

# JACKSON COUNTY BUDGET COMMITTEE

## Minutes

Courthouse Auditorium  
April 9, 2013

The Jackson County Budget Committee meeting of April 9, 2013, was called to order by Mr. Dick Rudisile at 8:35 a.m. in the Courthouse Auditorium. Roll call was taken.

Present: Mr. Dick Rudisile, Presiding Officer, Budget Committee; Ms. April Sevcik, Budget Committee; Mr. Craig Morris, Budget Committee; Mr. Doug Breidenthal, Commissioner; Mr. Don Skundrick, Commissioner; and Mr. John Rachor, Commissioner.

Mr. Danny Jordan, County Administrator; Mr. Harvey Bragg, Sr. Deputy County Administrator; Ms. Traci Adams, Budget Analyst; Katherine Bates, Recording Secretary; Lynell Dewey, Recording Secretary.

County Staff.

Guests: Interested Members of the Public and Press.

### **Election of Presiding Officer**

**Mr. Morris moved to nominate Mr. Rudisile as the Presiding Officer of the Budget Committee. Mr. Skundrick seconded the motion. Those who voted aye – Mr. Morris, Ms. Sevcik, Mr. Rachor, Mr. Skundrick, Mr. Breidenthal, and Mr. Rudisile. Motion passed.**

### **Presentation of Budget Message**

Mr. Jordan, County Administrator, opened by congratulating Mr. Rudisile on his re-election and Stated the Budget Message is presented as part of the Recommended Budget. Mr. Jordan then read the entire Budget Message into the record, and noted this document will be available online.

Mr. Rudisile commended Mr. Jordan on his work on the Budget. Mr. Rudisile discussed the Excellent Fiscal Responsibility Award recognizing Jackson County's Budget.

### **Budget Overview**

Mr. Jordan, provided a PowerPoint presentation of the budget for fiscal year 2013-2014 (*Submission No. 1*). He described the General Fund revenue losses, specifically \$15.6 million to the General Fund, \$3.4 million in Title II and Title III funds for Public Safety, and \$4 million to the Road Fund. The General Fund is where the County struggles to have sufficient revenue to operate necessary County services. Mr. Jordan Stated the numbers he used in his presentation are not exact, and have been rounded. He also reviewed losses in interest income, property tax base reduction, reductions in State funding, and the economic impacts of these losses equals \$27 million per year.

In 2005, the County had had \$27 million more available to provide services. Jackson County's total property tax base is \$31 million, and has lost close to \$2 per thousand in revenue to be able to deliver these services.

Mr. Jordan then detailed the four types of revenue: Operating (Constant and predictable); Non-Operating (fund balance, reserves and windfalls, can't be depended on in future); Dedicated (for a specific purpose); and Non-Dedicated (discretionary).

About 75 percent of the budget is dedicated revenue. The decision on what services to provide is made on only 12 percent of the Budget. Of the \$301,925,792 budget, decisions are made on only \$35 million, because the other funds are either directed or dedicated.

Mr. Jordan reported that approximately \$6.7 million will be spent in the current year from Reserve Funds. These non-dedicated operating funds are used for the Sheriff's Office, Community Justice, District Attorney's Office, Internal Services, Other (Assessment and Taxation, and Development Services), Libraries, and Health and Human Services. The total reserve and Ending Fund Balance is approximately \$67 million, with approximately \$26 million in General Fund Reserves, and \$41 million in dedicated funds.

The County has reduced FTEs (full-time equivalent positions) approximately 20 percent, and this Budget recommends reducing 43.00 FTEs.

Mr. Jordan reiterated that the situation the County is facing is not something new; these one-time funds are being used purposefully, but are running out. Mr. Jordan discussed the PERS (Public Employees Retirement System) affects on the Budget, and Stated that if a more permanent source of funding is not found, the County will not be able to continue to maintain these services.

This Budget shows a reduction in FTEs and associated service levels. It provides security of service delivery with \$67 million in reserves, contingency and/or Ending Fund Balances for all funds. It is \$67 million to support a \$169 million operating budget. On average, if necessary, the County could operate for nearly five months with no additional revenue. The operating expenditures exceed operating revenues by \$6,760,306.

Mr. Rudisile opened the meeting for questions or comments from the Budget Committee. There were no questions. Mr. Rudisile recessed the meeting at 9:35 a.m. for a scheduled meeting break, and the meeting resumed at 10:15 a.m.

### **Airport**

Ms. Marcy Black Stated that in the past two years the Airport has reduced its landing fees in order to be more competitive in the market. In fiscal year 2011-2012, the landing fees provided 25 percent of Airport operating revenue (*Submission No. 2*), but these fees are down 12 percent for fiscal year 2013-2014. The Airport is working to diversify and find other opportunities to create revenue. PERS is a huge liability for the Airport, and the 4.68 percent PERS increase resulted in approximately \$85,000 of additional cost. Each year the Airport generates revenue and operates based on that revenue. The Airport has been able to put some in reserve each year, and expects to have \$214,853 in reserves. The Airport is authorized for 42.25 FTEs, and anticipates 32.25 FTEs throughout the year. With the reduction in FTEs, some savings are expected in overall PERS costs. Three programs at the Airport have FTEs: Administration (6.10); Security (20.15) with an actual estimated of 13.15, and ARFF (Fire Department) Staffing

(7.00) and are projecting 5.00. With the level of 5.00 FTEs in ARFF, a firefighter will be on staff 24/7. Law Enforcement Officer staffing is a mandated service and is currently under contract with the City of Medford. The FTEs authorized and projected are 3.30. The Airport is proposing a revised program to TSA to explore options other than certified police officers. In Operations and Maintenance, the Airport is authorized for 14.00 FTEs and anticipates 13.00. Other programs in the Airport Enterprise Fund are: Diversification Project (revenue positive) and the Development Program, which includes Airport Improvement Program Grants (FAA), Passenger Facility Charge (PFC), Customer Facility Charge (CFC), *Connect Oregon IV*, and Blue Sky 2013. The Airport Debt Service Fund is a separate fund limited to the Airport terminal construction bonds. The Airport is in the process of refunding the 2007 B Terminal Bonds, which will produce a present-value savings of \$325,000 over the next ten years. The final fund is the Passenger Facility Charge (PFC) Fund. The airlines collect \$4.50 per enplaned passenger, and return all but \$.11 to the Airport. The Airport uses those PFCs as a match for grants for capital projects. The Fund also provides coverage for debit service. The Airport is expecting approximately \$1.3 million in PFC revenue. Airport's total budget is just over \$44 million, which includes capital projects, and operating expenses.

Commissioner Skundrick confirmed that actual employees of the County are in the security program, providing security in the terminal, inspections of the airfield fence, watching for unattended baggage, and providing service outside the secure terminal. The law enforcement officers are assigned a specific area at the TSA screening point, and those are the 3.30 FTEs.

### **Sheriff's Office**

Sheriff Mike Winters distributed a hard copy of his presentation (*Submission No. 3*) and discussed some of his history as Sheriff. The new State-of-the-art dispatch center at the Airport is complete, and a new backup center is at the new patrol office. It is rated essential service and provides a back-up communications platform to the dispatch center. The remodel of the jail basement is nearly completed, with the 62 new beds, and should provide revenue opportunity.

Sheriff Winters noted that the core public safety services the Sheriff's Office is responsible for are: Corrections, Patrol, Investigations, Support Services, and Search and Rescue. All of these services are in the new location. The Traffic Team resulted in a decrease of 14 percent of fatalities in Jackson County from 2011-2012. There is a new inmate phone system in the jail, which provides updated technology to all law enforcement agencies for investigative purposes. The jail should be done in June 2013. The Cop Logic software was implemented for online police reporting, which increases services and reduces costs. The Patrol division (44 deputies), continues to provide coverage to 2,800 square miles and is expected to respond to over 57,000 calls for service. The staffing level is about half of the national average. Three Community Service Officers assist Patrol handling non-emergency incidents. There has been a consistent increase in calls for service. The Investigations unit has eight detectives, and in 2012 cleared 82 percent of their cases. The Narcotics team's Southern Oregon Multi-Agency Marijuana Eradication and Reclamation (SOMMER) team are trend setters in disrupting, dismantling, and prosecuting illegal Mexican drug trafficking organizations. They work closely with Medford Area Drug and Gang Enforcement (MADGE) team. The adult jail is a 284-bed facility, with a cap at 230 for safety reasons. Forced releases are going back up. Search and Rescue responded to 76 missions and have 135 volunteers who are trained in all aspects of search and rescue. At the national volunteer cost per hour that is a savings of \$465,000 to the taxpayers. In Support Services, the Sheriff is anticipating processing over 3,000 concealed hand gun permits. The foreclosure situation is causing problems in the Civil Division and he expects a 200 percent

increase in handling these court decisions. The Records staff is expecting to book over 13,000 people next year, and answers the phones for non-emergency incidents.

The Sheriff's Department's total budget is \$28,771,766. To meet the budget target, he eliminated all the vacant positions they could, materials and services were reduced, management was restructured and reduced, and overtime was reduced. This budget required a nearly \$1.7 million reduction in order to meet the budget target, including a reduction of 10.00 budgeted positions from the current year's budget. The remainder of the cuts came from supplies, professional services, and equipment. Commissioner Rachor confirmed that when Jackson County releases inmates from jail it is due to lack of room and staff to supervise the inmates. The plan is to try to use Federal income by lodging Federal inmates in half of the 62 new beds and develop revenue to allow additional beds. Commissioner Skundrick congratulated Sheriff Winters on the recent successful Search and Rescue operation.

### **Justice Court**

Judge Charter addressed the Committee (*Submission No. 4*) and noted that these are challenging times for the Justice Court. Over the eight-year history of the Justice Court, it has returned nearly \$8 million to the General Fund. Judge Charter reviewed the fatality rate, which has been reduced from 45 in 2004 to 15. He reviewed court revenues, which are the lowest since 2007, and noted the drop was due to legislative changes. He reviewed graphs by quarter of total County citation revenues, and traffic school attendance. The citation revenues have been increasing for the State's share and decreasing for the County's share. Mr. Jordan Stated that even though the revenue shows an increase in the first quarter, the percentage of revenue coming to the County from those citations is still down. Judge Charter noted there are bills to reverse HB 2712 which reduce the payment made to the State from \$60 to \$45 and hopefully part of that process will put the County's share on a parity basis with the State. Both parity and the reduction of what's going to the State is addressed in the legislature. Judge Charter Stated that traffic school attendance is down because they have been offering less of a discount on the tickets. He confirmed that if the legislation is passed, there would be no retroactive feature in the legislation to recover lost revenue.

Mr. Jordan added that there is a budget action bill to return about \$3.3 million that was collected that should have gone to Counties for specific programs that are used to pay Justice Court (Court mediation, law library, and court security). While this may not be retroactive, it could be an emergency. It is possible that it could be implemented now, rather than July 1<sup>st</sup>, so even though it wouldn't be retroactive, an impact could be seen in the current fiscal year.

Commissioner Skundrick commended Judge Charter and his peers for their hard work, and to Mr. Jordan for his work on this issue with the legislators.

Mr. Rudisile recessed the meeting at 11:01 a.m., and the meeting resumed at 11:15 a.m.

### **Public Comment**

No one wished to make a comment. Mr. Rudisile recessed the meeting at 11:15 a.m.

The meeting resumed at 1:00 p.m.

### **District Attorney**

Ms. Beth Heckert noted her department (*Submission No. 5*) has \$830,715 of revenue and support from the General Fund is \$3.8 million, with a total budget of \$4.7 million. Most of the DA budget is in personnel. The DA is on target with 42.50 FTEs, including 18.00 Deputy District Attorneys (DDA's). Its' budget issues are the reduction in the General Fund dollars, increase in PERS costs, and an increase in cost of materials. The budget reduction was achieved by cutting 3.00 full-time employees. The District Attorney's Office is made up of three departments: Prosecution, Crime Victims Services, and Child Support.

The Prosecution department is 95 percent funded from the General Funds, with 2 percent coming from Federal/State/Local revenues, and 3 percent from Fees/Other revenues. Last year, 6,637 new cases were filed, and the District Attorney projected a four percent increase. Ms. Heckert's department will prosecute over 6,900 new cases and project a four percent increase. There was a reduction of 1 DDA and the goal is to maintain a manageable caseload per DDA to ensure quality representation to the citizens of Jackson County. Ms. Heckert noted that they will not be able to prosecute every case submitted to her office, and residue paraphernalia cases will not be filed due to budget resources. She outlined her department's accomplishments, including providing 65 hours of training to local law enforcement agencies (LEA); in-house training for DDA; one prosecutor cross designated to prosecute cases in Federal court, and one assigned to Medford Area Drug and Gang Enforcement (MADGE); 3 grand juries weekly, averaging 320 cases presented each month, and are in the final stages of implementing the Karpel Data Case Management System. Ms. Heckert reviewed the Karpel system, which provides electronically-submitted police reports, providing discovery to defense attorneys electronically, and streamlines procedures for maximum efficiency.

Ms. Heckert described the work of Crime Victims Services (CVS), and noted it receives approximately 36 percent from the General Fund, approximately 35 percent from Federal/State/Local Revenue, and 29 percent from fees/other revenues. CVS will serve nearly 2,000 crime victims in a fiscal year, providing 2,423 hours of service through volunteers, and provide advocacy and victim's rights information and other services. Her office will have 1.00 FTE dedicated to documenting restitution for crime victims. The reduction of one restitution clerk will impact how quickly the orders are prepared and submitted to the court.

The work in Child Support is 67 percent funded by Federal/State/Local revenues, 31 percent by General Funds, and 2 percent by fees/other revenues. Child Support expects to collect \$8.9 million of child support during fiscal year 2013-2014 and plans to continue to use contempt of court as well as criminal non-support and license suspensions as enforcement tools. It also seeks modification of existing child support orders when appropriate, and establishes paternity when needed. Commissioner Skundrick asked about what happens to the cases they can't prosecute any longer and the process for referring citizens to CASA or the Dunn House. Commissioner Rachor asked questions about the loss of FTEs, priorities to decide which cases to prosecute, and civil liabilities. Mr. Rudisile asked about the compatibility of electronic functions of the Karpel Data Case Management System. Sheriff Winters commended Ms. Heckert on the great work the District Attorney's Office has done and went on to explain that the police agencies needed the ability to electronically transfer records. Mr. Rudisile expressed his pleasure with the apparent teamwork that exists between the District Attorney's Office and the Sheriff's Office.

## **Community Justice**

Mr. Shane Hagey Stated that this was the first time his department has not met their budget target (*Submission No. 6*) and noted a \$2.6 million shortfall, outlining the reductions as grant funding, Title III funding, and County General Fund allocation. Of that shortfall, \$1 million was a one-time allocation of money last year to increase and sustain funding for some of the programs. The increase in costs are employee costs, including PERS increases.

Juvenile Services provides 24-hour intake services, community supervision of approximately 600 youth, diversion agreements, services to victims, filing of legal documents in juvenile court, community service, and victim/offender mediation. While youth are in the Juvenile Detention Center, they have access to life skills classes, mental health services, education, alcohol and drug services, a fire setter program, sex offender treatment, gang program, graffiti program, and parent skills training. A grant was recently received in conjunction with Medford Police to work on cleaning up graffiti and some of the gang issues.

Adult Services provides parole and probation services, supervising approximately 1,853 felony/misdemeanor offenders, 207 domestic violence offenders and 277 sex offenders. They are also a participant in the Medford Area Drug and Gang Enforcement (MADGE) efforts, provide a prison re-entry probation officer, and two adult drug court probation officers. Their programs include alcohol and drug treatment, home detention, community service, a Driving Under the Influence of Intoxicants (DUI) program, sex offender treatment, day reporting and day management, and pre-trial services.

The Community Justice Transition Center is a 176-bed facility and had 3,067 intakes last year. Clients serve their jail time and then move into the transitional center to help them focus on how to change their behavior, get and keep jobs, and become successful contributors to society. They are very proud of this program, as both an alternative and a partner with jails. It is a major focus for jail overcrowding and often can offer clients an alternative to homelessness.

Commissioner Rachor asked if there was more work for the crews, if additional crews could be supplied, and Mr. Hagey Stated more crews can be arranged as needed.

Mr. Hagey continued with information on the current fiscal year layoff of 4.00 FTEs, and the closure of the Day Reporting/Day Management Program. The impact was a reduction/reallocation of services, elimination of job search, employment resources and job preparation classes for unemployed offenders, and elimination of daily reporting, which results in less offender accountability. The 2013-2014 budget, that did not hit budget target, eliminates an additional 6.75 FTE (total of 10.75 FTE) and includes a reduction in Alcohol and Drug treatment at the Transition Center. The impact of those reductions is a reduction of staff needed to adequately supervise offender population, reduction in management oversight, and a reduction in client assistance at the Transition Center. Community Justice has a \$1.1 million shortfall, in addition to what Mr. Hagey already outlined as cut backs, and would effectively eliminate 19 percent of the department's overall work force, and an additional 15.00 FTEs, for a total reduction of 25.75 FTEs. The impact of those reductions would be system-wide, including offender accountability and public safety. Juvenile services would be the least affected, and is 75 percent funded by General Fund. Adult Services and Transitional Center are primarily funded by State funds. The impact to Juvenile Services would be a reduction in detention beds, supervision, and a decrease in availability for law enforcement.

Mr. Jordan clarified that the overall budget submitted to the Budget Committee is balanced. From the budget targets, it is out of balance by \$750,000; however, that includes funding services that Mr. Hagey couldn't provide if the Budget Committee doesn't approve the budget. In other words, the things he is talking about now are not things that are proposed as part of this budget, they are things that would have to happen if the Budget Committee wants to cut the additional funding that he used to balance his budget. Mr. Rudisile confirmed that this is part of the \$6.75 million being taken from the Rainy Day Fund to balance the budget.

Adult Services' impact would be a loss of 4.00 Probation Officers, which would leave 18.00 Probation Officers to supervise approximately 1,853 offenders. They currently average 70-80 per case load, which is higher than optimum, as around 65 would be ideal. A key impact would be the reduction in the participation with drug courts, as Community Justice would no longer be able to staff the drug courts with a Probation Officer. Other impacts would be reduced supervision, reduction in staff training, reduction in participation of the collaboration with Medford Police Department and the Sheriff's Office, reduction in offender accountability, and a decrease in public safety.

Impacts to the Transition Center would include closure of the north side of the facility, and a reduction of 96 beds. This reduction would increase forced releases from the jail and eliminate services for the female population, along with a reduction in work crews. All the programs listed earlier that go along with that component would no longer be available, which creates a loss in revenue.

A fully-operational Community Justice program works collaboratively with partnering public safety agencies to enhance public safety, hold offenders accountable, reduce substance abuse issues, break recidivism cycles, restore damage to victims and the community, and educate offenders, families, and the community.

Commissioner Breidenthal asked how House Bill 3194 would impact reductions in Community Justice. Mr. Hagey replied that the State budget is much slower than the County budget, so he used the Governor's recommended budget to project his budget. Mr. Jordan Stated that the Governor's budget proposed a based funding level for community corrections and Mr. Hagey is referring specifically to community corrections in his budget. The House Bill also created an incentive program that makes additional funds available. This may provide the County the opportunity to bring more funds to the County and that's because Jackson County generally receives 5.6 percent of the Statewide funding in Community Corrections Act. Jackson County would take the base funding plus the incentive funding, and add them together for the total funding package and take 5.6 percent of that to determine what revenue to budget. However, for the incentive funding, which is \$37 million, it may be that not all counties apply for it because all counties don't have the services and structure. If all counties don't apply, that leaves more funding available for Jackson County to apply for. The estimate of 5.6 percent was conservative, based on how the County is generally funded by the State. If additional funding is received, it would be used to offset the increase in General Fund expenditures. It would not be used to expand programs except for what is necessary by applying for the incentive funding.

Commissioner Rachor recognized this as a three part problem. Without sufficient deputies, the bad guys are out on the street. If the Sheriff can arrest them, and there aren't enough people in the District Attorney's Office to prosecute them, the bad guys are out on the street. And, even if they are prosecuted and Criminal Justice doesn't have enough room to keep them, they are back out on the street again. It's a compounding problem. Mr. Rudisile agreed and added that he doesn't see much changing between this year and next year in the General Fund pressure. He suggested Mr. Hagey prioritize every program he can, look deep into his budget, and make any cuts he possibly can throughout the year.

### **County Clerk**

Ms. Chris Walker addressed the Budget Committee and Stated she anticipates taking in over \$1.5 million in revenue during the 2013-2014 fiscal year, and expending just under their projected revenues to reach the Clerk's budget target. This department's revenue comes from the Clerk's Administration, Elections, Recordings, and Board of Property Tax Appeals Programs. The majority of the Clerk's revenues come from deeds, property records, and other documents being recorded in their offices, as well as fees for marriage licenses, document sales, and some special election reimbursements. The Clerk's Office strives to perform the daily tasks with the utmost integrity while serving the public with confidence and respect, and relies on the entire staff to provide essential services to the public at high levels.

In fiscal year 2012-2013 there were many positive changes made, and her department continues the commitment to provide excellence in an effective, cost-efficient manner. Ms. Walker gave a few examples, including the continued implementation and progress using the data from their 2009 audit of the Recording Program. The Elections Department is currently being audited, at her request, to aid in processes and succession planning. The 2012 Presidential general election was successful, along with mandatory State recounts, and a special district election is scheduled for May. Ms. Walker Stated she receives many positive comments from the public, candidates, and political parties concerning the open, fair, elections processes here in Jackson County.

Ms. Walker was proud to state she has performed 706 marriage ceremonies since being County Clerk. The Board of Property Tax Appeals (BoPTA) held hearings for 279 petitions, equal to 365 accounts appealed, and these hearings were concluded on April 2, 2013. The Clerk's Office is required by statute to accept BoPTA petitions, schedule hearings and act as BOPTA's administrative assistant. They also keep the BOPTA record, issue orders, and record hearings. Ms. Walker thanked her dedicated staff, the County Assessor's staff, and the Board of Commissioners' appointed board members.

Her department was involved in a beta test of the Bell & Howell ballot sorter, which proved to aid the County with faster precinct sorting, which was previously done by hand. The end results were faster reporting of results, less staff time, and ballot handling being reduced to a minimum for great confidence in the elections process.

Issues in fiscal year 2013-2014 will include a Primary election in May and possibly three other regularly-scheduled elections. Based on past history, Ms. Walker expects an approximately 65 percent turnout for the Primary election. Continued training and education for her staff on the ballot sorter program and signature verification standards are necessary to compliment and reaffirm voter confidence in the vote by mail/petition process.



Ms. Walker expects an increase of BOPTA filings for 2013-2014 and has budgeted \$72,000 to accommodate the expected increase, of which she may receive \$8,000-\$10,000 in a County Assessment Function Funding Assistance (CAFFA) Grant. Her department implemented an \$18 filing fee for the 2012 BOPTA filing period, which took in \$4,744 in revenue. Ms. Walker noted that economic conditions make the recording program highly volatile to financial market conditions, as revenue stream is dependent upon housing sales, mortgage loans and the general State of the economy. With the continued support of the Budget Committee, Board of Commissioners, and the County Administrator, they are making positive, proactive changes, with cost-saving effects.

### **Assessor**

Mr. Josh Gibson, County Assessor, addressed the Budget Committee with an analysis of results from fiscal year 2012-2013 and the fiscal year 2013-2014 budget (*Submission No. 8*). His presentation included fiscal year 2011-2012 because that was the first year of the Capital Outlay project, the software conversion, appeared. In that year about 13 percent of the Assessor's budget was spent on the Capital Outlay project. In fiscal year 2012-2013, about 10 percent of the budget was spent on the project, and in 2013-2014, it increased to \$1.29 million, or 26 percent, because the department is anticipating to finalize this project in January 2014. The majority of the Assessor's funding comes from the General Fund (\$4.19 million), CAFFA Grant (\$775,000), and Fees (\$50,000). Mr. Gibson is not anticipating any Capital Outlay funds for next fiscal year as this was a one-time project.

The Assessor's Department's goals are: 1) to ensure all property is accurately and fairly appraised and assessed according to law; 2) educate the citizens of Jackson County on property tax laws; 3) increase collaboration and communication; and 4) be great stewards of the taxpayers' money.

His department budgeted a reduction of 2.00 FTEs: 1.00 Commercial Appraiser and 1.00 Chief Appraiser. Mr. Gibson will absorb most of the Chief Appraiser's duties. The impact of losing those 2.00 FTES are a loss of 25 years of experience from the Chief Appraiser, work priorities will be limited to statutory requirements and GRM software conversion, and an inability to complete additional strategic objectives.

On a positive note, the Assessor's Office has implemented tablets to all field Appraisers, which will allow them to be more efficient in the field, field maps will be digitized, appraisers will have access to Surveyor's database, scanned aerial photographs, expanded educational opportunities, increased communication with the Department of Revenue, and a continuation of cross training.

In addition to the statutory requirements and software conversion, which are top priorities, customer service is the number one priority in the Assessor's Office. The department does multiple presentations; a monthly article in the Upper Rogue Independent, and sent out senior deferral recertification reminders.

The Assessor's Office is currently working on two major projects. The first is Laserfische, which is a scanning software. The main goal was to get the 115,000 appraisal packets scanned by October 2012, with quality being the key, and these will be available to the public beginning in July, 2013. The second project is the Government Revenue Management, which will be live in January 2014. This is the final step for Treasury and Taxation, and the cartography section, but it won't be the last for the property appraisal module. It is uncertain when the Real Property

Appraisal module will be available. All Assessment staff are involved in this conversion, with 1.00 FTE devoted solely as a project manager.

Mr. Gibson added that even though resources are diminished, and they are limiting staff, they have a positive attitude and are doing more with less.

Commissioner Briedenthal commended Mr. Gibson on his leadership. Mr. Jordan confirmed that they assess for around 37 different taxing districts, and stated that without the Assessor assessing these districts, the County would not be able to receive tax money to provide necessary services. The Assessment Department is critical not just for the County, but for all of those other districts that reside in Jackson County.

### **Surveyor**

Mr. Scott Fein, Jackson County Surveyor, addressed the Budget Committee and stated that one of the first things he did after taking office was a statistical analysis of all sources of revenue over the last four years. Mr. Fein detailed the revenue sources by program (*Submission No. 9*) as follows: the Corner Restoration Program is dedicated funds, per State statute and the Surveyor Program, which is funded through document sales and filing and checking fees, and the last category is Surveyor Charges, which is a small portion at only 3 percent, but has increased through building relationships with other County departments to provide services. Overall projected revenue for 2013-2014 is \$452,000, with the majority of that coming from the Public Land Corner Preservation Fund.

The projected ending fund balances for the entire department is \$927,000, which is an increase of \$191,000 from fiscal year 2012-2013, due to a reduction of 2.00 FTEs, decrease in vehicles, and decrease in general expenditures due to operational efficiency. In fiscal year 2012-2013, the Surveyor's department budget had a total of 5.00 FTE (0.60 FTE to Surveyor Program and 4.40 FTE to the Corner Restoration Program, which can fluctuate). Fiscal year 2012-2013 had planned expenses of \$155,000 in personnel services against the Corner Program fund balance. This is not sustainable and 2.00 FTEs have been cut. The reduction in FTEs was due to the rising costs of materials and services, combined with overall cost of employment per FTE against stagnant revenues for the past several years. For operational efficiency and responsible fiscal management, the department has been reorganized with fewer but more technically diverse staff that will provide improved public service at a lower cost. There will be a 40 percent reduction from fiscal year 2012-2013, for a total of 3.00 FTEs, the County Surveyor and 2.00 Land Surveyor IIIs.

The fund balance is for investment in technology and infrastructure, which increases operational efficiency enabling the department to do more with less while providing increased public service at a lower cost. Additionally, any unexpected decline in revenue is directly tied to real estate transactions. The Surveyor's Office is self-supporting and receives no General Fund support. In fiscal year 2010-2011, a one-time General Fund transfer was made to balance the Surveyor Program's budget and provide a foundation for the future. It is essential that responsible fiscal management of this department's fund balance occur because it is vital to the long-term sustainability of the essential services they offer.

The total expenditures for the Surveyor Program are \$92,000, which are paid for by incoming revenue, except for a \$8,000 software expense against the fund balance. The total expenditures for the Corner Restoration Program are \$536,000, which are paid for by incoming revenue, excluding Capital Outlay and contingency. Capital Outlay and contingency have been

expensed against the Beginning Fund Balance for fiscal year 2013-2014 and will only be expended if absolutely necessary.

The Corner Restoration Program restores and maintains 20,000 public land survey corners in Jackson County, as mandated by statute. These are physical monuments on the surface of the earth which are the foundation of all land ownership essential in law for the location and division of real property, and location of water rights and roads. It is necessary and required by law for describing, dividing, developing, and taxing real property. The Program enables substantially decreased costs in the division and location of property for individual owners. Staff works with property owners to restore and maintain public land survey corners which pertain to their property at no cost to them, and collaborate with private sector surveyors on projects as requested to restore corners, thus decreasing costs to their clients. In accordance with State law, this department obtains geodetic survey positions via GPS. The objective of the Program is to safeguard the physical markers and associated records that are the foundation of all land ownership in Oregon.

Commissioner Skundrick asked about the need for physical markers when GPS is available. Mr. Fein explained that the earth is a moving target and GPS is what is referred to as geocentric, and attached through gravity to the mass center of the earth, which is constantly moving. A precise position can be obtained today, but geodetic data (basically the model of what the earth is), changes over time so the position in 1983 is different than the position we have now. Besides the GPS, people actually physically need survey monuments. The monument itself transfers the theoretical system to the surface of the earth and without them surveyors could not lay out property lines. Every time a property line needed to be identified, a surveyor would need to be onsite as opposed to having that physical monument.

The Surveyor Program ensures the accurate location and division of real property, and safeguards the health, welfare, and safety of the public by ensuring that all survey maps, property line adjustments, partitions, condominiums, and subdivisions meet State and local law requirements. The Program also protects the property lines of all citizens by assuring compliance with surveying laws prior to filing, secures all surveys and lands records, serves as the land records information center for Jackson County, and educates the public on the location and division of property.

The Surveyor's department's achievable objectives are: fewer FTE, reduction of operating costs by investment in technology and training for personnel, implementation of GIS technology in the management and delivery of public records, increased digital recordkeeping and archiving, restore and maintain the greatest number of public land survey corners that affect the greatest number of citizens, process survey documents 70 percent faster than is permitted by statute at the lowest possible cost while ensuring all documents are in compliance with the law, provide internship opportunities to University students, outreach and education, and exceptional customer service.

Mr. Rudisile asked if there was a penalty for destroying these markers. Mr. Fein explained that there are penalties, but it's hard to catch someone. Through State statute, the penalty is a direct one-to-one cost for recovery. When asked about the revenue from the Corner Restoration Project, Mr. Fein Stated that it is through ORS (Oregon Revised Statutes), a \$10 fee from the Clerk's Office. There is no quota of number of corners he has to restore each year.

### **Public Comment**

No one wished to make a comment. Mr. Rudisile closed the public hearing at 2:48 p.m. and recessed the meeting until 3:00 p.m.

The meeting resumed at 3:00 p.m.

### **Board of Commissioners**

Commissioner Skundrick addressed the Budget Committee and noted that the Board of Commissioners is the only elected body in the region for many broad issues such as the forest planning, water supplies, regional land use planning, air quality, transportation, emergency management, etc. The Home Rule Charter sets the structure of the Board of Commissioners and also outlines its duties, which 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 the three lay members. This is required by local government and budget laws. The duty includes requiring 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 also is the governing body for other boards such as the Urban Renewal Agency of Jackson County, which is defunct now, the White City Enhanced Law Enforcement District, and the White City Lighting District. The Board of Commissioners sits on the Jackson/Josephine Job Council, and works with the Oregon Congressional delegation providing information of the impacts of several State and Federal decisions that affect Jackson County. Goals include the process of developing this budget, along with the three lay members, and continuing to accept the responsibility for the oversight and general wellbeing and public safety of the citizens of Jackson County; and exploring solutions to our natural resources issues. He then commended Commissioner Rachor and Commissioner Breidenthal, and past Commissioner, C.W. Smith, and Stated that the citizens of Jackson County are well represented by these individuals on a national, Statewide, and regional basis. The Board will continue to address the economic needs of the citizens of Jackson County, recognizing we are part of a global economy. The intent is to encourage a culture of entrepreneurship innovation here, which we are and will continue to be involved with. The Board will continue to work with the Fair Board to look for solutions to that issue, which has been struggled with for several years, and to work with State government in enacting legislation for the Governor's health transformation and education projects. Those projects have direct impact here in Jackson County with the CCOs and also on the Early Learning Council.

Commissioner Skundrick noted that in the past year Regional Problem Solving (RPS) was approved by the Land Conservation and Development Commission (LCDC) and it is now law. Commissioner Skundrick thanked everyone from the city governments, environmental, business, and agricultural representatives that worked with the County over the period of more than ten years to accomplish this. He especially noted the efforts of Josh LeBombard, who is now with the LCDC, and Kelly Madding, Jackson County's Development Services Director. The Board is continuing to work on a project called Executive Order 12-07, and Commissioner Rachor sits along with Commissioner Hare of Josephine County, and Commissioner Morgan of Douglas County, and the planning staff from each of the three counties to look at zoning and land classifications. It is important to the Board of Commissioners that Jackson County's land policies are no more stringent than State law.

Commissioner Skundrick recognized the State of the economy and noted that getting the people of Jackson County back to work needs to happen, and the Board works to facilitate and encourage new jobs through a variety of projects, including expanding enterprise zones in partnership with Southern Oregon Regional Economic Development, Inc. (SORED). The enterprise zone allows a three-year tax break for business looking to either relocate or expand within an enterprise zone. The Board has been active with a job grant program, encouraging companies to hire people, based on some pretty strict criteria. Due to budget restraints, this program has ended, but it did provide incentive for companies to grow.

Commissioner Skundrick reported that the Commissioners have been good stewards of the citizens' money and the budget for the Board of Commissioners is \$741,000, which includes three Commissioners and support staff for a total of 5.00 FTEs.

### **Information Technology**

Mr. Mark Decker, Information Technology Director, addressed the Budget Committee (*Submission No. 10*) and reviewed his department's budget. His department has two programs: Computer Replacement Fund, and Information Technology (IT) Services. IT provides network operations, front-line computer support, applications, telecom and web content management. The mission of Computer Replacement is to maintain stable funding to replace obsolete technology. IT continually monitors costs and ensures they are getting the best value. Customer satisfaction is the primary method to measure their performance, which remains high at 94 percent. Revenue for IT comes mainly from internal departments (93 percent), with 7 percent from outside grants and fees. The overall revenue trend has been increasing slightly, and will be turning downward in the coming year. The 2012-2013 budget was \$5.6 million and it is projected at just over \$5 million for 2013-2014. Mr. Decker then spoke about GIS revenue trends, where the main source of revenue is the land transaction fee, which fell flat and stayed flat. His department is expecting these fees to pay for one half of the GIS program. Title III funds helped fill the gap, but those funds are going away. IT is counting on an increase in fees and real estate market activity to keep this program going. Costs are continuing to increase as a result of PERS and health insurance, and staff has been cut as a result. The IT department budgeted 34.30 FTEs in the current fiscal year but have made cuts and will end the year with 31.6 FTEs. For fiscal year 2013-2014, 29.50 FTEs were budgeted, which is an 8.5 percent reduction from the high in 2011-2012. IT will no longer support Health and Human Service's systems, and will cut back on front line user support. Project management will also be affected.

Major projects in this current fiscal year are the completion of the Novell/Microsoft migration, upgraded entire network switches, completing Windows 7 deployment, replacement of the County's intranet web site, replacement of Animal Control software, replace of the District Attorney software, key GRM milestones for Assessment and Taxation, and the expansion of electronic document management. For fiscal year 2013-2014, IT will be deploying the VOIP phone system, going live with the GRM system, helping Development Services transition off the old permit/case tracking system to the new one, and retiring the AS/400 system.

Commissioner Breidenthal asked what plans Mr. Decker has for cyber security, and he explained IT has a continuous investment in cyber security, and the network manager is also the security officer. There are a variety of policies in place, and they invest in penetration tests at least every other year.

Commissioner Rachor expressed concern about programs becoming obsolete in a very short period of time. Mr. Decker recognized the issue, and believes it is the relentless march of progress.

### **Finance**

Ms. Shannon Bell, Finance Director, gave the Budget Committee an overview of the Finance Department (*Submission No. 11*), showing a projected 2.92 percent increase in revenues and a 1.67 percent increase in total expenditures in the Accounting/Treasury Program. The purchasing card program continues to grow and Ms. Bell anticipates a 51 percent increase. The Taxation/Property Management Program projects an 8.14 percent revenue increase and a 5.59 percent total expenditure increase. The Finance Department's objectives are to provide technical guidance and oversight in fiscal management practices, provide accounts payable services in the most cost-effective manner, maximize payments on pre-foreclosure accounts prior to judgment, dispose of County-owned properties, ensure all cash transactions within the County are properly recorded, and invest the County portfolio in approved fixed income instruments at competitive rates. Ms. Bell noted the size of their portfolio peaks greatly during tax season. Currently, the fund balance is \$156 million. Commissioner Skundrick asked Ms. Bell to explain for the public what the \$156 million portfolio consists of. Ms. Bell explained that the Finance Department pools the portfolio, so all of the different types of funds are put into one investment portfolio, whether they are dedicated funds or not. This allows for the best rates and diversification. The goals for investments are safety, liquidity, and yield.

Commissioner Breidenthal asked Ms. Bell to elaborate on the rates since the market is doing well. Ms. Bell stated the first objective of the Treasurer is safety of the portfolio. In order to maintain safety, the types of investments are restricted. Commissioner Skundrick commended Ms. Bell on a remarkably well-run department.

### **County Counsel**

Mr. Rick Whitlock, County Counsel, presented Counsel's budget to the Budget Committee (*Submission No. 12*) and began by outlining County Counsel's functions. Counsel acts as the County's law firm, reviews all ordinances and contracts, and is responsible for all litigation and appeals. Counsel handles employment grievances and Unfair Labor Practice claims, supervises outside counsel, represents the County at public hearings and administrative tribunals, and provides information links, sample documents, and training to County employees. Counsel has 6.00 FTEs consisting of four attorneys and 2.00 office professionals. Counsel's funding sources are internal service charges based on percentage of use by department, and charge-backs to Risk Management on specific litigation matters. Counsel received a .07 percent reduction in General Funds, or 17 percent of the department's total budget. Counsel's Office represents a very good bargain for the taxpayers and the County because it is much more cost effective to handle these items in-house, as the cost is about a third of the cost of a Portland attorney, and about half the cost of a Medford attorney.

The total proposed budget for the department is \$878,696. Personnel services increased by 13 percent and self-insurance expenses increased almost 10 percent. The increase is due primarily to the cost of benefits, which is up 37 percent. Materials and Services is down 10 percent. The department is handling more contracts than last year, handled 20 tort claims in fiscal year 2012-2013, and currently have 31 active litigation and employment cases.

Major issues of the past year were the Table Rock Park litigation, the continued development of in-house labor and employment law practice, and the JCSEA (Jackson County Sheriff's Employees Association) interest arbitration. Predicted issues and goals include renegotiation of two expiring collective bargaining agreements, delivery of health care services, updating the county code, and a potential for increased land development and economic development.

### **County Administration**

Mr. Harvey Bragg, Senior Deputy County Administrator, presented the County Administration budget to the Budget Committee (*Submission No. 13*). He noted increases in Materials and Services that correspond with the reduction in fund balances, and the reason is that ORS changed in relationship to budgeting reserves. The County is no longer able to appropriate reserves, and must just budget reserve funds. These monies are still there, like ending fund balance, but cannot be accessed without an approved supplemental budget. He also explained that as part of the internal insurance programs, the County must set aside an actuarial liability, and this amount is determined by an actuary every other year. Mr. Jordan already explained the reason for these increases, and these fund balances must be budgeted, but we never spend them, and they carry forward into the next year and don't show up on actual expenditures.

One program in the County Administrator's budget is County Administration, which includes the County Administrator, the Senior Deputy County Administrator, Budget Analyst, and staff. Administration's job is to help the Commissioners develop policy and ensure that policy is implemented. The Economic and Special Development Program is money set aside for SOREDI, RVCOG, and Extension Service. Another program in this budget is Facility Maintenance, which maintains all the facilities in the County, with the exception of the Airport properties, and also oversees construction projects. Internal Audit has 3.50 FTEs, which includes the County Auditor, and two staff. Audit performs both financial audits and performance audits for the County, and save the County quite a bit of money. The actuarial reserves from the self-insurance health plan are set aside and are doing very well. Jackson County's cost increases for insurance have been very marginal compared to the market. The Worker's Compensation program is self-funded through charge backs to the departments, and the reserve in that is doing well. Community Development Block Grants money is a pass through, which means that other organizations will request the County to submit a grant application to the State and the State can't grant that directly to the organization so they grant that amount to the County and the County passes it through to the applying organization. Those organizations are then responsible for reporting back. Emergency Management has 1.10 FTE, Human Resources (HR) has 5.42 FTEs, and includes Risk Management General Auto Liability with 2.43 FTEs. That is one less FTE than the prior fiscal year. Since December 2011, HR has not had a Human Resources Department Director, and we are on the fourth recruitment for that position. The Watermaster's Office has two County-funded FTEs, and are down 1.00 FTE, due to the reduction in Title III funds. The County has also become the Regional Office for the Watermaster's Office.

### **Library**

Ms. Lisa White, Library Program Manager, addressed the Budget Committee (*Submission No. 14*) and explained that the Library has three departments: Mail Services, Law Library, and Library. The Library is funded 19 percent from program revenues, 10 percent from Video Lottery, and 71 percent from the General Fund. Mr. Jordan Stated that the charge out for the square footage of the Libraries had previously been based on the number of employees for maintaining the Library facilities through Facility Maintenance. Since the County only has one

employee, the Libraries got a very good deal on maintenance costs that were indirectly allocated to them for a number of years until this year, when the County realized that was occurring, and the County adjusted the charge out to be based on the amount of square footage, as other buildings are charged.

There were approximately 35,000 registered cardholders in fiscal year 2011-2012. The operating expenditures per capita total \$30.53. Books in print dominate the physical portion of the Library's collection at 87 percent. The share of non-print materials, including audio and visual materials, has tripled since 2003 and is continuing to evolve. The collection budget took the biggest hit and has gone from \$700,000 to \$560,000 this fiscal year. The Oregon Library Standards measures total collection budget and collection items per capita statistic. Jackson County is rated Excellent; however, with the reduction in the budget, it is inevitable the County will lose their Excellent status and slip into the Threshold category. The Circulation Per Service Hour slide demonstrated how the Library has done more with less. Over 1.6 million items were circulated in fiscal year 2011-2012. The current average hold ratio is 6:1 – for every six holds another copy is purchased. The average wait time for a hold is three months. This will translate into slower service, longer lines, and increased wait times.

The State median for circulation per capita is 17.26 books per capita. In fiscal year 2011-2012, Jackson County was at eight. This number is affected by service hours. Library programs have increased since the reopening and currently story times are maxed out at 29 sessions a week. Adult computer classes are also maxed out, along with the Outreach to homebound and child care, and due to funding level and Library hours these are not expected to change. Ms. White estimated that Library programs and services are at the top of the plateau and they will decline with current resources, let alone if resources continued to be reduced. The Libraries and communities are doing everything possible with the available resources. The Library has 2.5 programs per open hour and have no room to accommodate additional requests. The Libraries are leveraging resources by partnering with other agencies and community groups. Downloadable e-books, audio books, video and music are available online.

The goals for the Library include marketing the Library and its services, maintaining the level of service, continuing the quest to secure stable funding, and meeting technology growth and demand through electronic resources.

The Law Library provides access to legal materials and the budget is basically funded by filing fees. This budget is a dedicated fund in the amount of \$564,177. House Bill 5056 and Senate Bill 5701 reduced the appropriation for this. The funding is decreasing and the expenditures are staying the same. The use level is going down, which translates into higher costs. Cost per person estimated for fiscal year 2013-2014 is \$300. Distribution has been reduced 40 percent.

The last area of the Library Department is Internal Mail Services. The budget for Mail Services is \$125,229, and the General Fund pays 14 percent, with the rest being funded by chargebacks from internal departments that use this service. About 400,000 pieces of mail are prepared each year, and a piece of mail can range from an envelope to a box.

Mr. Rudisile closed the public hearing at 4:23 p.m. and recessed the meeting until 4:28 p.m.

The meeting resumed at 4:30 p.m.



### **Public Comment**

Ms. Michelle Blum Atkinson, of Medford, addressed the Budget Committee in support of the Jackson County Library Services. She is a member of the Library Advisory Committee, a volunteer for the Friends of the Medford Library, and a part of the family business, ProCare Software. Ms. Atkinson discussed being raised with the Library and presented a short video in support of the Libraries (*Submission No. 15*). She expressed her appreciation for the Budget Committee and encouraged them to extend Library hours as it would benefit all the children.

Ms. Gerrie Leinfelder, of Applegate and President of the Friends of Ruch Library, also addressed the Budget Committee and provided several reports (*Submission No. 16*) that demonstrate the necessity, especially in rural communities, for libraries. Ms. Leinfelder listed 12 ways that the rural libraries are proven to add value to the communities and went on to State that if the budget is not extended to cover the libraries' costs, the people in small rural communities could lose their communities' most valuable asset. In Ruch, they are already stretched to the maximum to raise the money for Saturday hours and they cannot afford to have any of their 12 County-paid hours reduced.

Mr. Kevin Keating, of Medford, addressed the Budget Committee and discussed how the libraries help the County fiscally and are an investment to the County. Mr. Keating Stated that when the libraries were closed several local businesses had trouble recruiting professional members knowing there was no library system. The libraries are important to fueling the growth of the County, help the unemployed find work, and help the education community serve the public. Much of this is done through the materials budget and having the libraries open when people need to use them. Businesses who are trying to grow their small business, or independent contractors trying to find leads, can only be done through the reference section in the library and it is not as easy to do online. He requested the Budget Committee restore the three percent increase that they were receiving as a way of paying LSSI and if that is not possible, then the \$100,000. Mr. Keating asked the Budget Committee to keep the intangibles in mind.

Mr. Chip Phillips, of Jacksonville and a professor at Rogue Community College and a father, also addressed the Budget Committee and Stated he was asked to come and talk on behalf of the Medford library. He is a concerned parent and educator. He Stated that Jackson County can't afford to not have the libraries open. His students are mostly employed, have families, and have difficulty getting to the libraries during the short hours they are open and he sees them struggling. His children and students use the library for school work. Mr. Phillips has seen a noticeable decline in basic literacy rates. He is saddened and shocked that we live in a community that doesn't have 24 hour access to libraries and he believes his students would be succeeding more readily with better access.

Mr. Michael Flynn, of Jacksonville, and owns the first privately-funded incubator in Southern Oregon, addressed the Budget Committee and Stated he was appalled when he moved here three years ago to learn that the Jacksonville library is only open three days a week. As a 20-plus year entrepreneur, who has focused primarily on early stage startups, one of the things that he looks for in the people he mentors is self-reliance and ability to think independently. In his personal experience, the libraries serve a fundamental resource in providing those basic skills. The libraries are essential to an individual's ability to improve themselves when they have no other resources at their disposal. The ability to go from one library to another is not an option that a lot of people in this area have and emphasized that technology is not a viable solution.

Mr. Flynn believes there is a big difference between reading a book, physically holding a book in your hands in a library where there are other books, and downloading it on an electronic device.

Mr. Rudisile commented that he was glad people showed up at the public comment period, and that the Budget Committee appreciates everyone's comments. The Committee's problem is that there are more expenditures than revenue. They have worked through the reserves, which have been supporting the deficit, but they are at the point where they have to make some decisions. Mr. Rudisile Stated the basic problem is where the money is going to come from. Every budget in the County has had to reduce FTEs in their budget and figure out a way to still maintain services. There have been reductions in total of 44.00 FTEs. Mr. Rudisile explained that several years ago the County used to receive money from timber sales that exceeded \$20 million a year. That money is gone and he believes the County will be lucky to receive \$1.5 million from timber sales to help cover the budget. This County has lost one of their principal revenue sources, and unfortunately the consequences are curtailing libraries, quit supporting the Historical Society, and those are just a couple of the big ones. The County is still in this budget crunch without enough revenue to cover essential costs.

Mr. Morris Stated this is his seventh year on the Budget Committee and before he came on the Committee he spent many years on the Library Advisory Committee. He agrees with everything that has been said today; however, everything Mr. Rudisile has said is true also and Jackson County has a \$7 million budget deficit. There are going to be reductions that are coming that are going to be more than you can bare. This isn't a matter of do we have enough money to extend hours, it's much, much deeper than that. He Stated the people in Jackson County that believe that libraries are a huge intrinsic value to the freedom of our County and to free intellectual thought will need to band together and start planning to do something about finding the funds through serial levies or other ways to keep the libraries going and the level you want to see them going. The work needs to start tomorrow.

Mr. Rudisile thanked Mr. Morris for his comments.

There being no further comments, Mr. Rudisile adjourned the meeting at 4:52 p.m. to resume on Thursday, April 11, 2013, at 12:30 p.m.

Respectfully submitted,

/s/ Dick Rudisile  
Dick Rudisile, Presiding Officer

/s/ Katherine Bates  
Katherine Bates, Recording Secretary

/s/ Lynell Dewey  
Lynell Dewey, Recording Secretary

Approved on: December 5, 2013