:	1,969	6,446	2,787	2,000	2,000
Fund Balance					
58100 Fund Balance	0	0	0	288,000	1,030,000
Subtotal:	0	0	0	288,000	1,030,000
Subtotal of Revenues:	458,624	354,085	397,971	630,000	1,432,000
Expenditures:					
Materials & Services					
64100 Contracted Services	49,000	51,785	48,372	53,000	54,000
Subtotal:	49,000	51,785	48,372	53,000	54,000
Transfers to Other Funds					
74100 Transfers To Other Funds	300,000	675,000	0	0	227,000
Subtotal:	300,000	675,000	0	0	227,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	577,000	1,151,000
Subtotal:	0	0	0	577,000	1,151,000
Subtotal of Expenditures:	349,000	726,785	48,372	630,000	1,432,000

FUND 614 - ROADS SYSTEM DEVELOPMENT FUND SUMMARY

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	456,655	347,639	395,184	340,000	400,000
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	1,969	6,446	2,787	2,000	2,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	288,000	1,030,000
Total Fund Revenues:	458,624	354,085	397,971	630,000	1,432,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	49,000	51,785	48,372	53,000	54,000
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	675,000	0	0	227,000
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	577,000	1,151,000
Total Fund Expenditures:	349,000	726,785	48,372	630,000	1,432,000

FUND 615 - PARKS SYSTEM DEVELOPMENT FUND **Dept 39 - Roads and Parks**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	76,672	102,162	56,523	40,000	40,000
Subtotal:	76,672	102,162	56,523	40,000	40,000
All Other Resources					
52100 Interest Revenue	1,033	5,992	4,866	1,000	1,000
Subtotal:	1,033	5,992	4,866	1,000	1,000
Fund Balance					
58100 Fund Balance	0	0	0	125,000	120,000
Subtotal:	0	0	0	125,000	120,000
Subtotal of Revenues:	77,705	108,154	61,389	166,000	161,000
Expenditures:					
Transfers to Other Funds					
74100 Transfers To Other Funds	0	48,995	163,038	166,000	161,000
Subtotal:	0	48,995	163,038	166,000	161,000
Subtotal of Expenditures:	0	48,995	163,038	166,000	161,000

FUND 615 - PARKS SYSTEM DEVELOPMENT FUND SUMMARY

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	76,672	102,162	56,523	40,000	40,000
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	1,033	5,992	4,866	1,000	1,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	125,000	120,000
Total Fund Revenues:	77,705	108,154	61,389	166,000	161,000
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	48,995	163,038	166,000	161,000
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	0	48,995	163,038	166,000	161,000

FUND 617 - WHITE CITY CAPITAL PROJECTS **Dept 09 - Fiduciary**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
All Other Resources					
52100 Interest Revenue	0	2,075	18,113	19,200	19,000
Subtotal:	0	2,075	18,113	19,200	19,000
Interfund Transfers					
54100 Interfund Transfers	0	1,263,967	0	0	0
Subtotal:	0	1,263,967	0	0	0
Fund Balance					
58100 Fund Balance	0	0	0	1,289,636	1,297,607
Subtotal:	0	0	0	1,289,636	1,297,607
Subtotal of Revenues:	0	1,266,042	18,113	1,308,836	1,316,607
Expenditures:					
Capital Outlay					
68300 CO-Land Improvements	0	0	0	1,308,836	1,316,607
Subtotal:	0	0	0	1,308,836	1,316,607
Subtotal of Expenditures:	0	0	0	1,308,836	1,316,607

FUND 617 - WHITE CITY CAPITAL PROJECTS **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 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	2,075	18,113	19,200	19,000
Interfund Transfers	0	1,263,967	0	0	0
Fund Balance	0	0	0	1,289,636	1,297,607
Total Fund Revenues:	0	1,266,042	18,113	1,308,836	1,316,607
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	1,308,836	1,316,607
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	1,308,836	1,316,607

FUND 622 - LIBRARY DEBT SERVICE S1 **Dept 09 - Fiduciary**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Property Tax Revenues					
46100 Current Property Tax Revenue	1,406,584	1,497,115	1,475,218	1,470,265	1,478,275
Subtotal:	1,406,584	1,497,115	1,475,218	1,470,265	1,478,275
All Other Resources					
52100 Interest Revenue	11,604	14,638	17,172	12,500	12,500
52500 Prior Yr Property Tax Revenue	50,444	100,763	51,136	52,000	47,000
Subtotal:	62,048	115,401	68,308	64,500	59,500
Fund Balance					
58100 Fund Balance	0	0	0	379,152	379,152
Subtotal:	0	0	0	379,152	379,152
Subtotal of Revenues:	1,468,632	1,612,516	1,543,526	1,913,917	1,916,927
Expenditures:					
Debt Service					
72100 Debt Service	1,514,365	1,524,965	1,528,365	1,534,765	1,537,775
Subtotal:	1,514,365	1,524,965	1,528,365	1,534,765	1,537,775
Contingency					
75005 Contingency	0	0	0	0	70,000
Subtotal:	0	0	0	0	70,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	379,152	309,152
Subtotal:	0	0	0	379,152	309,152
Subtotal of Expenditures:	1,514,365	1,524,965	1,528,365	1,913,917	1,916,927

FUND 622 - LIBRARY DEBT SERVICE S1 **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	1,406,584	1,497,115	1,475,218	1,470,265	1,478,275
Bonds & Other Debt	0	0	0	0	0
All Other Resources	62,048	115,401	68,308	64,500	59,500
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	379,152	379,152
Total Fund Revenues:	1,468,632	1,612,516	1,543,526	1,913,917	1,916,927
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	1,514,365	1,524,965	1,528,365	1,534,765	1,537,775
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	70,000
Ending Balance & Reserves	0	0	0	379,152	309,152
Total Fund Expenditures:	1,514,365	1,524,965	1,528,365	1,913,917	1,916,927

FUND 623 - JUVENILE DEBT SERVICE **Dept 09 - Fiduciary**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Expenditures:					
Transfers to Other Funds					
74100 Transfers To Other Funds	97,846	0	0	0	0
Subtotal:	97,846	0	0	0	0
Subtotal of Expenditures:	97,846	0	0	0	0

FUND 623 - JUVENILE DEBT SERVICE **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 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	0	0	0	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	0	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	97,846	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	97,846	0	0	0	0

FUND 624 - LIBRARY DEBT SERVICE S2 **Dept 09 - Fiduciary**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Property Tax Revenues					
46100 Current Property Tax Revenue	1,406,142	1,524,905	1,496,012	1,456,500	1,456,900
Subtotal:	1,406,142	1,524,905	1,496,012	1,456,500	1,456,900
All Other Resources					
52100 Interest Revenue	10,342	13,597	13,601	12,000	12,500
52500 Prior Yr Property Tax Revenue	52,135	102,054	51,485	52,500	47,000
52900 Miscellaneous Revenue	18,000	0	0	0	0
Subtotal:	80,477	115,651	65,086	64,500	59,500
Fund Balance					
58100 Fund Balance	0	0	0	320,643	320,643
Subtotal:	0	0	0	320,643	320,643
Subtotal of Revenues:	1,486,619	1,640,556	1,561,098	1,841,643	1,837,043
Expenditures:					
Debt Service					
72100 Debt Service	1,526,600	1,527,400	1,522,150	1,521,000	1,516,400
Subtotal:	1,526,600	1,527,400	1,522,150	1,521,000	1,516,400
Contingency					
75005 Contingency	0	0	0	0	70,000
Subtotal:	0	0	0	0	70,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	320,643	250,643
Subtotal:	0	0	0	320,643	250,643
Subtotal of Expenditures:	1,526,600	1,527,400	1,522,150	1,841,643	1,837,043

FUND 624 - LIBRARY DEBT SERVICE S2 **SUMMARY**

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	1,406,142	1,524,905	1,496,012	1,456,500	1,456,900
Bonds & Other Debt	0	0	0	0	0
All Other Resources	80,477	115,651	65,086	64,500	59,500
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	320,643	320,643
Total Fund Revenues:	1,486,619	1,640,556	1,561,098	1,841,643	1,837,043
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	1,526,600	1,527,400	1,522,150	1,521,000	1,516,400
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	70,000
Ending Balance & Reserves	0	0	0	320,643	250,643
Total Fund Expenditures:	1,526,600	1,527,400	1,522,150	1,841,643	1,837,043

GRAND TOTAL ALL FUNDS

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Adopted	2016-2017 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	79,736,275	87,490,218	106,205,131	98,900,474	103,743,661
Fees & Other Service Charges	25,265,206	27,038,381	27,679,524	26,030,949	27,733,777
Property Tax	33,859,659	35,043,020	36,299,172	37,413,340	38,691,419
Bonds & Other Debt	11,590,000	770,537	0	0	0
All Other Resources	2,448,446	4,776,301	3,235,703	2,853,468	3,011,072
Interfund Transfers	51,835,022	39,603,546	39,209,105	37,149,857	33,222,989
Fund Balance	0	0	0	126,015,369	132,979,327
Grand Total Revenues:	204,734,608	194,722,003	212,628,635	328,363,457	339,382,245
Expenditures:					
Personnel Services	75,246,351	74,491,569	79,831,990	90,163,951	104,030,072
Materials & Services	65,261,668	68,399,753	70,296,374	79,156,114	80,976,581
Capital Outlay	18,213,361	38,994,055	25,878,668	36,427,655	31,210,501
Debt Service	7,860,422	6,129,042	6,514,197	6,530,507	6,549,469
Special Payments	511,366	4,284,439	473,638	811,000	385,550
Interfund Transfers	31,790,492	13,497,544	18,498,758	14,293,896	10,050,710
Contingency	0	0	0	17,255,964	16,440,317
Ending Balance & Reserves	0	0	0	83,724,370	89,739,045
Grand Total Expenditures:	198,883,660	205,796,402	201,493,625	328,363,457	339,382,245

This Page Reserved for Notes

GLOSSARY OF TERMS

Accrual Basis. Method of accounting in which expenditures and revenues are recorded when transactions actually occur rather than when they are paid or received.

Actual Numbers. These are the final audited revenues and expenditures recorded for the fiscal year.

Administrative Charges. Allocates the cost of general administrative departments that are required to manage the County and provide support to all funds.

Ad Valorem Tax. Tax based on the assessed valuation of property. Also known as property taxes.

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.

Agency and Trust Funds. Accounts for assets received and held for County and non-County organizations and for non-tax resources held by Jackson 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 governing body allocating funds for a specific purpose during a fiscal year.

Approved Budget. The budget that has 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 (Oregon Revised Statute 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 Accounting. Method used to determine when revenues and expenses are recognized in the financial system. The County uses the accrual and modified accrual basis of accounting, the method is determined by the type of fund.

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. 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. Those projects that were budgeted in the prior fiscal year, were not completed, and were re-appropriated for the current fiscal year. Also included are the Unappropriated Ending Fund Balances, Contingencies, Reserves, and any excess revenue or under-expenditures from the prior fiscal year.

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 governments' financial priorities. It is prepared and presented by the executive office or chairperson of the governing body.

Budget Officer. Person appointed by the governing body to assemble budget materials and information and to physically prepare the recommended budget.

Budget Target. Desirable expenditure levels provided to departments to use in developing the coming year's recommended budget. The target is based on the prior year's adopted budget, projected revenues, and reserve requirements.

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 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 Project. Those activities resulting in the acquisition or improvement of major capital items such as land, buildings, and County facilities.

Capital Projects Fund. These funds record the money and expenses used to build or acquire capital facilities such as land or buildings. This type of fund is limited to accounting for the receipts and expenditures on projects and only used while a project is underway. The money for this type of fund usually comes from the sale of general obligation bonds, a special local option tax, grants, or transfers from other funds.

Capitation. An advanced payment for health care services to a medical facility based on a fixed amount per patient per unit of care. Payments are generally utilized by managed care organizations to provide control over health care costs.

Change in Fund Balance. This is the difference between the anticipated Beginning Fund Balance and the anticipated Ending Fund Balance and Reserves.

Comprehensive Annual Financial Report. A report of the governmental entity's financial statements that complies with the Governmental Accounting Standards Board requirements.

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

Current Financial Resources Measurement Focus. A measurement focus that recognizes the net effect of transactions on current financial resources by recording accruals for revenue and expenditure transactions occurring by year's end.

Current Property Taxes. Oregon budget law defines this revenue category as property taxes due and received in the current year. Prior year property taxes collected in the current year are classified as All Other Resources.

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 Enterprise 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.

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 revenues and expenditures.

Depreciation. The charging of a fixed asset as an expense over the estimated service life of that asset.

Ending Fund Balance and Reserves. This amount represents the funds' total Unappropriated Ending Fund Balance and Reserves.

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. These funds are generally self-supporting.

Expenditure. A fund liability incurred for operation, capital outlay, or other requirements during a budgetary period.

Extra Help 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. Extra help employees are paid on a per-hour basis.

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 Internal Services Fund to act as a bank account to received funds and make disbursements that cannot be easily attributed to a specific operating program.

Fiduciary Fund. This fund category is used to account for resources held for the benefit of parties outside of the government. Fiduciary Funds are not budgeted by the County because the resources of the funds cannot be used to support County programs. This fund category includes Trust and Agency Funds.

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). A 1.00 FTE position is the equivalent of one employee who works 40 hours per week on average. A 0.50 FTE position equals one employee who averages 20 hours per week.

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.

Fund Balance. The balance remaining in a fund after expenditures have been subtracted from revenues.

Fund Type. Funds are categorized by type to indicate both the sources of the fund's financial resources and the nature of activities financed. Fund types include: General, Debt Service, Capital Projects, Special Revenue, Enterprise, Internal Services, and Trust and Agency.

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.

Government Finance Officers Association. An organization whose members are made up of Federal, State, and local finance employees.

Governmental Funds. This fund category is used to account for governmental-type activities and includes: General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds.

Grants, Gifts, Allocations and Donations. Revenues given to the County by Federal, State, and local governments, and private entities for specific programs.

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 or for services rendered.

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.

Internal Services Fund. These funds are used to track the costs of services that are provided to other departments and programs within the County. These services are not provided to the general public. County departments are billed for their actual use of these services.

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.

Major Fund. Any fund whose revenues or expenditures – less other financing sources, are greater than 10 percent of the revenues or expenditures of the appropriated budget. Major funds defined for budget purposes may be different from major funds identified for financial reporting.

Materials and Services. An expenditure category encompassing major non-capital, non-personnel expenditures. These include expenses for contracted services, interdepartmental charges, supplies and materials, operational expenses, property maintenance, and software.

Maximum Assessed Value (MAV). A constitutional limitation on the taxable value of real or personal property. It can increase a maximum of 3 percent each year The 3 percent limit may be exceeded if that there are qualifying improvements made to the property, such as a major addition or new construction.

Measure 5. An Oregon constitutional amendment passed in 1990 that limits the amount of operating tax that can be imposed on a property to $5 per $1,000 of real market value for education and $10 per $1,000 for general government.

Measure 50. An Oregon constitutional amendment passed in 1997 that limits the growth in a property's maximum assessed value to 3 percent per year and limits local governments taxing authority by creating a permanent tax rate limit.

Measurement Focus. The accounting for and reporting of 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 the County's discretion.

Non-Major Fund. For budgeting purposes, smaller funds that do not meet the Major Fund calculation are grouped into fund types and presented together.

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.

Operating Budget. That portion of the County's annual budget that applies to non-capital projects, non-capital outlays, transfers, contingency, and ending fund balance; that is, the combined categories of personnel services and materials and services.

Order. A formal directive of Jackson County's governing body; of lower legal status than an Ordinance. Other local governments may refer to this type of directive as a Resolution.

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 (DOR) has authority to provide oversight of County Assessors. DOR, 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 units for the purpose of accomplishing a function for which the County is responsible (sub-unit or categories or functional areas).

Program Budget. A method of budgeting whereby money is allocated to the functions or activities of the County rather than to specific items of cost. Services are broken down into identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives.

Projected. An estimation of revenues and expenditures based on past trends, current economic conditions and future financial forecasts.

Property Tax. A tax assessed on real estate by the local government.

Proprietary Fund. This fund category is used to account for a government's ongoing organizations and activities that are similar to private sector businesses. These funds are generally self-supporting and include Enterprise and Internal Services Funds.

Publication. Public notice given by publication in a newspaper of general circulation within the boundaries of the local government.

Real Market Value (RMV). The amount in cash which could reasonably be expected by an informed seller from an informed buyer in an arm's-length transaction as of the assessment date. For most properties this is the value used to test the constitutional limits of Measure 5 and Measure 50.

Recommended Budget. The financial and operative plan prepared by the Budget Officer. It is submitted to the public and the Budget Committee for review.

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

Resources. Total amounts available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

Revenue. Income for the fiscal year. The major categories of revenue include: Grants, Gifts, Allocations and Donations; Fees and Other Service Charges; Current 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.

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 when the regular budget was adopted. It cannot be used to authorize a tax.

System Development Charge (SDC). 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 the other for road development.

Tax Levy. The total amount eligible to be raised by general property taxes.

Tax Rate. The amount of tax levied for each $1,000 of assessed valuation. The tax rate is multiplied by the assessed valuation to determine the total amount.

Trust and Agency Fund. This fund type accounts for assets held for County and non-County organizations and for non-tax resources held by the County under specific trust instructions.

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 (i.e. Order) or used through a Supplemental Budget unless there is a qualifying emergency (ORS 294.398).

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.

ACRONYMS

TERM	STANDS FOR	USED BY
ADA	Americans with Disabilities Act	Expo
AIP	Airport Improvement Program	Airport
ANA	Adult Needs Assessment	HHS
ARFF	Aircraft Rescue and Fire Fighting	Airport
BLM	Bureau of Land Management	CJ
BoC	Board of Commissioners	Various
BoPTA	Board of Property Tax Appeals	Assessor/Clerk
CAFFA	County Assessment Function Funding Assistance	Assessor/Finance
CAFR	Comprehensive Annual Finance Report	Budget Summary
CAO	County Administrator's Office/County Administration	Various
CART	Child Abduction Response Team	Sheriff
CASA	Court Appointed Special Advocates	DA
CBT	Cognitive Behavioral Training	CJ
CCA	Community Corrections Act	CJ
CCO	Coordinated Care Organization	HHS
CD	Compact Disk	CAO
CDBG	Community Development Block Grant	CAO
CFC	Customer Facility Charge	Airport
CFPB	Consumer Finance Protection Bureau	Clerk
CFS	Calls for Service	Sheriff
CIP	Capital Improvement Plan	Airport
CIT	Crisis Intervention Training	HHS
CJ	Community Justice	Various
CJIS	Criminal Justice Information Services	Capital & Debt
CMS	Centers for Medicare and Medicaid Services	HHS
CNA	Child Needs Assessment	HHS
COD	Coefficient of Dispersion	Assessor
COOP	Continuity of Operations Plan	Justice Court
CPI	Consumer Price Index	Various
CSS	Reproductive Health Client Satisfaction Survey	HHS
DA	District Attorney	Various
DCS	Division of Child Support, Department of Justice	DA
DDA	Deputy District Attorney	DA
DEQ	Department of Environmental Quality (Oregon)	Fiduciary
DOL	Department of Labor	CAO
DUII	Driving Under the Influence of Intoxicants	Sheriff
DVR	Digital Video Recorder	Clerk
DWSP	Domestic Well Safety Program	HHS
E1	Enterprise One	IT
EASA	Early Alliance and Support Alliance	HHS

TERM	STANDS FOR	USED BY
ECSO	Emergency Communications of Southern Oregon	Airport
EDMS	Electronic Document Management System	Assessor/IT
EMS	Emergency Medical Services	HHS
ERIC	Electronic Registration Information Center	Clerk
FAA	Federal Aviation Administration	Various
FBI	Federal Bureau of Investigation	Sheriff
FIPS	Federal Information Process Standards	Capital & Debt
FOPPO	Federation of Oregon Parole and Probation Officers	Bud Msg/Personnel
FOTAS	Friends of the Animal Shelter	HHS
FSAP	Family Sentencing Alternative Program (FSAP)	CJ
FTE	Full-Time Equivalent	Various
FY	Fiscal Year	Various
GAAP	Generally Accepted Accounting Principles	Finance
GED	General Education Development	CJ/HHS
GFOA	Government Financial Officers Association	Finance
GIS	Geographic Information System	IT/Surveyor
GPS	Global Positioning System	Dev Svcs
HAVA	Help America Vote Act	Clerk
HB	House Bill	Various
HHS	Health and Human Services	Various
HR	Human Resources	CAO
HUD	US Dept of Housing and Urban Development	CAO
HVAC	Heating/Ventilation/Air Conditioning	Bud Msg/Fiduciary
I/DD	Intellectual and Developmental Disabilities	HHS
IACREOT	Int'l Assoc of Clerks, Recorders, Election Officials and Treasurers	Clerk
ICS	Incident Command System	Sheriff
IDP	Individual Development Plan	CAO
IGA	Intergovernmental Agreement	HHS
IPMA-HR	Int'l Public Management Assoc for Human Resources	CAO
IRS	Internal Revenue Service	Roads
IT	Information Technology	Various
JCLD	Jackson County Library District	Bud Msg
JCMH	Jackson County Mental Health	HHS
JCSEA	Jackson County Sheriff's Employees' Association	Bud Msg/Personnel
JCSO	Jackson County Sheriff's Office	Justice Ct/Sheriff
JRI	Justice Reinvestment Initiative	CJ/DA
LDO	Land Development Ordinance	Dev Svcs
LEDS	Law Enforcement Data System	Sheriff
LGBTQ	Lesbian, Gay, Bisexual, Transgender, Queer	Sheriff
LGIP	Local Government Investment Pool	Finance
LID	Local Improvement District	Roads
LMP	Licensed Medical Professional	HHS
LPHA	Local Public Health Authority	HHS

TERM	STANDS FOR	USED BY
LUBA	Land Use Board of Appeals	Dev Svcs
MHO	Managed Health Organization	Bud Msg
MHRT	Mental Health Response Team	Sheriff
MPD	Medford Police Department	Sheriff
MTC	Metropolitan Transportation Commission	Roads
NACRC	National Assoc of County Recorders, Election Officials and Clerks	Clerk
NBI	National Bridge Inventory	Roads
NIBRS	National Incident-Based Reporting System	Sheriff
NRAC	Natural Resources Advisory Committee	CAO
O&C	Oregon and California Railroad Lands	Various
OAR	Oregon Administrative Rules	Various
OCVR	Oregon Centralized Voter Registration	Clerk
ODDS	Oregon Office of Developmental Disabilities Services	HHS
ODOT	Oregon Department of Transportation	Airport/Roads
OHA	Oregon Health Authority	HHS
OHP	Oregon Health Plan	HHS
ORCATS	Oregon Counties Assessment and Taxation System	Clerk
ORS	Oregon Revised Statutes	Various
OSHA	Occupational Safety and Health Administration	CAO
OSU	Oregon State University	Bud Msg
OTIB	Oregon Transportation Infrastructure Bank	Bud Msg/Debt Mgmt
PC	Personal Computer	IT
PCI	Pavement Condition Index	Roads
PCIT	Parent-Child Interaction Therapy	HHS
PERS	Public Employees Retirement System	Bud Msg
PFC	Passenger Facility Charge	Airport
PHAB	Public Health Accreditation Board	HHS
PL	Federal Public Law	Various
PREA	Prison Rape Elimination Act	Sheriff
PRIA	Property Records Industry Association	Clerk
PSRB	Psychiatric Security Review Board	HHS
QA	Quality Assurance	HHS
RN	Registered Nurse	HHS
RPS	Regional Problem Solving	BoC/Dev Svcs
RRMC	Rogue Regional Medical Center	HHS
RV	Recreational Vehicle	Various
RVCOG	Rogue Valley Council of Governments	CAO
RVTD	Rogue Valley Transportation District	Roads
SAR	Search and Rescue	Sheriff
SB	Senate Bill	Fiduciary
SDC	System Development Charges	Roads
SDS	Safety Data Sheets	CAO
SE	Supported Employment	HHS

TERM	STANDS FOR	USED BY
SEIU	Service Employees International Union	Bud Msg/Personnel
SHRM	Society for Human Resource Management	CAO
SOREC	Southern Oregon Research and Extension Center	CAO
SOREDI	Southern Oregon Regional Economic Development, Inc.	CAO
SORPP	Southern Oregon Regional Pilot Program	Dev Svcs
SOTNT	Southern Oregon Tactical Narcotics Team	Sheriff
SRE	Snow Removal Equipment	Airport
SRTF	Secure Residential Treatment Facility	HHS
SSI	Social Security Income	DA
STD	Sexually Transmitted Disease	HHS
STTL	Short Term Transitional Leave	CJ
SWAT	Special Weapons and Tactics	Sheriff
TANF	Temporary Assistance for Needy Families	DA
TAY	Transition Age Youth Program	HHS
TB	Tuberculosis	HHS
TMDL	Total Maximum Daily Load	CAO
TSA	Transportation Security Administration	Airport
TSP	Transportation System Plan	Dev Svcs/Roads
UGB	Urban Growth Boundary	Dev Svcs
UMT	Utilization Management Team	HHS
UPC	Universal Product Code	HHS
UPS	Uninterruptable Power Supply	IT
URA	Urban Renewal Agency of Jackson County	Fiduciary
URL	Uniform Resource Locator	Assessor
VEOGP	Veterans Extended Outreach Grant Program	HHS
VOCA	Victims of Crime Act	DA
WCELED	White City Enhanced Law Enforcement District	Dev Svcs/Sheriff
WIC	Women, Infants, and Children	HHS
WISE	Water for Irrigation, Stream and Economy	CAO/Fiduciary
YHOP	You Have Options Program	Sheriff