



# ADOPTED

2017-2018

# BUDGET

Jackson County  
Oregon

# Adopted Budget



## Fiscal Year 2017-2018

### BUDGET COMMITTEE MEMBERS

#### Board of Commissioners

Colleen Roberts, Chair

Rick Dyer

Bob Strosser

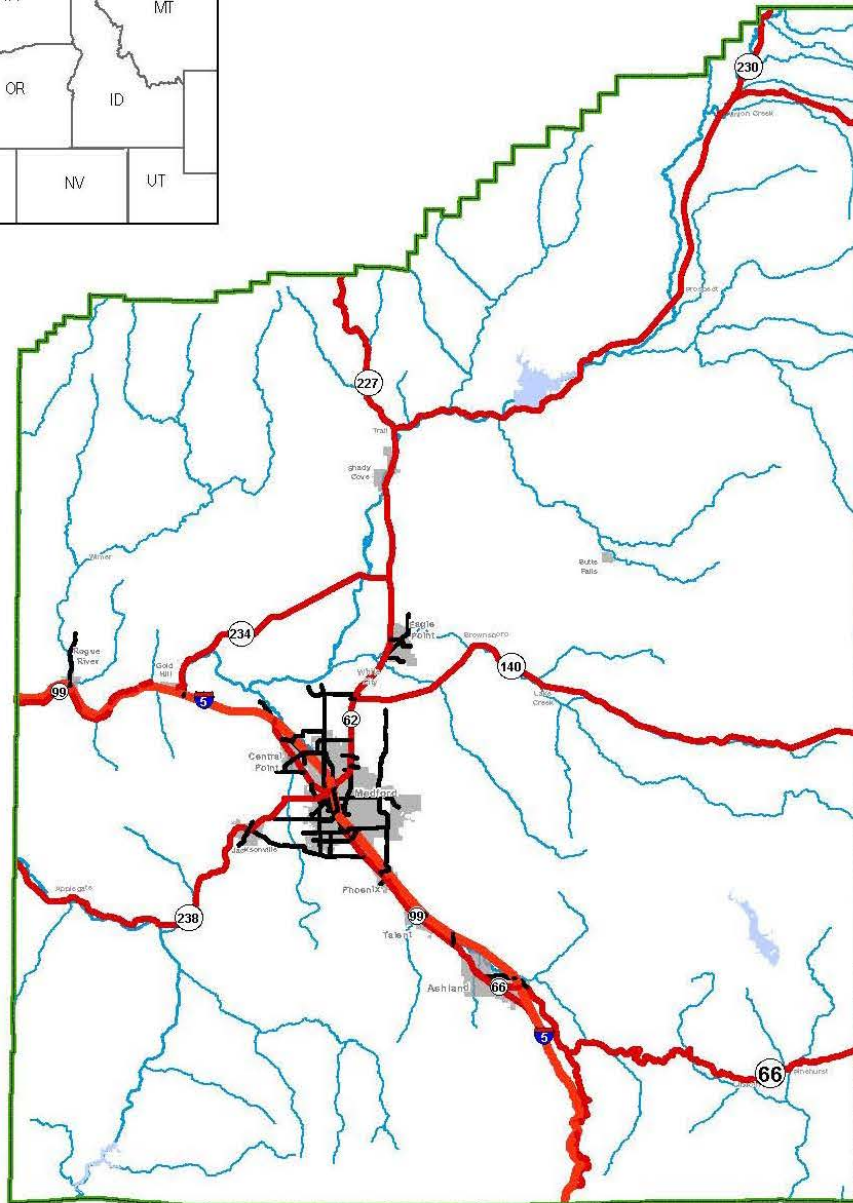
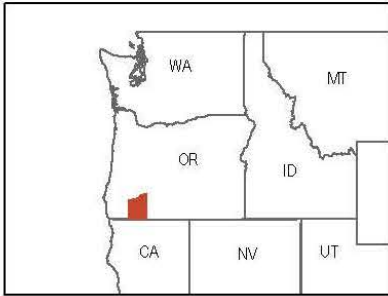
#### Citizen Budget Committee

Dick Rudisile, Presiding Officer

Craig Morris

April Sevcik

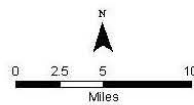




# Jackson County Oregon

## Streets by Type

- Freeway
- State Highway
- Arterial



**JACKSON COUNTY**  
**GIS**

This map is based on a digital database compiled by Jackson County from a variety of sources. Jackson County cannot accept responsibility for errors, omissions, or positional accuracy. There are no warranties, expressed or implied.

Date: 05/07/2017 8:40getMap.asd; sage.bks



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Jackson County  
Oregon**

For the Fiscal Year Beginning

**July 1, 2016**

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, 2016. 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. Jackson County believes our current budget continues to conform to program requirements and it is being submitted to GFOA to determine its eligibility for another award.



*This Page Reserved for Notes*

# TABLE OF CONTENTS

## BUDGET MESSAGE

Introduction.....	1
County Mission Statement and Goals.....	3
Long-Term Financial and Other Matters that Impact the Adopted Budget.....	4
Short-Term Financial and Other Initiatives that Impact the Adopted Budget.....	5
Significant Departmental and Fund Highlights and Issues for 2017-2018.....	5
Processes Used to Develop the Budget and Organization.....	7
Conclusion.....	8
Appendix A – Property Taxes and Debt Limitations.....	9
Appendix B – Debt Service .....	10

## BUDGET SUMMARY

Calendar for Fiscal Year 2017-2018 Budget Preparation .....	13
Budget Preparation .....	13
Expenditure Controls.....	14
Exceptions to Local Budget Law .....	14
Fiscal Policies.....	15
Fund Structure for Fiscal Year 2017-2018	
Budgeting Funds Organization Chart .....	17
Explanation of Funds .....	18
Fund Structure by Department .....	19
Difference Between “Actual” and “Adopted” Budgeted Numbers .....	19
Measurement Focus and Basis of Accounting.....	20
Basis of Budgeting .....	20
County Organization Chart.....	21
County Goals Matrix.....	22
Total Revenues and Expenditures Overview .....	23
Revenue by Department Overview .....	24
Expenditures by Department Overview.....	25
Consolidated Financial Schedules	
Revenue Summary by Source.....	26
Expenditure Summary by Department .....	27
Explanation of Change .....	28
Revenue by Source Overview.....	29
County Revenues	
Major Revenue Sources .....	30
Beginning Fund Balance .....	30
Property Taxes .....	31
Grants, Gifts, Allocations and Donations – State Revenues .....	32
Grants, Gifts, Allocations and Donations – Federal Revenues .....	33
Spending Plan .....	34
Summary of Programs Partially Funded by State Resources.....	42
Jackson County at a Glance (demographic information) .....	46

## CAPITAL AND DEBT SCHEDULES

Capital Projects and Capital Outlay Schedule .....	51
Debt Management.....	60

## AIRPORT

Budget Overview .....	67
Organization Chart .....	68
Department Summary .....	68
Airport Administration .....	70
Airport Debt Service Fund .....	72
Development.....	75
Diversification Projects .....	77
Operations and Maintenance .....	78
Passenger Facility Charge .....	80
Safety and Security.....	82

## ASSESSOR

Budget Overview .....	85
Organization Chart .....	86
Department Summary .....	86
Assessment and Appraisal .....	89

## BOARD OF COMMISSIONERS

Budget Overview .....	93
Organization Chart .....	94
Department Summary .....	94
Board of Commissioners .....	96

## COMMUNITY JUSTICE

Budget Overview .....	99
Organization Chart .....	100
Department Summary .....	100
Community Justice Administration .....	103
Adult Supervision and Programs .....	105
Juvenile Services.....	109
Transition Center .....	111



## COUNTY ADMINISTRATION

Budget Overview .....	115
Organization Chart .....	116
Department Summary .....	116
County Administration .....	119
Community Development Block Grant .....	121
Economic and Special Development .....	123
Facility Maintenance .....	125
Human Resources .....	128
Internal Audit .....	131
Law Library .....	133
Mail Courier .....	136
Risk Management-General and Auto Liability .....	138
Self-Insurance Health Plan .....	140
Watermaster .....	142
Workers' Compensation .....	146

## COUNTY CLERK

Budget Overview .....	149
Organization Chart .....	150
Department Summary .....	150
Clerk Administration .....	154
Elections .....	157
Recording .....	160

## COUNTY COUNSEL

Budget Overview .....	163
Organization Chart .....	164
Department Summary .....	164
County Legal Services .....	166

## DEVELOPMENT SERVICES

Budget Overview .....	169
Organization Chart .....	170
Department Summary .....	170
Building .....	173
Code Enforcement .....	176
Comprehensive Planning .....	179
Current Planning .....	182

## **DISTRICT ATTORNEY**

Budget Overview .....	187
Organization Chart .....	188
Department Summary .....	188
Family Support.....	191
Prosecution Case Management .....	195
Victims' Assistance .....	198

## **EXPO**

Budget Overview .....	201
Organization Chart .....	202
Department Summary .....	202
Expo Administration.....	204
Facility Rental .....	206
Fair.....	208
Sponsored Events .....	210

## **FIDUCIARY AND SPECIAL FUNDS**

Budget Overview .....	213
Capital Projects.....	214
Central Services Fiduciary.....	215
County Schools Fund .....	216
Court Security .....	217
General Fund Fiduciary .....	218
Library Debt Service – 1 <sup>st</sup> Bond Issue .....	220
Library Debt Service – 2 <sup>nd</sup> Bond Issue .....	221
Solid Waste.....	222
Title III/PL 112-141 .....	224
Title III/PL 114-10 .....	226
Video Lottery.....	228
White City Capital Projects .....	229

## **FINANCE**

Budget Overview .....	231
Organization Chart .....	232
Department Summary .....	232
Accounting .....	234
Property Management .....	236
Taxation Office.....	239
Treasury.....	241

## HEALTH AND HUMAN SERVICES

Budget Overview .....	245
Organization Chart .....	246
Department Summary .....	246
Health Administration.....	249
Addiction Services .....	251
Animal Services .....	254
Developmental Disabilities .....	260
Environmental Public Health .....	264
Mental Health.....	267
Public Health.....	272
Veterans' Services.....	279

## INFORMATION TECHNOLOGY

Budget Overview .....	281
Organization Chart .....	282
Department Summary .....	282
Information Technology .....	284
Computer Replacement.....	287

## JUSTICE COURT DISTRICT

Budget Overview .....	291
Organization Chart .....	292
Department Summary .....	292
Justice Court District.....	294

## ROADS AND PARKS

Budget Overview .....	297
Organization Chart .....	298
Department Summary .....	298
Roads Administration.....	302
Engineering.....	305
Fleet Services .....	307
Greenway Fund .....	309
Motor Pool .....	311
Parks and Recreation .....	314
Parks System Development .....	318
Pedestrian/Bicycle Trails .....	320
Road Maintenance.....	322
Roads System Development .....	325
Sports Park Mitigation .....	327
Street Improvement Fund .....	329



## **SHERIFF**

Budget Overview .....	331
Organization Chart .....	332
Department Summary .....	332
Sheriff Administration.....	334
Corrections .....	338
Criminal Services.....	341
Law Enforcement District.....	344
Search and Rescue .....	346
Support Services .....	348

## **SURVEYOR**

Budget Overview .....	351
Organization Chart .....	352
Department Summary .....	352
Surveyor .....	354
Corner Restoration .....	357

## **PERSONNEL**

FTEs Per Thousand Population Overview .....	361
FTEs by Department – Five Year Comparison .....	361
FTEs by Department and Position Detail .....	362
Salary Schedules .....	370

## **FIVE-YEAR PROJECTIONS**

Comprehensive Long-Term Financial Forecast.....	373
Five-Year Budget Projections .....	376

## **APPROPRIATIONS**

Appropriations Introduction .....	383
Order Adopting the 2017-2018 Fiscal Year Budget .....	383
Summary of Revenues and Expenditures.....	386

## **GLOSSARY**

Glossary of Terms .....	469
Acronyms .....	475



# JACKSON COUNTY

Oregon

## Administrator's Office

**Danny L. Jordan**  
*County Administrator*

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

[www.jacksoncounty.org](http://www.jacksoncounty.org)

## **Budget Message Jackson County, Oregon Fiscal Year 2017-2018**

July 1, 2017

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

The total adopted Jackson County budget for fiscal year 2017-2018 is \$339,169,362. The adopted budget for fiscal year 2016-2017 totaled \$339,382,245. The adopted budget for fiscal year 2017-2018 continues on the principles adopted in fiscal year 2016-2017. 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 \$27,007,380. 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. Some salvage logging is still taking place and Jackson County received a payment of approximately \$3,000,000 in fiscal year 2016-2017.

While the loss of O&C revenue has had a dramatic effect on County services over the last many years, the loss of funding for mental health services will force the biggest change to County services in fiscal year 2017-2018. House Bill (HB) 3650 was passed in June of 2011 with bi-partisan support which transformed the Oregon Health Plan by creating Coordinated Care Organizations (CCOs). The goal was to develop a community-based health care system with the flexibility to deliver better care at a lower cost consisting of physical, mental, and dental care. Since the County was the biggest provider of mental health services in Jackson County, the CCOs contracted with the County to continue, and even expand, these services. Since those early days, the Oregon Health Plan has expanded to the point that approximately one in four people living in Jackson County are covered by the plan. In order to accommodate the expansion, the Health and Human Services (HHS) Department aggressively recruited mental health workers nationwide. The Department grew from 203.70 full-time equivalent (FTE) positions in fiscal year 2012-2013 to 416.55 FTEs in fiscal year 2016-2017. During fiscal year 2016-2017, both CCOs that provide services in Jackson County have notified HHS that they are terminating their agreements with the County. As a result, positions in HHS will be reduced by 248.70 FTEs, leaving 167.85 FTEs in the Department. Although the CCOs plan on taking over the services and providing them through contracts with local non-profit providers who are hiring mental health professionals as quickly as possible, many of those County employees have found new employment outside of Jackson County which means we expect there will be a sizable service gap for this vulnerable portion of the population. We also expect this to impact city police departments as well as State courts, the Sheriff's Office, the District Attorney's Office, and Community Justice as those left in transition are more prone to become homeless or incarcerated.

In this adopted budget, FTE positions are down from 1,103.30 adopted in fiscal year 2016-2017 to 864.40 in fiscal year 2017-2018. As noted above, the majority of this reduction is in HHS.

Public Employees Retirement System (PERS) costs have increased an average of 4.19 percent of salary for fiscal year 2017-2018. This is the first of three such increases projected to impact Jackson County. The next two will be charged in fiscal year 2019-2020 and fiscal year 2021-2022. The total General Fund impact for fiscal year 2017-2018 is projected to be approximately \$1,165,000; the grand total projected cost for fiscal year 2017-2018 is approximately \$2,700,000. Sufficient operating revenue was reserved during fiscal year 2016-2017 to offset the impact in fiscal year 2017-2018; however, growth in the property tax base and inflation over the next few years will have to work together along with fiscal spending restraint to preserve service levels over the next five to six years.

Non-represented employees (management and confidential) are budgeted to receive a 1.48 percent cost of living increase in addition to step increases for those who are eligible. The collective bargaining agreement (CBA) with the Federation of Oregon Parole and Probation Officers (FOPPO) is in the second year of the agreement and, based on the negotiated salary schedule using the annual CPI-W West Coast Index Annual Average, the salary increase is 2.25 percent. The CBA with the Jackson County Sheriff's Employees' Association (JCSEA) is in the first year of the agreement and, based on the negotiated salary schedule using the annual (CPI-W) All U.S. Cities Index, the salary increase is 1.5 percent. The Service Employees International Union (SEIU) is in the second year of their CBA and, based on the negotiated salary schedule using the annual CPI-W West Coast Index Annual Average, the salary increase is 1.6 percent.



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 2017-2018
- 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. Sheriff: The Sheriff's Office operates the County jail in Jackson County. Regardless of which city police department makes the arrest, they come to the County jail that was built in 1981 and has a maximum capacity of 292. Jackson County's total population has gone from 134,545 in July 1981 to 213,765 in July 2016. Correctional facilities to appropriately address correctional needs for lodging, housing, and maintaining custody need to be examined and addressed.
3. Emergency Communications of Southern Oregon (ECSO): ECSO is an Oregon Revised Statute 190 organization that provides dispatch services to local governments, police, and fire in Jackson County. Although they are not part of Jackson County, the County is one of the member organizations. Their radio transmission system and other infrastructure is in need of upgrade and repair.
4. Animal Shelter: The current facility is undersized and was built in 1994. Since then, the model of care has changed requiring the Shelter to house more animals for longer periods of time.

#### **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 2017-2018. Some may continue beyond 2017-2018. However, they are presented here as factors with a direct impact on this adopted budget.

### Contingency

The 2017-2018 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 \$16,491,569; this is less than the 15 percent limit that the Board of Commissioners can reallocate without a supplemental budget public hearing in accordance with Oregon's Local Budget Law.

### 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 218 of this document.

### **Significant Departmental and Fund Highlights and Issues for 2017-2018**

#### Airport

The FTE increase of 1.00 is due to the addition of a Senior Equipment Mechanic. During fiscal year 2017-2018, the Airport will begin rehabilitation of Taxiway A North and Terminal Apron-Phase 1 and complete the expansion of the public parking lot.

#### Assessor

A 1.00 FTE Chief Appraiser will be added along with 1.00 FTE Data/Property Analyst as a result of increased construction and office reorganization.

#### Community Justice

This budget increased the Department's FTEs by 1.50 which will be funded by a State Justice Reinvestment Initiative grant. 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 0.50 Office Assistant II FTE in the Facility Maintenance Program. This addition will bring the position up to full-time to help with the increased workload. This addition will also offset the need to rely on extra help.

### County Clerk

The County Clerk will eliminate 1.00 FTE as the impact of the motor voter registration legislation was not as great as previously anticipated.

### Development Services

The improved economy is causing enough increased workload with a related increase in fees that the Department added 1.50 FTEs during fiscal year 2016-2017. In this adopted budget, the Department is adding 1.00 FTE for a total of 2.50 FTEs since the adopted fiscal year 2016-2017 budget. The positions include a Construction Inspector, a 0.50 FTE Office Assistant, and a Planner.

### District Attorney

FTEs in the Prosecution Case Management Program will be increased by a 0.50 FTE to assist with dependency cases.

### Expo

An Office Assistant III has been added back to help with increased activity in the front office.

### Health and Human Services

As previously mentioned, much of the non-crisis Mental Health Program services will be eliminated due to the termination of agreements with the CCOs operating in Jackson County. This will result in the reduction of 248.70 FTEs.

### Information Technology

FTEs will be reduced by 1.00 from the adopted fiscal year 2016-2017 budget. More positions will be eliminated through the year as a result of cutbacks in HHS.

### Sheriff

There is an increase of 2.00 Criminal Deputy FTEs from the current year's adopted budget. The addition of both FTEs were approved by the Board of Commissioners during fiscal year 2016-2017 as a result of receiving a Federal Community Oriented Policing Services (COPS) Grant. The 2.00 FTE will mainly provide law enforcement service to schools and community policing activities.

### Surveyor

During fiscal year 2016-2017, 0.80 FTE was added as a temporary increase to train a new employee in anticipation of a future retirement.

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

The Budget Committee was convened in a special public meeting on February 2, 2017, 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 10, 13, and 14, 2017. No public testimony was heard at these meetings.

The Budget Committee hearings on the recommended budget were held on April 17 and 18, 2017. 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 18, 2017. 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 17, 2017, at 12:00 noon and continued the meeting to April 18, 2017, during the Budget Committee's break for lunch. At the meetings, they developed a recommendation for Elected Officials' salaries and present it to the full Budget Committee for action.

Following approval and publication of the Budget Committee's approved budget, the Board of Commissioners adopted the budget on June 7, 2017. 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 approved 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 2017-2018. The total amount of property tax the County expects to levy on behalf of the General Fund is \$39,484,764. Of this amount, the County expects to collect 94 percent for a net of \$37,115,679.

The County expects to levy \$1,486,360 on behalf of its first Library debt service (Series 2006), and expects to collect 94 percent or \$1,397,179. For its second Library debt service (Series 2010), the County expects to levy \$1,449,100 and collect \$1,362,154 (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 74.99 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 1.69 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 2017-2018 includes debt service in the amount of \$1,112,419. 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 72 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. The final debt service payment will be made in fiscal year 2017-2018 totaling \$1,645,415.

### Library

Debt service for the Library begins on page 220 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 (1<sup>st</sup> 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 (2<sup>nd</sup> 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 2017-2018 budget includes debt service payments in the amount of \$1,548,275 for the first and \$1,515,000 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 2017-2018 BUDGET PREPARATION

### Planning

November 2016	Budget Preparation Manual distributed to departments.
---------------	---

### Preparation

December 12, 2016 - February 22, 2017	Budget submissions due from departments.
--	--

### Review

December 13, 2016 - March 9, 2017	Administrative staff reviews department-requested budgets.
March 10, 13, and 14, 2017	County Administrator reviews individual budgets by department with the Department Director and administrative staff; the budget committee is invited.

### Approval

April 10, 17, and 18, 2017	Presentation of the Recommended Budget and Budget Committee public hearings are held.
----------------------------	---

### Adoption

June 7, 2017	The Jackson County Board of Commissioners' public hearing held to adopt the 2017-2018 fiscal year budget.
--------------	---

### Budget Preparation

Preliminary budget materials were distributed to the Department Directors and Program Managers in November 2016. 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 2016. 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 10, 13, and 14, 2017. 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 7, 2017. The County Administrator's recommended budget was prepared and presented to the public on April 10, 17, and 18, 2017. The recommended budget was printed and open to public inspection. Notice for the April meetings was published in the *Mail Tribune* on March 27, 2017, and posted on the Jackson County web page. Following its approval by the Budget Committee, the budget was published in the *Mail Tribune* on May 31, 2017, indicating the time and place of the Board of Commissioners' budget hearing—as required by Oregon Revised Statutes (ORS). On June 7, 2017,



following the public hearing, the Board of Commissioners adopted the budget for fiscal year 2017-2018. 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 7, 2017. 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 supplemental budget changes expenditures in any fund by more than 10 percent, the Board of Commissioners must hold a public hearing and notice of the hearing must include a summary of the changes proposed in the funds that are changing by more than 10 percent. 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.*

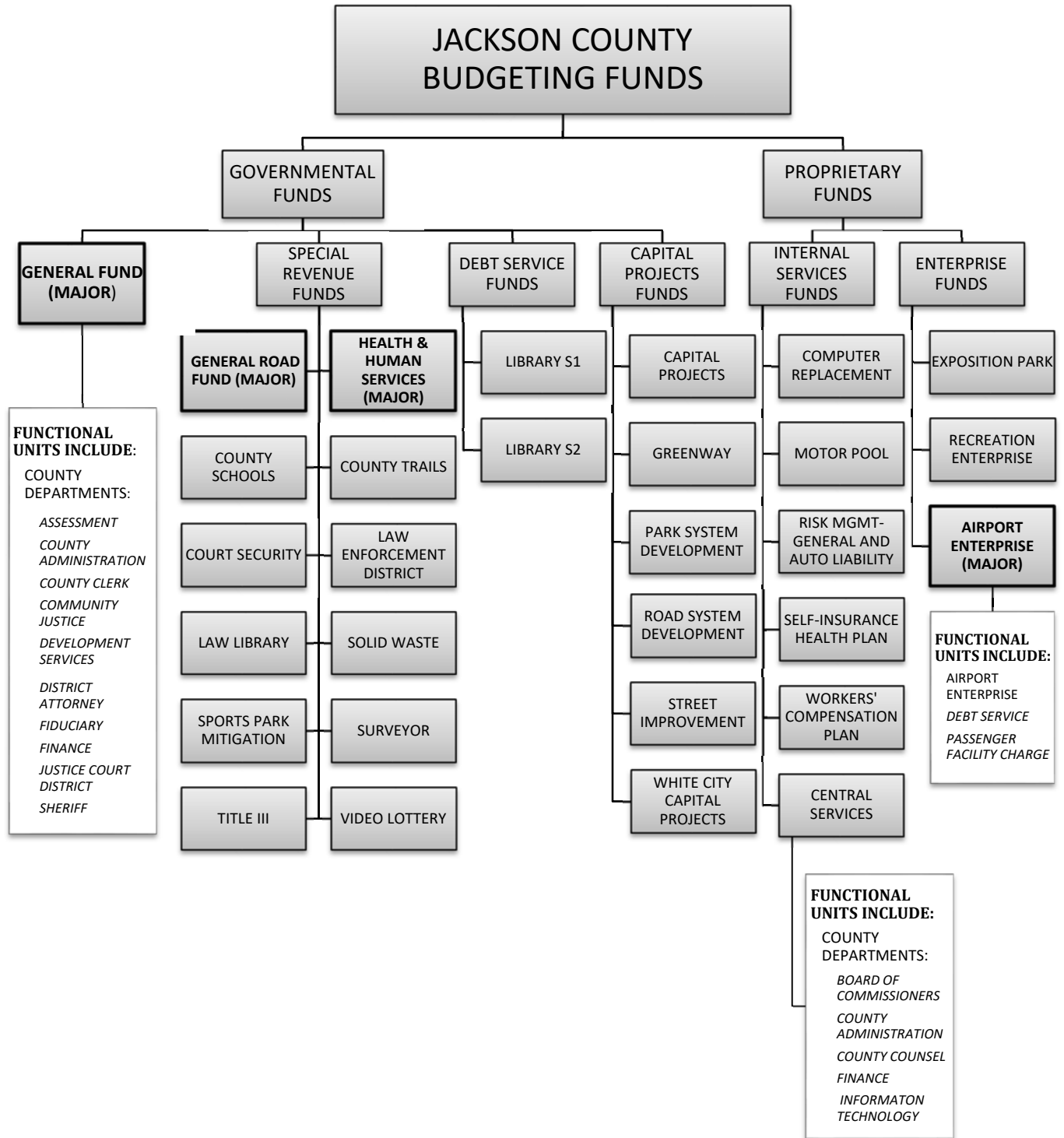
#### Reserve Policy:

- 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 2017-2018



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 2017-2018, the calculation would be the total appropriated budget less transfers {\$229,666,030 - \$10,583,928} \* 10% = \$21,908,210; any fund with an expenditure appropriation greater than \$21,908,210 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 Fund:

- *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.

**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.
- *Internal Services Funds* – 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. Internal Services Funds include: Computer Replacement, Motor Pool, Risk Management-General, Self-Insurance Health Plan, Workers’ Compensation Plan, and Central Services.

**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**

DEPARTMENT	MAJOR FUNDS				NON-MAJOR FUNDS				
	GENERAL FUND	GENERAL ROAD FUND	HEALTH & HUMAN SERVICES FUND	AIRPORT ENTERPRISE FUND	SPECIAL REVENUE FUNDS	CAPITAL PROJECTS FUNDS	DEBT SERVICE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICES 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 2013-2014 to FY 2015-2016) and “adopted” (FY 2016-2017 and FY 2017-2018) 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.

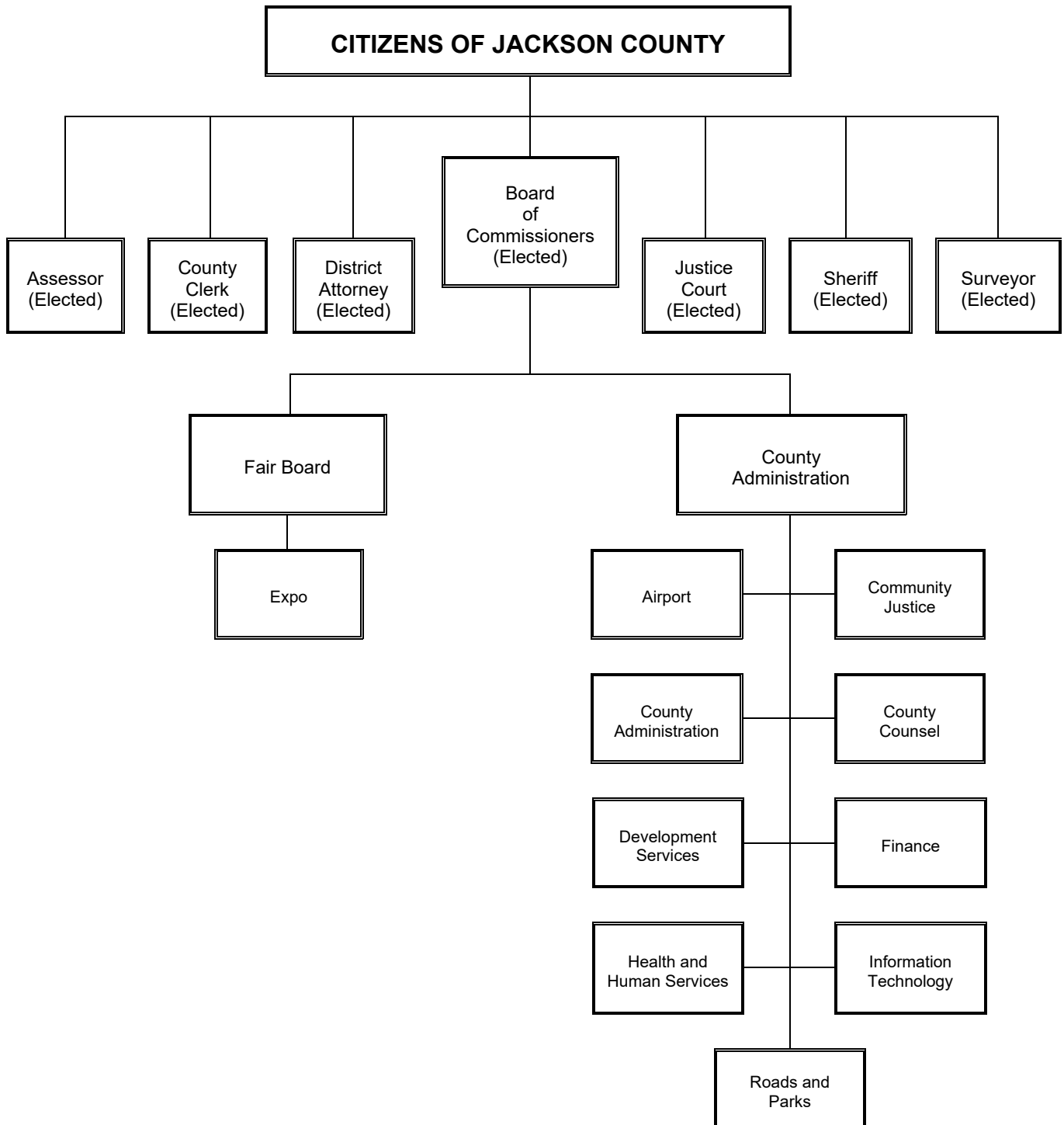
Debt Service. Oregon budget law requires that, “Debt service (expenditure) estimates shall include separate amounts for principal and interest of each bond issue in each fund.” However, since the principal portion of the debt is established as a liability when the proceeds of the bond are received (depending 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 2017-2018



# 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	✓	✓	✓	✓	✓	✓			✓		✓	

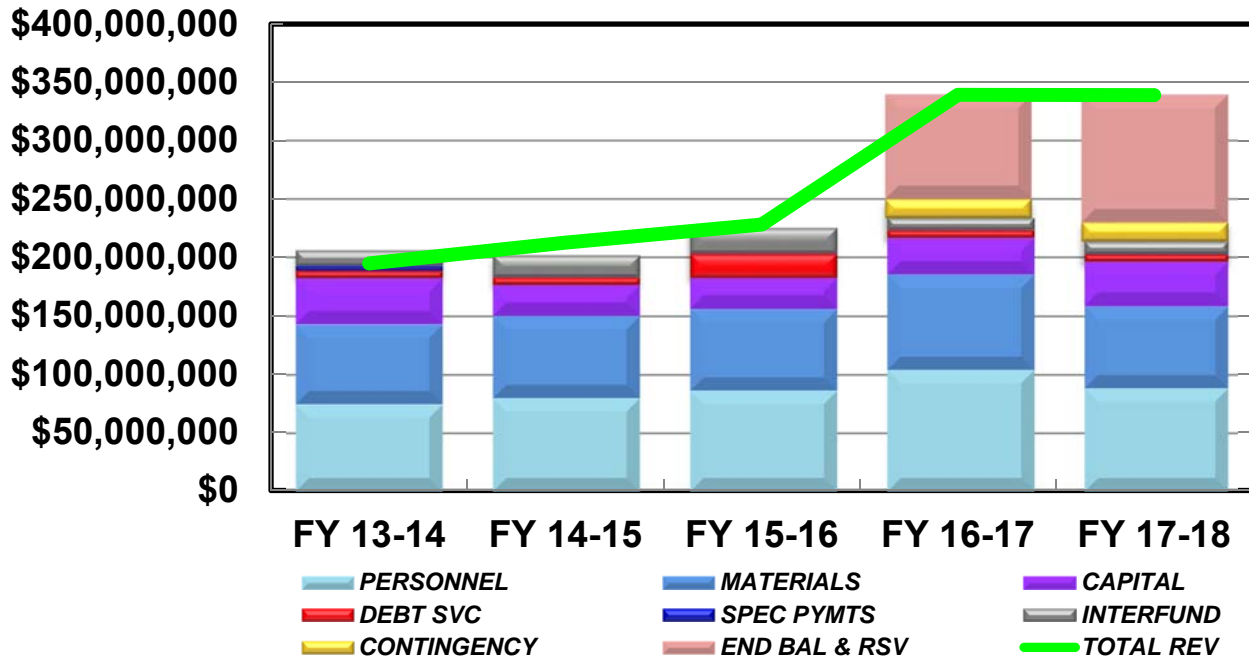
Information on how each department is meeting the goals identified can be found within the department and program pages of this document.



# JACKSON COUNTY

## TOTAL REVENUES AND EXPENDITURES

### 2013-2014 to 2017-2018

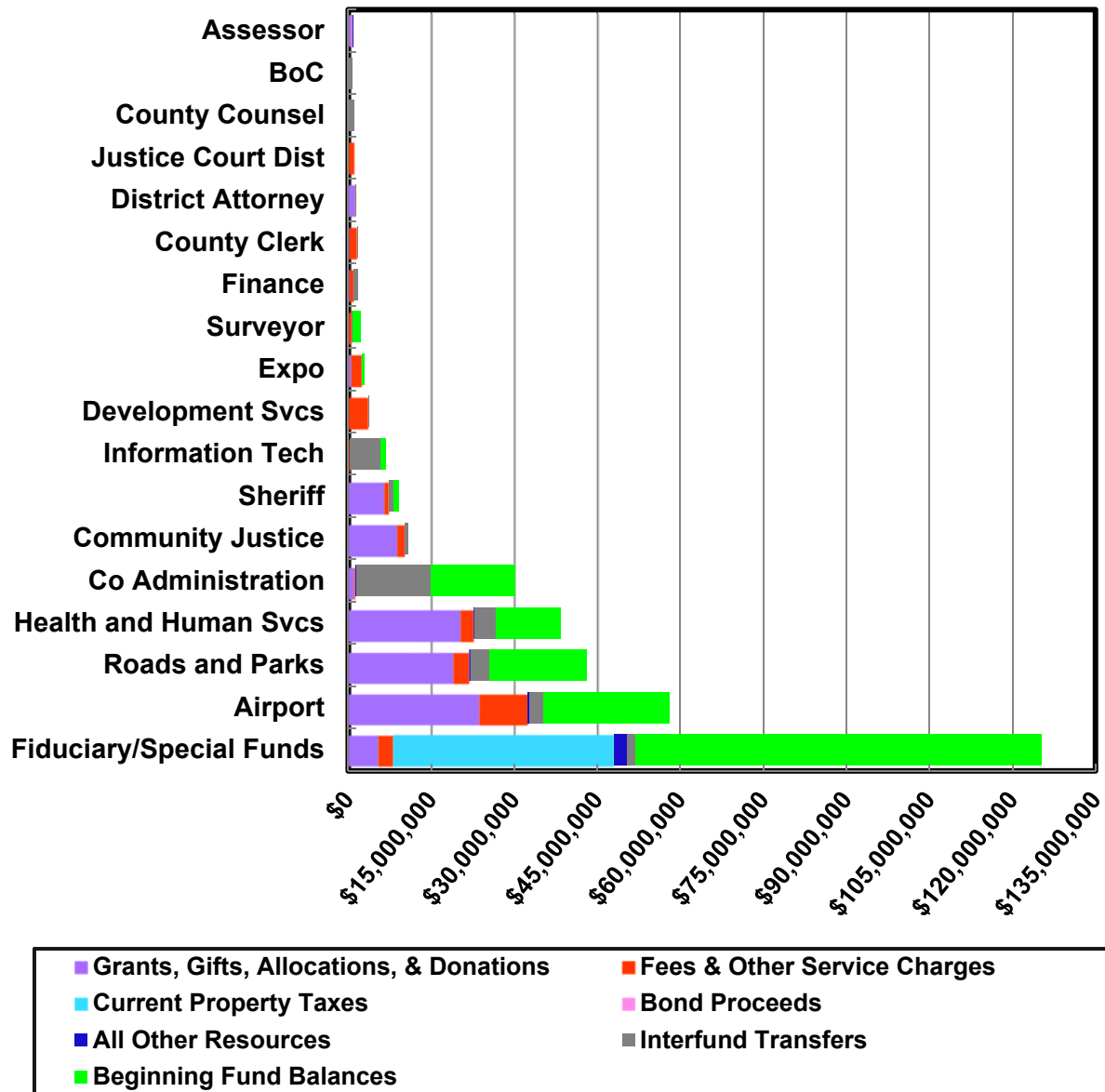


	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Adopted	FY 17-18 Adopted
PERSONNEL	\$74,491,568	\$79,831,992	\$86,198,569	\$104,030,072	\$88,287,805
MATERIALS	\$68,399,729	\$70,296,368	\$69,709,265	\$80,976,581	\$69,947,130
CAPITAL	\$38,994,052	\$25,878,665	\$26,146,270	\$31,210,501	\$37,841,569
DEBT SVC	\$6,129,042	\$6,514,196	\$20,792,785	\$6,549,469	\$6,129,029
SPEC PYMTS	\$4,284,439	\$473,637	\$439,076	\$385,550	\$385,000
INTERFUND	\$13,497,542	\$18,498,756	\$21,630,504	\$10,050,710	\$10,583,928
CONTINGENCY	\$0	\$0	\$0	\$16,440,317	\$16,491,569
END BAL & RSV	\$0	\$0	\$0	\$89,739,045	\$109,503,332
<b>TOTAL EXP</b>	<b>\$205,796,372</b>	<b>\$201,493,614</b>	<b>\$224,916,469</b>	<b>\$339,382,245</b>	<b>\$339,169,362</b>
<b>TOTAL REV</b>	<b>\$194,721,998</b>	<b>\$212,628,622</b>	<b>\$228,114,747</b>	<b>\$339,382,245</b>	<b>\$339,169,362</b>

The large decrease in operating expenses between FY 16-17 and FY 17-18 is due to Coordinated Care Organizations terminating their mental health services contracts with Health and Human Services. The decrease in operating expenses was offset by an increase in Ending Fund Balances. Overall, the County's revenues and expenditures decreased by 0.06 percent between FY 16-17 and FY 17-18. 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.

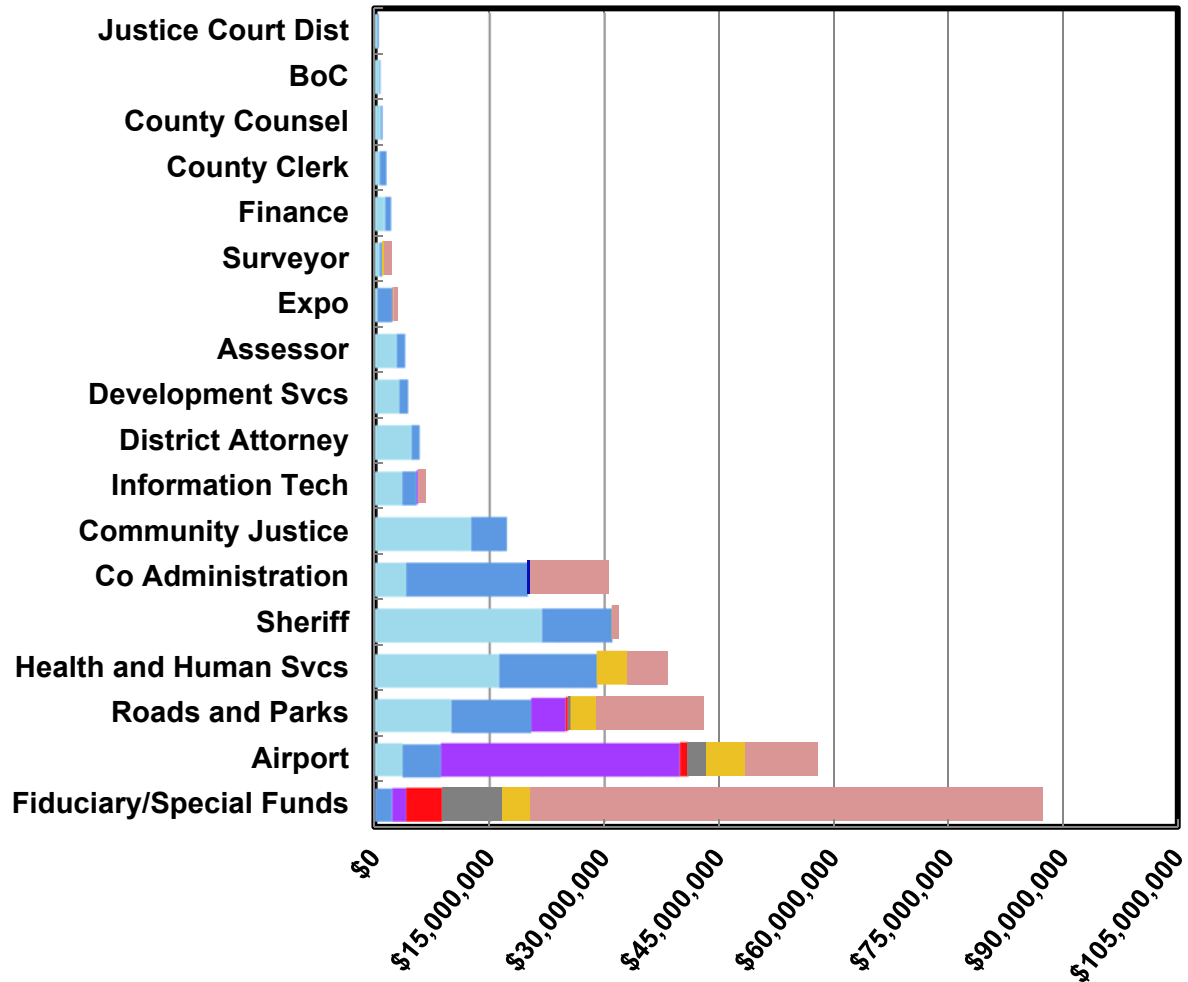
# REVENUE BY DEPARTMENT

## Fiscal Year 2017-2018



# EXPENDITURES BY DEPARTMENT

## Fiscal Year 2017-2018



**CONSOLIDATED FINANCIAL SCHEDULE**  
**REVENUE SUMMARY BY SOURCE**  
**Fiscal Year 2013-2014 to Fiscal Year 2017-2018**

REVENUE CATEGORY REVENUE TYPE	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ADOPTED	2017-2018 ADOPTED	PERCENT CHANGE*
<b>GRANTS, GIFTS, ALLOC &amp; DONATIONS</b>						
Donations/Sponsorships	\$558,335	\$556,024	\$490,552	\$500,600	\$522,450	4.36%
Federal Sources	\$18,247,084	\$20,119,726	\$16,812,185	\$18,518,537	\$26,805,320	44.75%
Local Government Sources	\$3,749,778	\$9,012,146	\$3,790,296	\$4,660,515	\$4,840,667	3.87%
Private/NonProfit Sources	\$4,481,212	\$5,077,147	\$5,537,648	\$4,745,477	\$4,877,525	2.78%
State Sources	\$60,453,811	\$71,440,089	\$69,674,369	\$75,318,532	\$50,550,744	-32.88%
SUB TOTAL =	\$87,490,220	\$106,205,132	\$96,305,050	\$103,743,661	\$87,596,706	-15.56%
<b>FEES &amp; OTHER SERVICE CHARGES</b>						
Fees	\$20,498,134	\$23,237,985	\$25,249,633	\$23,817,369	\$25,377,692	6.55%
Fines	\$1,997,503	\$1,951,190	\$1,633,323	\$1,341,067	\$1,232,714	-8.08%
Forfeitures	\$15,256	\$13,342	\$16,355	\$13,000	\$13,000	0.00%
Licenses	\$1,452,714	\$1,561,516	\$1,549,356	\$1,541,065	\$1,540,967	-0.01%
Sales	\$3,074,771	\$915,483	\$2,106,594	\$1,021,276	\$995,921	-2.48%
SUB TOTAL =	\$27,038,378	\$27,679,516	\$30,555,261	\$27,733,777	\$29,160,294	5.14%
<b>PROPERTY TAX</b>						
Current Property Tax Revenue	\$35,043,020	\$36,299,172	\$37,707,205	\$38,691,419	\$39,875,012	3.06%
SUB TOTAL =	\$35,043,020	\$36,299,172	\$37,707,205	\$38,691,419	\$39,875,012	3.06%
<b>BONDS &amp; OTHER DEBT</b>						
Investment Revenue	\$770,537	\$0	\$13,787,441	\$0	\$0	--
SUB TOTAL =	\$770,537	\$0	\$13,787,441	\$0	\$0	--
<b>ALL OTHER RESOURCES</b>						
Interest Revenue	\$2,500,815	\$1,943,971	\$3,314,018	\$1,799,169	\$2,236,635	24.31%
Miscellaneous Revenue	\$389,652	\$80,961	\$166,624	\$17,903	\$17,564	-1.89%
Prior Year Property Tax Revenue	\$1,885,832	\$1,210,769	\$1,240,764	\$1,194,000	\$1,180,000	-1.17%
SUB TOTAL =	\$4,776,299	\$3,235,701	\$4,721,406	\$3,011,072	\$3,434,199	14.05%
<b>INTERFUND TRANSFERS</b>						
Interdepartmental Charges	\$20,654,831	\$20,710,346	\$23,407,880	\$23,172,279	\$24,058,699	3.83%
Interfund Transfers	\$18,948,714	\$18,498,756	\$21,630,504	\$10,050,710	\$10,583,928	5.31%
SUB TOTAL =	\$39,603,545	\$39,209,102	\$45,038,384	\$33,222,989	\$34,642,627	4.27%
<b>BEGINNING FUND BALANCE</b>						
Beginning Fund Balance	\$0	\$0	\$0	\$132,979,327	\$144,460,524	8.63%
SUB TOTAL =	\$0	\$0	\$0	\$132,979,327	\$144,460,524	8.63%
<b>GRAND TOTALS</b>	<b>\$194,721,999</b>	<b>\$212,628,623</b>	<b>\$228,114,747</b>	<b>\$339,382,245</b>	<b>\$339,169,362</b>	<b>-0.06%</b>

Oregon's Local 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 2013-2014 to Fiscal Year 2017-2018**

DEPARTMENT	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ADOPTED	2017-2018 ADOPTED	PERCENT CHANGE*
Airport	\$19,224,172	\$17,270,436	\$29,789,593	\$42,044,416	\$57,990,587	37.93%
Assessment	\$3,465,923	\$3,234,335	\$3,546,283	\$3,790,321	\$4,012,349	5.86%
Board of Commissioners	\$683,880	\$680,808	\$661,909	\$796,485	\$798,031	0.19%
Community Justice	\$13,593,959	\$14,297,194	\$15,778,799	\$16,859,981	\$17,256,927	2.35%
County Administration	\$19,620,521	\$19,506,150	\$14,324,857	\$29,874,460	\$30,555,742	2.28%
County Clerk	\$1,253,573	\$1,415,208	\$1,460,831	\$1,536,323	\$1,596,009	3.88%
County Counsel	\$684,964	\$727,116	\$784,585	\$923,742	\$1,066,638	15.47%
Development Services	\$3,358,286	\$3,132,765	\$3,454,198	\$3,987,048	\$4,407,611	10.55%
District Attorney	\$4,308,088	\$4,402,847	\$4,806,239	\$5,673,665	\$5,898,511	3.96%
Expo	\$1,480,740	\$1,379,081	\$1,885,309	\$2,131,938	\$2,995,217	40.49%
Fiduciary	\$44,638,276	\$26,219,947	\$33,599,739	\$80,846,641	\$87,413,147	8.12%
Finance	\$1,852,465	\$1,861,942	\$2,099,876	\$2,262,221	\$2,206,437	-2.47%
Health and Human Services	\$35,256,637	\$50,580,768	\$51,740,949	\$68,433,495	\$38,404,510	43.88%
Information Technology	\$4,732,087	\$4,957,133	\$5,209,717	\$6,492,930	\$6,746,238	3.90%
Justice Court District	\$519,731	\$532,097	\$576,082	\$554,271	\$577,111	4.12%
Roads and Parks	\$23,087,625	\$22,464,890	\$26,477,114	\$40,561,849	\$43,112,303	6.29%
Sheriff	\$27,533,105	\$28,147,713	\$27,909,622	\$30,434,115	\$31,877,028	4.74%
Surveyor	\$502,340	\$683,184	\$810,768	\$2,178,344	\$2,254,966	3.52%
<b>GRAND TOTALS</b>	<b>\$205,796,372</b>	<b>\$201,493,614</b>	<b>\$224,916,470</b>	<b>\$339,382,245</b>	<b>\$339,169,362</b>	<b>-0.06%</b>

\*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 2016-2017 and the adopted budget for fiscal year 2017-2018 where the change is equal to or greater than 10 percent, as shown in the tables on the previous two pages.

#### Revenues

Federal Sources. The increase of 44.75 percent is due to an increase in Federal grants for Airport improvements.

State Sources. The decrease of 32.88 percent is due to the Coordinated Care Organizations terminating their agreements with the Health and Human Services Department.

Interest Revenue. The increase of 24.31 percent is an expected increase in the rate and amount of interest earned on fund balances.

#### Expenditures

Airport. The increase of 37.93 percent is due to an increase in the Airport's capital outlay projects.

County Counsel. The increase of 15.47 percent is due to an increase in the usage of outside counsel services and personnel costs.

Development Services. The increase of 10.55 percent is due to an increase in the Department's workload as a result of the legalization of recreational marijuana and the addition of staff.

Expo. The increase of 40.49 percent is due to increases in operating expenses, the purchase of capital outlay, and an increase in Ending Fund Balance and Reserves.

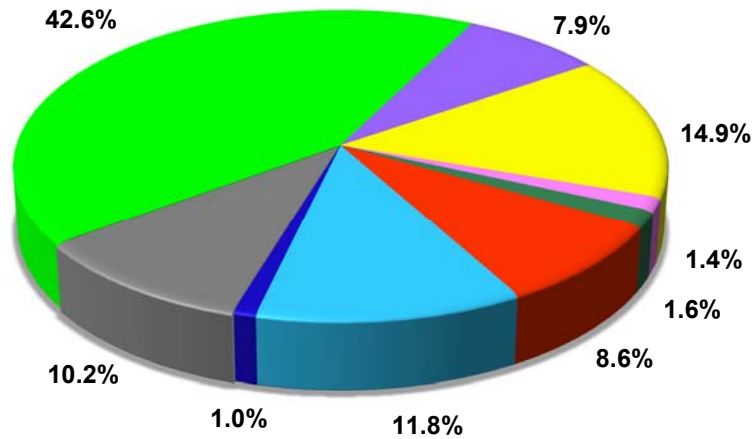
Health and Human Services. The decrease of 43.88 percent is due to the Coordinated Care Organizations terminating their agreements with the Department.





# REVENUE BY SOURCE

## Fiscal Year 2017-2018



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 25.8 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.

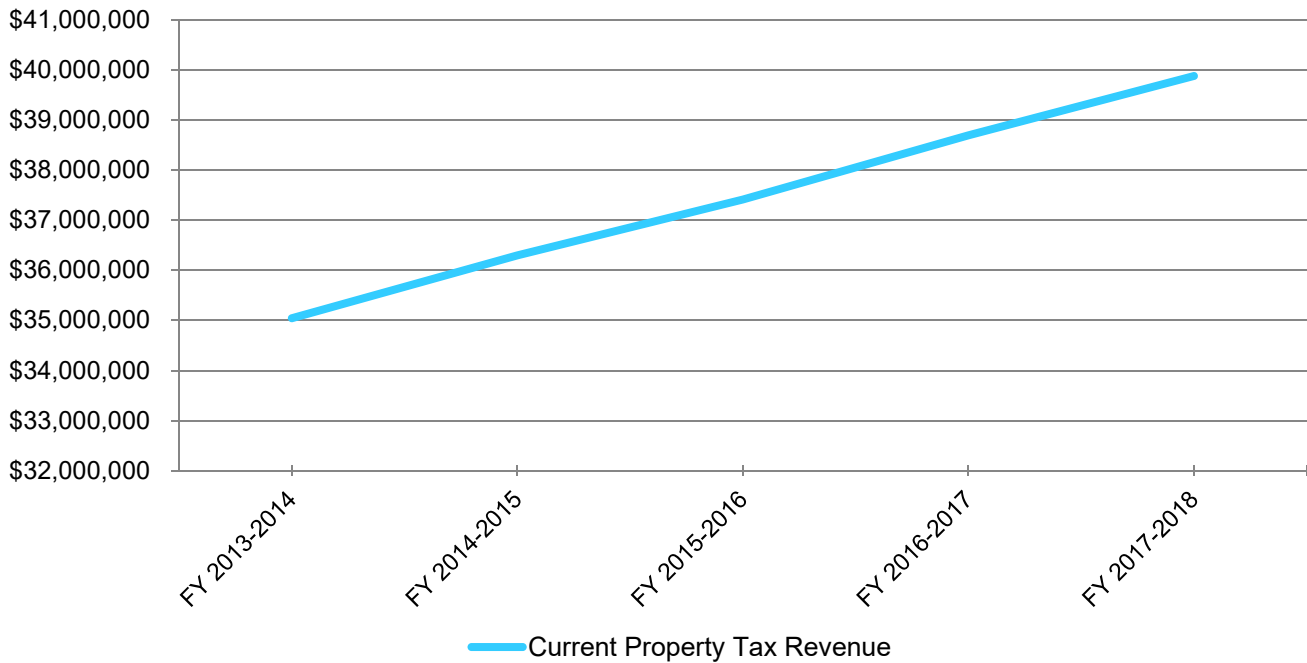
Major Revenue Sources			
Source	Fund Type	% of Total Revenue	Recommended Budget
Beginning Fund Balance	All	42.6%	\$144,460,524
Current Property Taxes	General	11.8%	39,875,012
FAA Airport Improvement Grants	Enterprise	5.7%	19,380,453
State Motor Vehicle Taxes	Special Revenue	4.1%	13,822,000
State Public Safety Resources	General	3.3%	11,049,778
State Mental Health Resources	Special Revenue	2.2%	7,347,658
State Mental Health Medicaid Funding	Special Revenue	1.3%	4,471,000
State Public Health Resources	Special Revenue	1.0%	3,294,757
State Developmental Disabilities Resources	Special Revenue	0.8%	2,861,562
Federal Public Safety Resources	General	0.8%	2,774,878
Federal O&C Revenues	General	0.8%	2,725,000
ODOT Grants	Special Revenue	0.5%	1,722,990
ODOT Fund Exchange Program	Special Revenue	0.3%	1,119,130
State Liquor Tax Revenues	General	0.3%	1,044,420
Federal WIC Program	Special Revenue	0.3%	1,010,380
State Lottery Revenues	General	0.3%	901,062
State CAFFA Grant	General	0.2%	807,288
Total Major Revenue Sources		<u>76.3%</u>	<u>\$258,667,892</u>

## 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 42.6 percent of total revenues.



## PROPERTY TAXES

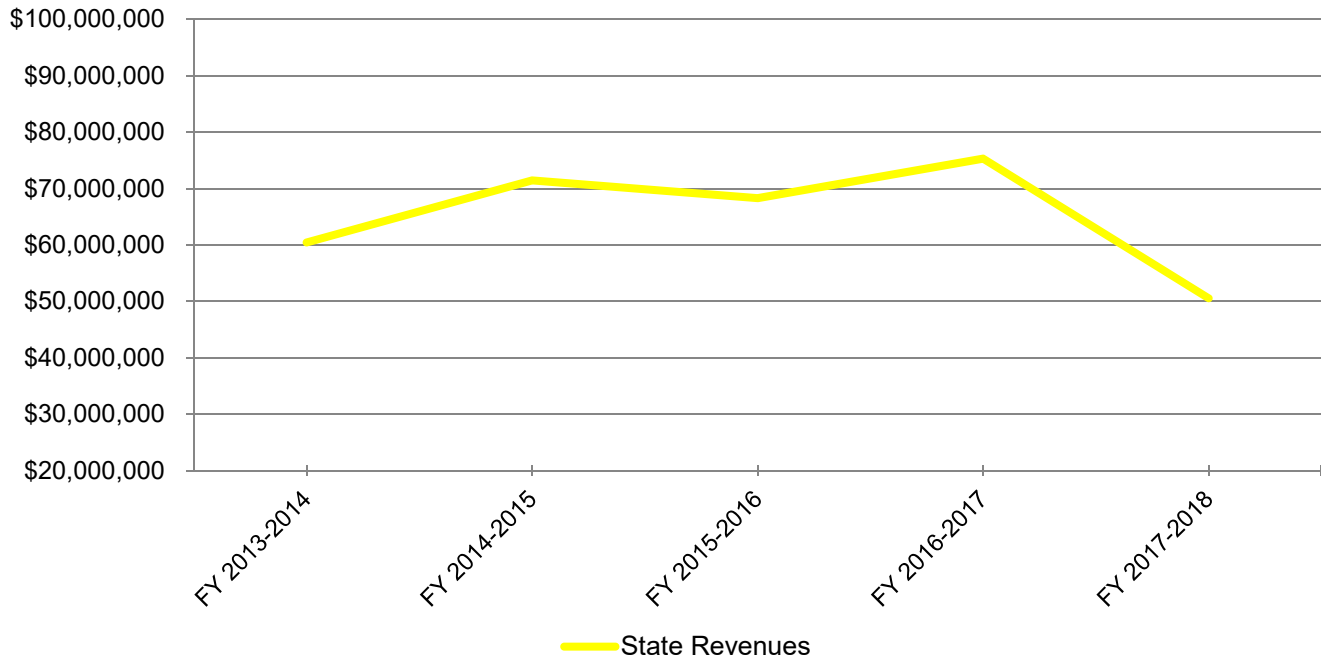


Revenues from current property taxes are budgeted at \$39,875,012 for fiscal year 2017-2018. In May of 1997, Oregon voters approved Ballot Measure 50, amending the Oregon Constitution to establish permanent property tax limits. As a result, Jackson County's permanent rate limit was set at \$2.0099 of 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 79.0 percent of real market value countywide (78.2 percent for new residential properties and 77.2 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 (1<sup>st</sup> 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 (2<sup>nd</sup> 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, and Public Health. The large decrease in revenues is directly related to the Coordinated Care Organizations discontinuing previous capitation agreements for mental health services with the County. 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.

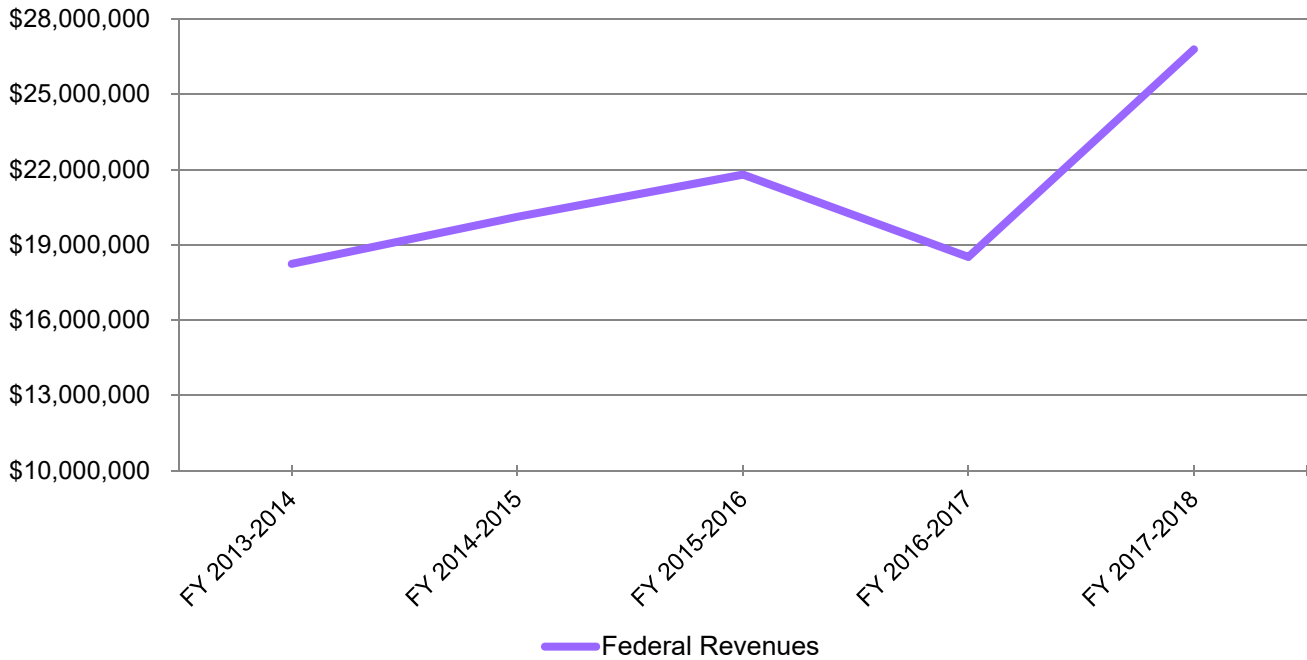
The State gas tax and vehicle registration fees are dedicated funding for road improvements and the Road Fund's primary source of revenue. The State provides the taxes in combined payments referred to as the State Motor Vehicle Taxes. Oregon House Bill 2001 (HB 2001), passed in 2009, increased vehicle 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. The Oregon Department of Transportation (ODOT) Fund Exchange and Reimbursement programs are State intergovernmental agreements with the County's Roads and Parks Department to provide projects on State roads within the County. The County's budgeted amounts are based on the contracts to provide the service.

State liquor tax revenues support the General Fund programs. State lottery revenues are utilized to help strengthen economic development by: providing a safe environment for businesses to operate in and helping inmates overcome obstacles to employment with programs that address addiction problems, mental health issues, and education (GED). Both the State liquor tax and lottery revenues are conservatively estimated based upon prior year payments, economic outlook, and when available, State forecasts.

The State County Assessment Function Funding Assistance (CAFFA) Grant provides funding to the County to assist with the expenses incurred for assessment and taxation programs. Each year the County submits a grant application to the State that certifies the budgeted appropriations to provide assessment and taxation programs. The County budgets the grant based upon historical payments, which is a percentage of the total assessment and taxation programs budgets, and the State revenue estimates. CAFFA is projected to pay 16.5 percent of the County's assessment and taxation program expenses for fiscal year 2017-2018.



## 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 rehabilitating Taxiway A North and Terminal Apron, and expanding the Airport's public parking lot. 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 this revenue to be placed in the County's Rain Day Reserves.



# 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	\$63,450,256	\$0	\$400,000	\$439,103	\$11,679,341
<b>Revenues</b>					
GRANTS, GIFTS, ALLOC & DONATIONS	\$20,662,773	\$75,000	\$343,437	\$247,000	\$20,287,250
FEES & OTHER SERVICE CHARGES	\$10,934,588	\$0	\$4,500	\$0	\$2,372,993
PROPERTY TAX	\$37,115,679	\$0	\$0	\$0	\$0
BOND PROCEEDS	\$0	\$0	\$0	\$0	\$0
ALL OTHER RESOURCES	\$2,214,975	\$0	\$5,000	\$6,000	\$160,000
<i>Revenues Subtotal</i>	\$70,928,015	\$75,000	\$352,937	\$253,000	\$22,820,243
INTERFUND TRANSFERS & IS REIMB	\$2,300,034	\$0	\$5,000	\$0	\$3,904,926
<b>Grand Total Revenues</b>	<b>\$136,678,305</b>	<b>\$75,000</b>	<b>\$757,937</b>	<b>\$692,103</b>	<b>\$38,404,510</b>
<b>Expenditures</b>					
PERSONNEL SERVICES	\$46,310,642	\$0	\$107,764	\$0	\$16,245,542
MATERIALS & SERVICES	\$19,127,973	\$0	\$254,072	\$301,300	\$12,806,217
CAPITAL OUTLAY	\$0	\$0	\$15,000	\$0	\$0
DEBT SERVICE	\$1,645,415	\$0	\$0	\$0	\$0
SPECIAL PAYMENTS	\$310,000	\$75,000	\$0	\$0	\$0
<i>Expenditures Subtotal</i>	\$67,394,030	\$75,000	\$376,836	\$301,300	\$29,051,759
INTERFUND TRANSFERS	\$5,876,240	\$0	\$0	\$0	\$0
CONTINGENCY	\$3,000,000	\$0	\$54,275	\$40,000	\$4,000,000
ENDING FUND BALANCE & RESERVES	\$60,408,035	\$0	\$326,826	\$350,803	\$5,352,751
<b>Grand Total Expenditures</b>	<b>\$136,678,305</b>	<b>\$75,000</b>	<b>\$757,937</b>	<b>\$692,103</b>	<b>\$38,404,510</b>
<b>CHANGE IN FUND BALANCE</b>	<b>(\$3,042,221)</b>	<b>\$0</b>	<b>(\$73,174)</b>	<b>(\$88,300)</b>	<b>(\$6,326,590)</b>

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 -18 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 -20 percent. Revenues have fluctuated as a result of House Bills (HB) 2712 and 2562. Revenues are expected to increase in future fiscal years as the effects of the two House Bills stabilize.
- Health and Human Services (HHS) Fund: The change in the HHS Fund balance is -54 percent. Approximately 52.8 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	\$879,690	\$115,000	\$13,300,000	\$2,327,300	\$5,000
<b><u>Revenues</u></b>					
GRANTS, GIFTS, ALLOC & DONATIONS	\$1,417,161	\$0	\$17,037,120	\$0	\$5,000
FEES & OTHER SERVICE CHARGES	\$0	\$216,000	\$539,000	\$1,037,900	\$0
PROPERTY TAX	\$0	\$0	\$0	\$0	\$0
BOND PROCEEDS	\$0	\$0	\$0	\$0	\$0
ALL OTHER RESOURCES	\$22,000	\$2,500	\$200,000	\$30,000	\$100
<i>Revenues Subtotal</i>	\$1,439,161	\$218,500	\$17,776,120	\$1,067,900	\$5,100
INTERFUND TRANSFERS & IS REIMB	\$0	\$0	\$706,454	\$0	\$0
<b>Grand Total Revenues</b>	<b>\$2,318,851</b>	<b>\$333,500</b>	<b>\$31,782,574</b>	<b>\$3,395,200</b>	<b>\$10,100</b>
<b><u>Expenditures</u></b>					
PERSONNEL SERVICES	\$933,491	\$85,028	\$8,128,757	\$0	\$0
MATERIALS & SERVICES	\$517,012	\$182,443	\$7,713,680	\$149,038	\$7,500
CAPITAL OUTLAY	\$0	\$0	\$2,686,454	\$0	\$0
DEBT SERVICE	\$0	\$0	\$0	\$0	\$0
SPECIAL PAYMENTS	\$0	\$0	\$0	\$0	\$0
<i>Expenditures Subtotal</i>	\$1,450,503	\$267,471	\$18,528,891	\$149,038	\$7,500
INTERFUND TRANSFERS	\$0	\$0	\$129,000	\$960,375	\$0
CONTINGENCY	\$50,000	\$10,000	\$2,500,000	\$100,000	\$1,125
ENDING FUND BALANCE & RESERVES	\$818,348	\$56,029	\$10,624,683	\$2,185,787	\$1,475
<b>Grand Total Expenditures</b>	<b>\$2,318,851</b>	<b>\$333,500</b>	<b>\$31,782,574</b>	<b>\$3,395,200</b>	<b>\$10,100</b>
<b>CHANGE IN FUND BALANCE</b>	<b>(\$61,342)</b>	<b>(\$58,971)</b>	<b>(\$2,675,317)</b>	<b>(\$141,513)</b>	<b>(\$3,525)</b>

Explanation of Change in Fund Balance:

- Law Library Fund: The change in the Law Library Fund balance is -51 percent. Operating costs continue to exceed revenues, therefore the fund balance will be reduced in fiscal year 2017-2018. In fiscal year 2018-2019, the Law Library is expected to cut operating hours to reduce reliance on the fund balance.
- General Road Fund: The change in the General Road Fund balance is -20 percent. The fiscal year 2017-2018 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 -71 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	\$1,465,000	\$1,150,000	\$64,603
<b><u>Revenues</u></b>			
GRANTS, GIFTS, ALLOC & DONATIONS	\$0	\$0	\$901,062
FEES & OTHER SERVICE CHARGES	\$658,466	\$0	\$0
PROPERTY TAX	\$0	\$0	\$0
BOND PROCEEDS	\$0	\$0	\$0
ALL OTHER RESOURCES	\$16,500	\$18,000	\$6,500
<i>Revenues Subtotal</i>	\$674,966	\$18,000	\$907,562
INTERFUND TRANSFERS & IS REIMB	\$115,000	\$0	\$0
<b>Grand Total Revenues</b>	<b>\$2,254,966</b>	<b>\$1,168,000</b>	<b>\$972,165</b>
<b><u>Expenditures</u></b>			
PERSONNEL SERVICES	\$690,711	\$0	\$0
MATERIALS & SERVICES	\$342,972	\$1,168,000	\$0
CAPITAL OUTLAY	\$40,000	\$0	\$0
DEBT SERVICE	\$0	\$0	\$0
SPECIAL PAYMENTS	\$0	\$0	\$0
<i>Expenditures Subtotal</i>	\$1,073,683	\$1,168,000	\$0
INTERFUND TRANSFERS	\$0	\$0	\$887,399
CONTINGENCY	\$140,000	\$0	\$84,766
ENDING FUND BALANCE & RESERVES	\$1,041,283	\$0	\$0
<b>Grand Total Expenditures</b>	<b>\$2,254,966</b>	<b>\$1,168,000</b>	<b>\$972,165</b>
<b>CHANGE IN FUND BALANCE</b>	<b>(\$423,717)</b>	<b>(\$1,150,000)</b>	<b>(\$64,603)</b>

Explanation of Change in Fund Balance:

- Surveyor Fund: The change in the Surveyor Fund balance is -29 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. This is the last funding cycle for Title III projects as the Federal government has not renewed funding. There is the potential for the fund balance to be completely spent by June 30, 2018.
- Video Lottery Fund: The change in the Video Lottery Fund balance is -100 percent. The fund balance is a result of additional monies received in the prior year's budget. The excess funds will be spent in the current fiscal year.



	CAPITAL PROJECT FUNDS					
	Capital Projects	Greenway	Parks System Development	Roads System Development	Street Improvement	White City Capital
BEGINNING FUND BALANCE	\$0	\$5,250	\$0	\$1,600,000	\$600,000	\$1,334,494
<b><u>Revenues</u></b>						
GRANTS, GIFTS, ALLOC & DONATIONS	\$185,000	\$0	\$0	\$0	\$220,000	\$0
FEES & OTHER SERVICE CHARGES	\$0	\$0	\$35,000	\$450,000	\$0	\$0
PROPERTY TAX	\$0	\$0	\$0	\$0	\$0	\$0
BOND PROCEEDS	\$0	\$0	\$0	\$0	\$0	\$0
ALL OTHER RESOURCES	\$0	\$50	\$100	\$5,000	\$8,000	\$20,000
<i>Revenues Subtotal</i>	\$185,000	\$50	\$35,100	\$455,000	\$228,000	\$20,000
INTERFUND TRANSFERS & IS REIMB	\$700,000	\$0	\$0	\$0	\$0	\$0
<b>Grand Total Revenues</b>	\$885,000	\$5,300	\$35,100	\$2,055,000	\$828,000	\$1,354,494
<b><u>Expenditures</u></b>						
PERSONNEL SERVICES	\$0	\$0	\$0	\$0	\$0	\$0
MATERIALS & SERVICES	\$410,000	\$0	\$0	\$56,000	\$0	\$0
CAPITAL OUTLAY	\$475,000	\$0	\$0	\$0	\$0	\$1,354,494
DEBT SERVICE	\$0	\$0	\$0	\$0	\$250,000	\$0
SPECIAL PAYMENTS	\$0	\$0	\$0	\$0	\$0	\$0
<i>Expenditures Subtotal</i>	\$885,000	\$0	\$0	\$56,000	\$250,000	\$1,354,494
INTERFUND TRANSFERS	\$0	\$0	\$0	\$226,454	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$37,500	\$0
ENDING FUND BALANCE & RESERVES	\$0	\$5,300	\$35,100	\$1,772,546	\$540,500	\$0
<b>Grand Total Expenditures</b>	\$885,000	\$5,300	\$35,100	\$2,055,000	\$828,000	\$1,354,494
<b>CHANGE IN FUND BALANCE</b>	\$0	\$50	\$35,100	\$172,546	(\$59,500)	(\$1,334,494)

Explanation of Change in Fund Balance:

- 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 11 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 -10 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 2017-2018.

	INTERNAL SERVICES FUNDS					
	Central Services	Computer Replacement	Motor Pool	Risk Mgmt-Gen Auto Liability	Self-Insurance Health Plan	Workers' Comp
BEGINNING FUND BALANCE	\$3,787,990	\$927,167	\$1,050,000	\$8,689,906	\$2,255,545	\$4,077,940
<b><u>Revenues</u></b>						
GRANTS, GIFTS, ALLOC & DONATIONS	\$666,852	\$0	\$70,000	\$250	\$0	\$0
FEES & OTHER SERVICE CHARGES	\$338,800	\$0	\$62,000	\$0	\$15,370	\$0
PROPERTY TAX	\$0	\$0	\$0	\$0	\$0	\$0
BOND PROCEEDS	\$0	\$0	\$0	\$0	\$0	\$0
ALL OTHER RESOURCES	\$121,000	\$13,908	\$15,000	\$117,314	\$30,450	\$55,052
<i>Revenues Subtotal</i>	\$1,126,652	\$13,908	\$147,000	\$117,564	\$45,820	\$55,052
INTERFUND TRANSFERS & IS REIMB	\$13,389,465	\$366,592	\$2,402,536	\$2,394,325	\$4,841,887	\$696,073
<b>Grand Total Revenues</b>	<b>\$18,304,107</b>	<b>\$1,307,667</b>	<b>\$3,599,536</b>	<b>\$11,201,795</b>	<b>\$7,143,252</b>	<b>\$4,829,065</b>
<b><u>Expenditures</u></b>						
PERSONNEL SERVICES	\$9,514,947	\$0	\$311,092	\$385,474	\$0	\$0
MATERIALS & SERVICES	\$4,667,170	\$303,147	\$1,062,896	\$4,761,765	\$5,859,335	\$2,016,819
CAPITAL OUTLAY	\$213,000	\$0	\$1,423,000	\$0	\$0	\$0
DEBT SERVICE	\$0	\$0	\$0	\$0	\$0	\$0
SPECIAL PAYMENTS	\$0	\$0	\$0	\$0	\$0	\$0
<i>Expenditures Subtotal</i>	\$14,395,117	\$303,147	\$2,796,988	\$5,147,239	\$5,859,335	\$2,016,819
INTERFUND TRANSFER	\$0	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$500,000	\$0	\$302,548	\$0	\$0	\$0
ENDING FUND BALANCE & RESERVES	\$3,408,990	\$1,004,520	\$500,000	\$6,054,556	\$1,283,917	\$2,812,246
<b>Grand Total Expenditures</b>	<b>\$18,304,107</b>	<b>\$1,307,667</b>	<b>\$3,599,536</b>	<b>\$11,201,795</b>	<b>\$7,143,252</b>	<b>\$4,829,065</b>
<b>CHANGE IN FUND BALANCE</b>	<b>(\$379,000)</b>	<b>\$77,353</b>	<b>(\$550,000)</b>	<b>(\$2,635,350)</b>	<b>(\$971,628)</b>	<b>(\$1,265,694)</b>

Explanation of Change in Fund Balance:

- Central Services Fund: The change in the Central Services Fund balance is -10 percent. This fluctuates from year to year according to services provided by County departments and the true-up for unused services.
- Motor Pool Fund: The change in the Motor Pool Fund balance is -52 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 -30 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 -43 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	\$467,596	\$419,346
<b><u>Revenues</u></b>		
GRANTS, GIFTS, ALLOC & DONATIONS	\$0	\$0
FEES & OTHER SERVICE CHARGES	\$0	\$0
PROPERTY TAX	\$1,397,179	\$1,362,154
BOND PROCEEDS	\$0	\$0
ALL OTHER RESOURCES	\$53,500	\$53,500
<i>Revenues Subtotal</i>	\$1,450,679	\$1,415,654
INTERFUND TRANSFERS & IS REIMB	\$0	\$0
<b>Grand Total Revenues</b>	\$1,918,275	\$1,835,000
<b><u>Expenditures</u></b>		
PERSONNEL SERVICES	\$0	\$0
MATERIALS & SERVICES	\$0	\$0
CAPITAL OUTLAY	\$0	\$0
DEBT SERVICE	\$1,548,275	\$1,515,000
SPECIAL PAYMENTS	\$0	\$0
<i>Expenditures Subtotal</i>	\$1,548,275	\$1,515,000
INTERFUND TRANSFERS	\$0	\$0
CONTINGENCY	\$0	\$0
ENDING FUND BALANCE & RESERVES	\$370,000	\$320,000
<b>Grand Total Expenditures</b>	\$1,918,275	\$1,835,000
<b>CHANGE IN FUND BALANCE</b>	<b>(\$97,596)</b>	<b>(\$99,346)</b>

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 \$1,486,360. The outstanding amount as of the fiscal year end will be \$2,955,000.
- Library Debt Services S2: The Second Library Bond Series (S2) issued \$18,575,000. The amount of taxes levied is \$1,449,100. The outstanding amount as of the fiscal year end will be \$2,830,000.

	ENTERPRISE FUNDS		
	Airport Enterprise	Expo Park	Recreation Enterprise
BEGINNING FUND BALANCE	\$22,832,825	\$487,172	\$650,000
<b><u>Revenues</u></b>			
GRANTS, GIFTS, ALLOC & DONATIONS	\$23,633,320	\$547,850	\$1,297,631
FEES & OTHER SERVICE CHARGES	\$8,773,982	\$1,945,845	\$1,775,850
PROPERTY TAX	\$0	\$0	\$0
BOND PROCEEDS	\$0	\$0	\$0
ALL OTHER RESOURCES	\$246,000	\$4,750	\$9,000
<i>Revenues Subtotal</i>	\$32,653,302	\$2,498,445	\$3,082,481
INTERFUND TRANSFERS & IS REIMB	\$2,504,460	\$9,600	\$306,275
<b>Grand Total Revenues</b>	<b>\$57,990,587</b>	<b>\$2,995,217</b>	<b>\$4,038,756</b>
<b><u>Expenditures</u></b>			
PERSONNEL SERVICES	\$3,662,207	\$446,307	\$1,465,843
MATERIALS & SERVICES	\$4,992,556	\$1,898,910	\$1,348,325
CAPITAL OUTLAY	\$31,151,811	\$100,000	\$382,810
DEBT SERVICE	\$1,112,419	\$0	\$57,920
SPECIAL PAYMENTS	\$0	\$0	\$0
<i>Expenditures Subtotal</i>	\$40,918,993	\$2,445,217	\$3,254,898
INTERFUND TRANSFERS	\$2,504,460	\$0	\$0
CONTINGENCY	\$5,044,380	\$150,000	\$476,975
ENDING FUND BALANCE & RESERVES	\$9,522,754	\$400,000	\$306,883
<b>Grand Total Expenditures</b>	<b>\$57,990,587</b>	<b>\$2,995,217</b>	<b>\$4,038,756</b>
<b>CHANGE IN FUND BALANCE</b>	<b>(\$13,310,071)</b>	<b>(\$87,172)</b>	<b>(\$343,117)</b>

Explanation of Change in Fund Balance:

- Airport Enterprise Fund: The change in the Airport Enterprise Fund balance is -58 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 -18 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 -53 percent. The fund balance fluctuation is normal based on current projects and reserves set aside for future projects.

TOTAL ALL FUNDS	
	FY 2017-2018
BEGINNING FUND BALANCE	\$144,460,524
<b><u>Revenues</u></b>	
GRANTS, GIFTS, ALLOC & DONATIONS	\$87,596,706
FEES & OTHER SERVICE CHARGES	\$29,160,294
PROPERTY TAX	\$39,875,012
BOND PROCEEDS	\$0
ALL OTHER RESOURCES	\$3,434,199
<i>Revenues Subtotal</i>	\$160,066,211
INTERFUND TRANSFERS & IS REIMB	\$34,642,627
<b>Grand Total Revenues</b>	<b>\$339,169,362</b>
<b><u>Expenditures</u></b>	
PERSONNEL SERVICES	\$88,287,805
MATERIALS & SERVICES	\$69,947,130
CAPITAL OUTLAY	\$37,841,569
DEBT SERVICE	\$6,129,029
SPECIAL PAYMENTS	\$385,000
<i>Expenditures Subtotal</i>	\$202,590,533
INTERFUND TRANSFERS	\$10,583,928
CONTINGENCY	\$16,491,569
ENDING FUND BALANCE & RESERVES	\$109,503,332
<b>Grand Total Expenditures</b>	<b>\$339,169,362</b>
<b>CHANGE IN FUND BALANCE</b>	<b>(\$34,957,192)</b>

## 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	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ADOPTED	2017-2018 ADOPTED
<b>ASSESSMENT AND APPRAISAL</b>					
Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$763,395	\$675,033	\$645,767	\$644,355	\$674,038
Local Resources	\$2,277,440	\$2,466,680	\$2,784,135	\$3,067,956	\$3,255,511
Other Resources	\$425,087	\$92,622	\$116,381	\$78,010	\$82,800
<b>Total Revenues</b>	<b>\$3,465,923</b>	<b>\$3,234,335</b>	<b>\$3,546,283</b>	<b>\$3,790,321</b>	<b>\$4,012,349</b>
<b>Total Expenditures</b>	<b>\$3,465,923</b>	<b>\$3,234,335</b>	<b>\$3,546,283</b>	<b>\$3,790,321</b>	<b>\$4,012,349</b>
<b>COMMUNITY JUSTICE – ADULT SUPERVISION AND PROGRAMS</b>					
Federal Resources	\$241,596	\$164,418	\$167,730	\$161,917	\$0
State Resources	\$3,085,412	\$2,975,788	\$3,631,675	\$3,978,850	\$4,027,694
Local Resources	\$128,787	\$602,036	\$496,997	\$453,477	\$540,057
Other Resources	\$887,752	\$887,817	\$1,050,846	\$1,120,208	\$1,150,287
<b>Total Revenues</b>	<b>\$4,343,547</b>	<b>\$4,630,059</b>	<b>\$5,347,249</b>	<b>\$5,714,452</b>	<b>\$5,718,038</b>
<b>Total Expenditures</b>	<b>\$4,343,547</b>	<b>\$4,630,059</b>	<b>\$5,347,249</b>	<b>\$5,714,452</b>	<b>\$5,718,038</b>
<b>COMMUNITY JUSTICE – TRANSITION CENTER</b>					
Federal Resources	\$605,294	\$670,228	\$675,983	\$600,000	\$656,822
State Resources	\$1,927,313	\$1,760,025	\$2,121,990	\$2,505,915	\$2,511,858
Local Resources	\$279,069	\$437,831	\$894,850	\$957,581	\$1,130,821
Other Resources	\$1,206,191	\$1,051,619	\$830,786	\$776,817	\$695,375
<b>Total Revenues</b>	<b>\$4,017,867</b>	<b>\$3,919,703</b>	<b>\$4,523,609</b>	<b>\$4,840,313</b>	<b>\$4,994,876</b>
<b>Total Expenditures</b>	<b>\$4,017,867</b>	<b>\$3,919,703</b>	<b>\$4,523,609</b>	<b>\$4,840,313</b>	<b>\$4,994,876</b>
<b>COMMUNITY JUSTICE – JUVENILE SERVICES</b>					
Federal Resources	\$11,156	\$828	\$0	\$0	\$0
State Resources	\$1,023,953	\$1,251,010	\$1,169,334	\$1,315,496	\$1,316,733
Local Resources	\$3,860,865	\$3,997,765	\$4,197,680	\$4,466,813	\$4,800,113
Other Resources	\$236,048	\$251,644	\$71,961	\$69,021	\$69,021
<b>Total Revenues</b>	<b>\$5,132,022</b>	<b>\$5,501,247</b>	<b>\$5,438,975</b>	<b>\$5,851,330</b>	<b>\$6,185,867</b>
<b>Total Expenditures</b>	<b>\$5,132,022</b>	<b>\$5,501,247</b>	<b>\$5,438,975</b>	<b>\$5,851,330</b>	<b>\$6,185,867</b>



DEPARTMENT - PROGRAM	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ADOPTED	2017-2018 ADOPTED
----------------------	---------------------	---------------------	---------------------	----------------------	----------------------

COUNTY ADMINISTRATION – COMMUNITY DEVELOPMENT BLOCK GRANT

Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$97,234	\$0	\$0	\$300,000	\$300,000
Local Resources	\$0	\$6,955	\$0	\$10,000	\$10,000
Other Resources	\$0	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$97,234</b>	<b>\$6,955</b>	<b>\$0</b>	<b>\$310,000</b>	<b>\$310,000</b>
<b>Total Expenditures</b>	<b>\$97,234</b>	<b>\$6,955</b>	<b>\$0</b>	<b>\$310,000</b>	<b>\$310,000</b>

COUNTY ADMINISTRATION – LIBRARY SERVICES

Federal Resources	\$40,690	\$80,986	\$0	\$0	\$0
State Resources	\$32,828	\$33,855	\$0	\$0	\$0
Video Lottery Resources	\$622,000	\$0	\$0	\$0	\$0
Local Resources	\$4,596,494	\$6,087,065	\$0	\$0	\$0
Other Resources	\$602,268	\$616,768	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$5,894,279</b>	<b>\$6,818,675</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$5,894,279</b>	<b>\$6,818,675</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

DISTRICT ATTORNEY

Federal Resources	\$398,510	\$477,709	\$653,425	\$779,123	\$731,493
State Resources	\$252,330	\$381,503	\$315,255	\$398,147	\$390,861
Local Resources	\$3,488,604	\$3,309,905	\$3,604,390	\$4,378,198	\$4,649,027
Other Resources	\$169,184	\$233,730	\$233,169	\$118,197	\$127,130
<b>Total Revenues</b>	<b>\$4,308,088</b>	<b>\$4,402,847</b>	<b>\$4,806,239</b>	<b>\$5,673,665</b>	<b>\$5,898,511</b>
<b>Total Expenditures</b>	<b>\$4,308,088</b>	<b>\$4,402,847</b>	<b>\$4,806,239</b>	<b>\$5,673,665</b>	<b>\$5,898,511</b>

FINANCE – TAXATION OFFICE

Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$149,682	\$122,209	\$125,407	\$135,000	\$130,000
Local Resources	\$246,954	\$292,725	\$278,619	\$334,051	\$361,843
Other Resources	\$191,871	\$201,956	\$196,759	\$202,840	\$195,226
<b>Total Revenues</b>	<b>\$588,507</b>	<b>\$616,890</b>	<b>\$600,785</b>	<b>\$671,891</b>	<b>\$687,069</b>
<b>Total Expenditures</b>	<b>\$588,507</b>	<b>\$616,890</b>	<b>\$600,785</b>	<b>\$671,891</b>	<b>\$687,069</b>

HEALTH AND HUMAN SERVICES – ADDICTION SERVICES

Federal Resources	\$245,363	\$207,578	\$83,600	\$0	\$0
State Resources	\$2,473,067	\$2,218,262	\$840,609	\$407,263	\$408,052
Local Resources	\$51,371	\$51,371	\$51,371	\$51,371	\$0
Other Resources	\$194,178	\$228,890	\$190,865	\$189,955	\$180,091
<b>Total Revenues</b>	<b>\$2,963,979</b>	<b>\$2,706,101</b>	<b>\$1,166,445</b>	<b>\$648,589</b>	<b>\$588,143</b>
<b>Total Expenditures</b>	<b>\$2,701,807</b>	<b>\$2,702,444</b>	<b>\$968,441</b>	<b>\$648,589</b>	<b>\$588,143</b>



DEPARTMENT - PROGRAM	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ADOPTED	2017-2018 ADOPTED
HEALTH AND HUMAN SERVICES – ENVIRONMENTAL PUBLIC HEALTH					
Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$103,611	\$127,909	\$117,449	\$118,000	\$118,000
Local Resources	\$25,285	\$25,995	\$26,361	\$26,000	\$28,000
Other Resources	\$867,316	\$863,879	\$855,019	\$852,565	\$997,123
<b>Total Revenues</b>	<b>\$996,212</b>	<b>\$1,017,783</b>	<b>\$998,829</b>	<b>\$996,565</b>	<b>\$1,143,123</b>
<b>Total Expenditures</b>	<b>\$856,762</b>	<b>\$777,328</b>	<b>\$788,109</b>	<b>\$996,565</b>	<b>\$1,143,123</b>
HEALTH AND HUMAN SERVICES – MENTAL HEALTH					
Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$25,031,665	\$36,106,771	\$33,077,709	\$36,970,061	\$11,818,658
Local Resources	\$1,145	\$143	\$186	\$0	\$0
Other Resources	\$310,856	\$330,298	\$282,329	\$6,505,873	\$1,432,176
<b>Total Revenues</b>	<b>\$25,343,666</b>	<b>\$36,437,212</b>	<b>\$33,360,224</b>	<b>\$43,475,934</b>	<b>\$13,250,834</b>
<b>Total Expenditures</b>	<b>\$18,993,119</b>	<b>\$23,937,620</b>	<b>\$33,734,883</b>	<b>\$43,475,934</b>	<b>\$13,250,834</b>
HEALTH AND HUMAN SERVICES – PUBLIC HEALTH					
Federal Resources	\$1,266,222	\$1,711,375	\$1,664,674	\$1,309,501	\$1,335,380
State Resources	\$2,903,373	\$3,037,605	\$3,484,581	\$3,450,790	\$3,294,757
Local Resources	\$25,000	\$25,020	\$25,000	\$0	\$0
Other Resources	\$1,015,118	\$1,206,940	\$936,969	\$1,431,308	\$2,179,344
<b>Total Revenues</b>	<b>\$5,209,713</b>	<b>\$5,980,940</b>	<b>\$6,111,224</b>	<b>\$6,191,599</b>	<b>\$6,809,481</b>
<b>Total Expenditures</b>	<b>\$5,199,308</b>	<b>\$5,812,544</b>	<b>\$6,113,682</b>	<b>\$6,191,599</b>	<b>\$6,809,481</b>
HEALTH AND HUMAN SERVICES – VETERANS' SERVICES					
Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$90,506	\$126,706	\$122,135	\$91,706	\$120,566
Local Resources	\$0	\$0	\$0	\$0	\$0
Other Resources	\$361,507	\$329,808	\$352,757	\$400,000	\$505,262
<b>Total Revenues</b>	<b>\$452,013</b>	<b>\$456,514</b>	<b>\$474,892</b>	<b>\$491,706</b>	<b>\$625,828</b>
<b>Total Expenditures</b>	<b>\$452,013</b>	<b>\$456,114</b>	<b>\$474,592</b>	<b>\$491,706</b>	<b>\$625,828</b>
ROADS AND PARKS					
Federal Resources	\$1,617,182	\$1,491,800	\$1,585,668	\$280,000	\$415,155
State Resources	\$13,546,281	\$15,095,094	\$15,034,403	\$16,718,730	\$17,018,396
Local Resources	\$195,762	\$202,484	\$190,399	\$930,149	\$974,537
Other Resources	\$23,967,534	\$23,400,921	\$28,001,271	\$22,632,970	\$24,704,215
<b>Total Revenues</b>	<b>\$39,326,758</b>	<b>\$40,190,299</b>	<b>\$44,811,742</b>	<b>\$40,561,849</b>	<b>\$43,112,303</b>
<b>Total Expenditures</b>	<b>\$23,087,625</b>	<b>\$22,464,890</b>	<b>\$26,477,114</b>	<b>\$40,561,849</b>	<b>\$43,112,303</b>





DEPARTMENT - PROGRAM	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ADOPTED	2017-2018 ADOPTED
<b>SHERIFF – SHERIFF ADMINISTRATION</b>					
Federal Resources	\$0	\$55,351	\$35,000	\$12,250	\$17,250
State Resources	\$3,750	\$220,193	\$141,873	\$178,149	\$480,184
Video Lottery Resources	\$0	\$1,017,926	\$0	\$0	\$0
Local Resources	\$4,090,546	\$2,297,365	\$2,905,225	\$2,739,670	\$2,568,157
Other Resources	\$55,856	\$50,428	\$32,597	\$7,400	\$8,500
<b>Total Revenues</b>	<b>\$4,150,153</b>	<b>\$3,641,263</b>	<b>\$3,114,694</b>	<b>\$2,937,469</b>	<b>\$3,074,091</b>
<b>Total Expenditures</b>	<b>\$4,150,153</b>	<b>\$3,641,263</b>	<b>\$3,114,694</b>	<b>\$2,937,469</b>	<b>\$3,074,091</b>
<b>SHERIFF – CORRECTIONS</b>					
Federal Resources	\$1,205,772	\$1,168,230	\$1,008,340	\$1,062,500	\$1,062,500
State Resources	\$1,771,373	\$1,755,648	\$1,775,817	\$1,803,648	\$1,803,648
Video Lottery Resources	\$0	\$0	\$829,598	\$875,000	\$875,000
Local Resources	\$6,217,245	\$6,629,534	\$7,144,965	\$8,108,255	\$8,655,102
Other Resources	\$152,017	\$164,813	\$176,215	\$121,000	\$121,000
<b>Total Revenues</b>	<b>\$9,346,408</b>	<b>\$9,718,225</b>	<b>\$10,934,935</b>	<b>\$11,970,403</b>	<b>\$12,517,250</b>
<b>Total Expenditures</b>	<b>\$9,346,408</b>	<b>\$9,718,225</b>	<b>\$10,934,935</b>	<b>\$11,970,403</b>	<b>\$12,517,250</b>



# 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 213,765 – an increase of 2,790 in 2016 with an average growth rate of approximately 0.86 percent over the past ten years. Approximately 68 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 78,500, 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 20,620), 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 25 inches of rainfall a year. While the weather is mild – average temperature in January is 37° and 74° 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 \$295,932 in 2016. In 2015 (the latest figure available), the median household income in Jackson County was \$44,855 and the per capita personal income was \$40,698.

## 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
<b>TOTAL OWNERSHIP</b>	<b>813,203</b>	<b>46.58</b>	<b>5,676</b>	<b>0.33</b>	<b>926,796</b>	<b>53.09</b>	<b>1,745,675*</b>

\*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  
True Cash Value: (2016) \$26,608,473,944  
Annual Precipitation: 25.3"  
Principle Industries: Retail, Medical  
Tourism, Manufacturing, Agriculture, Lumber

## VOTERS

Democrats .....	44,294
Republicans .....	47,515
Non-Affiliated .....	41,686
All Others .....	11,003
Total Registered Voters .....	144,498

## PER CAPITA INCOME

2006-2007 .....	\$33,625
2007-2008 .....	\$34,443
2008-2009 .....	\$35,272
2009-2010 .....	\$33,310
2010-2011 .....	\$34,168
2011-2012 .....	\$34,602
2012-2013 .....	\$36,289
2013-2014 .....	\$36,861
2014-2015 .....	\$37,637
2015-2016 .....	\$40,698

AGE	POPULATION	PERCENT
0-9	23,784	11.1%
10-19	25,317	11.8%
20-29	23,932	11.2%
30-39	24,999	11.7%
40-49	25,659	12.0%
50-59	28,933	13.5%
60-69	29,932	14.0%
70-79	19,713	9.3%
80+	11,496	5.4%
TOTAL	213,765	100.0%

## POPULATION

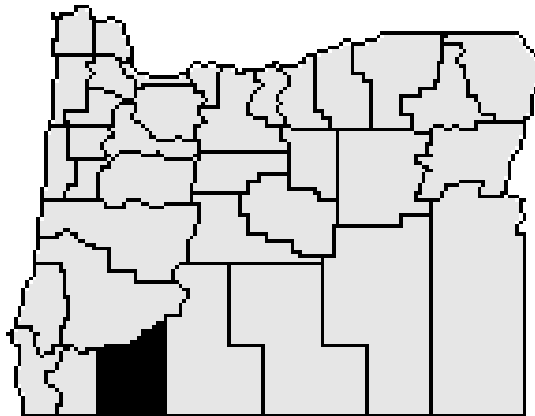
	7/1/15	7/1/16	Percent Change
Total Jackson County	210,975	213,765	1.32%
Ashland	20,405	20,620	1.05%
Butte Falls	430	430	0.00%
Central Point	17,485	17,585	0.57%
Eagle Point	8,695	8,765	0.81%
Gold Hill	1,220	1,220	0.00%
Jacksonville	2,880	2,920	1.39%
Medford	77,655	78,500	1.09%
Phoenix	4,585	4,585	0.00%
Rogue River	2,175	2,200	1.15%
Shady Cove	3,025	3,040	0.50%
Talent	6,270	6,305	0.56%
Unincorporated	66,150	67,595	2.18%



## COMPARISONS

Fiscal Year	Population	School Enrollment	Unemployment Rate
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	6.8%
2015-2016	213,765	29,889	5.8%

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



*This Page Reserved for Notes*



# CAPITAL AND DEBT SCHEDULES

## CAPITAL PROJECTS AND CAPITAL OUTLAY SCHEDULE

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, adopted for fiscal year 2017-2018, 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 373 of this document.

### ✳ AIRPORT

**Purchase Item** ..... *Utility Bed*

**Cost** ..... \$12,000

**Purpose** ..... Replace a regular truck bed with a utility bed.

**Operating Budget Impact** ..... None after installation.

**Purchase Item** ..... *Front Tractor Bucket*

**Cost** ..... \$13,000

**Purpose** ..... Acquire a piece of equipment for the purpose of removing snow.

**Operating Budget Impact** ..... Minimal after purchase.

**Purchase Item** ..... *Seasonal Push Plow*

**Cost** ..... \$15,000

**Purpose** ..... Acquire a piece of equipment for snow removal.

**Operating Budget Impact** ..... Minimal after purchase.

**Purchase Item** ..... *Upgrade Sanitary Sewer*

**Cost** ..... \$15,000

**Purpose** ..... Preventive maintenance, cleaning out the system, and installing box culverts where needed.

**Operating Budget Impact** ..... Annual estimated savings of \$1,500.

**Purchase Item** ..... *City Building Requirements*

**Cost** ..... \$25,000

**Purpose** ..... Comply with city requirements in the development of Airport property.

**Operating Budget Impact** ..... None after compliance.

**Purchase Item** ..... *Snow Removal Equipment (SRE) Building – Services During Construction (SDC) Warranty Period.*

**Cost** ..... \$25,000

**Purpose** ..... Monitor the completed building during its first year of operation.

**Operating Budget Impact** ..... None after the year under review.

**Purchase Item** ..... *Line Laser Paint Sprayer/Enclosed Trailing*

**Cost** ..... \$28,000/\$6,500

**Purpose** ..... Acquire a line-painting sprayer for airfield markings and enclosed storage trailer for the equipment.

**Operating Budget Impact** ..... Minimal after purchase.

**Purchase Item** ..... *Maintenance Truck*

**Cost** ..... \$45,000

**Purpose** ..... Replace a vehicle that has exceeded its useful life.

**Operating Budget Impact** ..... Owning and operating costs are expected to be about \$3,000 per year.



**Purchase Item** ..... ***Security Projects***  
**Cost** ..... \$50,000  
**Purpose** ..... For server replacement and 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 Extension to East Ramp***  
**Cost** ..... \$50,000  
**Purpose** ..... Extend the existing waterline to the east ramp.  
**Operating Budget Impact** ..... None after initial installation.

**Purchase Item** ..... ***1030 Terminal Loop Parkway Roof Replacement***  
**Cost** ..... \$60,000  
**Purpose** ..... Replace a roof that has exceeded its useful life.  
**Operating Budget Impact** ..... None after initial installation.

**Purchase Item** ..... ***Tower Voice Switch/Recorder***  
**Cost** ..... \$75,000  
**Purpose** ..... Replace an aging voice switch/recorder, including the software and hardware, used by air traffic controllers.  
**Operating Budget Impact** ..... Minimal after installation.

**Purchase Item** ..... ***Chip Seal Service Road to East Ramp***  
**Cost** ..... \$100,000  
**Purpose** ..... Improve and extend the surface and useful life of the service road.  
**Operating Budget Impact** ..... Minimal after completion.

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

**Purchase Item** ..... ***Backhoe Loader***  
**Cost** ..... \$135,000  
**Purpose** ..... Replace an aging backhoe that has exceeded its useful life.  
**Operating Budget Impact** ..... Owning and operating expenses are expected to be about \$3,000 per year.

**Purchase Item** ..... ***Public Parking Fee Computers and Equipment Upgrade***  
**Cost** ..... \$175,000  
**Purpose** ..... Replace the aging parking management software and hardware.  
**Operating Budget Impact** ..... Cost savings are anticipated as time maintaining the equipment will be reduced.

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



Purchase Item ..... **Terminal Flooring Replacement – Phase 2**  
 Cost ..... \$300,000  
 Purpose ..... Replace the flooring in the terminal building that has exceeded its useful life.  
 Operating Budget Impact ..... Minimal after installation.

Purchase Item ..... **Terminal Public Announcement System Upgrade**  
 Cost ..... \$300,000  
 Purpose ..... Replace the aging hardware and software with new technology.  
 Operating Budget Impact ..... Minimal after installation.

Purchase Item ..... **Public Parking Facility Expansion**  
 Cost ..... \$3,200,000  
 Purpose ..... Expand the Airport's public parking lot.  
 Operating Budget Impact ..... The new parking facility will generate additional parking revenue for the Airport.

Purchase Item ..... **Property Acquisition**  
 Cost ..... \$5,560,000  
 Purpose ..... Purchase land needed for the expansion of the Airport's public parking facilities.  
 Operating Budget Impact ..... Minimal after initial purchase.

Purchase Item ..... **Taxiway A Rehabilitation – Phase 2**  
 Cost ..... \$9,093,750/\$159,548/\$446,666  
 Purpose ..... Rehabilitate Taxiway A South of Alpha 5.  
 Operating Budget Impact ..... Cost savings are anticipated as time maintaining the condition of the taxiway will be reduced.

Purchase Item ..... **Taxiway A North and Terminal Apron Rehabilitation**  
 Cost ..... \$10,265,705/\$641,607  
 Purpose ..... Rehabilitate Taxiway A North of Alpha 5 and a portion of the Terminal Apron.  
 Operating Budget Impact ..... Cost savings are anticipated as time maintaining the condition of the taxiway and apron will be reduced.

## ✴ **EXPO**

Purchase Item ..... **Portable Bleachers (4 Units)**  
 Cost ..... \$100,000  
 Purpose ..... Replace portable bleachers that have met their useful life.  
 Operating Budget Impact ..... Cost savings are anticipated as time maintaining the bleachers will be reduced.

## ✴ **FIDUCIARY AND SPECIAL FUNDS**

### **CAPITAL PROJECTS**

Purchase Item ..... **Men's Dorm Roof Replacement at Transition Center**  
 Cost ..... \$175,000  
 Purpose ..... Replace deteriorating roof materials.  
 Operating Budget Impact ..... None until the roof has met its useful life.



Purchase Item ..... **Security Camera Upgrade at the Jail – Phase 2**  
 Cost ..... \$300,000  
 Purpose ..... Update equipment so facility functions normally.  
 Operating Budget Impact ..... Annual operating costs are expected to be approximately \$10,000.

## WHITE CITY CAPITAL PROJECTS

Purchase Item ..... **Land**  
 Cost ..... \$1,354,494  
 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.

## ✳ INFORMATION TECHNOLOGY

Purchase Item ..... **Replace Server Hardware**  
 Cost ..... \$39,000  
 Purpose ..... Replace out of warranty hardware.  
 Operating Budget Impact ..... None after replacement.

^^Purchase Item ..... **Core Switch Upgrade for Primary and Disaster Recovery Hardware**  
 Cost ..... \$150,000  
 Purpose ..... Replace hardware that will no longer be supported.  
 Operating Budget Impact ..... None after replacement.

## ✳ 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 operating cost is estimated to be less than \$2,000.

### COUNTY TRAILS

Purchase Item ..... **Trail Maintenance Utility Vehicle**  
 Cost ..... \$15,000  
 Purpose ..... Increased trail maintenance activities require a utility vehicle which is sized and equipped for work on a multi-use pathway.  
 Operating Budget Impact ..... Annual owning and operating cost is estimated to be \$2,000.

### ENGINEERING

Purchase Item ..... **Land for Right-of-Way**  
 Cost ..... \$350,000  
 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** ..... \$1,836,454  
**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; Table Rock Road, Interstate 5 to Biddle Road, widening; and Table Rock Road at Gregory Road signal installation. Additional safety projects and the overlay program are included in the project budget costs, as well as the construction match including cities for the Table Rock Road (Interstate 5 to Biddle Road) project.  
**Operating Budget Impact** ..... Capital investment in these projects will provide a combination of reduced annual maintenance costs and increased safety.

## MOTOR POOL

**Purchase Item** ..... **Sedan (1 Unit)**  
**Cost** ..... \$25,000  
**Purpose** ..... Replaces one existing unit that has met its functional life.  
**Operating Budget Impact** ..... Annual owning and operating cost is estimated to be \$5,000.

**Purchase Item** ..... **Patrol Vehicle – Mid-Size SUV Equipped (1 Unit)**  
**Cost** ..... \$30,000  
**Purpose** ..... Replaces one existing unit that is fully depreciated and is ready for normal replacement.  
**Operating Budget Impact** ..... Annual owning and operating cost is estimated to be \$7,000.

**Purchase Item** ..... **Van – Cargo (1 Unit)**  
**Cost** ..... \$31,000  
**Purpose** ..... Replaces one existing unit that has met its functional life.  
**Operating Budget Impact** ..... Annual owning and operating cost is estimated to be \$7,000.

**Purchase Item** ..... **Pickup – 4x4 ¾-Ton Regular Cab (1 Unit)**  
**Cost** ..... \$35,000  
**Purpose** ..... Replaces one existing unit that has met its functional life.  
**Operating Budget Impact** ..... Annual owning and operating cost is estimated to be \$6,500.

**Purchase Item** ..... **Pickup – 4x2 1-Ton With Utility (1 Unit)**  
**Cost** ..... \$40,000  
**Purpose** ..... Replaces one existing unit that has met its functional life.  
**Operating Budget Impact** ..... Annual owning and operating cost is estimated to be \$6,500.

**Purchase Item** ..... **Patrol Vehicle – Mid-Size SUV Equipped (1 Unit)**  
**Cost** ..... \$45,000  
**Purpose** ..... Replaces one existing unit that is fully depreciated and is ready for normal replacement.  
**Operating Budget Impact** ..... Annual owning and operating cost is estimated to be \$7,000.

**Purchase Item** ..... **Van – Transport (1 Unit)**  
**Cost** ..... \$50,000  
**Purpose** ..... Replaces one existing unit that has met its functional life.  
**Operating Budget Impact** ..... Annual owning and operating cost is estimated to be \$12,000.

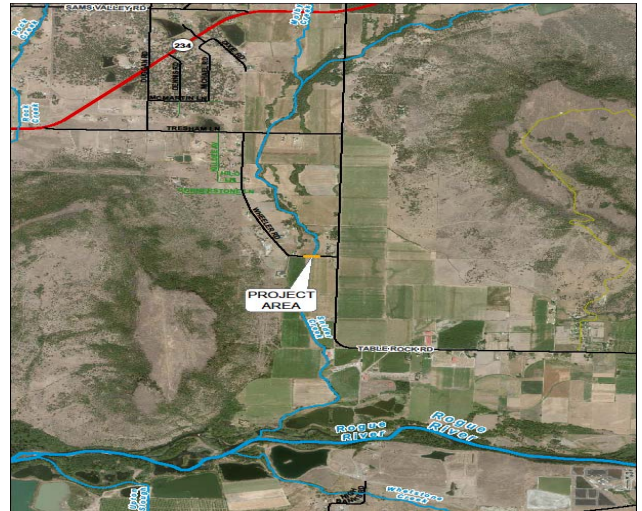
**Purchase Item** ..... **Pickup – 4x2 ¾-Ton (2 Units)**  
**Cost** ..... \$58,000  
**Purpose** ..... Replaces two existing units that are fully depreciated and are ready for normal replacement.  
**Operating Budget Impact** ..... Annual owning and operating cost is estimated to be \$6,500 per unit.



**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

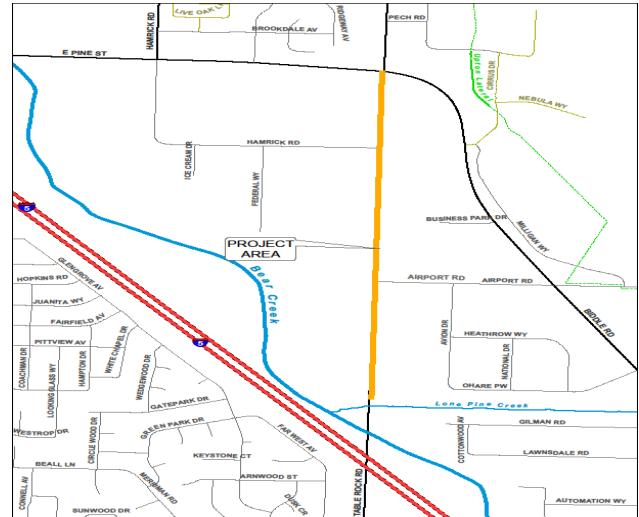




**Project Title**  
Table Rock Road

**Project Location**  
Interstate 5 To  
Biddle Road

**Project Focus**  
Widening



**Existing Condition**  
Looking South

**Existing Condition**  
Looking North



**Project Title**  
Table Rock Road/  
Gregory Road Signal

## Project Location

## Table Rock Rd @ Gregory Rd

## Project Focus

## Install Traffic Signal



### Existing Condition

## Looking East

### Existing Condition

## Looking North



**Purchase Item** ..... *Pickup – Full-Size Equipped (1 Unit)*  
**Cost** ..... \$65,000  
**Purpose** ..... Replaces one existing unit that is fully depreciated and is ready for normal replacement.  
**Operating Budget Impact** ..... Annual owning and operating cost is estimated to be \$6,500.

**Purchase Item** ..... *Pickup – Full-Size Equipped (2 Units)*  
**Cost** ..... \$114,000  
**Purpose** ..... Replaces two existing units that are fully depreciated and are ready for normal replacement.  
**Operating Budget Impact** ..... Annual owning and operating cost is estimated to be \$6,500 per unit.

**Purchase Item** ..... *Mid-Size Utility Vehicle (7 Units)*  
**Cost** ..... \$210,000  
**Purpose** ..... Replaces seven existing units that are fully depreciated and are ready for normal replacement.  
**Operating Budget Impact** ..... Annual owning and operating cost is estimated to be \$6,500 per unit.

**Purchase Item** ..... *Patrol Vehicle – Mid-Size SUV Equipped (12 Units)*  
**Cost** ..... \$720,000  
**Purpose** ..... Replaces 12 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 Y Loop Utilities*  
**Cost** ..... \$307,810  
**Purpose** ..... Replace aging utility infrastructure.  
**Operating Budget Impact** ..... Additional ongoing operational costs are estimated to be less than those in recent years due to less repairs.

## **ROAD MAINTENANCE**

**Purchase Item** ..... *Reader Board – Truck Mounted (1 Unit)*  
**Cost** ..... \$15,000  
**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** ..... *Dump Truck – 7 Axle (1 Unit)*  
**Cost** ..... \$225,000  
**Purpose** ..... Unit #334 has met its useful life and will be replaced.  
**Operating Budget Impact** ..... Annual owning and operating cost is estimated to be \$45,000.

**Purchase Item** ..... *Dump Truck – 7 Axle Front-End Loader (1 Unit)*  
**Cost** ..... \$250,000  
**Purpose** ..... Unit #145 has met its useful life and will be replaced.  
**Operating Budget Impact** ..... Annual owning and operating cost is estimated to be \$16,000.



## ☀ SURVEYOR

**Purchase Item** ..... *Trimble 5700 GPS Base*  
**Cost** ..... \$15,000  
**Purpose** ..... Replace existing base that has met its useful life.  
**Operating Budget Impact** ..... Annual cost for software and receiver maintenance license is estimated to be \$200.

**Purchase Item** ..... *Trimble 5800 GPS*  
**Cost** ..... \$25,000  
**Purpose** ..... Replace existing receiver that has met its useful life.  
**Operating Budget Impact** ..... Annual cost for software is estimated to be \$200.

## 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 \$502,025,715. The County’s bonded debt for the Library projects is only 2.21 percent of this \$502,025,715 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. In April 2017, the remaining principal balance of the bonds were called and private placement financing was secured at a lower rate of interest for the remaining life of the debt. Below are the projected Maturity and Payment Schedules.





### **Maturity Schedule – Series 2006**

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2018	\$1,421,482	1.620%	1.620%
2019	\$1,465,651	1.620%	1.620%
2020	\$1,498,473	1.620%	1.620%

### **Payment Schedule for Fiscal Year 2017-2018**

Total Payment	Principal	Interest	Remaining Principal
\$1,500,624	\$1,421,482	\$79,142	\$2,964,124

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 commenced 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
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 2017-2018**

Total Payment	Principal	Interest	Remaining Principal
\$1,515,000	\$1,335,000	\$180,000	\$2,030,000

## **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)]	\$502,025,715
Less General Obligation Bonds Outstanding Principal	– 5,794,124

**Jackson County's Total Debt Margin – General Obligation Bonds** **\$496,231,591**

## **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
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 2017-2018**

Total Payment	Principal	Interest	Remaining Principal
\$219,509	\$160,000	\$59,509	\$1,080,000

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
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 2017-2018**

Total Payment	Principal	Interest	Remaining Principal
\$392,366	\$330,000	\$62,366	\$2,031,000



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
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 2017-2018**

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
2018	\$54,413	2.30%	100%
2019	\$55,672	2.30%	100%
2020	\$56,960	2.30%	100%
2021	\$58,277	2.30%	100%
2022	\$69,625	2.30%	100%
2023	\$61,005	2.30%	100%
2024	\$3,244	2.30%	100%

### Payment Schedule for Fiscal Year 2017-2018

Total Payment	Principal	Interest	Remaining Principal
\$62,133	\$54,413	\$7,720	\$294,784

## 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
2018	\$1,635,699	1.11%	1.00%

### Payment Schedule for Fiscal Year 2017-2018

Total Payment	Principal	Interest	Remaining Principal
\$1,645,415	\$1,635,699	\$9,716	\$0



## 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	\$251,012,857
Less Airport Revenue Bonds Outstanding Principal	– 15,281,000
Less Roads Bancroft Bonds Outstanding	– 362,212
Less Roads OTIF Loan Outstanding	– 267,784
Less Full Faith and Credit Bonds Outstanding	– <u>0</u>
<b>Jackson County’s Total Debt Margin – Revenue Bonds</b>	<b>\$235,101,861</b>

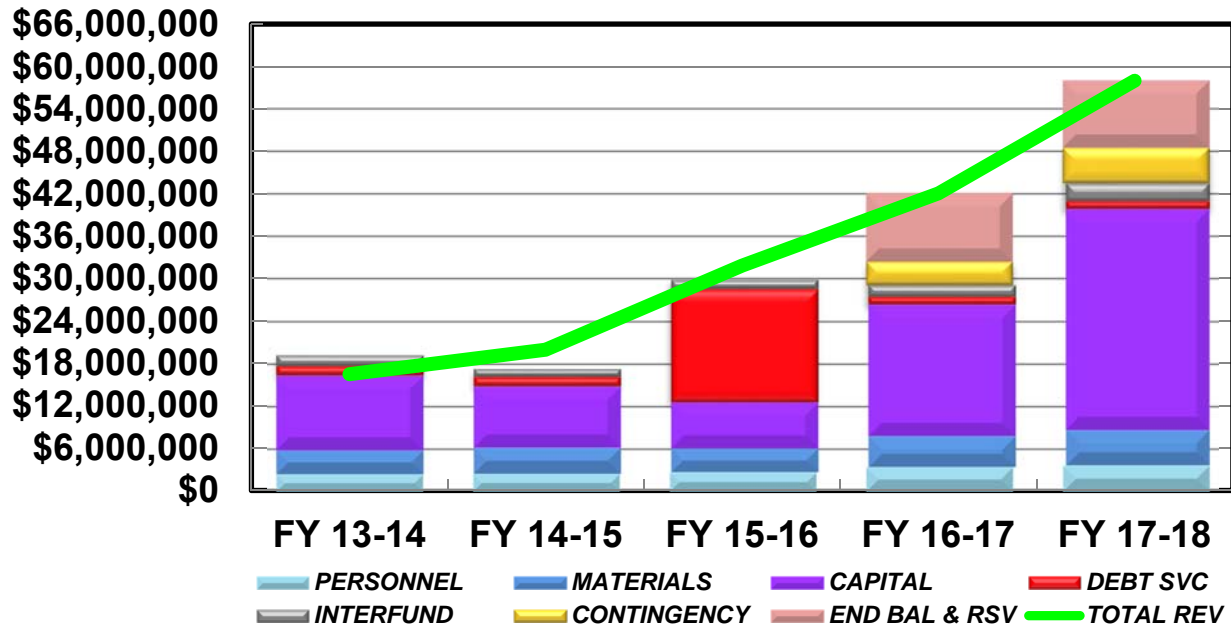


*This Page Reserved for Notes*



# AIRPORT

## 2013-2014 TO 2017-2018

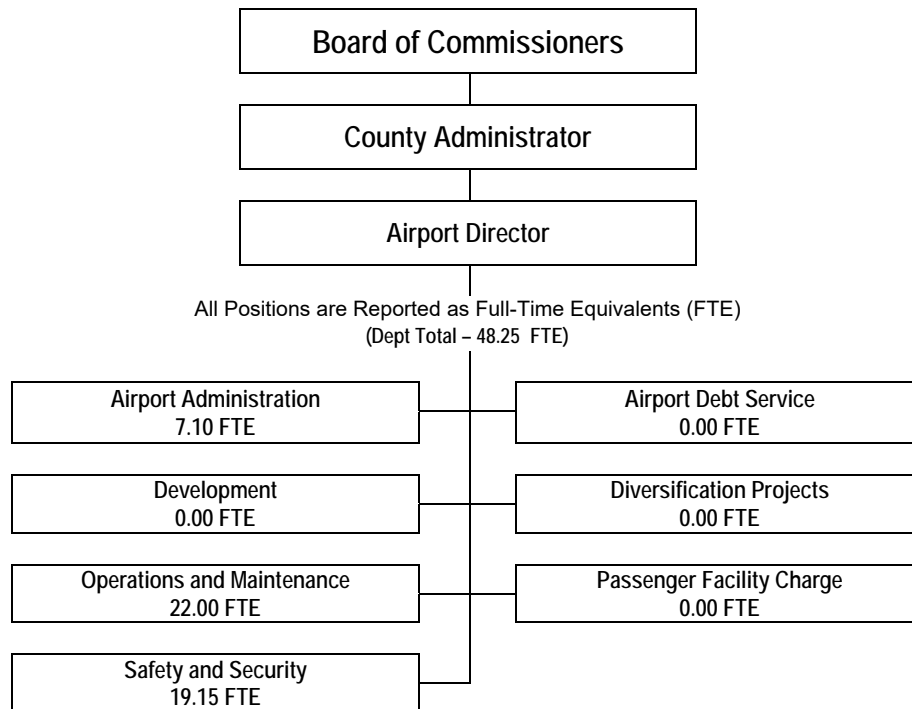


	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Adopted	FY 17-18 Adopted
PERSONNEL	\$2,395,097	\$2,466,751	\$2,697,028	\$3,414,512	\$3,662,207
MATERIALS	\$3,376,161	\$3,705,707	\$3,343,753	\$4,367,522	\$4,992,556
CAPITAL	\$10,604,314	\$8,665,864	\$6,520,673	\$18,611,800	\$31,151,811
DEBT SVC	\$1,322,803	\$1,322,238	\$15,928,364	\$1,110,126	\$1,112,419
INTERFUND	\$1,525,797	\$1,109,876	\$1,299,775	\$1,516,751	\$2,504,460
CONTINGENCY	\$0	\$0	\$0	\$3,324,238	\$5,044,380
END BAL & RSV	\$0	\$0	\$0	\$9,699,467	\$9,522,754
<b>TOTAL EXP</b>	<b>\$19,224,172</b>	<b>\$17,270,436</b>	<b>\$29,789,593</b>	<b>\$42,044,416</b>	<b>\$57,990,587</b>
<b>TOTAL REV</b>	<b>\$16,460,934</b>	<b>\$19,931,202</b>	<b>\$31,817,777</b>	<b>\$42,044,416</b>	<b>\$57,990,587</b>
FTEs	40.25	40.25	45.25	47.25	48.25

For FY 17-18 the increases in Capital Outlay, Interfund Transfers, and Contingency are due to increases in grant-funded Airport projects. The increase in Personnel expense is due to the addition of 1.00 FTE Senior Equipment Mechanic. 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 2017-2018

- Finding new sources of revenue to continually provide required air service.
- Maintaining current air service of daily flights to various destinations.
- Completing the rehabilitation of Taxiway A North and Terminal Apron – Phase 1.
- Completing the expansion of the public parking lot.

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

- Obtained new daily air service from Los Angeles International Airport (LAX) and Phoenix Sky Harbor International Airport (PHX) with American Airlines.
- Met all new Federal security requirements on time.
- Maintained Airport certification.
- Completed Airport security programs.
- Exceeded all previous years' passenger numbers.
- Completed the Snow Removal Equipment (SRE) storage building project.
- Awarded a Federal Aviation Administration (FAA) grant in the amount of \$11,973,839.
- Awarded a *ConnectOregon* VI (Oregon Department of Transportation) grant in the amount of \$446,666.



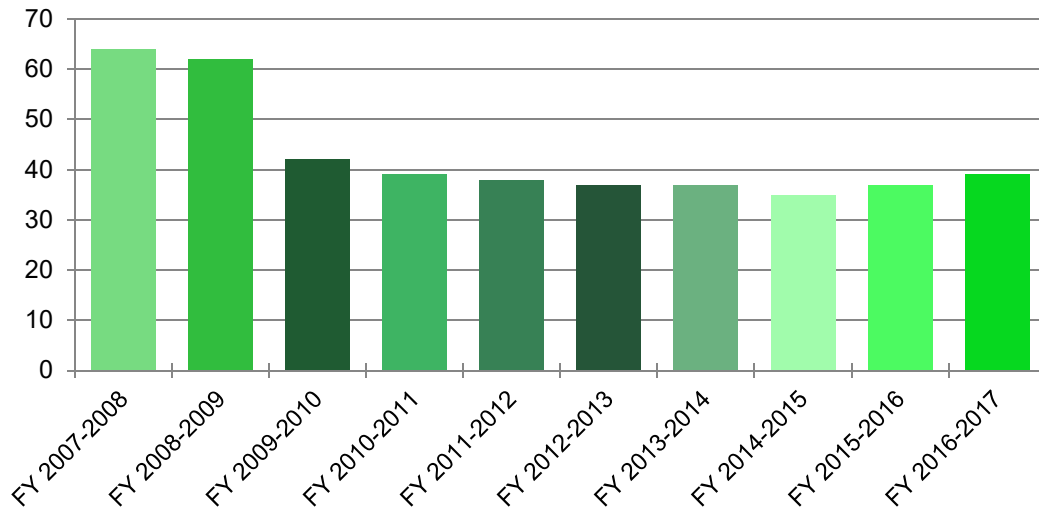


# AIRPORT

## Benchmark

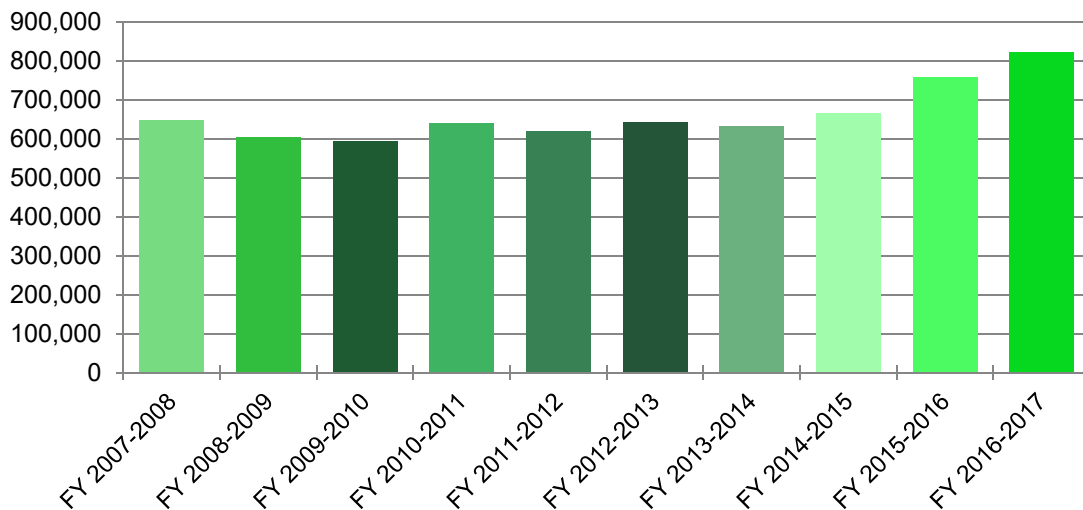
Maintain the scheduled daily flights at the Rogue Valley International-Medford Airport. By maintaining the daily flights, customers will continue to have the best possible air service. The number of daily flights increased slightly in fiscal year 2016-2017, and the deployment of some larger capacity aircraft helped increase the number of available seats.

**Flights Per Day**



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

**Total Passengers**



# 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Land available for aviation purposes that is actually leased at the Airport	18%	22%	23%	23%	23%

The table, above, shows how much of the leasable airfield property is actually leased. Interest in airfield property has remained constant.

### 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Annual CPI increase	2.1%	1.5%	1.6%	0.1%	1.3%

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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Expected operational revenues	\$7,517,827	\$8,893,747	\$9,442,533	\$9,396,878	\$10,275,981

The Airport continues to generate new revenues for the operational side of the Airport through rates and charges. The fiscal year 2017-2018 revenues reflect a projected increase of approximately 9.3 percent over the prior fiscal year budget.

## Significant Issues in the Year Ahead

The most significant issues in the upcoming year will be the construction of the Taxiway A North and Apron Rehabilitation project (Phase 1) and the expansion of the Airport's public parking lot. 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	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2017-2018 Adopted
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$2,992,255	\$3,573,961	\$3,631,824	\$3,603,226	\$3,806,201
Fees & Other Service Charges	\$4,522,259	\$5,319,786	\$5,808,791	\$5,520,776	\$6,243,780
All Other Resources	\$287,472	\$193,572	\$393,107	\$200,500	\$226,000
Interfund Transfers	\$0	\$10,703	\$0	\$199,625	\$0
<b>Total</b>	<b>\$7,801,986</b>	<b>\$9,098,022</b>	<b>\$9,833,722</b>	<b>\$9,524,127</b>	<b>\$10,275,981</b>
<b>EXPENDITURES</b>					
Personnel Services	\$549,268	\$560,494	\$545,778	\$740,561	\$709,276
Materials & Services	\$1,081,626	\$1,468,032	\$1,128,069	\$1,530,802	\$1,925,843
Capital Outlay	\$0	\$12,815	\$0	\$15,000	\$15,000
Interfund Transfers	\$199,626	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,830,520</b>	<b>\$2,041,341</b>	<b>\$1,673,847</b>	<b>\$2,286,363</b>	<b>\$2,650,119</b>
<b>Full-Time Equivalent</b>	<b>6.10</b>	<b>6.10</b>	<b>6.10</b>	<b>7.10</b>	<b>7.10</b>



# 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.*

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
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 2017-2018

Total Payment	Principal	Interest	Remaining Principal
\$219,509	\$160,000	\$59,509	\$1,080,000

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.



# ***Airport Debt Service Fund***

## **Maturity Schedule – Refunding Series 2013**

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
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 2017-2018**

Total Payment	Principal	Interest	Remaining Principal
\$392,366	\$330,000	\$62,366	\$2,031,000

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
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%



# Airport Debt Service Fund

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2037	\$1,065,000	3.00%	3.120%
2038	\$1,095,000	3.125%	3.200%

## Payment Schedule for Fiscal Year 2017-2018

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	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2017-2018 Adopted
<b>REVENUES</b>					
Revenue from Bonds & Other Debt	\$0	\$0	\$13,787,441	\$0	\$0
All Other Resources	-\$1,868	-\$261	\$0	\$0	\$0
Interfund Transfers	\$1,525,796	\$1,109,876	\$1,299,774	\$1,110,126	\$2,074,328
Fund Balance	\$0	\$0	\$0	\$114,614	-\$961,909
<b>Total</b>	<b>\$1,523,928</b>	<b>\$1,109,615</b>	<b>\$15,087,215</b>	<b>\$1,224,740</b>	<b>\$1,112,419</b>
<b>EXPENDITURES</b>					
Materials & Services	\$1,500	\$0	\$235,375	\$0	\$0
Debt Service	\$1,322,803	\$1,322,238	\$15,928,364	\$1,110,126	\$1,112,419
Ending Balance and Reserves	\$0	\$0	\$0	\$114,614	\$0
<b>Total</b>	<b>\$1,324,303</b>	<b>\$1,322,238</b>	<b>\$16,163,739</b>	<b>\$1,224,740</b>	<b>\$1,112,419</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# Development

## Program Purpose

The Development Program is responsible for the coordination and the development of the Airport to enhance both air carrier service and general aviation at Rogue Valley International-Medford Airport. The Development Program is helping to meet County goals: (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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Active Federal grants included in budget	3	3	3	3	3

In fiscal year 2017-2018, 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 42 to fund the Taxiway A North and Apron Rehabilitation project; and AIP 43 to fund the Taxiway A Rehabilitation project (Phase 2).

### 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 (Phase 1), the Taxiway A Rehabilitation project (Phase 2), and the expansion of the Airport's public parking lot.



# Development

## 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 *ConnectOregon* VI grant will provide up to \$446,666 as a match for the Taxiway A Rehabilitation project (Phase 2). Passenger Facility Charge (PFC) authority will be requested to provide the remaining match for the Federal projects.

<b>Program: 010105</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$5,283,653	\$7,572,638	\$4,675,211	\$11,242,386	\$19,827,119
Fees & Other Service Charges	\$483,903	\$615,737	\$622,643	\$550,000	\$616,000
Interfund Transfers	\$0	\$0	\$0	\$207,000	\$430,132
Fund Balance	\$0	\$0	\$0	\$15,989,016	\$21,836,393
<b>Total</b>	<b>\$5,767,556</b>	<b>\$8,188,375</b>	<b>\$5,297,854</b>	<b>\$27,988,402</b>	<b>\$42,709,644</b>
<b>EXPENDITURES</b>					
Materials & Services	\$24,988	\$0	\$0	\$0	\$0
Capital Outlay	\$10,538,050	\$8,486,260	\$6,312,968	\$18,045,000	\$30,547,311
Interfund Transfers	\$0	\$0	\$0	\$0	\$961,909
Contingency	\$0	\$0	\$0	\$3,324,238	\$5,044,380
Ending Balance and Reserves	\$0	\$0	\$0	\$7,927,000	\$7,333,916
<b>Total</b>	<b>\$10,563,038</b>	<b>\$8,486,260</b>	<b>\$6,312,968</b>	<b>\$29,296,238</b>	<b>\$43,887,516</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>





# Diversification Projects

## Program Purpose

The Airport's Diversification Projects Program is responsible for promoting special programs to allow for diversification of Airport-owned property. The Federal Aviation Administration challenges airports to remain diversified to maintain a constant cash flow. The Diversification Projects Program is helping to meet County 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Land available for non-aviation related purposes actually leased at the Airport	32.3%	7.2%	7.2%	12.2%	15.2%

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 (ECISO), 2.4 acres; and the Car Rental Maintenance Facility, 1.7 acres. The fiscal year 2017-2018 projection reflects two new leases which are anticipated for approximately 17.7 acres.

### 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	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2017-2018 Adopted
<b>REVENUES</b>					
Fees & Other Service Charges	\$116,284	\$107,476	\$96,462	\$72,543	\$101,154
<b>Total</b>	<b>\$116,284</b>	<b>\$107,476</b>	<b>\$96,462</b>	<b>\$72,543</b>	<b>\$101,154</b>
<b>EXPENDITURES</b>					
Materials & Services	\$2,585	\$2,652	\$2,721	\$2,900	\$3,300
<b>Total</b>	<b>\$2,585</b>	<b>\$2,652</b>	<b>\$2,721</b>	<b>\$2,900</b>	<b>\$3,300</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# Operations and Maintenance

## Program Purpose

The Operations and Maintenance Program proactively ensures a safe and efficient commercial air transportation service by maintaining runway and taxiway systems and apron areas that accommodate the landing and 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Cost per enplaned passenger	\$7.76	\$7.12	\$7.09	\$7.13	\$7.86

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 2016 was a record year. The number of projected passengers in fiscal year 2017-2018 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 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

To further maximize the new Airport Operations and Maintenance building and equipment.

Completing the Taxiway A North and Terminal Apron Rehabilitation project and the expansion of the Airport's public parking lot, as well as upgrading the tower voice recorder/switch.

Continuing road improvements on the east side of the Airport. The United States Forest Services (USFS) to share the cost of extending a water line to the east ramp which will also provide value for other operations such as private and military charters.

Supporting Millionaire's expansion of their operations as they construct a 36,000 square foot building south of the Mercy Flights complex. This endeavor will not only increase revenue, but elevate the Airport's standing in the corporate and private sectors, as well as travel and leisure business.

Implementing FAA 139 software to automate the required FAA inspections that will link to a maintenance work order system and reduce costs by eliminating the manual process of assigning, tracking, and completing projects and tasks.

While the overall impact to this operating budget is unknown at this time, the Oregon Department of Transportation (ODOT) Highway 62 Bypass project has started.

## 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.

<b>Program: 010103</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>EXPENDITURES</b>					
Personnel Services	\$984,691	\$1,051,498	\$1,284,005	\$1,450,684	\$1,705,776
Materials & Services	\$1,479,602	\$2,008,348	\$1,720,303	\$2,447,034	\$2,613,779
Capital Outlay	\$34,221	\$131,353	\$158,447	\$443,800	\$539,500
<b>Total</b>	<b>\$2,498,514</b>	<b>\$3,191,199</b>	<b>\$3,162,755</b>	<b>\$4,341,518</b>	<b>\$4,859,055</b>
<b>Full-Time Equivalent</b>	<b>14.00</b>	<b>14.00</b>	<b>21.00</b>	<b>20.00</b>	<b>22.00</b>



# Passenger Facility Charge

## Program Purpose

The Passenger Facility Charge (PFC) was established by Federal legislation 49 USC SS 40117 to allow airports to meet money match requirements of Federal grants for aviation-related capital improvement. Through this Program the Airport receives \$4.50 for each enplaned passenger. Expenditures of these funds must be approved by the Federal Aviation Administration (FAA). The Passenger Facility Charge Program is helping to meet County 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Collection year approvals	13	12	11	10	11

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, taxiway 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. PFC Application #12 is in process which will increase the number of approved years.

### 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***

<b>Program: 010301</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Fees & Other Service Charges	\$1,225,790	\$1,412,092	\$1,469,664	\$1,540,280	\$1,813,048
All Other Resources	\$25,388	\$15,623	\$32,858	\$15,000	\$20,000
Fund Balance	\$0	\$0	\$0	\$1,679,324	\$1,958,341
<b>Total</b>	<b>\$1,251,178</b>	<b>\$1,427,715</b>	<b>\$1,502,522</b>	<b>\$3,234,604</b>	<b>\$3,791,389</b>
<b>EXPENDITURES</b>					
Materials & Services	\$0	\$0	\$0	\$60,000	\$60,000
Interfund Transfers	\$1,326,171	\$1,109,876	\$1,299,774	\$1,516,751	\$1,542,551
Ending Balance and Reserves	\$0	\$0	\$0	\$1,657,853	\$2,188,838
<b>Total</b>	<b>\$1,326,171</b>	<b>\$1,109,876</b>	<b>\$1,299,774</b>	<b>\$3,234,604</b>	<b>\$3,791,389</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# **Safety and Security**

## **Program Purpose**

This Program is responsible for providing and maintaining the security and safety of the Airport by meeting all Federal, State, and County requirements. Federal requirements specifically include the ability to pass all security inspections. The Safety and Security Program is helping to meet County 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**

The war on terror continues in 2017, and the United States civil aviation system remains at the top of the list as prized targets. Terrorist organizations led by the Islamic State and Al-Qaeda have not ceased to plan and carry out attacks globally. With the success of the 9/11 attacks as their inspiration of achievement, leaders of these organizations continue to call jihadists to infiltrate and carry out attacks against aviation in the United States. Emerging trends now include utilizing aviation workers to smuggle weapons and explosives onto aircraft, bypassing security with counterfeit identification, incorporating "lone wolf" attacks at airports, exploiting social media to recruit radicalized sympathizers, and the use of drones.

These growing threats, combined with the sophistication of technology, are just a small part of the ongoing battle against terrorism today. The Transportation Security Administration (TSA) continues to provide leadership and support for the protection of airports and the aviation industry. The security division at the Rogue Valley International–Medford Airport (MFR) remains focused on their partnership with TSA at both a local and national level. The Security Program at the Airport fully implements the safety and security measurements according to regulatory standards, and in some cases exceeds them for an airport the size of MFR. Safety and security of the traveling public remains the overall mission of the Safety and Security Program.

## **Financial Condition**

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



# Safety and Security

Program: 010102	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2017-2018 Adopted
<b>REVENUES</b>					
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>EXPENDITURES</b>					
Personnel Services	\$861,138	\$854,759	\$867,245	\$1,223,267	\$1,247,155
Materials & Services	\$785,860	\$226,675	\$246,531	\$326,786	\$389,634
Capital Outlay	\$32,043	\$35,435	\$49,258	\$108,000	\$50,000
<b>Total</b>	<b>\$1,679,041</b>	<b>\$1,116,869</b>	<b>\$1,163,034</b>	<b>\$1,658,053</b>	<b>\$1,686,789</b>
<b>Full-Time Equivalent</b>	<b>20.15</b>	<b>20.15</b>	<b>18.15</b>	<b>20.15</b>	<b>19.15</b>



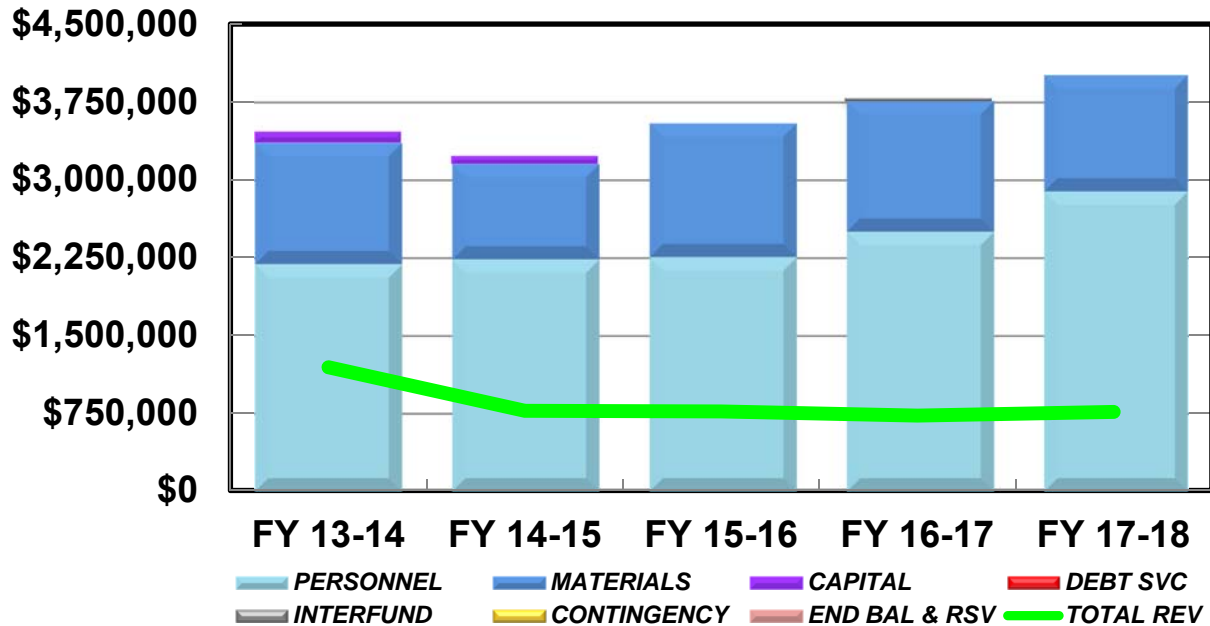
*This Page Reserved for Notes*





# ASSESSOR

## 2013-2014 TO 2017-2018

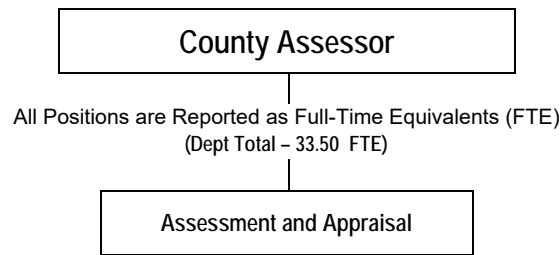


	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Adopted	FY 17-18 Adopted
PERSONNEL	\$2,188,293	\$2,235,006	\$2,257,690	\$2,501,913	\$2,890,810
MATERIALS	\$1,168,822	\$921,902	\$1,288,593	\$1,260,408	\$1,121,539
CAPITAL	\$108,808	\$77,427	\$0	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$28,000	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXP</b>	<b>\$3,465,923</b>	<b>\$3,234,335</b>	<b>\$3,546,283</b>	<b>\$3,790,321</b>	<b>\$4,012,349</b>
<b>TOTAL REV</b>	<b>\$1,188,503</b>	<b>\$767,665</b>	<b>\$762,190</b>	<b>\$722,395</b>	<b>\$756,866</b>
FTEs	30.00	31.00	29.75	31.50	33.50

For FY 17-18 the addition of 1.00 FTE Chief Appraiser and a 1.00 FTE Data/Property Analyst I are a result of increased construction and office reorganization. The reduction in Materials and Services and Interfund Transfers were due to decreases in expenses and a vehicle purchased in the prior year. 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, and industrial improvements (except manufacturing plans over \$1,000,000 and utility property) 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 2017-2018

- Electronic filing of business personal property returns on a dedicated and secure Uniform Resource Locator (URL) will continue increasing business personal property participation by 10 percent in fiscal year 2017-2018.
- House Bill (HB) 2127, implemented in the 2015 Legislative Session, requires cartographers to review every legal description transferring to a tax exempt entity (including all foreclosures and limited liability companies [LLCs]) and issue a certificate verifying no taxes are owed before recording of the document commences. To date, this statutory change requires 75 percent of one cartographer's daily work schedule. Implementation can include collaboration with title and mortgage companies, Department of Transportation, Roads and Parks, city planners, Jackson County's Treasury and Taxation, and the Clerk's Office before the transaction can be recorded. HB 2127 adds additional work for segregation and farm/forest appraisers requiring them to calculate potential taxes owing, prepay tax calculations, and disqualifications on the transferring properties. Fiscal year 2016-2017 appropriations added one additional cartography employee to support the increased work product; however, the volume of activity will continue to have an impact in fiscal year 2017-2018.
- Market uptrend has also created a record demand of documents required to be processed by our cartography program (see graph under Benchmark of this section). In addition to the above mentioned HB 2127 requirements, increased record processing and normal cartographic work and customer service calls, further demands on the cartography program include a State of Oregon compliance mandate to complete the remapping of all of Jackson County's tax lots by the end of fiscal year 2019-2020. There are 6,079 tax lots remaining in Central Point and Medford to be remapped. In fiscal year 2016-2017, Jackson County requalified for the Department of Revenue funding stream, Oregon Map (ORMAP) Grant, providing \$24,224 to purchase necessary mapping control points. Control points need to be coordinated with, and provided by, the Jackson County Sheriff's Office. The remapping requires mandatory overtime of cartography employees implemented in fiscal year 2016-2017 and will continue in fiscal year 2017-2018 to complete the ORMAP project by the grant-specific compliance timeline.
- 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 and attend community symposiums responding to taxpayers' requests to provide understanding of permitting and qualifications of special assessments related to the House Bill. HB 3400 has also increased the volume of

# ASSESSOR

customer service calls and office visits by the public and required site visits by staff to inspect greenhouses and processing buildings, etc.

- 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 June 2018.
- Recalibrating real market values based on current market trends in study area 14 of rural properties in Southeast Medford, Phoenix, Talent, and Rogue River will be finalized and added on the 2017-2018 certified tax roll in October 2017.

## Major Issues and Service Level Accomplishments for Prior Year

- An aerial imagery company added 166 square miles or 2,800 tax lots in the Applegate and West Medford area bringing the aerial imagery cumulative coverage of Jackson County to 90 percent of all 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 recalibration purposes.
- The assessment and taxation software vendor for the Assessor's Office completed the fourth year of a five year rewrite project. Phase One "Residential Appraisal and Assessment" conversion testing and "go live" commenced February 17, 2017.
- Recalibrating real market value based on current trends were completed and finalized in the residential areas of Southeast Medford, Phoenix, Talent, and Rogue River. These recalibrated real market values were reflected on the 2016-2017 certification tax roll in October 2016.
- A daily 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. BoPTA hearings in March 2017 included only 69 petitions; 19 of those petitions were deemed "defective" before the hearings convened.
- The number of residential properties requiring appraisals from new construction permits remained comparative to 2016 permit levels adding 3,957 in 2017. Form commercial properties, permits remained relatively flat as in 2016, adding 393 accounts in 2017.
- There were 22 small tract forest new owner applications and 24 farm property special assessments approved in fiscal year 2016-2017.
- A web-based program for the commercial program that collects local and regional market data, analyzes the data, and tables' data was utilized for its second year in fiscal year 2016-2017. This service replaces the need of the Assessor to mail out annual income and expense questionnaires to approximately 6,000 accounts. The program also analyzes and tables the data in a format useful to the appraiser. The service facilitates 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. The COD measures the uniformity of values within neighborhoods.

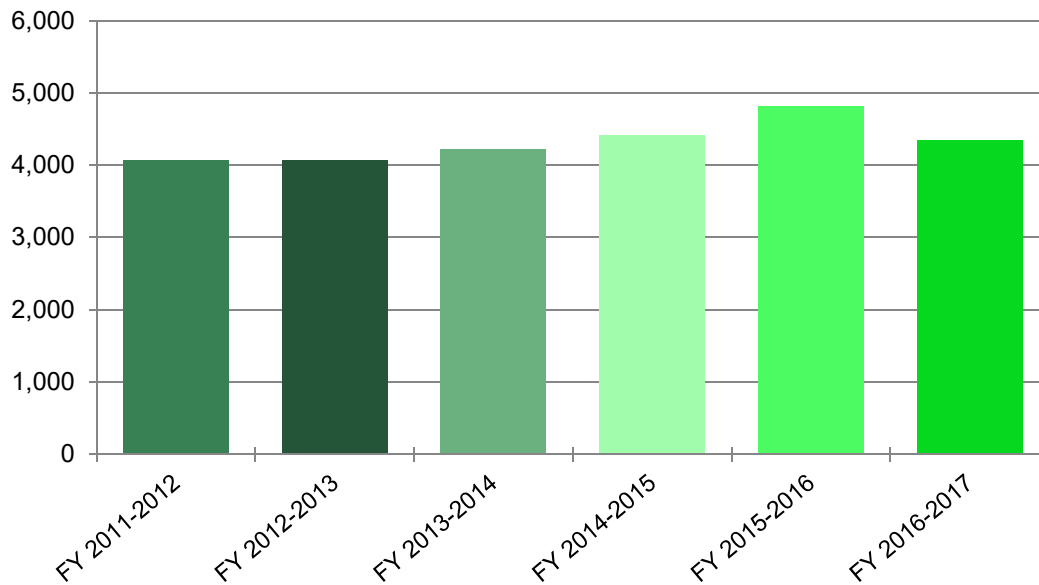
## Benchmark

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 roll.



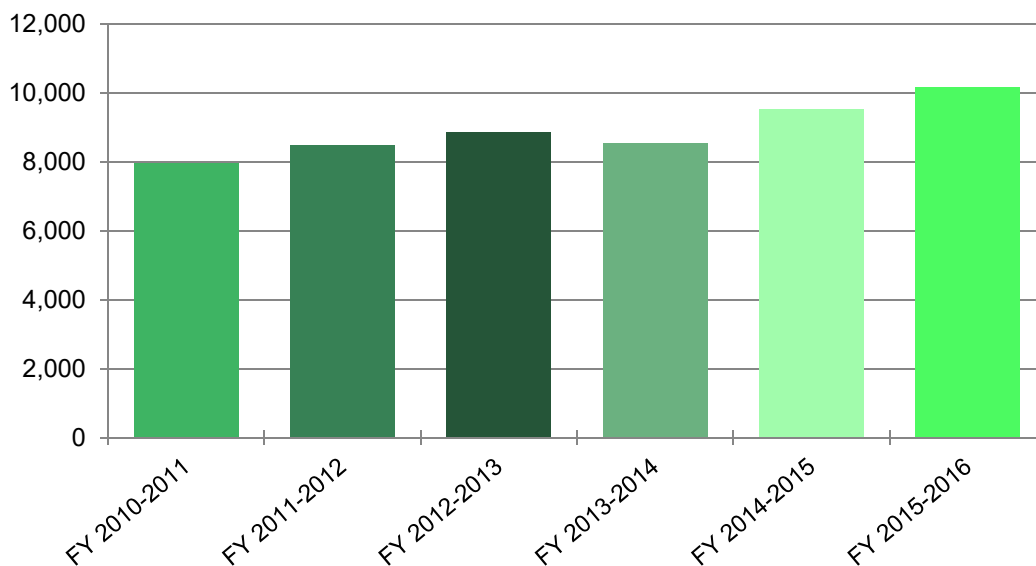
# ASSESSOR

## New Construction Permits



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, taxing districts' boundary changes, subdivisions, lot line adjustments, etc. These documents create a steady increase of properties in Jackson County's records that need to be maintained daily. From July 2016 through December 2016 (six fiscal months), cartographers completed 5,451 documents, clearly earmarked to exceed the fiscal year 2015-2016 total of 10,168 as reflected in the chart below.

## Recorded Documents Processed by Cartography



# 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 (except manufacturing plants over \$1,000,000 and utility property) 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 the Oregon Constitution, 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Out of compliance – residential	0.80%	1.05%	1.60%	2.00%	0.00%
Out of compliance – commercial	0.00%	0.00%	0.00%	0.00%	0.00%

Currently, there are 113 residential study areas throughout Jackson County. The recent calibration of urban Phoenix/Talent and West Medford corrected all residential areas to compliance. Data Analysts monitor all study areas and recommend corrections for compliance. There are three commercial study areas in the County; all have been compliant for the last four years.

### Recalibration 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Recalibrations of industrial, commercial, and multi-family lands	25%	50%	75%	100%	100%
Recalibrations of parking lots and restaurants	n/a*	n/a*	n/a*	25%	60%

\*Recalibrations 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. The project was concluded with the values certified into the 2016-2017 tax roll. Recalibration of parking lots and restaurants began in the 2016-2017 fiscal year and are projected to be completed by fiscal year 2018-2019.

## Recalibration 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Recalibrated accounts	0.00%	0.00%	0.00%	9.70%	13.00%
Inventory reviewed accounts	2.75%	2.66%	3.00%	3.00%	6.00%

Recalibration is the process of analyzing all sales in a given area and reestablishing base values and guidelines for appraising that area. In fiscal year 2017-2018, selected areas for recalibration are rural Talent, Phoenix, East Medford, and Rogue River. Inventory Review is the process in which a defined area is chosen to have all properties physically visited or reviewed by aeriels, 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Electronically filed business returns	n/a*	2.83%	10.00%	20.00%	25.00%

\*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 years 2015-2016 and 2016-2017 with improved e-filing capabilities. Another 10 percent of a selected retail population will be added in fiscal year 2017-2018.

## Significant Issues in the Year Ahead

Market Trends – Municipal infrastructure are reporting continued strong activity in new subdivisions for fiscal year 2017-2018. This report is substantiated by the Assessor's Office cartographic work creating 14 new subdivisions to include 191 new tax lots in the first six months of fiscal year 2016-2017. Data also reflects an increase of 5.2 percent in cartography recording of documents for 2016. The Population Research Center at Portland State University certified on November 15, 2016, Jackson County's population estimate at 213,765, which is an increase



# Assessment and Appraisal

from the April 1, 2010, Certified Census Figure of 203,206 and the July 1, 2015, Certified Population Estimate of 210,975. With increased market trends and Jackson County's population growth, staffing will be an issue to inspect the high volume of new construction expected and to complete the cartographic work required.

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 6.7 percent in December 2016.

Collaborating with other County departments for consistency in the interpretation and implementation of House Bill 3400 (cannabis) continues to 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 16.5 percent of revenue funding from the CAFFA grant for fiscal year 2017-2018 realizing an additional decrease from the fiscal year 2016-2017 CAFFA distribution request of 17 percent. The Assessment and Appraisal Program collects service fees that represent 2 percent of the total budget; the remaining 81.5 percent is funded by the County's General Fund.

<b>Program: 050101</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$763,415	\$675,043	\$645,809	\$644,385	\$674,066
Fees & Other Service Charges	\$84,087	\$92,621	\$115,223	\$76,010	\$81,300
All Other Resources	\$341,000	\$1	\$1,158	\$2,000	\$1,500
<b>Total</b>	<b>\$1,188,502</b>	<b>\$767,665</b>	<b>\$762,190</b>	<b>\$722,395</b>	<b>\$756,866</b>
<b>EXPENDITURES</b>					
Personnel Services	\$2,188,293	\$2,235,006	\$2,257,690	\$2,501,913	\$2,890,810
Materials & Services	\$1,168,821	\$921,902	\$1,288,594	\$1,260,408	\$1,121,539
Capital Outlay	\$108,808	\$77,427	\$0	\$0	\$0
Interfund Transfers	\$0	\$0	\$0	\$28,000	\$0
<b>Total</b>	<b>\$3,465,922</b>	<b>\$3,234,335</b>	<b>\$3,546,284</b>	<b>\$3,790,321</b>	<b>\$4,012,349</b>
<b>Full-Time Equivalent</b>	<b>30.00</b>	<b>31.00</b>	<b>29.75</b>	<b>31.50</b>	<b>33.50</b>



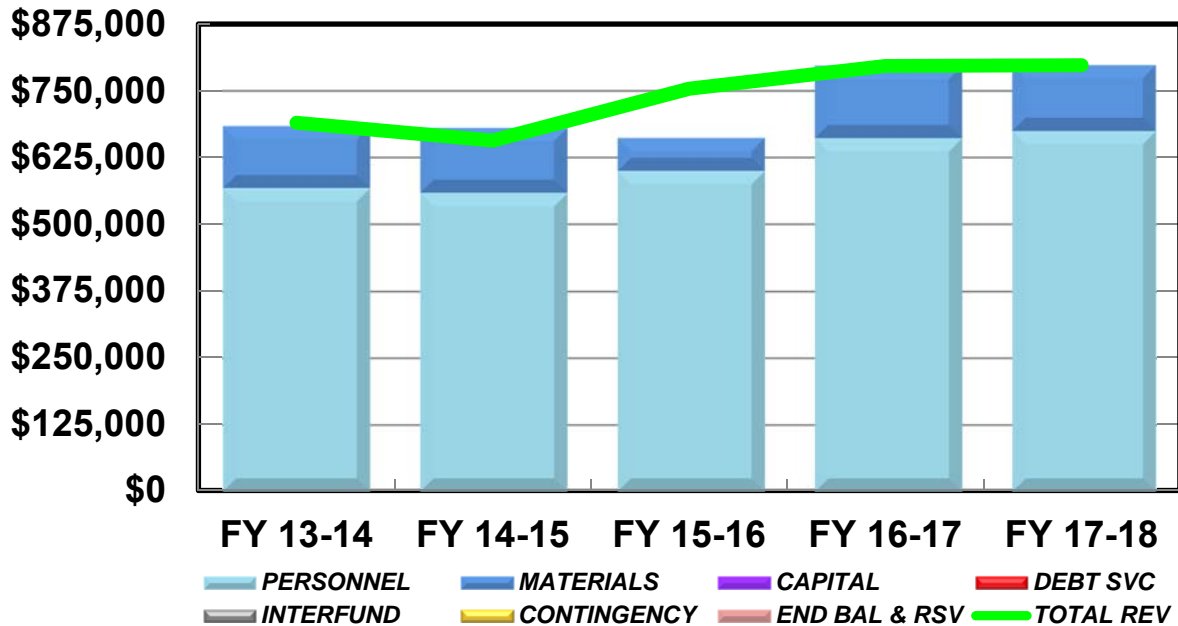
*This Page Reserved for Notes*





# BOARD OF COMMISSIONERS

2013-2014 TO 2017-2018



	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Adopted	FY 17-18 Adopted
PERSONNEL	\$567,142	\$558,295	\$599,223	\$661,048	\$674,509
MATERIALS	\$116,738	\$122,513	\$62,686	\$135,437	\$123,522
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
<b>TOTAL EXP</b>	<b>\$683,880</b>	<b>\$680,808</b>	<b>\$661,909</b>	<b>\$796,485</b>	<b>\$798,031</b>
<b>TOTAL REV</b>	<b>\$689,975</b>	<b>\$656,407</b>	<b>\$753,661</b>	<b>\$796,485</b>	<b>\$798,031</b>
FTEs	5.00	5.82	5.55	5.55	5.55

Between FY 16-17 and FY 17-18 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



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 2017-2018

- 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.



# BOARD OF COMMISSIONERS

- Work to utilize the finding from the project based on Governor's Executive Order 12-07 (a pilot program for regional farm and forest land conservation) to amend the County's Land Development Ordinance and Comprehensive Plan with regard to Rural Use designations.
- 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 and ongoing forest management.
- 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 is the policy setting body for the entire County. Duties include executive, judicial (quasi-judicial), and legislative authority. The Board of Commissioners is helping to meet all 12 of the County goals.

## Program Information

The Board of Commissioners (BoC) provides the services listed below.

### Availability to the Public

*Strategic Objective:* Provide various opportunities for the public to provide input and receive information on County activities.

Continue to improve measures providing the citizens of Jackson County information on important County issues and have opportunities for input by holding land use hearings and weekly BoC meetings. The BoC meetings often include presentations by subject matter experts on matters of County interest. The regular weekly meeting (Wednesday) agenda is organized so that citizen input is an initial item of business. These 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 BoC meetings are posted on the internet, posted on the BoC bulletin board, and the proposed Wednesday agendas are published in the newspaper.

### 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.

Through the use of financial policies and public budget meetings, the BoC works closely with the County Administrator to ensure the financial success of the County.

### Internal Processes

*Strategic Objective:* Achieve long-range plans, accomplishments, and goals for each Commissioner.

The BoC 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.

### Intergovernmental and Organizational Communication

*Strategic Objective:* Maintain open communication with governmental agencies and organizations to ensure the County's best interests.

The BoC meets with other governmental agencies, including visits to meetings of the County's various city councils, to listen to and convey topics of interest. The BoC also participates in State and national organizations to both learn from and educate each other regarding issues important to Jackson County and its citizens.



# Board of Commissioners

## Quasi-Judicial Hearings

Strategic Objective: Meet as a quasi-judicial board to determine land use issues.

Under the Jackson County Land Development Ordinance (LDO), the BoC will conduct a quasi-judicial hearing on any appeal of a decision by the Jackson County Planning Commission on a subdivision, planned unit development, or large destination resort application. Hearings will also be held by the BoC of all other quasi-judicial Type 4 reviews under the LDO after receiving the recommendation of the Jackson County Planning Commission.

The BoC may also elect to hear quasi-judicial planning applications decided by the Jackson County Planning Commission or the Hearings Officer that have been remanded by the Land Use Board of Appeals (LUBA), the Oregon Court of Appeals, or the Oregon Supreme Court, when the remand requires an interpretation of the County's Land Development Ordinance or Comprehensive Plan. The decision of the BoC rendered after a quasi-judicial hearing will be the final decision of the County.

## Significant Issues in the Year Ahead

The Board of Commissioners will work on the following issues in 2017-2018: 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 35.8 percent of the chargebacks are to the County's General Fund departments.

<b>Program: 020101</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$0	\$7,400	\$0
Fees & Other Service Charges	\$138	\$2,111	\$192	\$395	\$250
All Other Resources	\$0	\$0	\$0	\$0	\$0
Interfund Transfers	\$689,837	\$654,296	\$753,469	\$788,690	\$797,781
<b>Total</b>	<b>\$689,975</b>	<b>\$656,407</b>	<b>\$753,661</b>	<b>\$796,485</b>	<b>\$798,031</b>
<b>EXPENDITURES</b>					
Personnel Services	\$567,142	\$558,295	\$599,223	\$661,048	\$674,509
Materials & Services	\$116,738	\$122,513	\$62,687	\$135,437	\$123,522
<b>Total</b>	<b>\$683,880</b>	<b>\$680,808</b>	<b>\$661,910</b>	<b>\$796,485</b>	<b>\$798,031</b>
<b>Full-Time Equivalent</b>	<b>5.00</b>	<b>5.82</b>	<b>5.55</b>	<b>5.55</b>	<b>5.55</b>

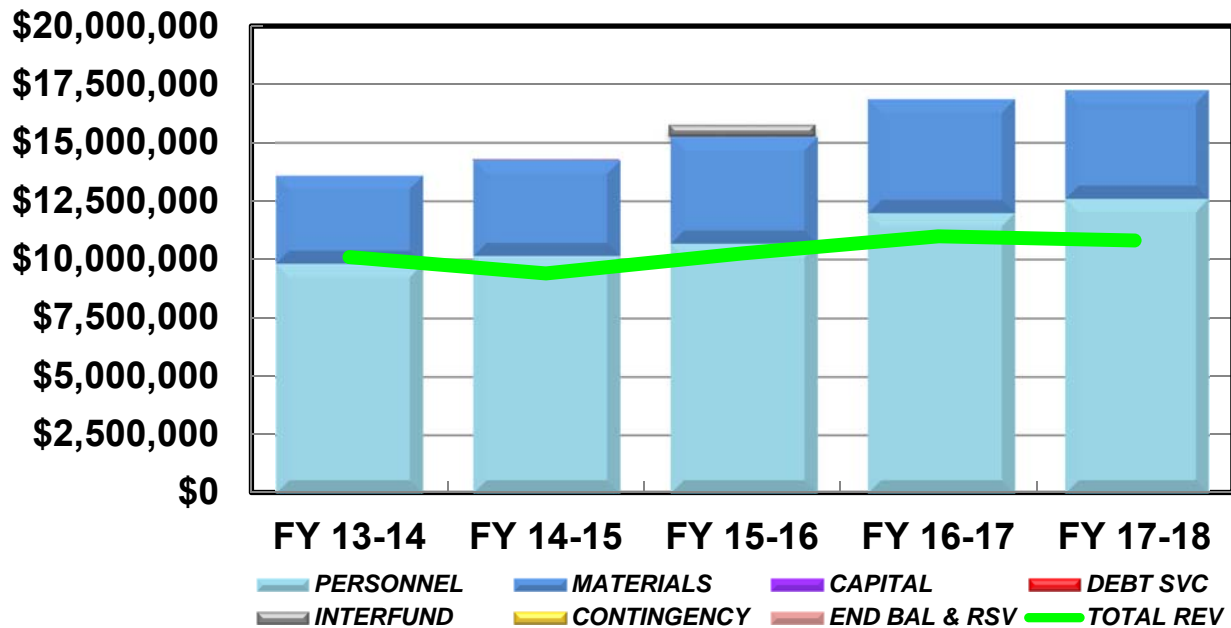


*This Page Reserved for Notes*



# COMMUNITY JUSTICE

## 2013-2014 TO 2017-2018

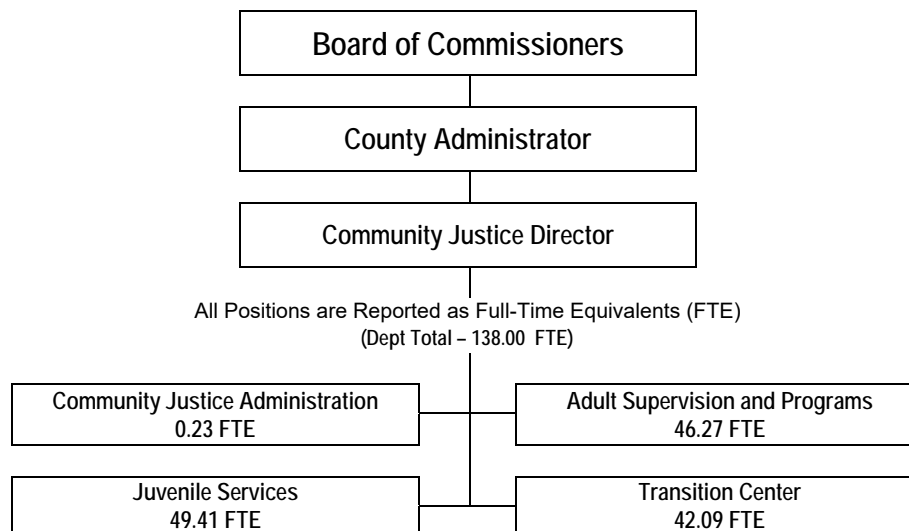


	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Adopted	FY 17-18 Adopted
PERSONNEL	\$9,800,792	\$10,138,088	\$10,668,439	\$11,985,599	\$12,600,851
MATERIALS	\$3,793,167	\$4,119,256	\$4,578,476	\$4,874,382	\$4,656,076
CAPITAL	\$0	\$9,900	\$0	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$29,950	\$531,884	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXP</b>	<b>\$13,593,959</b>	<b>\$14,297,194</b>	<b>\$15,778,799</b>	<b>\$16,859,981</b>	<b>\$17,256,927</b>
<b>TOTAL REV</b>	<b>\$10,094,847</b>	<b>\$9,389,405</b>	<b>\$10,247,104</b>	<b>\$10,987,110</b>	<b>\$10,806,390</b>
FTEs	124.00	128.00	135.00	136.50	138.00

For FY 17-18 the Department reorganized staff and added 1.50 FTEs which are funded by a State Justice Reinvestment Initiative grant. 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.

# 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 2017-2018

- Community Justice is at the forefront of providing pretrial services and jail matrix support to ensure the optimal use of the limited number of available jail beds. In prioritizing community safety, making required court appearances, and ensuring compliance with alternative sanctions, pretrial services maximize the efficacy of the local criminal justice system.
- In utilizing State funds to decrease prison use for certain drug, driving, and property crimes, Community Justice is providing residential treatment for adults in the local criminal justice system. This program has doubled the availability of local residential treatment for correctional clients. The Department is also using these funds to provide alcohol and drug treatment for inmates in the Jackson County Jail. These programs ultimately save the State money by avoiding sending these offenders to prison and treating them locally.
- The Transition Center will provide work release services to inmates from the Department of Corrections who are in the process of transitioning to Jackson County from their prison sentences. Providing these beds locally allows the Department of Corrections to avoid opening new prison space. By contracting these beds out for inmates who are returning to Jackson County, the Transition Center is able to provide a safer and more seamless reintegration to the community.
- The Juvenile Services Program has added a Youth Care Center program to provide enhanced residential services to youth in detention. The program is a way to serve youth locally and avoid committing them to the Oregon Youth Authority while providing services aimed at helping youth live safely and successfully in the community. This program takes on increased significance in light of the anticipated cutting of 170 residential beds for Oregon youth due to the State budget shortfall.



# COMMUNITY JUSTICE

## Major Issues and Service Level Accomplishments for Prior Year

- As one of five pilot counties providing services for offenders with children in the community, Jackson County was able to provide intensive supervision for families while allowing parents to remain with their children rather than being sent to prison.
- Community Justice utilizes conditional discharge, Adult Drug Court, recovery opportunities, and specialized services for Measure 57 offenders to provide enhanced programming opportunities for 19 percent of all supervised cases. This provides incentives for Jackson County residents to engage in treatment and comply with local supervision rather than be sent to prison.
- Since 2014, Jackson County has had 165 Short Term Transitional Leave (STTL) inmates transition to this County. In accepting every referral the State Department of Corrections has sent, the County has seen an overall success rate of 94 percent, with ten inmates unsuccessful in their transition.
- Community Justice has partnered with Jackson County Mental Health and the Circuit Court to provide specialized services for people in the criminal justice system suffering from mental illness. This past year has seen mental health professionals imbedded in the jail, at parole and probation, and at the Transition Center. This collaborative approach is best exemplified in the Mental Health Court, which provides a multi-disciplinary, wraparound approach toward assisting offenders with mental illness in living crime-free within the community.
- The Department is committed to moving all clients to find employment and becoming insured when appropriate. To this end, Community Justice established on-site employment services at both the Transition Center and adult parole and probation office. Both locations are also able to provide direct assistance in signing up offenders for health insurance.
- With the State facing significant budget cuts impacting public safety, Community Justice is committed to providing core services at the juvenile and adult level. By utilizing Federal funding streams when appropriate, partnering with the State in providing alternatives to prison usage and maximizing resources for juveniles locally, Jackson County is able to maintain a high level of public safety for its residents.

## Benchmark

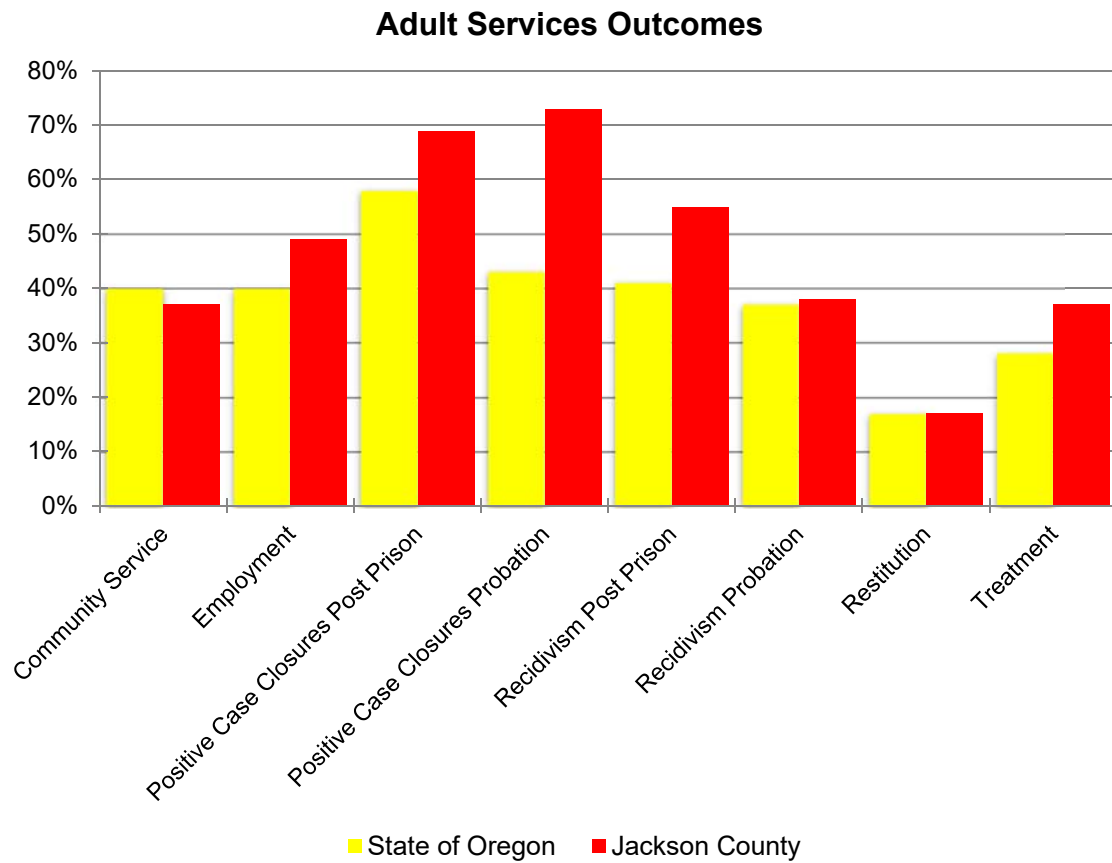
On a statewide comparison, the benchmarks for adult community corrections in Jackson County meet or exceed the State average on all comparisons with the exception of community services, where the Department is slightly below the State. Completion of community service has been difficult to enforce due to decreased jail resources.

The State of Oregon recently changed the definition of recidivism, broadening its scope and including all arrests and incarcerations. In small jurisdictions with active law enforcement, this 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 programs and methods that impact offenders and provide them the tools and support in order to deal with chemical addictions, increased mental health services, enhancing ways to find gainful employment, finding housing, and changing patterns of criminal thinking. As these programs work with clients and develop a sustainable aftercare plan, the goal is to 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



# 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, oversight, and administration of all Community Justice programs. Services include development and ongoing monitoring of budgeting, contracts, grants, personnel resources, program planning, and compliance.*

Community Justice Administration will continue to seek new sources of revenue through grant application and obtaining relevant contracts with partner agencies. Staff will also be looking to improve and expand on the existing programs while maintaining compliance both at the State and local level.

Community Justice Administration staff recently underwent an internal audit to look at improving efficiencies in the department. The process was found to be informative and helpful, and staff has started implementing many of audit's suggestions. In the upcoming year, Community Justice will continue to work on improving program efficiency and fidelity.

### Integrated Services

*Strategic Objective: Work with the Oregon Department of Corrections, the Oregon Youth Authority, community partners and other law enforcement offices, Jackson County Mental Health, the courts, the District Attorney, and local non-profits to continue to work toward more integrated and collaborative service delivery.*

Jackson County Community Justice will endeavor to improve communication with partner agencies, work collaboratively on shared goals and projects, and work to increase outcomes with agencies that share clients.

### Training

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

Community Justice uses a variety of dynamic and varied methods to provide training to staff across all three programs. County and regional training programs are utilized as well as State sponsored educational programs and conferences. Online courses when appropriate to minimize travel and cost. Online training including webinars, podcasts, and video skill demonstration will continue to be made available. In addition, Community Justice is looking to bring in trainers from the University of Cincinnati to further elevate staff on core correctional principals and evidence based practices.



# Community Justice Administration

## 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 staffing levels. Staff will also continue to develop and implement innovative evidence based programming and serve the needs of the community and clients. Ongoing collaboration with community partners will be prioritized to assess barriers within the community and in implementation of services. Ongoing program development will always balance and consider public safety and available resources.

## Financial Condition

The Community Justice Administration Program receives the majority of funding from the Justice Reinvestment Initiative (JRI) and other grants (53 percent). Other funding streams include fees (42 percent) and interdepartmental transfers (5 percent). This Program does not receive any support from the County's General Fund.

<b>Program: 480105</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$795,045	\$284,950	\$444,571	\$379,086	\$308,800
Fees & Other Service Charges	\$69,596	\$67,516	\$58,384	\$54,500	\$44,500
All Other Resources	\$491	\$725	\$65	\$500	\$500
Interfund Transfers	\$0	\$17,837	\$18,779	\$19,800	\$19,800
<b>Total</b>	<b>\$865,132</b>	<b>\$371,028</b>	<b>\$521,799</b>	<b>\$453,886</b>	<b>\$373,600</b>
<b>EXPENDITURES</b>					
Personnel Services	\$126,085	\$123,197	\$133,663	\$140,363	\$61,840
Materials & Services	-\$25,563	\$113,088	\$335,268	\$313,523	\$296,306
Capital Outlay	\$0	\$9,900	\$0	\$0	\$0
<b>Total</b>	<b>\$100,522</b>	<b>\$246,185</b>	<b>\$468,931</b>	<b>\$453,886</b>	<b>\$358,146</b>
<b>Full-Time Equivalent</b>	<b>1.74</b>	<b>1.87</b>	<b>3.20</b>	<b>1.70</b>	<b>0.23</b>



# 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Positive case closures/probation	52%	51%	55%	66%	70%
Positive case closures for post-prison	82%	82%	80%	73%	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 and risk score, some statistical swings are expected.

In 2017, 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 for treatment. Staff will strive to increase positive behavior change by administering techniques and programs designed to change offender thinking, beliefs, and social peer relationships with the goal to reduce criminal activity.

### Offenders Participating and Enrolled in Treatment Services

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



## Adult Supervision and Programs

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Offenders engaged in treatment	36%	39%	42%	45%	47%

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 offenders engaged in treatment and Community Justice has implemented in-house programs and curriculum designed to target criminogenic risk factors and addiction issues.

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. With complete treatment programs at the jail and Transition Center, clients can return back into the community and seamlessly continue their treatment program.

### Offender Accountability for Supervision Costs

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

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Supervision fees collected	\$465,325	\$460,225	\$500,557	\$450,000	\$500,000

Payment of court order financial obligations, such as restitution and supervision fees, is an important part of rehabilitation. Community Justice has refocused efforts to improve fee collections and increase offender accountability for supervision costs. In 2017, 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. Probation Officers will utilize the Day reporting and employment services to motivate offenders and increase employment, thus help give offenders the ability to pay fines and fees owed.

### 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Offenders served by the home detention program	232	291	301	300	300

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. With the loss of jail beds there has been a decline in home detention interest; however,



# Adult Supervision and Programs

it still remains a viable option for incarcerated individuals who want to retain employment and complete their jail sanction.

## Home Health Services

*Strategic Objective: To provide crisis counseling, mental health evaluations and assessments, referral to treatment, and case management to Community Justice clients who demonstrate mental health or dual diagnosis issues.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2018-2019 Projected
Corrections clients with mental health issues served	n/a*	n/a*	n/a*	420	450

\*New service in 2016; data not available.

Providing mental health services to this population is vital to rehabilitation and continuity of care. In the past year we have embedded mental health providers on site to provide direct client services. This allows timely access to care and service, relieves the stress on the local mental health office and allows joint case planning with the probation officer to occur. As we develop and enhance our program and staff, we expect to increase the amount of people directly impacted by these services in the next year.

## Significant Issues in the Year Ahead

In the next year, the Community Justice Department will continue to 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 detailed case plans and interventions. 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 give offenders heading to prison another chance to focus on treatment and rehabilitation.

Community Justice will continue to focus and provide services for criminal offenders who also have mental health and dual diagnosis issues. This year qualified mental health professionals will be imbedded at the jail, Transition Center, and at probation to assist clients. They will be available for crisis management, full mental health screenings and assessment, medication referral and management, as well as ongoing counseling and treatment. 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 2017, 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.



# Adult Supervision and Programs

With the adoption of the statewide Justice Reinvestment Initiative (JRI), 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. Community Justice has used JRI funding to 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. Program evaluation is ongoing and new targets are being developed to determine if funding could be used to decrease prison use. These include: increased supervision and treatment for downward departure clients, increased rehabilitation efforts prior to probation revocation, training on core correctional practices for staff working directly with clients, and increased mental health intervention for incarcerated people.

With these enhanced supervision and case management resources, staff hopes to increase offender success while on supervision, reduce recidivism, and give opportunities for successful integration into the community. The ultimate goal is to prevent cases from going to prison and reduce the strain on local and State resources.

## Financial Condition

Adult Supervision and Programs receive the majority of funding from the Community Corrections Act (CCA) and other Department of Corrections programs (59 percent). Other funding streams include fees (15 percent), the Justice Reinvestment Initiative and other grants (12 percent), and from interdepartmental transfers (5 percent). The remaining 9 percent is from the County's General Fund.

<b>Program: 480101</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$3,332,008	\$3,145,206	\$3,804,405	\$4,145,767	\$4,032,694
Fees & Other Service Charges	\$887,612	\$870,439	\$944,719	\$876,200	\$883,700
All Other Resources	\$140	\$46	\$0	\$0	\$0
Interfund Transfers	\$0	\$17,332	\$106,127	\$244,008	\$266,587
<b>Total</b>	<b>\$4,219,760</b>	<b>\$4,033,023</b>	<b>\$4,855,251</b>	<b>\$5,265,975</b>	<b>\$5,182,981</b>
<b>EXPENDITURES</b>					
Personnel Services	\$3,394,665	\$3,617,807	\$3,926,669	\$4,365,339	\$4,610,015
Materials & Services	\$948,883	\$1,012,252	\$1,196,814	\$1,349,113	\$1,108,023
Interfund Transfers	\$0	\$0	\$223,802	\$0	\$0
<b>Total</b>	<b>\$4,343,548</b>	<b>\$4,630,059</b>	<b>\$5,347,285</b>	<b>\$5,714,452</b>	<b>\$5,718,038</b>
<b>Full-Time Equivalent</b>	<b>38.43</b>	<b>40.97</b>	<b>41.97</b>	<b>45.47</b>	<b>46.27</b>





# 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Juveniles, overall, who do not re-offend	72%	67%	n/a*	73%	73%
Juveniles on diversion who do not re-offend	82%	75%	n/a*	78%	80%
Juveniles on probation who do not re-offend	86%	85%	n/a*	85%	86%

\*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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Reduction in risk level of juveniles at time of probation closure	89%	84%	82%	83%	84%

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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Community service hours completed by juvenile offenders	2,567	3,158	2,848	3,000	3,000
Average number of community service hours completed per juvenile offender	20	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

Reduction in State budgets, especially with the Oregon Youth Authority (OYA), will not only have a financial impact but also a system-wide impact with 50 or more less youth correctional beds and 120 less residential beds for youth needing a higher level of services/placement. There is a proposed increase in Behavioral Rehabilitation Services (BRS) funding for residential programs that includes the Cognitive Behavioral Training (CBT) residential program that may help off-set some of the reductions from OYA.

Access of Federal Title IV-E funds for youth placed on probation and in the CBT residential program has continued with a contracted professional service provider and the Department of Human Services to better meet Title IV-E requirements and has resulted in an increase in revenue for this funding stream.

### Financial Condition

The Juvenile Services Program receives 78 percent of its funding from the County's General Fund and the remaining 22 percent from other sources.

Program: 480109	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2017-2018 Adopted
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$1,035,320	\$1,254,537	\$1,175,413	\$1,316,496	\$1,317,733
Fees & Other Service Charges	\$235,789	\$246,534	\$65,918	\$67,500	\$67,500
All Other Resources	\$47	\$2,410	-\$36	\$521	\$521
<b>Total</b>	<b>\$1,271,156</b>	<b>\$1,503,481</b>	<b>\$1,241,295</b>	<b>\$1,384,517</b>	<b>\$1,385,754</b>
<b>EXPENDITURES</b>					
Personnel Services	\$3,686,611	\$3,760,124	\$3,814,306	\$4,178,988	\$4,424,845
Materials & Services	\$1,445,411	\$1,711,173	\$1,624,669	\$1,672,342	\$1,761,022
Interfund Transfers	\$0	\$29,950	\$0	\$0	\$0
<b>Total</b>	<b>\$5,132,022</b>	<b>\$5,501,247</b>	<b>\$5,438,975</b>	<b>\$5,851,330</b>	<b>\$6,185,867</b>
<b>Full-Time Equivalent</b>	<b>48.06</b>	<b>48.54</b>	<b>50.04</b>	<b>48.54</b>	<b>49.41</b>



# Transition Center

## Program Purpose

The Transition Center Program provides offenders with the opportunity to make positive changes through treatment and employment services in a structured living environment. The Program protects the community by holding offenders accountable for their behavior while providing an opportunity to restore value to the community through supervised work service. In addition to services for sanctioned clients, the Transition Center offers individualized case management 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Offenders who complete the program without absconding or returning to jail	85.0%	87.7%	85.8%	85.0%	85.0%

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 employment services that are offered 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Revenue earned by crews dispatched into the community	\$861,533	\$940,489	\$699,182	\$650,000	\$600,000



# Transition Center

The work restitution program enables offenders to be held accountable and 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.

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. Additionally, 30 beds are being converted in fiscal year 2016-2017 from work restitution clients to transitional housing clients, which will reduce the overall number of work crews going out into the community.

## 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Offenders successfully transitioning to community housing	55.8%	53.5%	53.4%	53.0%	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.

Jackson County, as much of Oregon, currently lacks enough affordable housing. The Transition Center offers beds for indigent offenders on supervision in Jackson County until alternative housing is located. The offender must agree to abide by their supervision conditions and Transition Center rules to remain in the program. These clients work and pay a subsistence fee, or actively pursue employment, while seeking other housing. Programs offered to transitional housing clients include assistance with housing applications, treatment, and other case management services. 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.

## Transitional Care Program

***Strategic Objective:** Offer evidence based treatment focused on cognitive behavioral change to participants that score medium/high risk of recidivism on risk assessments.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Offenders successfully completing TCP	n/a*	n/a*	n/a*	59.3%	60.0%

\*New measurement; data not available.

The Transitional Care Program (TCP) provides participants in the program with housing, up to 20 hours per week cognitive behavioral groups, substance abuse groups, employment skills classes and directed job search, as well



## ***Transition Center***

as mental health evaluations, treatment, and individual assistance. After obtaining employment, participants continue to receive all treatment and case management to assist them with obtaining sustainable housing.

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

Federal Reentry 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 has implemented the Program Review Team, comprised of case managers, program managers, Federal probation officers, mental health staff, employment specialists, and treatment staff. The Program Review Team was introduced to ensure the success of the offender via monthly progress meetings to discuss each offender's progress and needs and how to better serve them as well as the community. 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 has been uniquely positioned to participate in the Short Term Transitional Leave (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.

Jackson County is positioned to participate in the female offender reentry program in collaboration with the Oregon Department of Corrections. Community Justice will be able to accept up to 36 female offenders into the Transition Center. Potential participants will be medium/high risk to reoffend, identified by Oregon Department of Corrections, and target services will be determined by assessments of individual inmate criminogenic needs. This program will offer a range of services including evidence based treatment services, moral recognition therapy (a form of cognitive behavioral therapy), employment skills classes, directed job search, mental health assessment and assistance, and transitional planning.

The Transition Center recently underwent the Prison Rape Elimination Act audit and implemented a new policy to reduce the risk of sexual abuse and harassment and to meet the requirements of the Federal Bureau of Prisons as well as the Oregon Department of Corrections.

### ***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 (43 percent); other funding streams include contracts completed by the clientele (12 percent), fees (15 percent), and the Justice Reinvestment Initiative and other grants (7 percent). The remaining 23 percent is from the County's General Fund.

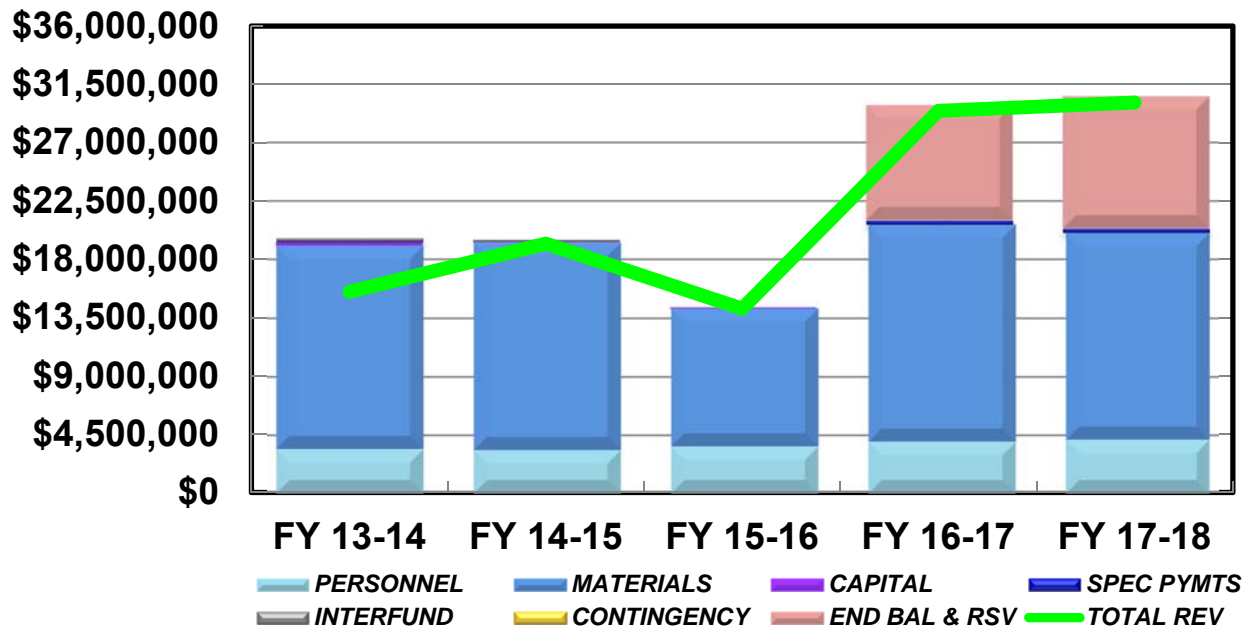


# ***Transition Center***

<b>Program: 480104</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$2,552,979	\$2,441,569	\$2,820,321	\$3,117,915	\$3,180,680
Fees & Other Service Charges	\$837,906	\$751,317	\$506,582	\$483,800	\$382,300
All Other Resources	\$577	\$1,223	\$1,076	\$1,017	\$1,075
Interfund Transfers	\$347,336	\$287,763	\$300,780	\$280,000	\$300,000
<b>Total</b>	<b>\$3,738,798</b>	<b>\$3,481,872</b>	<b>\$3,628,759</b>	<b>\$3,882,732</b>	<b>\$3,864,055</b>
<b>EXPENDITURES</b>					
Personnel Services	\$2,593,431	\$2,636,961	\$2,793,801	\$3,300,909	\$3,504,151
Materials & Services	\$1,424,436	\$1,282,743	\$1,421,725	\$1,539,404	\$1,490,725
Interfund Transfers	\$0	\$0	\$308,082	\$0	\$0
<b>Total</b>	<b>\$4,017,867</b>	<b>\$3,919,704</b>	<b>\$4,523,608</b>	<b>\$4,840,313</b>	<b>\$4,994,876</b>
<b>Full-Time Equivalent</b>	<b>35.77</b>	<b>36.62</b>	<b>39.79</b>	<b>40.79</b>	<b>42.09</b>

# COUNTY ADMINISTRATION

## 2013-2014 TO 2017-2018

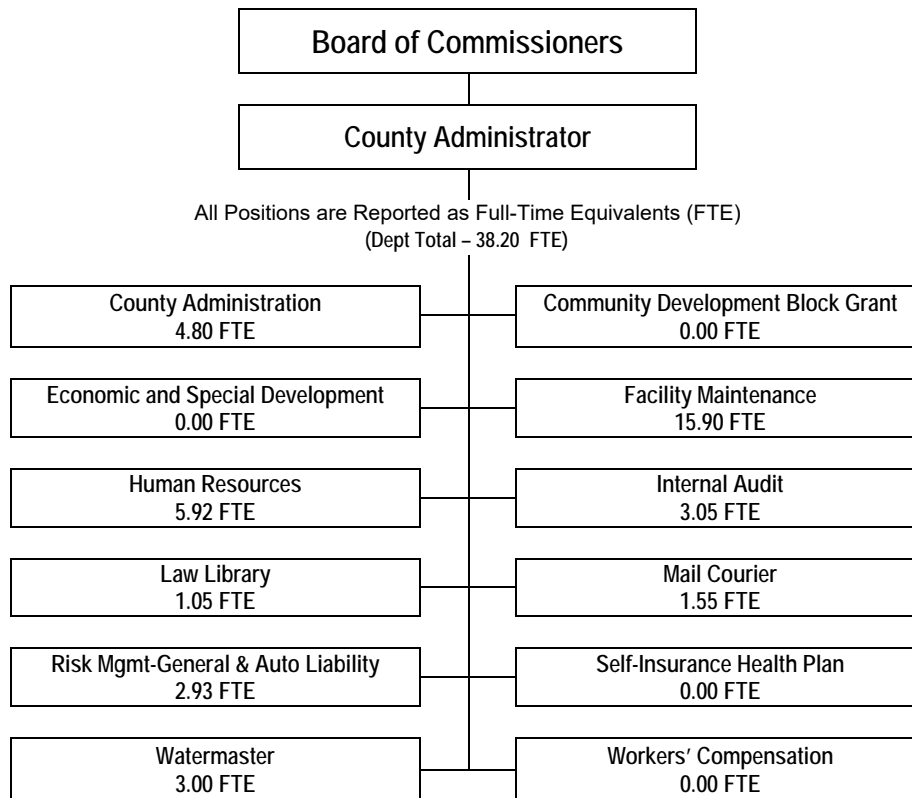


	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Adopted	FY 17-18 Adopted
PERSONNEL	\$3,407,806	\$3,325,606	\$3,602,346	\$3,981,554	\$4,130,448
MATERIALS	\$15,608,861	\$15,949,188	\$10,644,297	\$16,670,730	\$15,898,546
CAPITAL	\$262,058	\$60,007	\$78,214	\$0	\$0
SPEC PYMTS	\$97,234	\$6,654	\$0	\$310,550	\$310,000
INTERFUND	\$244,561	\$164,695	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$25,000	\$10,000
END BAL & RSV	\$0	\$0	\$0	\$8,886,626	\$10,206,748
<b>TOTAL EXP</b>	<b>\$19,620,520</b>	<b>\$19,506,150</b>	<b>\$14,324,857</b>	<b>\$29,874,460</b>	<b>\$30,555,742</b>
<b>TOTAL REV</b>	<b>\$15,486,863</b>	<b>\$19,209,258</b>	<b>\$14,194,124</b>	<b>\$29,461,276</b>	<b>\$30,102,989</b>
FTEs	37.85	36.93	35.20	37.70	38.20

For FY 17-18 the increase in Personnel of a 0.50 FTE Office Assistant II in the Facility Maintenance Program will bring the position up to full-time and reduce the need for extra help through contracted services. Contingency was reduced based on the needs of current projects, and the increase in Ending Fund Balance is mainly due to the Risk Management-General and Auto Liability 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.

# 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 2017-2018

- 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.



# COUNTY ADMINISTRATION

- Internal Audit will conduct a number of training sessions for County staff to increase awareness relating to fraud/waste/abuse and assist in overall staff development goals and management of County operations.
- Major construction projects will impact Facility Maintenance less this year than in previous years. The plan moving forward is to reallocate that time to projects that will have a measurable impact, including energy management and incorporating a new planned maintenance system. With rising costs, the goal is to use technology to save on office downtime and be more efficient.
- Management of the outside maintenance costs will continue to be a challenge due to the rising costs of contracted labor and parts. The Facility Maintenance Program maintains 88 facilities with a maintenance staff of 11. The plan is to continue training staff and to use in-house labor to save on outside labor costs. Implementing technology to save time and to be more efficient will help Facility Maintenance meet these goals.
- Human Resources will continue to offer quality training courses based on survey feedback in an effort to provide countywide training applicable to all department employees. Offering quality training that is of interest to employees, coupled with their ability to take time away from their regular duties to attend training may be challenging for fiscal year 2017-2018. Employees' ability to learn, grow, and establish a career as retirements occur will be a major focus in years to come.
- Job classification categories in need of updating will be studied. This work will be completed utilizing current staffing levels within the Human Resources/Risk Management Office.
- The U.S. Department of Labor's (DOL) scheduled implementation of the new exempt wage threshold, commonly referred to as a white collar exemption by the Fair Labor Standards Act, has been delayed due to a Federal court injunction. An implementation strategy is in place should the injunction be lifted or in some way modified.
- 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 cannabis production, will greatly increase the workload of the Watermaster's Office due to an increased number of complaints, new water right requests, and water right researches.
- The Cascade-Siskiyou National Monument expansion will continue to be monitored by the Watermaster's Office for any impacts that may affect County water users. Also being monitored will be any legislative concepts that may be passed pertaining to diffuse water and ponds that would create an increase in customer service and regulation.

## Major Issues and Service Level Accomplishments for Prior Year

- Internal Audit procured third party fraud/waste/abuse hotline services. Use of a third party provider enhances the ability to assure anonymity, thereby reducing a barrier which may inhibit employees from reporting fraud, waste, or abuse.
- Internal Audit conducted audits of various aspects of Development Services, Community Justice, the jail, the Airport, the Risk Management Program; countywide audits relating to use of Federal awards and compliance with County driving policies; and audit work performed to assist the external financial auditors.
- 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 new District Attorney building was completed and occupied in the fall of 2016.
- During fiscal year 2016-2017, Human Resources provided training at the department head level regarding personality type as well as the impact of type for the leadership team. Additional training for managers and supervisors has been provided and is scheduled to become part of the new supervisor/manager training.
- A countywide training survey was accomplished and five new courses were added in response to the survey. Human Resources is poised to offer a new professional development course utilizing a core competency leadership development approach.
- The County's first multigenerational survey was completed; the survey explored the similarities and differences regarding recruitment, retention, employment preferences, career advancement, and attitudes about work in general for the largest three generations of all of the departments' workforce. The response rate for the survey was 47 percent.



# COUNTY ADMINISTRATION

- Human Resources has continued efforts to offer diversity and inclusion learning opportunities. The County has partnered with local resources to provide cultural agility training as a means of communicating a respect in the workplace message.
- The Watermaster's Office acquired additional funding to extend the contract with the Rogue River Watershed Council to monitor four water quality sites in Jackson County. By successfully maintaining and operating the gauging stations, accurate water quality data collection was ensured.
- Use of the stream gauging network was instrumental in reducing and mitigating water use issues among the County's water users.
- Regular 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 was able to successfully complete all water right researches, which had a significant increase from the prior year, within the two week timeframe allocated for this task.
- Hiring a full-time equivalent position increased the overall productivity to meet the needs of the growing Watermaster's Office and increased efficiency in managing operation and maintenance of stream gauges in Jackson County.
- Jackson County was awarded the Government Finance Officers Association's prestigious "distinguished budget presentation" award for fiscal year 2016-2017 and the distinguished financial reporting award for fiscal year 2015-2016.

# 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.

### County Management

Strategic Objective: *Execute the policies and objectives of the Board of Commissioners and provide leadership to County departments.*

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.*

Provide for the employment of appropriate staff to effectively meet the needs of County government as well as the citizens of Jackson County. Carry on such recruitment and training programs as are necessary to seek out, secure, and retain the most qualified individuals to fill positions at all levels of County service.

### 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.*

Through the utilization of the County's web page, social media, and publications in the local newspaper, the County strives to effectively reach a broad audience and engage citizens in County activities that support the County's Mission Statement and Goals.

### Annual County Budget

Strategic Objective: *Compile and present the annual budget to the Budget Committee.*

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 in accordance with State law, County Ordinance, and the Government Finance Officers Association Distinguished Budget Presentation.



# County Administration

## 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.*

The County maintains a list of potential capital improvement projects and estimated costs which are completed as non-operating revenues become available.

## Significant Issues in the Year Ahead

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

## Financial Condition

County Administration is a Central Services program that is funded by chargebacks to other funds. About 35.6 percent of those chargebacks are to the County's General Fund departments.

<b>Program: 080101</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$495	\$0	\$0
Fees & Other Service Charges	\$8,268	\$3,464	\$13,723	\$2,100	\$2,100
Interfund Transfers	\$864,355	\$817,493	\$915,638	\$973,388	\$1,029,364
<b>Total</b>	<b>\$872,623</b>	<b>\$820,957</b>	<b>\$929,856</b>	<b>\$975,488</b>	<b>\$1,031,464</b>
<b>EXPENDITURES</b>					
Personnel Services	\$810,209	\$810,389	\$902,738	\$906,706	\$950,629
Materials & Services	\$44,556	\$48,294	\$41,131	\$68,782	\$80,835
<b>Total</b>	<b>\$854,765</b>	<b>\$858,683</b>	<b>\$943,869</b>	<b>\$975,488</b>	<b>\$1,031,464</b>
<b>Full-Time Equivalent</b>	<b>4.85</b>	<b>4.91</b>	<b>4.90</b>	<b>4.80</b>	<b>4.80</b>



# Community Development Block Grant

## Program Purpose

The Community Development Block Grant (CDBG) Program houses State pass-through dollars for economic and community development projects. The CDBG Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Active CDBG grants	1	0	1	1	1
Change in housing rehabilitation waiting list	-70%	100%	-85%	-90%	100%
Low/moderate income homeowners receiving zero interest loan	5	0	12	15	0
Total project homeowner loans completed	100%	0%	47%	100%	0%
Rehabilitation projects completed	2	0	7	15	0
Total grant rehabilitation projects completed	100%	0%	47%	100%	0%

The Community Development Block Grant, through a local non-profit, provides zero interest loans payable upon sale of the home to low/moderate income homeowners for necessary, urgent home repairs. Examples of grant rehabilitation projects are: replacing failed septic systems, repairing leaking roofs, replacing broken heating systems, and updating homes for individuals with disabilities. The 100 percent increase in the housing rehabilitation waiting list during fiscal years 2014-2015 and 2017-2018 represents the years the waiting list was reopened to apply for new rehabilitation grants. The most recent Community Development Block Grant application was submitted in the fall of 2015 and the grant was awarded to the County in December 2015. Housing rehabilitation projects began during the summer of 2016. All grant activities and final reporting requirements are expected to be completed during fiscal year 2017-2018.

### 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 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.

<b>Program: 080303</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$97,234	\$6,954	\$0	\$310,000	\$310,000
<b>Total</b>	<b>\$97,234</b>	<b>\$6,954</b>	<b>\$ 0</b>	<b>\$310,000</b>	<b>\$310,000</b>
<b>EXPENDITURES</b>					
Materials & Services	\$0	\$300	\$0	\$0	\$0
Special Payments	\$97,234	\$6,654	\$0	\$310,000	\$310,000
<b>Total</b>	<b>\$97,234</b>	<b>\$6,954</b>	<b>\$ 0</b>	<b>\$310,000</b>	<b>\$310,000</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# Economic and Special Development

## Program Purpose

The purpose of the Economic and Special Development Program is threefold: (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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Total contributions made according to adopted budget	102%	52%*	86%	95%	99%

\*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 2017-2018, the County will continue to contribute \$17,259 to the Rogue Valley Council of Governments (RVCOG). Of that amount, \$10,611 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 \$6,648 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. (SORED). 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 \$75,000 in grant funds. This will be the final six months 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.*



# Economic and Special Development

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 \$28,063 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 88 percent by the County's General Fund, with the remaining 12 percent dedicated to land improvements as part of the Taylor Grazing fees.

<b>Program: 080302</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$504	\$550	\$500
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 504</b>	<b>\$ 550</b>	<b>\$ 500</b>
<b>EXPENDITURES</b>					
Materials & Services	\$298,466	\$488,129	\$643,882	\$251,336	\$281,654
Special Payments	\$0	\$0	\$0	\$550	\$0
<b>Total</b>	<b>\$298,466</b>	<b>\$488,129</b>	<b>\$643,882</b>	<b>\$251,886</b>	<b>\$281,654</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>





# 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 1,644,718 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Annual square footage costs	\$2.32	\$2.26	\$2.11	\$2.08	\$2.16

Three new facilities have been added to the group of buildings maintained by Facility Maintenance: the Jackson County Justice Court in Central Point, the U.S. Hotel in Jacksonville, and the new District Attorney's Office in Medford. 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.



# Facility Maintenance

## 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Total buildings cleaned	35	36	26	28	26
Buildings receiving service five times per week	62%	65%	62%	64%	65%
Buildings receiving service four times per week	6%	3%	0%	0%	0%
Buildings receiving service three times per week	6%	6%	11%	12%	12%
Buildings receiving service two times per week	13%	13%	8%	8%	8%
Buildings receiving service one time per week	13%	13%	19%	16%	15%

The total number of buildings went down from fiscal year 2016-2017 due to relocating the District Attorney's Office from three old buildings into one new building. 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 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. Rising costs of contracted labor and parts will continue to be a challenge in the coming year.

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 82.3 percent is received from the County's General Fund departments.

<b>Program: 080103</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$81,748	\$67,195	\$512,436	\$526,567	\$540,185
Fees & Other Service Charges	\$3,849	\$4,228	\$3,444	\$0	\$0
All Other Resources	\$19	\$0	\$0	\$0	\$0
Interfund Transfers	\$3,269,033	\$3,045,358	\$3,150,287	\$3,008,747	\$3,010,955
<b>Total</b>	<b>\$3,354,649</b>	<b>\$3,116,781</b>	<b>\$3,666,167</b>	<b>\$3,535,314</b>	<b>\$3,551,140</b>
<b>EXPENDITURES</b>					
Personnel Services	\$1,040,084	\$1,043,723	\$1,205,268	\$1,296,932	\$1,307,353
Materials & Services	\$2,147,166	\$2,039,086	\$2,314,857	\$2,238,382	\$2,243,787
Capital Outlay	\$217,077	\$19,727	\$63,751	\$0	\$0
<b>Total</b>	<b>\$3,404,327</b>	<b>\$3,102,536</b>	<b>\$3,583,876</b>	<b>\$3,535,314</b>	<b>\$3,551,140</b>
<b>Full-Time Equivalent</b>	<b>15.40</b>	<b>15.45</b>	<b>15.90</b>	<b>15.40</b>	<b>15.90</b>



# 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Average number of countywide training hours per employee	6.5	4.8	4.6	4.6	4.8

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 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.*



# Human Resources

<i>Outcome(s)</i>	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Average number of years of service for those retiring from the County	20.8	17.4	21.0	21.0	21.5
Average number of years of service for those employees who voluntarily leave the County	5.3	4.4	4.3	4.4	4.5

The performance metric replaces the previous turnover rate measure by reporting the length of time employees continue County service before voluntarily separating or retiring. 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

Ongoing classification work designed to meet the changing needs of departments will continue in the year ahead. Assessing the need of additional classification work will be accomplished in consultation with an outside vendor and the County's Classification/Compensation Committee. An additional Project/Program Coordinator II is expected to be on board prior to the beginning of fiscal year 2017-2018; classification studies and project plan for systematically studying job classifications will be completed during fiscal year 2017-2018. After verifying employees are properly classified, the Human Resources/Risk Management (HR/Risk) Office will be positioned to analyze compensation relationships with our external market/comparators. Maintaining competitive compensation levels is important to effective recruitment and retention efforts.

The HR/Risk Office will expand the use of, and effectiveness in, "passive" recruiting with a major networked provider oriented toward career specific individuals. Work will continue toward improving the quality of applicants, especially in hard to fill positions. Developing capacity in this area will enhance the County's ability to attract qualified candidates, especially for positions that have been historically "hard to fill."

As the workforce demographics shift, potential turnover issues will need to be addressed. Supervisors and managers need to understand how to effectively engage the newest generation of workers. The impact of shorter periods of service will translate into more frequent hiring at the department level and more frequent training due to a lack of retention. A key strategy will be the development of a career navigation resource kit that will need to be developed over multiple program years. Reinforcing the County's brand in the community will aid in attracting and retaining a talented and engaged workforce.

Diversity and inclusion training is planned for all County employees beginning fiscal year 2017-2018. The County is embarking on a cultural competency model that will be phased in over several years, with a focus toward respect in the workplace and the development of a positive work culture.

The HR/Risk Office will be continue to offer new training courses based on survey results of County employees. Providing a variety of quality training options is a vital component of career development. The ability to attend such training will require the support of leaders, managers, and supervisors alike. A key focus will be the offering of competency-based training and the opportunity for employees to create an individual development plan (IDP). Deployment is scheduled to start with managers, supervisors, and then offer the training to all employees.

## 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

<b>Program: 080104</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Fees & Other Service Charges	\$1,587	\$2,362	\$924	\$0	\$0
Interfund Transfers	\$545,472	\$544,055	\$588,350	\$850,478	\$853,950
<b>Total</b>	<b>\$547,059</b>	<b>\$546,417</b>	<b>\$589,274</b>	<b>\$850,478</b>	<b>\$853,950</b>
<b>EXPENDITURES</b>					
Personnel Services	\$498,003	\$468,943	\$578,105	\$662,662	\$667,821
Materials & Services	\$104,838	\$116,619	\$89,548	\$187,816	\$186,129
<b>Total</b>	<b>\$602,841</b>	<b>\$585,562</b>	<b>\$667,653</b>	<b>\$850,478</b>	<b>\$853,950</b>
<b>Full-Time Equivalent</b>	<b>5.42</b>	<b>5.33</b>	<b>5.27</b>	<b>6.12</b>	<b>5.92</b>



# Internal Audit

## Program Purpose

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

The Internal Audit Program is helping to meet County goals: (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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Departments audited and/or collaborated with on medium to large projects	35%	50%	40%	53%	50%

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 the tools, techniques, and theories relating to risk, control, governance, fraud, performance measurement, and other topics that pertain to and can be used to improve County operations.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Individuals attending trainings conducted by the audit team	83	148	211	150	150



# 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Maintain stability of audit costs relative to County expenditures	.19%	.20%	.16%	.16%	.19%

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 United States Government Accountability Office is considering updating Generally Accepted Government Auditing Standards. Proposed changes, if implemented, may impact how the Internal Audit Program provides consulting and technical assistances to departments within the audit framework. Additionally, Internal Audit anticipates that changes at the Federal government level will have an impact on the funding, regulatory environment, and general operations of several County departments. Internal Audit anticipates needing to adjust its annual audit plan and refocus time and attention to ensure that controls are in place to mitigate the risks resulting from these changes.

## 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 58 percent is received from the County's General Fund.

Program: 080102	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2017-2018 Adopted
<b>REVENUES</b>					
Interfund Transfers	\$472,842	\$423,424	\$504,771	\$543,359	\$571,952
<b>Total</b>	<b>\$472,842</b>	<b>\$423,424</b>	<b>\$504,771</b>	<b>\$543,359</b>	<b>\$571,952</b>
<b>EXPENDITURES</b>					
Personnel Services	\$352,161	\$375,227	\$391,047	\$415,346	\$440,553
Materials & Services	\$90,349	\$94,914	\$94,337	\$128,013	\$131,399
<b>Total</b>	<b>\$442,510</b>	<b>\$470,141</b>	<b>\$485,384</b>	<b>\$543,359</b>	<b>\$571,952</b>
<b>Full-Time Equivalent</b>	<b>3.05</b>	<b>3.05</b>	<b>3.05</b>	<b>3.05</b>	<b>3.05</b>





# Law Library

## Program Purpose

Help make the legal system work effectively in Jackson County by providing access to legal research materials. The Law Library Program 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Expenditures for collection	\$160,029	\$139,705	\$141,356	\$125,000	\$118,000

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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 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***

<i>Outcome(s)</i>	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Reference questions answered	1,282	1,232	944	950	930
Change in usage	-7%	-4%	-23%	1%	-2%
Attorney and/or judge use	448	524	480	450	450
Change in usage	-14%	17%	-8%	-6%	0%
General public use	1,278	1,224	941	925	900
Change in usage	-7%	-4%	-23%	-2%	-3%

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. 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. The decline in usage is expected as more legal information becomes available online. The Law Library continues to provide a vital service to the public, attorneys, and judges by purchasing and maintaining legal materials that cannot be found for free online.

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

The financial stability of Jackson County's Law Library depends mostly on court filing fees distribution. For fiscal year 2017-2018, the Law Library will continue to operate 40 hours a week, with a reduction in subscription services. The goal is to continue reducing the reliance on the fund balance, while maintaining service levels. A reduction in operating hours would have a direct effect on the general public.

### ***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***

<b>Program: 080601</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Fees & Other Service Charges	\$207,744	\$205,194	\$215,619	\$215,500	\$216,000
All Other Resources	\$13,227	\$3,383	\$5,395	\$2,500	\$2,500
Fund Balance	\$0	\$0	\$0	\$171,700	\$115,000
<b>Total</b>	<b>\$220,971</b>	<b>\$208,577</b>	<b>\$221,014</b>	<b>\$389,700</b>	<b>\$333,500</b>
<b>EXPENDITURES</b>					
Personnel Services	\$77,892	\$77,197	\$62,229	\$81,204	\$85,028
Materials & Services	\$218,115	\$195,855	\$201,984	\$163,460	\$182,443
Contingency	\$0	\$0	\$0	\$25,000	\$10,000
Ending Balance and Reserves	\$0	\$0	\$0	\$120,036	\$56,029
<b>Total</b>	<b>\$296,007</b>	<b>\$273,052</b>	<b>\$264,213</b>	<b>\$389,700</b>	<b>\$333,500</b>
<b>Full-Time Equivalent</b>	<b>1.06</b>	<b>1.06</b>	<b>1.00</b>	<b>1.06</b>	<b>1.05</b>

# Mail Courier

## Program Purpose

To provide mail services to County departments in order to meet their distribution, delivery, and communication needs. The Mail Courier Program 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: Distribute incoming U.S. mail within one day of receipt and deliver 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Items delivered	209,911	101,608	96,616	91,000	85,000
Change in items delivered	37.0%	-51.6%	-4.9%	-5.8%	-6.6%
Items prepared	218,756	198,845	238,004	200,000	205,000
Change in items prepared	-0.5%	-10.5%	19.7%	-16.0%	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. Beginning in fiscal year 2017-2018, the Mail Courier Program will base a portion of the department chargeback on physical delivery sites, replacing the quarterly interoffice count allocation method.

## 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, delivery locations, and number of service days. This new chargeback allocation method will be implemented beginning July 1, 2017, thereby reducing mail courier staff time spent individually counting items delivered between County departments. This Program is funded by chargebacks to departments within the County's General and Operating Funds.



## Mail Courier

<b>Program: 080105</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Fees & Other Service Charges	\$21	\$27	\$0	\$0	\$0
Interfund Transfers	\$122,973	\$101,196	\$106,322	\$116,456	\$123,403
<b>Total</b>	<b>\$122,994</b>	<b>\$101,223</b>	<b>\$106,322</b>	<b>\$116,456</b>	<b>\$123,403</b>
<b>EXPENDITURES</b>					
Personnel Services	\$87,458	\$85,849	\$77,196	\$91,731	\$97,213
Materials & Services	\$16,231	\$17,594	\$22,493	\$24,725	\$26,190
Capital Outlay	\$7,077	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$110,766</b>	<b>\$103,443</b>	<b>\$99,689</b>	<b>\$116,456</b>	<b>\$123,403</b>
<b>Full-Time Equivalent</b>	<b>1.54</b>	<b>1.54</b>	<b>1.50</b>	<b>1.54</b>	<b>1.55</b>

# Risk Management-General and Auto Liability

## Program Purpose

The Risk Management-General and Auto Liability Program provides loss control functions through insurance and loss financing to all County operations. The Program also actively seeks to identify emerging threats and incident patterns in order to prevent accidents, assess risk, and manage potential losses. This Program administers the County's self-insurance program for general liability, automobile, and property. The Risk Management-General and Auto Liability Program is helping to meet County 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Change of excess general liability insurance coverage cost	5%	3%	4%	7%	5%

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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Aggregate loss ratio	50%	39%	13%	21%	35%

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 2016-2017 to project for adequate and stable reserve funding, as well as cost allocation distributions through fiscal year 2017-2018.

## 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.

<b>Program: 080201</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$186	\$1,044	\$55,574	\$251	\$250
All Other Resources	\$111,606	\$99,261	\$169,796	\$104,681	\$117,314
Interfund Transfers	\$2,919,204	\$2,171,704	\$2,541,405	\$2,432,968	\$2,394,325
Fund Balance	\$0	\$0	\$0	\$7,754,152	\$8,689,906
<b>Total</b>	<b>\$3,030,996</b>	<b>\$2,272,009</b>	<b>\$2,766,775</b>	<b>\$10,292,052</b>	<b>\$11,201,795</b>
<b>EXPENDITURES</b>					
Personnel Services	\$224,574	\$236,009	\$278,515	\$347,224	\$385,474
Materials & Services	\$1,994,894	\$1,307,553	\$1,440,714	\$5,773,284	\$4,761,765
Ending Balance and Reserves	\$0	\$0	\$0	\$4,171,544	\$6,054,556
<b>Total</b>	<b>\$2,219,468</b>	<b>\$1,543,562</b>	<b>\$1,719,229</b>	<b>\$10,292,052</b>	<b>\$11,201,795</b>
<b>Full-Time Equivalent</b>	<b>2.43</b>	<b>2.59</b>	<b>2.58</b>	<b>2.73</b>	<b>2.93</b>



# Self-Insurance Health Plan

## Program Purpose

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

## Program Information

The Self-Insurance Health Plan Program provides the 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Health care claims loss ratio	96%	85%	103%	90%	84%

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 25 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Prescription claims	16%	19%	23%	23%	25%

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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Change in health insurance premium	0%	0%	7%	3%	7%

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. 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	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2017-2018 Adopted
<b>REVENUES</b>					
Fees & Other Service Charges	\$0	\$73,713	\$89,908	\$15,062	\$15,370
All Other Resources	\$38,740	\$42,503	\$55,610	\$43,535	\$30,450
Interfund Transfers	\$3,752,828	\$3,934,302	\$4,276,334	\$4,331,864	\$4,841,887
Fund Balance	\$0	\$0	\$0	\$3,224,822	\$2,255,545
<b>Total</b>	<b>\$3,791,568</b>	<b>\$4,050,518</b>	<b>\$4,421,852</b>	<b>\$7,615,283</b>	<b>\$7,143,252</b>
<b>EXPENDITURES</b>					
Materials & Services	\$4,039,496	\$4,167,700	\$5,026,623	\$5,709,196	\$5,859,335
Interfund Transfers	\$244,561	\$1,421	\$0	\$0	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$1,906,087	\$1,283,917
<b>Total</b>	<b>\$4,284,057</b>	<b>\$4,169,121</b>	<b>\$5,026,623</b>	<b>\$7,615,283</b>	<b>\$7,143,252</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# Watermaster

## Program Purpose

The 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 and miscellaneous measurement 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Stream gauges in the network	35	41	42	43	44
Annual increase of stream gauges to be monitored and maintained	13%	17%	2%	2%	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 workload continues to increase each year.

*Strategic Objective: Respond to offline gauging stations to assess issues within 48 hours.*



# Watermaster

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Average hours to troubleshoot offline gauges	n/a*	48	48	48	48
Gauges repaired within 48 hours	n/a*	51%	53%	75%	81%

\*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 water storage facilities in the County are maintained per State law.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Storage facilities inspected annually	100%	100%	98%	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:** 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Increase of gauges collecting flow and water quality data	13%	17%	2%	2%	2%

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.*



# Watermaster

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Water right research – average number of processing days	n/a*	10	14	15	10
Water right research completed	n/a*	80%	75%	100%	100%
Water use complaints – average number of processing days	n/a*	4	2	2	2
Water use complaints response	n/a*	75%	85%	85%	90%

\*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.

## Significant Issues in the Year Ahead

Jackson County's water resources will continue to be a significant issue in the year ahead. 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 passing 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. Staff will continue to monitor the results of the Cascade-Siskiyou National Monument expansion for any impacts that may affect Jackson County water users. Legislative concepts, if passed, pertaining to diffuse water and ponds may create an increase in customer service and regulation.



# Watermaster

The Watermaster Program 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.

## Financial Condition

The Watermaster Program currently receives 30 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 53 percent is funded from the County's General Fund.

<b>Program: 080305</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$142,816	\$169,304	\$164,200	\$147,676	\$149,943
Fees & Other Service Charges	\$53,246	\$2,536	\$5,802	\$2,025	\$3,025
<b>Total</b>	<b>\$196,062</b>	<b>\$171,840</b>	<b>\$170,002</b>	<b>\$149,701</b>	<b>\$152,968</b>
<b>EXPENDITURES</b>					
Personnel Services	\$118,707	\$130,703	\$107,249	\$179,749	\$196,377
Materials & Services	\$181,913	\$159,445	\$132,779	\$131,800	\$128,190
Capital Outlay	\$22,307	\$11,700	\$14,464	\$0	\$0
<b>Total</b>	<b>\$322,927</b>	<b>\$301,848</b>	<b>\$254,492</b>	<b>\$311,549</b>	<b>\$324,567</b>
<b>Full-Time Equivalent</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>3.00</b>	<b>3.00</b>



# Workers' Compensation

## Program Purpose

The Workers' Compensation Program provides loss control functions through self-insurance and loss financing to all County operations. The Program also actively supports safety programs and seeks to identify emerging threats and incident patterns in order to prevent accidents and minimize potential losses. The Workers' Compensation Program is helping to meet County 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 2016 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Aggregate loss ratio	50%	53%	58%	52%	55%

During fiscal year 2017-2018 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.

### Prevent Accidents and Minimize Potential Losses

*Strategic Objective: Reduce the number of lost days and the number of days employees are on modified duty due to injury or illness.*



## Workers' Compensation

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Total number of lost days	221	64	239	110	120
Five year rolling average	n/a*	116	114	120	135
Total number of modified duty days	414	707	513	350	325
Five year rolling average	n/a*	607	686	675	600

\*Data not available.

This is a new reporting measure; the number of lost days and modified duty days are reported based on Occupational Safety and Health Administration (OSHA) reporting calendar year. A five year rolling (moving) average is presented to smooth the fluctuations from one year to the next and to provide a historical perspective by which to interpret each year's results. The rolling five year methodology takes the current fiscal year and looks back four additional years and averages the number of days. By reviewing this metric, the Workers' Compensation Program will work closely with the County Safety Committee and departments 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 2016-2017 to project for adequate and stable reserve funding, as well as cost allocation distributions through fiscal year 2018-2019.

### Financial Condition

The County's Workers' Compensation Fund remains in sound financial condition. For fiscal year 2017-2018, chargebacks to departments reflect the recommended reserve funding as outlined in the fiscal year 2016-2017 actuarial valuation. 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.



# Workers' Compensation

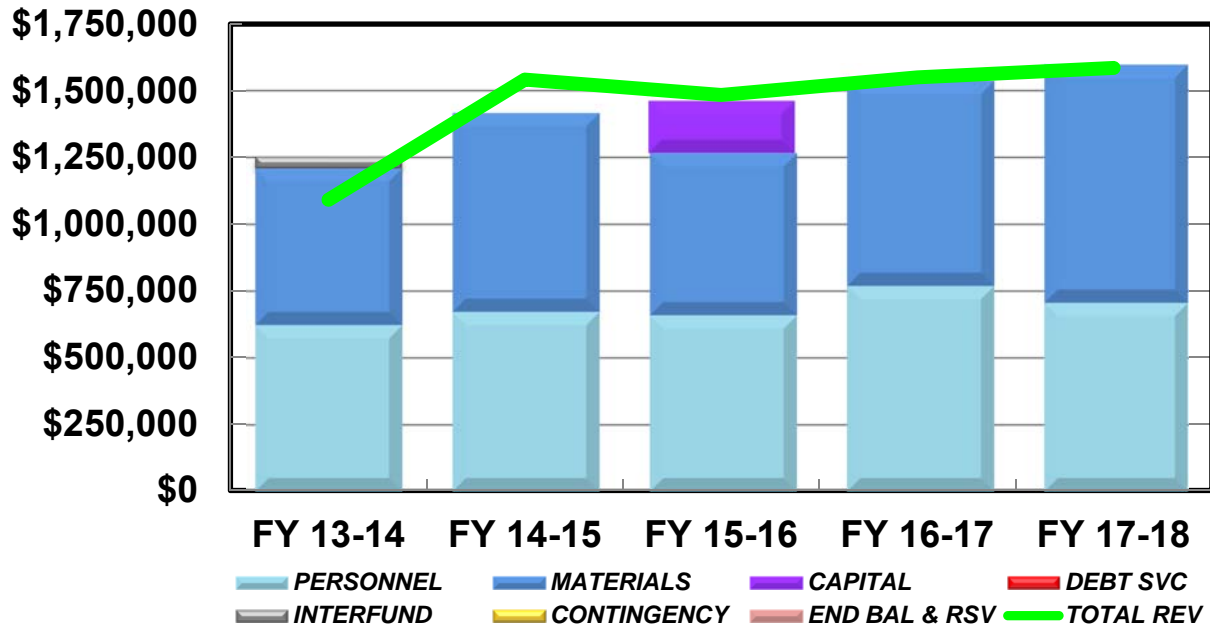
<b>Program: 080501</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$32,051	\$25,960	\$42,275	\$0	\$0
All Other Resources	\$60,043	\$51,435	\$83,239	\$52,890	\$55,052
Interfund Transfers	\$668,117	\$743,273	\$692,073	\$712,242	\$696,073
Fund Balance	\$0	\$0	\$0	\$3,917,763	\$4,077,940
<b>Total</b>	<b>\$760,211</b>	<b>\$820,668</b>	<b>\$817,587</b>	<b>\$4,682,895</b>	<b>\$4,829,065</b>
<b>EXPENDITURES</b>					
Materials & Services	\$540,929	\$784,445	\$635,858	\$1,993,936	\$2,016,819
Ending Balance and Reserves	\$0	\$0	\$0	\$2,688,959	\$2,812,246
<b>Total</b>	<b>\$540,929</b>	<b>\$784,445</b>	<b>\$635,858</b>	<b>\$4,682,895</b>	<b>\$4,829,065</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>





# COUNTY CLERK

## 2013-2014 TO 2017-2018

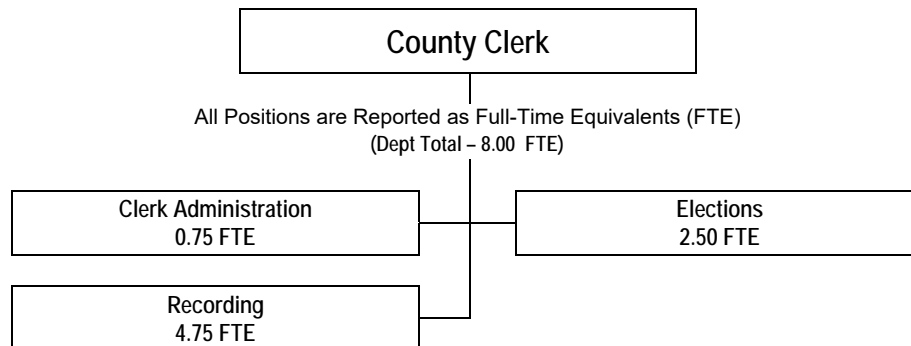


	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Adopted	FY 17-18 Adopted
PERSONNEL	\$621,509	\$671,543	\$658,177	\$768,979	\$704,840
MATERIALS	\$587,592	\$743,665	\$607,362	\$767,344	\$891,169
CAPITAL	\$0	\$0	\$195,292	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$44,472	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXP</b>	<b>\$1,253,573</b>	<b>\$1,415,208</b>	<b>\$1,460,831</b>	<b>\$1,536,323</b>	<b>\$1,596,009</b>
<b>TOTAL REV</b>	<b>\$1,090,745</b>	<b>\$1,541,904</b>	<b>\$1,484,046</b>	<b>\$1,550,479</b>	<b>\$1,585,638</b>
FTEs	8.60	8.60	9.00	9.00	8.00

For FY 17-18 the County Clerk reduced an unfilled 1.00 FTE Office Assistant III position as the Office was able to absorb the additional workload for implementation of the Oregon Motor Voter law. The increase in Materials and Services is due to an increase in contracted services. 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 2017-2018

- Conduct two to four regular, scheduled, elections which will include a mid-term Primary Election in May 2018 that includes candidates for Governor, State Representatives and Senators, County Commissioners, and City Council among other positions; possible Special Election in November 2017; and subsequent recounts to follow as required by State law.
- Record 42,500 documents and issue approximately 1,500 marriage licenses.
- Process approximately 150 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.
- In 2016, a request for information was announced by the Secretary of State's Office to rebuild the Oregon Centralized Voter Registration (OCVR) system; 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 and new submitters.
- Further monitoring of workload, performance, processes and procedures, 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 of the 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 has increased voter registration in Jackson County by approximately 20,000 voters during fiscal year 2016-2017. As the implementation period continues, there will be ongoing increases in registration as well as an increase in election costs related to workload, ballots, envelopes, voter notification cards, postage, etc.

# COUNTY CLERK

- 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

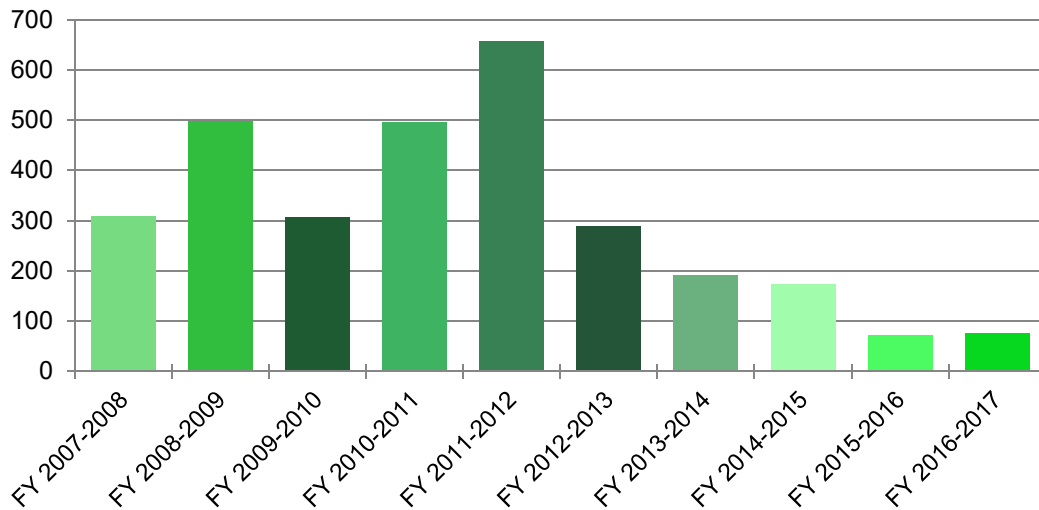
- Successful use of a high speed ballot sorter for the Presidential General election in November 2016.
- Conducted countywide elections including a November 2016 Presidential General election and a May 1027 District election.
- The Secretary of State fully funded the purchase of the ballot sorter for Jackson County allowing for greater efficiencies and reduced staffing during election cycles. Approximately \$238,000 was paid through Help America Vote Act (HAVA) funds. The ongoing licensing and maintenance are the responsibility of Jackson County.
- 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, scanned, and maintained approximately 142,000 voter registration cards both electronically or paper format.
- Recorded approximately 42,000 documents and issued approximately 1,450 marriage licenses.
- Processed 75 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 recorded Jackson County's tax payment center warrants through the eRecording portal. Over 500 warrants were recorded in less than one day as the eRecording program offers efficiencies 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 yearly review and 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 during the November 2016 election cycle.
- Working with County Counsel, staff successfully negotiated an archive service contract. This benefits all of the County's departments by offering archive service at a contracted rate.
- Recording fund revenues remain steady but stable at this point, and interest rates remain low.
- Purchased a ballot tabulation/scanning system with approval of the Board of Commissioners. This system was used successfully during the November 2016 Presidential General election.
- Updated ballot processing and procedures as a result of purchasing the system with excellent results concerning inspection and preliminary processes.
- In January 2017, staff successfully combined and renumbered 54 precincts throughout the County into 45 precincts to provide more efficient processes as well as cost savings resulting from a reduction in total amount of ballot styles. Precincts cannot exceed 10,000 voters.
- Working with the Information Technology Department employees, an online/digital filing method for Jackson County Voter Pamphlet filings was rolled out for use in the May 2017 District election for the first time.
- Successfully implemented the second phase of the new Oregon Motor Voter in July 2016. Through this program, Jackson County added some 20,000 new registered voters during fiscal year 2016-2017.
- Jackson County received \$21,095 during fiscal year 2016-2017 as payment from the Secretary of State to implement and recover a small portion of costs due to approval of the new Oregon Motor Voter. Yearly payments will continue to be received for up to six more years as long as the legislature approves the Secretary of State's expenditure.
- Secured new vendor for inserting and mailing ballots in bulk. The previous vendor gave notice that they would no longer provide services for ballots after the May 2016 Primary election. The new vendor was secured immediately following the Primary election and prior to the November Presidential General election.



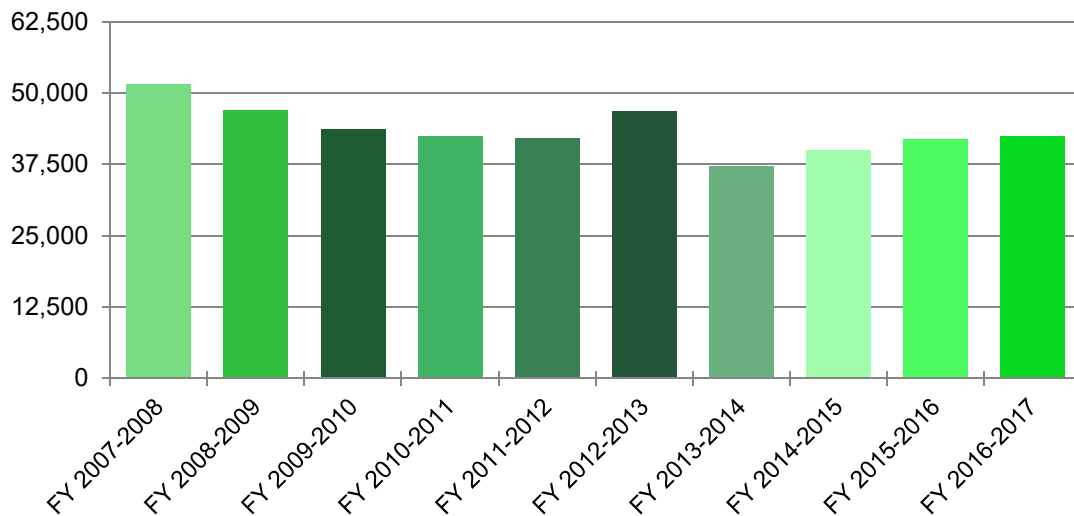
# COUNTY CLERK

## Benchmark

**BoPTA Petitions Filed**

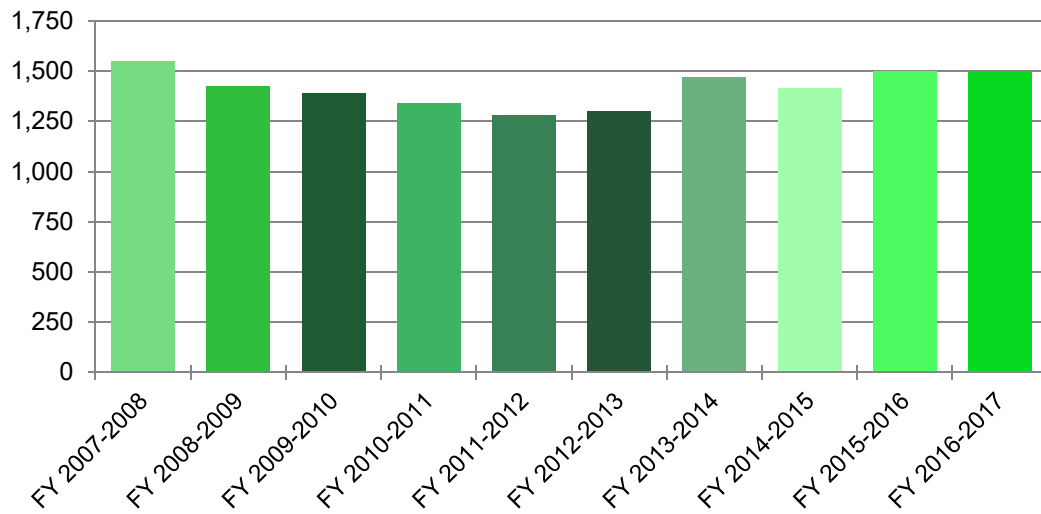


**Documents Recorded**



# COUNTY CLERK

**Marriage Licenses Issued**



# 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 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; Lions 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 Records 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 eRecording and Elections has saved thousands of dollars in paper costs along with the implementation of eRecording, electronic voter registration, and automatic voter registration; future online voting will further reduce costs.



## ***Clerk Administration***

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. Purchasing a new tabulation system in fiscal year 2016-2017 has provided increased efficiencies in the Elections Program's processes while reducing time and staffing requirements during elections.

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

A mid-term Primary Election will be held in May 2018, and a regularly scheduled election in November 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 law that began in January 2016 and the multiple phases of implementation. Jackson County purchased a new ballot tabulation/scanning solution during 2016-2017 fiscal year with approval of the Board of Commissioners. 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 2017 full legislative session. Also, with the passage of House Bill 2177, Jackson County has realized an increase in voter registration of approximately 20,000 new voters. This new law has significantly increased 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 continued 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 functionality.

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 if the Federal Reserve increases short term interest rates, it will more than likely reduce revenues based on fewer mortgage originations. The housing market remains healthy 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. The Program receives 0.7 percent of its funding from the County's General Fund.



# Clerk Administration

<b>Program: 150101</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
All Other Resources	\$1,349	\$1,189	\$2,400	\$0	\$0
<b>Total</b>	<b>\$1,349</b>	<b>\$1,189</b>	<b>\$2,400</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>EXPENDITURES</b>					
Personnel Services	\$96,754	\$99,834	\$104,207	\$104,446	\$109,979
Materials & Services	\$297,507	\$231,388	\$237,212	\$29,570	\$32,918
<b>Total</b>	<b>\$394,261</b>	<b>\$331,222</b>	<b>\$341,419</b>	<b>\$134,016</b>	<b>\$142,897</b>
<b>Full-Time Equivalent</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>



# Elections

## Program Purpose

The Elections Program conducts all elections, tabulates the results, and makes results available to the public on a timely basis; produces County voters' pamphlets for all elections with the exception of recall elections, 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. There are currently 21 states participating in the ERIC program.

### 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Registered voters	122,500	121,000	122,000	142,000	146,000
Fluctuation of voters from prior year	6.55%	-0.82%	-3.31%	16.39%	2.82%

Registered voters in fiscal year 2017-2018 and going forward are projected to continually increase over the years as House Bill (HB) 2177 (new Oregon motor voter law) passed in the Oregon legislature and was signed by the Governor.

### Announcing Election Results

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



# Elections

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 2017-2018, including a May 2018 mid-term Primary Election as well as a possible countywide election in November 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 have resulted in faster and more accurate election results as processing times have lessened, thereby creating better efficiencies within the Elections Program. With ongoing anticipated increases in registration based on the population of Jackson County and new Oregon Motor Voter laws, staff is looking for ways to use technology to further aide in the challenges of the voting process. There will be ongoing upgrades and additional training for full-time staff members as well as the temporary election workers on this technology. Licensing and maintenance costs have been budgeted in the 2017-2018 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, registered voters in Jackson County have increased by approximately 20,000 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. Jackson County will continue to see ongoing increases in voter registration numbers.

Computer software and hardware upgrades occurred in fiscal year 2016-2017 and have been fully implemented for the 2017-2018 election cycle. With technology improvements realized by the new solution 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 mostly funded by chargebacks to voting entities, document sales fees, HAVA grants, and revenues generated through fees collected in the Recording Program. The Program receives 0.4 percent of its funding from the County's General Fund.



# ***Elections***

<b>Program: 150103</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$8,985	\$240,305	\$12,050	\$160,000	\$181,000
Fees & Other Service Charges	\$29,621	\$10,946	\$23,445	\$15,383	\$19,270
All Other Resources	\$0	\$4,850	\$26,557	\$0	\$0
Interfund Transfers	\$0	\$465	\$552	\$1,200	\$1,200
<b>Total</b>	<b>\$38,606</b>	<b>\$256,566</b>	<b>\$62,604</b>	<b>\$176,583</b>	<b>\$201,470</b>
<b>EXPENDITURES</b>					
Personnel Services	\$230,200	\$244,181	\$216,851	\$311,215	\$234,838
Materials & Services	\$230,822	\$443,254	\$303,720	\$544,814	\$629,207
Capital Outlay	\$0	\$0	\$195,292	\$0	\$0
Interfund Transfers	\$44,472	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$505,494</b>	<b>\$687,435</b>	<b>\$715,863</b>	<b>\$856,029</b>	<b>\$864,045</b>
<b>Full-Time Equivalent</b>	<b>3.00</b>	<b>2.25</b>	<b>2.33</b>	<b>3.25</b>	<b>2.50</b>

# 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Documents recorded	37,136	40,162	41,871	42,500	42,500
Fluctuation in recorded documents from prior year	-20.6%	8.1%	4.3%	1.5%	0.0%

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 slowly trending upward and will have a direct effect on refinanced loans (secondary mortgage market) originations. With a low supply of homes for sale and the demand for buildable lots increasing, this Program will still see continued stability in property recordings.

### 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.



## ***Recording***

<i>Outcome(s)</i>	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Marriage licenses issued	1,470	1,414	1,424	1,450	1,450

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 marriage law changes in 2014.

Certified copies of marriage licenses were streamlined within the marriage software application by allowing staff to print certified documents out of the existing computer system. This has proven to save time and provide further efficiencies in the office.

### **Domestic Partnership Registry**

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

<i>Outcome(s)</i>	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Partnership forms received	24	6	1	4	4

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.*

<i>Outcome(s)</i>	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
BoPTA petitions filed	191	173	72	70	100

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 and scan petitions for digital presentation of documents and audio recordings, aide BoPTA Board members and Appraisers,



# Recording

schedule petitioners for hearings, issue orders, process stipulated agreements, and work in conjunction with the Assessor's Oregon Counties Assessment and Taxation System (ORCATS).

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 shown steady increases in recordings during the 2016-2017 fiscal year. Potential increases in interest rates have 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. With an approximate 2 percent vacancy rate in Jackson County, the need for new homes will continue to rise.

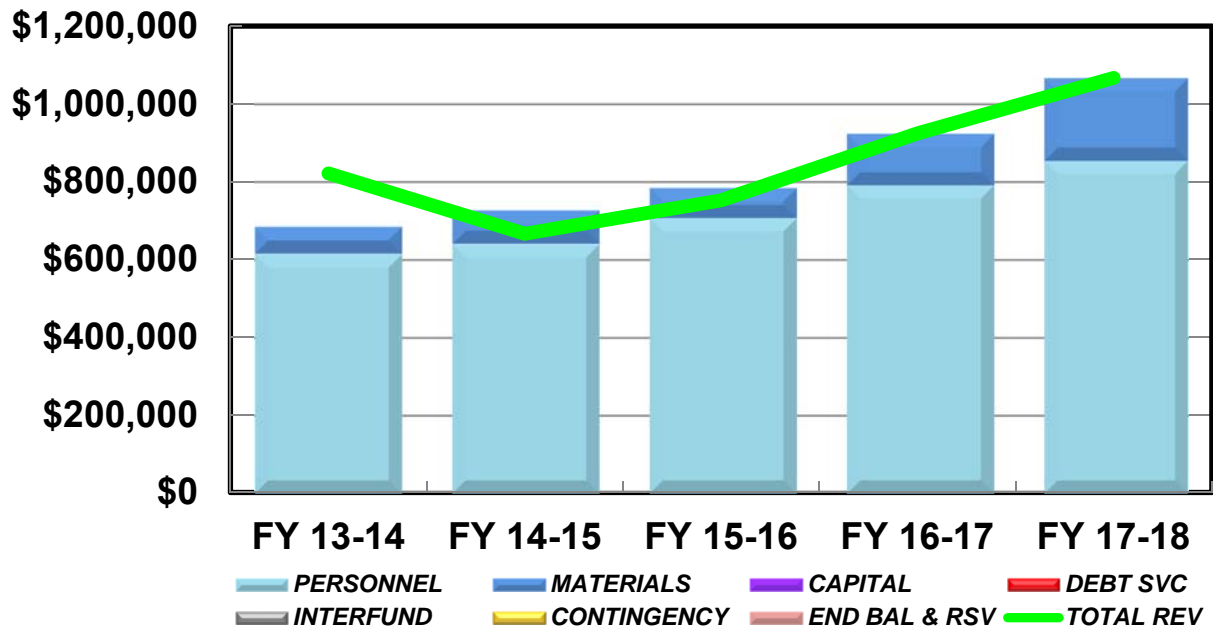
Revenues in this Program are dependent upon mortgage interest rates and the general state of the economy, especially concerning the housing market. The primary users are title insurance companies; the Federal, State, and local governments; and the general public. The Recording Program is 98.8 percent funded by charges to users, and receives 1.2 percent of General Fund support.

<b>Program: 150102</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$14,908	\$13,515	\$13,843	\$13,200	\$13,300
Fees & Other Service Charges	\$1,034,909	\$1,270,634	\$1,405,199	\$1,360,696	\$1,370,868
All Other Resources	\$973	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,050,790</b>	<b>\$1,284,149</b>	<b>\$1,419,042</b>	<b>\$1,373,896</b>	<b>\$1,384,168</b>
<b>EXPENDITURES</b>					
Personnel Services	\$294,555	\$327,528	\$337,120	\$353,318	\$360,023
Materials & Services	\$59,264	\$69,023	\$66,430	\$192,960	\$229,044
<b>Total</b>	<b>\$353,819</b>	<b>\$396,551</b>	<b>\$403,550</b>	<b>\$546,278</b>	<b>\$589,067</b>
<b>Full-Time Equivalent</b>	<b>4.85</b>	<b>5.60</b>	<b>5.92</b>	<b>5.00</b>	<b>4.75</b>



# COUNTY COUNSEL

## 2013-2014 TO 2017-2018

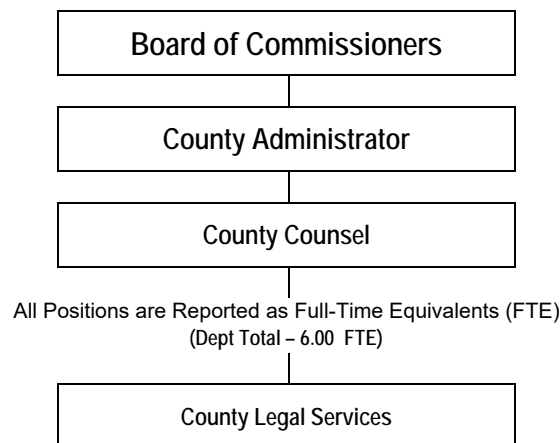


	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Adopted	FY 17-18 Adopted
PERSONNEL	\$615,402	\$640,292	\$707,123	\$791,136	\$853,847
MATERIALS	\$69,562	\$86,824	\$77,462	\$132,606	\$212,791
CAPITAL	\$0	\$0	\$0	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXP</b>	<b>\$684,964</b>	<b>\$727,116</b>	<b>\$784,585</b>	<b>\$923,742</b>	<b>\$1,066,638</b>
<b>TOTAL REV</b>	<b>\$820,902</b>	<b>\$665,647</b>	<b>\$751,869</b>	<b>\$923,742</b>	<b>\$1,066,638</b>
FTEs	6.00	6.00	6.00	6.00	6.00

The increase in Materials and Services is due to an increase in the expected use of outside legal services. Between FY 16-17 and FY 17-18 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 2017-2018

- 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.

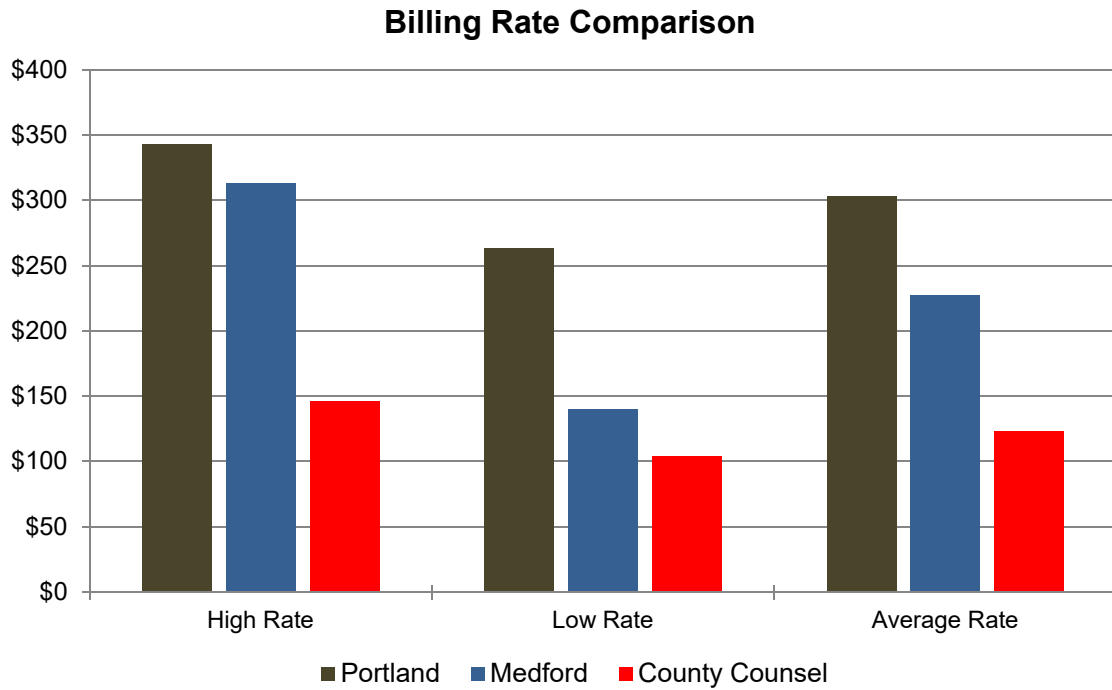




# COUNTY COUNSEL

## 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 2017-2018 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.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Contracts reviewed within three working days	97%	97%	98%	97%	97%

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.



# County Legal Services

## 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.*

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; 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 47 percent of those chargebacks are to the County's General Fund departments.

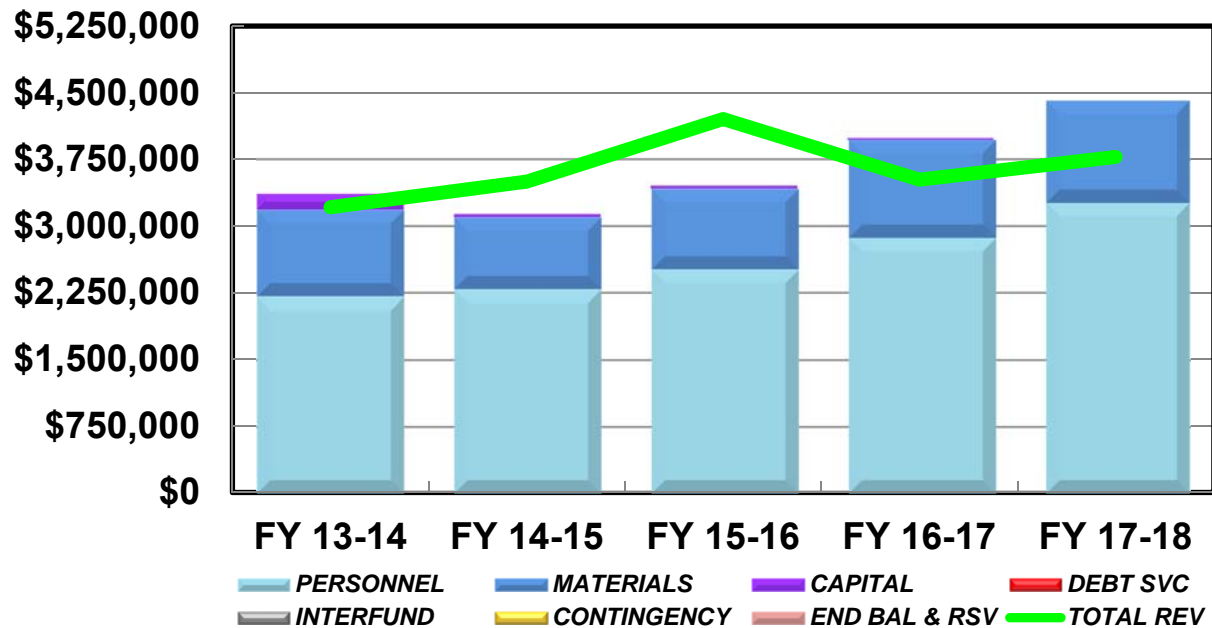
# County Legal Services

<b>Program: 070101</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Fees & Other Service Charges	\$590	\$3,694	\$2,442	\$200	\$200
All Other Resources	\$5,973	\$0	\$0	\$0	\$0
Interfund Transfers	\$814,338	\$661,953	\$749,427	\$923,542	\$1,066,438
<b>Total</b>	<b>\$820,901</b>	<b>\$665,647</b>	<b>\$751,869</b>	<b>\$923,742</b>	<b>\$1,066,638</b>
<b>EXPENDITURES</b>					
Personnel Services	\$615,402	\$640,292	\$707,124	\$791,136	\$853,847
Materials & Services	\$69,562	\$86,824	\$77,462	\$132,606	\$212,791
<b>Total</b>	<b>\$684,964</b>	<b>\$727,116</b>	<b>\$784,586</b>	<b>\$923,742</b>	<b>\$1,066,638</b>
<b>Full-Time Equivalent</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>



# DEVELOPMENT SERVICES

2013-2014 TO 2017-2018

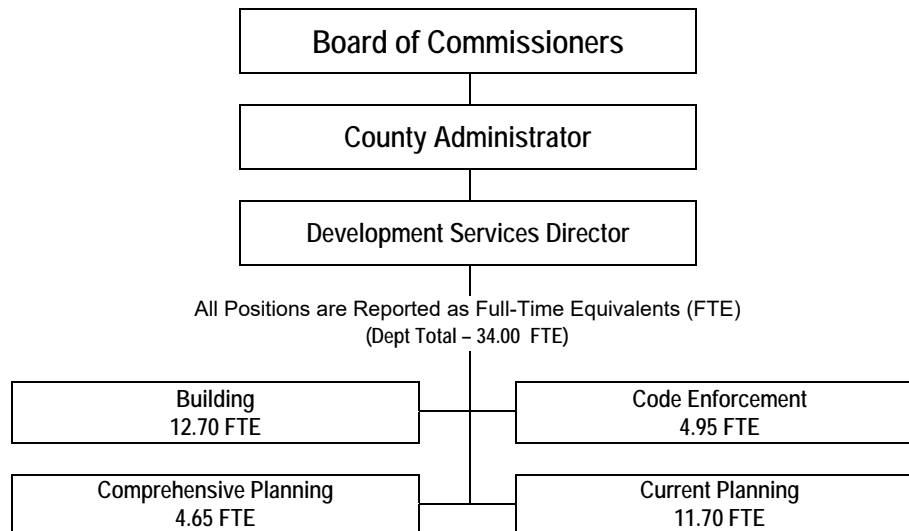


	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Adopted	FY 17-18 Adopted
PERSONNEL	\$2,207,550	\$2,285,630	\$2,509,468	\$2,864,860	\$3,259,896
MATERIALS	\$972,619	\$812,185	\$907,317	\$1,102,688	\$1,147,715
CAPITAL	\$178,117	\$34,950	\$32,413	\$19,500	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$5,000	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXP</b>	<b>\$3,358,286</b>	<b>\$3,132,765</b>	<b>\$3,454,198</b>	<b>\$3,987,048</b>	<b>\$4,407,611</b>
<b>TOTAL REV</b>	<b>\$3,211,826</b>	<b>\$3,499,744</b>	<b>\$4,203,338</b>	<b>\$3,521,296</b>	<b>\$3,777,702</b>
FTEs	25.00	25.60	30.50	31.50	34.00

The Department continues to see an increased workload and, as a result, 2.50 FTEs in various positions were added for FY 17-18. The decrease in Capital Outlay between FY 16-17 and FY 17-18 is due to the completed implementation of the Department's permit tracking software. 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 2017-2018

- Since the effects to the economy of the policy changes being implemented by the new administration are uncertain at this time, the Department has projected revenues conservatively with a slight 9 percent decrease in the Community Development Fee over what the Department actually collected during fiscal year 2015-2016. The Department continues to rely on the General Fund and was allocated \$626,909 in General Fund revenue for fiscal year 2017-2018 representing a \$513,684 transfer from the Solid Waste Fund to the Code Enforcement Program, and a \$116,225 transfer to cover increased Public Employees Retirement System (PERS) costs.
- The amount of funds being transferred from the Solid Waste Fund to the Code Enforcement Program for fiscal year 2017-2018 were increased by 15 percent, or \$67,432, from fiscal year 2016-2017. This increase is due to increased workload related to the legalization of recreational marijuana and the passage of the marijuana ordinance.
- Efforts to contain or reduce costs will continue to be exercised during fiscal year 2017-2018. At the same time, there has been a substantial increase in the Department's workload. For example, the Department has experienced a 31 percent increase in customers at both the planning and building counters from fiscal year 2014-2015 to fiscal year 2015-2016. In addition, there has been a 55 percent increase in land use applications/permits during calendar years 2015 and 2016. In order to adjust to the increased workload, the budget for the Department as a whole has been increased by just over 11 percent from fiscal year 2016-2017. This is primarily due to the addition of a 1.00 full-time equivalent (FTE) Building Plans Examiner and a 1.00 FTE Planner position, 5 percent increase in operating expenses, and a 3 percent increase in overhead expenses.
- The Development Services Department has seen a dramatic increase in business due to the booming marijuana industry. It is unknown at this time whether the increase will continue or level out during fiscal year 2017-2018.

# DEVELOPMENT SERVICES

- 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 fiscal year 2017-2018, 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). 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.
- The State-hosted ePermitting software has resulted in improved communication between the construction inspectors and 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 have been budgeted in fiscal year 2017-2018 to pay for the decommissioning of the old permit tracking software, additional custom scripting, and report writing.
- During fiscal year 2016-2017, 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 fiscal year 2017-2018 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 2016-2017, it will not be finalized until fiscal year 2017-2018.
- 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.
- The Internal Audit Program will conduct a performance audit of the Current Planning Program.
- Continue to support and promote staff training within the constraints of the budget.

## Major Issues and Service Level Accomplishments for Prior Year

- The County's marijuana ordinance was adopted after hearing from hundreds of citizens during 15 months of public hearings. The new marijuana industry has brought with it an increase in business for the Development Services Department. In 2016, approximately 48 percent of the Current Planning Program's land use applications/permits were marijuana related. Also during 2016, the Code Enforcement Program's cases more than doubled as a result of marijuana cases.
- The County completed the update to the County's Transportation System Plan, a project led by the County's Roads and Parks Department.
- 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 fiscal year 2013-2014. Monies were carried over from fiscal year 2014-2015 into fiscal year 2015-2016 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.
- During fiscal year 2014-2015, 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



# DEVELOPMENT SERVICES

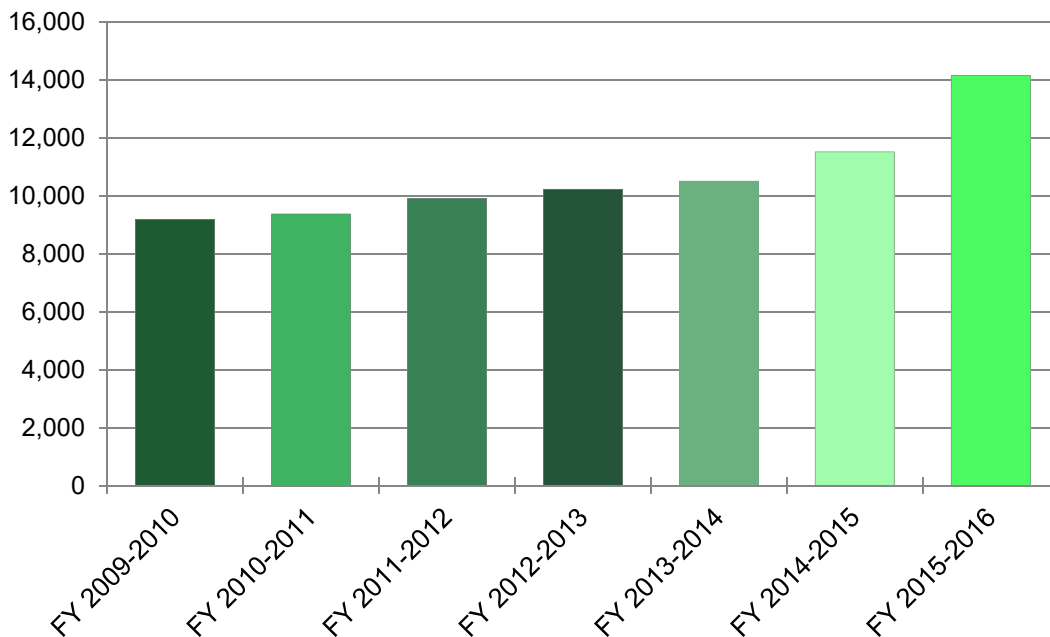
43 percent of the time to 70 percent of the time in fiscal year 2015-2016. The decline in percentages of performance measure success was the result of primarily three factors: 1) increased workload demands on all Program staff; 2) the necessity of training new Planning staff and continued administration of the new permit tracking software system; and 3) the land use aspects related to the legalization of recreational marijuana.

- While the Regional Problem Solving 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.
- Comprehensive Planning staff completed SORPP authorized by the Governor's Executive Order 12-07. The required regional report was created summarizing the regions' findings and presented to the Land Conservation and Development Commission.
- The Building Program exceeded statutory requirements for building inspections completed.
- The Internal Audit Program conducted performance audits of the Building and Code Enforcement Programs.

## Benchmark

During fiscal year 2015-2016 there was an increase in the number of customers served mainly due to the implementation of the marijuana ordinance. These numbers represent customers helped at the counter and through ePermitting. Not included in the numbers are the customers served through approximately 18,296 phone calls and over 1,000 emails which brings the total to roughly 33,446 customers in total. This is a 29 percent increase in total number of customers served from the previous fiscal year.

**Number of Customers Served**





# 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. The Program's inspectors hold both International Code Council (ICC) certifications and State of Oregon Building Codes Division certifications. The ICC certifications are a nationally recognized standard that requires rigorous continuing education to maintain and ensures inspectors are knowledgeable and up to date on ever changing building technology and new products used in the construction field.

### Plan Review

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

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Time residential plan review is completed within a ten day period	53%	51%	40%	40%	70%

The addition of a full-time plan reviewer during fiscal year 2014-2015 helped stabilize the Program's plan review cycle times but did not substantially improve it as was projected. As the economy continues to slowly improve, and without the normal slowdown over the winter months as seen in years past, fiscal year 2016-2017 is expected to be about the same completion rate of 40 percent. This is in spite of the fact that inspectors have been working overtime to keep up with the inspection and plan review load. It is clear that the workload has surpassed the ability for staff to improve their success in meeting this measure. As a result, funds have been budgeted in fiscal year 2017-2018 for a 1.00 full-time equivalent (FTE) dedicated plans examiner. Moving forward into fiscal year 2017-2018, it is anticipated that the percentage of plans reviewed within a ten day period will increase to 70 percent or better with this new model. Field inspectors will still be required to rotate their schedule for plan reviews as time allows.



# Building

## 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Building inspections completed in less than 24 hours	99.9%	99.9%	99.9%	99.8%	100%
Mechanical inspections completed in less than 24 hours	99.9%	99.8%	99.9%	100%	100%
Electrical inspections completed in less than 24 hours	99.9%	99.8%	99.6%	99.9%	100%
Plumbing inspections completed in less than 24 hours	99.8%	99.8%	99.7%	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 the new customer-friendly electronic permit tracking software system whereby customers can look up the status of permits and inspections in real time.*

Customers can currently use this option and, increasingly, are doing so. As the system is continually evolving, the Program staff have been actively engaged with the State Building Codes Division, which hosts the web application of the permit tracking software in the "cloud," to improve its functionality.

## Significant Issues in the Year Ahead

As mentioned, the permit tracking software system is a continual work in progress and there are still many reports to complete, and to this end, an outside consultant has been contracted with to create and refine reports and to write additional custom scripting as needed. 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 an ongoing venture working with a State bureaucracy, 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 proving especially efficient in its usefulness to both inspectors and contractors. 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.



# Building

## Financial Condition

It appears that the economy continues a slow but steady 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 fiscal year 2012-2013, the Building Program began to be fully fee supported, as it had before the Great Recession. As a result, staff is not recommending any additional building fee increases for fiscal year 2017-2018.

The Building Program's budget has increased just over 11 percent, or \$164,087, from what was budgeted during fiscal year 2016-2017. A portion of this is due to the addition of a 1.00 FTE Building Inspector (the plan reviewer position) added in fiscal year 2016-2017. There are also additional costs related to this being a "code change" year where new code books, both electronic and in print, need to be purchased and code change classes provide to Program staff. With that, the increase is comparable to the previous budget year cycle increase which also added new staff.

The Building Program's anticipated revenue is projected to increase by almost 11 percent over what was budgeted in fiscal year 2016-2017. The Program's revenue is made up entirely from permit fees. This Program receives no support from the County's General Fund.

<b>Program: 370102</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$112	\$0	\$10	\$0	\$0
Fees & Other Service Charges	\$1,395,366	\$1,377,070	\$1,675,448	\$1,457,589	\$1,621,676
<b>Total</b>	<b>\$1,395,478</b>	<b>\$1,377,070</b>	<b>\$1,675,458</b>	<b>\$1,457,589</b>	<b>\$1,621,676</b>
<b>EXPENDITURES</b>					
Personnel Services	\$810,666	\$889,679	\$955,396	\$1,092,585	\$1,256,208
Materials & Services	\$305,431	\$291,564	\$314,393	\$365,004	\$365,468
Capital Outlay	\$1,647	\$0	\$6,483	\$3,900	\$0
Interfund Transfers	\$0	\$0	\$5,000	\$0	\$0
<b>Total</b>	<b>\$1,117,744</b>	<b>\$1,181,243</b>	<b>\$1,281,272</b>	<b>\$1,461,489</b>	<b>\$1,621,676</b>
<b>Full-Time Equivalent</b>	<b>7.70</b>	<b>9.15</b>	<b>11.07</b>	<b>11.70</b>	<b>12.70</b>



# Code Enforcement

## Program Purpose

The purpose of the Code Enforcement Program is to protect the health, safety, and livability in the County by assuring compliance with the County's land use, solid waste, riparian, floodplain, and construction codes. This Program is helping to meet County 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 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.

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
White City code enforcement code cases closed with compliance	n/a*	56%	39%	47%	48%
White City code enforcement active cases at year end	n/a*	40%	49%	46%	46%

\*Complete data not available due to implementation of new data tracking software.

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

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

## Code Enforcement

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Code cases closed due to compliance	n/a*	64%	53%	51%	53%
Code cases closed - unfounded	n/a*	26%	31%	25%	19%
New code cases opened	n/a*	584	707	1,011	1,112
Code enforcement hearings held	70	65	94	336	387

\*Complete data not available due to implementation of new data tracking software.

The performance measure for all County code cases closed due to compliance decreased in fiscal year 2016-2017 from fiscal year 2015-2016 as a direct result of the marked increase in total number of active cases. This was largely due to marijuana related code violations that are anticipated to make up a large portion of new cases for fiscal year 2017-2018. This has also greatly contributed to an extensive increase in the number of code enforcement cases being brought to hearing from fiscal year 2015-2016 to fiscal year 2016-2017, and it is expected to increase yet again in fiscal year 2017-2018.

### 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. The Program also provides assistance to violators by identifying local resources that can be utilized in order to help them achieve voluntary compliance.

### Significant Issues in the Year Ahead

As the Development Services Department's new permit tracking software system is still evolving, the need for better reporting continues to remain a priority. This will continue to take a significant amount of staff time to ensure the best use of the new software, and there are still many reports to complete. To this end, work from an outside software consultant is ongoing to create reports with the goal of accelerating the report writing process, decommissioning the old permit tracking software, additional custom scripting, and report writing.

The biggest significant issue continues to be marijuana ordinance-related code enforcement cases. To more efficiently handle the increased workload, an open full-time code enforcement officer position was filled during fiscal year 2015-2016 and Code Enforcement hearings were increased to two days weekly from the normal one day per week. With the new growing season approaching and changes to commercial production not allowed in rural residential zones, it is anticipated that fiscal year 2017-2018 will be another year where the Code Enforcement Program experiences an especially high volume of complaints and enforcement activities.

### 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 non-marijuana cases are solid waste related. This continues to be a positive and stable funding mechanism. The



## Code Enforcement

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 services to White City.

The Program historically has had difficulty collecting fines issued to violators who refuse to voluntarily comply with County ordinances. To increase the likelihood of fine collection, the Development Services Department contracted with a private firm. This method of collections has been found to be an effective and efficient means of fine collection and, as the number of years with the collection agency increases, the likelihood of recovering fines through collection means such as property liens has also increased. There has been a marked collection revenue upturn over the last three years with fiscal year 2015-2016 exceeding projected revenue from this source. This increase is reflected in the Program's target revenue projection for fiscal year 2017-2018. That said, collection rates are still low and fines are projected to make up only 3 percent of revenue for this Program.

The Code Enforcement Program's budget increased by 17 percent or \$91,733 from what was budgeted during fiscal year 2016-2017. This increase accounts for the projected number of code enforcement cases related to marijuana and the associated costs of filling the previously open code officer position, as well as expenses associated with increased Code Enforcement hearings. It is unlikely that the taxes from marijuana will cover the increased costs associated with marijuana-related code cases.

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 16 percent, and fines, which account for 3 percent of the budgeted revenue. The remaining 81 of the Program funding comes from the County's General Fund as a transfer from the Solid Waste Fund.

<b>Program: 370105</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$20	\$0	\$0
Fees & Other Service Charges	\$25,511	\$24,993	\$116,245	\$12,181	\$21,386
Interfund Transfers	\$81,205	\$83,420	\$88,659	\$83,420	\$98,516
<b>Total</b>	<b>\$106,716</b>	<b>\$108,413</b>	<b>\$204,924</b>	<b>\$95,601</b>	<b>\$119,902</b>
<b>EXPENDITURES</b>					
Personnel Services	\$291,565	\$247,136	\$270,454	\$351,954	\$406,534
Materials & Services	\$179,517	\$139,057	\$155,097	\$189,899	\$227,052
Capital Outlay	\$74,118	\$11,589	\$7,006	\$6,825	\$0
<b>Total</b>	<b>\$545,200</b>	<b>\$397,782</b>	<b>\$432,557</b>	<b>\$548,678</b>	<b>\$633,586</b>
<b>Full-Time Equivalent</b>	<b>4.28</b>	<b>4.25</b>	<b>4.60</b>	<b>4.40</b>	<b>4.95</b>

# Comprehensive Planning

## Program Purpose

The Comprehensive Planning Program maintains a Comprehensive Plan and Land Development Ordinance designed for Jackson County's unique environment that complies with State and Federal 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.

Strategic Objective: Reach a final decision on an Urban Growth Boundary (UGB) amendment within 12 months.

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Final decision on an UGB amendment within 12 months	0%	100%	n/a*	100%	100%

\*No applications.

The UGB expansion in fiscal year 2013-2014 required two other Comprehensive Plan amendments to be processed concurrently. The UGB amendment took 15 months; however, the measure only applies to a single UGB amendment application. The Regional Plan provides Urban Reserve areas for the cities of Eagle Point, Central Point, Medford, Phoenix, and Talent. The presence of Urban Reserves should make the UGB process more expedient.

### 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 fiscal year 2017-2018, amendments to the Land Development Ordinance will begin bringing it current with State law and case law.





# ***Comprehensive Planning***

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

The Comprehensive Planning Program's work program has historically, and continues to, focus on legislative changes that generate no concurrent revenue. While it is necessary to have a current and relevant Comprehensive Plan, it is also important to process comprehensive planning applications that not only generate application fees but result in development. Therefore, the goal of the Comprehensive Planning Program continues to be to balance comprehensive planning amendment tasks with land use applications that result in development.

The State-hosted ePermitting software has resulted in improved communication between construction inspectors and 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 have been budgeted in fiscal year 2017-2018 to pay for the decommissioning of the old permit tracking software, additional custom scripting, and report writing.

During fiscal year 2015-2016, 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, in coming years, apply to the County for UGB expansions. During fiscal year 2016-2017, the County began processing an UGB expansion with the City of Medford. It is likely that this application will be completed during fiscal year 2017-2018. 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 fiscal year 2017-2018.

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 on transportation-related projects as well as staff the County's Bicycle Committee meetings.

The greatest asset utilized in the commerce of customer service is the Comprehensive Planning staff. Development Services' goal is to retain qualified and capable staff and to enhance their skills with necessary training and professional development.

## ***Financial Condition***

It appears that the economy continues a slow but steady 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.

Fourteen 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 conservatively budgeted a slight decrease of just over 9 percent in the Community Development Fee over what the Department actually collected during fiscal year 2015-2016. The spike in revenue in fiscal year 2015-2016 was primarily due to the legalization of marijuana. Revenues are expected to normalize in fiscal year 2017-2018.





# Comprehensive Planning

During fiscal year 2017-2018, 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 Program's budget remains fairly static with just under a 1 percent increase or \$5,009 from what was budgeted during fiscal year 2016-2017.

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 81 percent of the budgeted amount. Another 9 percent of the Program's budgeted revenue is provided by transfers for the cost of the transportation planner. Only 5 percent in revenue is being budgeted in fiscal year 2017-2018 from the County's General Fund to help cover adjustments associated with increased labor costs.

<b>Program: 370101</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Fees & Other Service Charges	\$522,422	\$642,056	\$646,036	\$583,114	\$550,233
All Other Resources	\$0	\$48,372	\$50,312	\$0	\$0
Interfund Transfers	\$51,785	\$0	\$0	\$51,237	\$54,259
<b>Total</b>	<b>\$574,207</b>	<b>\$690,428</b>	<b>\$696,348</b>	<b>\$634,351</b>	<b>\$604,492</b>
<b>EXPENDITURES</b>					
Personnel Services	\$380,324	\$404,496	\$426,520	\$481,189	\$494,979
Materials & Services	\$159,181	\$112,865	\$114,707	\$153,162	\$144,381
Capital Outlay	\$30,706	\$4,801	\$4,601	\$975	\$0
<b>Total</b>	<b>\$570,211</b>	<b>\$522,162</b>	<b>\$545,828</b>	<b>\$635,326</b>	<b>\$639,360</b>
<b>Full-Time Equivalent</b>	<b>4.95</b>	<b>4.55</b>	<b>4.90</b>	<b>4.80</b>	<b>4.65</b>



# Current Planning

## Program Purpose

The Current Planning Program facilitates development on residential, commercial, and industrial lands, as well as protecting resource lands via the County's land development regulations in concert with State and Federally mandated programs. The Current Planning Program is helping to meet County 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Type 1 administrative land use permits completed in 20 days or less	79%	55%	50%	60%	65%
Average number of processing days	13	21	30	20	20

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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Type 2 discretionary land use permits completed in 50 days or less	45%	43%	53%	60%	65%
Average number of processing days	53	53	53	50	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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Complex Type 2 discretionary land use permits completed in 65 days or less	40%	53%	52%	60%	65%
Average number of processing days	67	59	63	63	62

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 95 days.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Complex Type 3 administrative land use permits completed in 95 days or less	100%	70%	64%	70%	70%
Average number of processing days	56	87	95	90	90

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.

The Current Planning Program has experienced an increase in workload since 2010. Up until 2015, the main reason for this is that the Great Recession is over and construction has been steadily increasing. Since 2015, the other reason is that recreational marijuana was legalized in Oregon. Planning applications increased 17 percent between the 2014 calendar year and the 2015 calendar year, and 55 percent between the 2015 calendar year and the 2016 calendar year. Due to the increase in the workload, the performance measures have suffered; to improve meeting the performance measures, 2.00 full-time equivalent (FTE) positions were hired: 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. The increase is primarily due to marijuana applications and permits. While it is uncertain how long this increase will last, an additional full-time planner position has been added to the fiscal year 2017-2018 budget in an effort to continue to adjust to the increasing workload. While the percentage of success in meeting the performance measure is important, the more important measure is average cycle time. The average cycle times of between 53 and 95 days are well below the statutory timeline requirements of 120 to 150 days.

The second reason for the decline in the performance measure numbers during the last two fiscal years has been due to adding staff. During that time, the Current Planning Program added 2.00 FTE positions. 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 new hires. This temporarily reduces existing staffs' productivity. Training is typically six months or more in duration. In an environment of increasing workloads and the necessary training time of new additional staff, for things to get better they tend first to experience a decline.

Finally, one of the two senior planners continues to be pulled away to monitor and coordinate reports for the permit tracking software and train new staff. This takes time away from processing applications.

# Current Planning

## Public Information

*Strategic Objective:* Provide a variety of informational services to the citizens of Jackson County.

Informational services that the Program provides to the citizens of Jackson County 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 fiscal year 2016-2017, the Current Planning Program has experienced increased demands on all Program staff due in part to workload increases, the hiring of new staff, and the continued efforts to administer the new permit tracking software.

Residential and commercial construction continues to steadily increase and will ideally continue. In addition, the number of marijuana-related land use applications and permits exploded in March 2016. During the 2016 calendar year, marijuana-related land use applications and permits comprised 48 percent of the Program's work. Because these applications have not decreased, an additional staff person has been included in the fiscal year 2017-2018 Program budget.

The State-hosted ePermitting software has resulted in improved communication between the construction inspectors and 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 have been budgeted in fiscal year 2017-2018 to pay for the decommissioning of the old permit tracking software, additional custom scripting, and report writing.

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 Land Development Ordinance (LDO).

## Financial Condition

It appears that the economy continues a slow but steady 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 inquiries 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 upon the Community Development Fee to balance the Program's budget.

Fourteen 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 conservatively budgeted a slight decrease of just over 9 percent in the Community Development Fee over what the Department actually collected during fiscal year 2015-2016. The spike in revenue in fiscal year 2015-2016 was primarily due to the legalization of marijuana. Revenues are expected to normalize in fiscal year 2017-2018.

During fiscal year 2017-2018, 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.



## Current Planning

In an effort to continue with desired service levels resulting in increased staffing levels and associated labor costs, the Program's budget has increased just over 13 percent or \$179,234 from what was budgeted during fiscal year 2016-2017. A portion of this increase is due to the costs associated with additional staff as well as an 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 44 percent of the Program's revenue while allocation of the Community Development Fee makes up 51 percent of the budgeted amount. Only 5 percent in revenue is being budgeted in fiscal year 2017-2018 from the County's General Fund to help cover adjustments associated with increased labor costs.

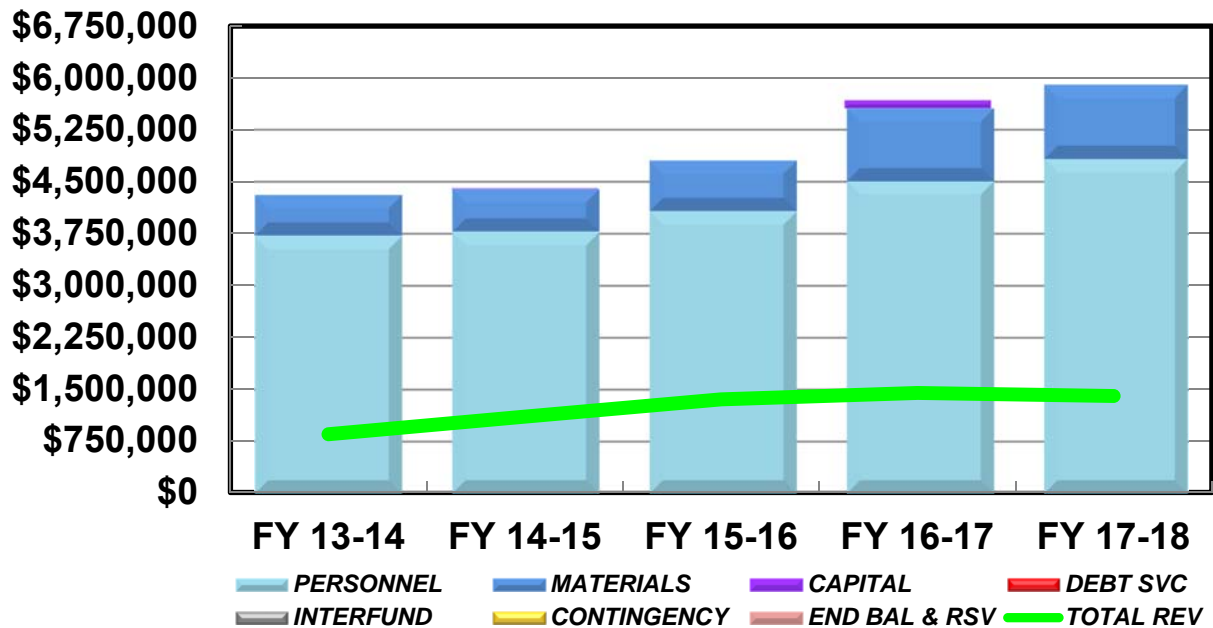
<b>Program: 370104</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$20	\$0	\$92	\$0	\$0
Fees & Other Service Charges	\$1,135,405	\$1,323,833	\$1,626,516	\$1,333,755	\$1,431,632
<b>Total</b>	<b>\$1,135,425</b>	<b>\$1,323,833</b>	<b>\$1,626,608</b>	<b>\$1,333,755</b>	<b>\$1,431,632</b>
<b>EXPENDITURES</b>					
Personnel Services	\$724,995	\$744,319	\$857,098	\$939,132	\$1,102,175
Materials & Services	\$325,431	\$261,762	\$320,447	\$394,623	\$410,814
Capital Outlay	\$71,647	\$18,560	\$14,323	\$7,800	\$0
<b>Total</b>	<b>\$1,122,073</b>	<b>\$1,024,641</b>	<b>\$1,191,868</b>	<b>\$1,341,555</b>	<b>\$1,512,989</b>
<b>Full-Time Equivalent</b>	<b>8.08</b>	<b>8.55</b>	<b>9.93</b>	<b>10.60</b>	<b>11.70</b>

*This Page Reserved for Notes*



# DISTRICT ATTORNEY

## 2013-2014 TO 2017-2018

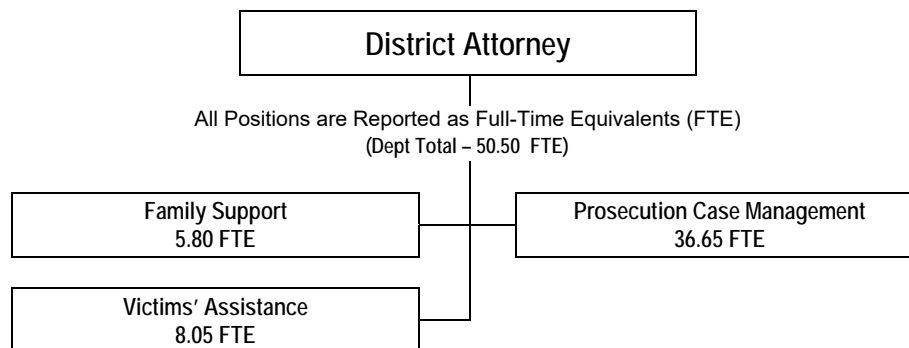


	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Adopted	FY 17-18 Adopted
PERSONNEL	\$3,718,883	\$3,776,682	\$4,070,996	\$4,504,436	\$4,826,794
MATERIALS	\$589,205	\$617,765	\$735,243	\$1,052,229	\$1,071,717
CAPITAL	\$0	\$8,400	\$0	\$117,000	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXP</b>	<b>\$4,308,088</b>	<b>\$4,402,847</b>	<b>\$4,806,239</b>	<b>\$5,673,665</b>	<b>\$5,898,511</b>
<b>TOTAL REV</b>	<b>\$842,566</b>	<b>\$1,097,984</b>	<b>\$1,347,128</b>	<b>\$1,440,715</b>	<b>\$1,394,732</b>
FTEs	43.00	45.50	49.00	50.00	50.50

For FY 17-18 the District Attorney's Office was able to add 0.50 FTE Deputy District Attorney I. The reduction in Capital Outlay for FY 17-18 is due to expenses associated with the move to the new building 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.

# 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 2017-2018

- The number of dependency petitions continues to increase. From the petitions filed in fiscal year 2013-2014 to the expected number of petitions to be filed in fiscal year 2016-2017, there has been a 31 percent increase; staffing has not changed in this area during that time. Dependency cases also are regulated by timetables for hearing a case, so they move through the system at a much faster pace than criminal cases. In order to prepare these cases in a timely manner, the District Attorney's Office is proposing to add a 0.50 full-time equivalent (FTE) attorney position.
- The Office has seen an increase of petitions to expunge or set aside a conviction, partly due to some legislative changes. In the past, one attorney handled these cases. The defendant's petition needs to be reviewed to make sure it is legally permitted and then forwarded to the Oregon State Police and the court. In order to deal with the larger volume, additional attorneys are being training to review and respond to these petitions so that responses are provided in a timely manner.
- Continue to work on statistical information. 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.
- The statewide Child Support Program case management system is in the construction phase of a new computer system. In addition to routine child support duties, Family Support staff will be very busy over the next year doing their part to contribute to assigned data cleanup projects, testing, feedback, and training for implementation of the new system to be rolled out late in 2018.
- The Victims' Assistance Program has a bilingual advocate. The advocate works directly with victims who are Spanish speaking and is doing outreach in the Hispanic community. The advocate represents the District Attorney's Office by attending community groups and providing accurate information to the Hispanic community. This year the advocate will continue to expand services to the Latino community.



# DISTRICT ATTORNEY

## Major Issues and Service Level Accomplishments for Prior Year

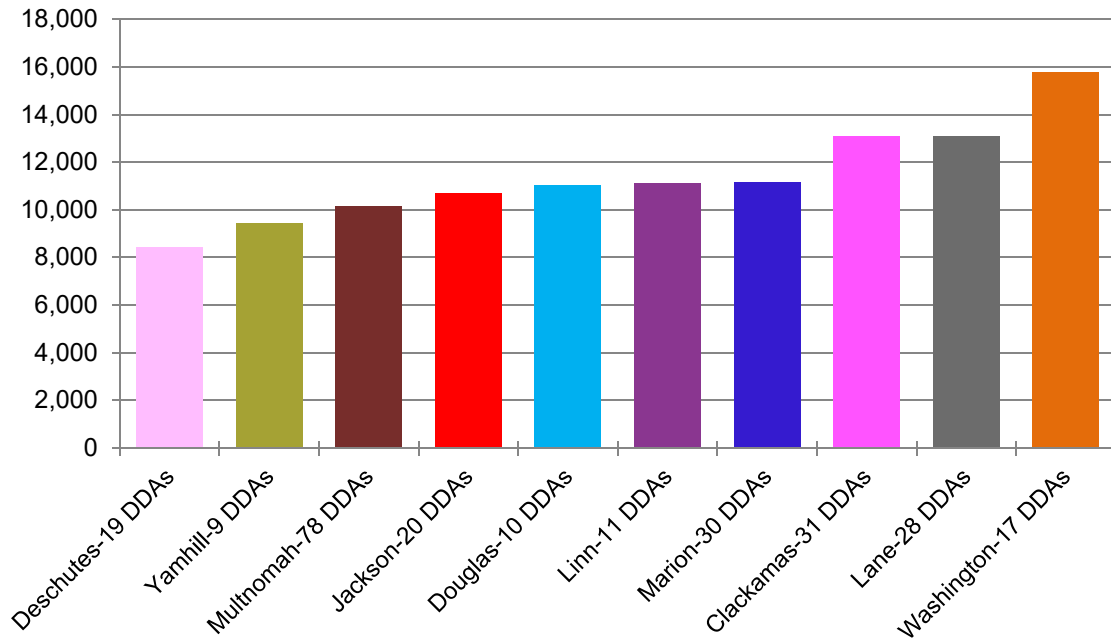
- The Prosecution Case Management Program expects to file 7,717 cases in fiscal year 2016-2017, which is a 4.7 percent increase of cases filed with the Jackson County Circuit Court.
- The District Attorney's Office expects to handle 194 juvenile delinquency cases and 332 dependency cases in fiscal year 2016-2017.
- The District Attorney's Office continues to provide trainings to law enforcement agencies and community partners. Attorneys expect to provide 85 hours of training to law enforcement and community partners in this last fiscal year. The website for the District Attorney's Office lists presentation topics which staff can provide to civic groups.
- In addition to the three Grand Juries that have been impaneled each term, an additional Friday Grand Jury was impaneled to handle a backlog of cases.
- Since September 2015, the Office has been handling civil commitments. In this fiscal year, consultation has been provided on about 250 cases with Health and Human Services and prepared for hearings on 40 individual cases. The court and all involved parties have noticed that the quality of the record in the hearings has improved dramatically.
- Volunteers provided 2,270 hours of service to the Victims' Assistance Program. The Program average eight volunteers per month during this fiscal year. The volunteer force is very important to this Program by saving the Office money and allowing 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 3,659 crime victims in fiscal year 2015-2016. That included 1,022 domestic violence victims, 27 victims of adult sexual abuse, 194 children who were sexually or physically assaulted by adults, and 20 family members of manslaughter or homicide victims. The Program also assisted victims in 430 cases where the offender was under the age of 18.
- The Family Support Program is confident that customer service in the new building has been greatly enhanced. New computer-equipped interview stations allow for private and confidential customer interviews and the ability to analyze a case and provide immediate real time case details in response to customer questions. The physical set-up allows for telephone translation services that were previously not possible for those customers.
- The total estimate of weighted child support collections is \$10,800,000 with an estimated \$8,700,000 in actual dollars to be collected; an estimated \$30,736 more in child support payments received than the prior year.
- The Victims' Assistance Program prepared 1,159 restitution orders in fiscal year 2015-2016 totaling \$2,992,152 in restitution orders for the citizens and companies of Jackson County. The District Attorney's Office collected \$25,221 in restitution prior to sentencing.

# DISTRICT ATTORNEY

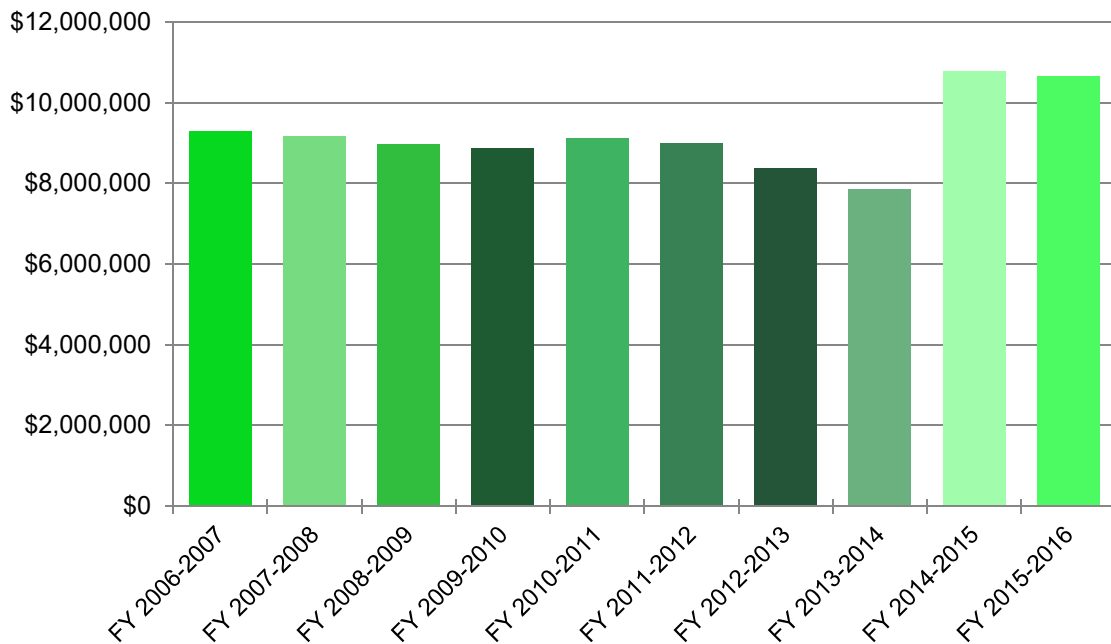
## Benchmark

The Jackson County District Attorney's Office had 1.00 Deputy District Attorney (DDA) per 10,688 people, which is the 4<sup>th</sup> highest per capita amongst the ten most populated counties in the State.

**Deputy District Attorneys Per Capita Population**



**Child Support Division – Money Collected**



# 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Child support collected (weighted*)	\$7,837,275	\$10,761,742	\$10,652,707	\$10,800,000	\$10,900,000
Unweighted/actual dollars	\$7,314,673	\$8,654,189	\$8,684,925	\$8,700,000	\$8,800,000
Cases with current/ongoing collections	74.70%	74.20%	75.04%	75.25%	75.35%
Cases with arrears receiving payment on the arrears	75.60%	77.10%	78.26%	78.50%	78.60%

\*Recognized by the Federal government, "weighted" collections include double credit for collections on cases with prior Temporary Assistance for Needy Families (TANF).

A major focus of the Family Support Program is to collect child support for the welfare of children in this community. Child support Federal performance measures include the collection of child support on cases with ongoing child support orders and the collection of child support arrears on cases with child support arrears balances. These measures drive collections performance, rewarding states for results and holding them accountable for poor performance. All cases with a failure to pay are evaluated by Family Support staff for assets and ability to pay, followed by strategic action to collect child support depending on the circumstances.

Family Support was successful at improving program performance on all of the above measures. The Program collected 75.04 percent of all monthly child support due on cases with current orders, an increase of 0.84 percent over last year. This increased funding on this measure from 88 percent to 90 percent of available Federal funding. On child support cases with arrears balances, 78.26 percent received a payment on the arrears; this is an increase of 1.16 percent over last year. Federal funding on this measure increased from 94 percent to 96 percent.

Child Support weighted collections at \$10,652,707 represent a minimal reduction from the prior year. Weighted collections are the standard reporting method of which performance is measured for funding, but the actual dollars



## Family Support

collected at \$8,684,925 were higher than the \$8,654,189 in actual dollars collected the prior year. This indicates fewer payments on weighted cases, meaning that fewer paying cases had parties who previously received TANF.

### **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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
New court actions (contempt and probation violations)	n/a*	133	284	290	290
Actual number of court appearances	n/a*	351	858	860	860
Pre-contempt/probation violation payment agreements signed	n/a*	63	67	70	70
Days of jail time ordered by the court	213	240	298	300	300

\*New measurement; data not available.

The Child Support Program collects child support from a variety of sources with income withholding being the largest and most reliable source of collections. Laws require employers to report all newly hired employees to the Oregon Child Support Program's Directory of New Hires. When the Child Support Program computer system receives new hire information, an income withholding order is automatically issued to the new employer and child support payments are withheld and paid out to the custodial parent. To collect from those non-custodial parents who are not employees, other sources include collections on unemployment income, Federal and State income tax offsets, insurance settlement intercepts, payments to restore passport and driver's licenses, bank account garnishments, and contempt actions against obligated parents who fail to pay child support.

Only after several attempts to contact and work with a non-paying parent is a contempt action initiated. The Family Support Deputy District Attorney works cooperatively with non-paying parents to understand their circumstances, and may require a job search or allow temporary payment agreements to avoid a contempt action. While sometimes those agreements may include less than the full court ordered amount or allow escalating payments, the full monthly child support amount is expected to be paid by the end of the six month agreement, and each month thereafter. For those obligated parents who continually fail to meet the terms of their compliance agreement, or have probation violation offenses, jail time may be ordered and suspended or time served.

### **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 to earn 100 percent of available funding.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Cases with support and/or medical insurance orders	98.30%	97.70%	97.25%	98.00%	98.30%



## ***Family Support***

The Family Support caseload size remained relatively the same over the past year, although nationwide child support caseload sizes are shrinking. That trend reflects an increase in cohabiting families and a decrease in single parent families. At the end of this reporting period, 97.25 percent of the programs 2,435 cases had a final child support court order in place, which represented a slight reduction from the prior year at 97.7 percent of cases with an order. Yet Family Support exceeded the statewide county District Attorney office average of 96.46 percent of cases with orders, ranking number 8 out of 27 offices. Since the threshold to earn 100 percent of the available Federal funding on this measure is an 80 percent success rate, Family Support was well within the range to receive full funding. Family Support staff will continue to prioritize these cases. Cases with new orders are closely monitored within the first 60 days to begin the process of collecting child support if no payments have been made.

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

The new District Attorney building is a major improvement for the Family Support Program on many levels, particularly staff morale, customer service and security. The new customer interview stations allow for computer case access, confidential customer interviews, and the ability to serve non-English speaking customers via a telephone language interpreter. Visiting customers have expressed appreciation for these improvements. Staff express greater job satisfaction with the work environment and the private, ergonomic work stations allow for improved focus and productivity. Security at the new building also brings Family Support into compliance with the program's State and Federal security requirements.

Perhaps the most significant issue in the year ahead is the Child Support Program ORIGINS project. This is the upcoming child support case management system that is in developmental stages and is anticipated to roll out late 2018. At the local level Family Support staff are involved in system development by providing technical input and feedback, performing time-consuming data clean-up projects and participating in training opportunities. The extent of these projects over the next year is not fully known, but it is anticipated this work will continue to take away from time spent on Family Support routine duties and additional overtime work is requested to meet this need.

The emotional and financial benefits of child support payments to families is recognized by program staff who take pride in contributing to this effort. Fortunately, there are many responsible non-custodial parents fulfilling their child support obligations in our community, but for those that are less inclined the Family Support program will continue to explore ways to effectively collect unpaid child support. It is always the goal of Jackson County District Attorney Family Support staff to provide welcoming, informative and timely services to customers and to put the best interest of all children first.

### ***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 at \$94,286 and State General Funds at \$48,656. Approximately 19 percent of the Family Support Program is funded by the County's General Fund.



## ***Family Support***

<b>Program: 170102</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$313,038	\$333,881	\$426,008	\$497,988	\$482,629
Fees & Other Service Charges	\$12	\$0	\$0	\$0	\$0
All Other Resources	\$8,338	\$9,624	\$9,603	\$9,567	\$8,500
Interfund Transfers	\$0	\$558	\$556	\$612	\$612
<b>Total</b>	<b>\$321,388</b>	<b>\$344,063</b>	<b>\$436,167</b>	<b>\$508,167</b>	<b>\$491,741</b>
<b>EXPENDITURES</b>					
Personnel Services	\$402,954	\$389,750	\$424,265	\$458,342	\$479,920
Materials & Services	\$79,142	\$81,722	\$91,429	\$125,066	\$121,853
Capital Outlay	\$0	\$0	\$0	\$40,000	\$0
<b>Total</b>	<b>\$482,096</b>	<b>\$471,472</b>	<b>\$515,694</b>	<b>\$623,408</b>	<b>\$601,773</b>
<b>Full-Time Equivalent</b>	<b>6.00</b>	<b>5.91</b>	<b>5.80</b>	<b>5.80</b>	<b>5.80</b>

# Prosecution Case Management

## Program Purpose

The Prosecution Case Management Program is responsible for preparing and filing formal charges against defendants and for conducting hearings and trials associated with those charges. The Program 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
DDAs assigned felony cases	10	11	11*	11	11
Average of new felony cases assigned per DDA	264	281	381*	442	464
DDAs assigned misdemeanor cases	5.0	6.2	6.2*	6.2	6.2
Average of new misdemeanor cases assigned per DDA	657	770	660*	702	737
Total cases filed with the court	5,958	6,543	7,371	7,717	7,948
Change/fluctuation in total cases filed with the court	-3.0%	10.0%	12.7%	4.7%	3.0%
Civil commitments/revocations	n/a**	n/a**	40	40	42

\*As of fiscal year 2015-2016, the new criteria of "assigned" cases was used in determining cases per DDA, along with a new report in counting the number of cases.

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

Jackson County law enforcement agencies submitted over 8,278 cases to the office in the 2015-2016 fiscal year. Of the cases submitted to the District Attorney's Office, over 89 percent were filed with the Jackson County Circuit Court. The cases filed with the court in fiscal year 2016-2017 are projected to increase by 4.7 percent. In September 2015, in collaboration with Jackson County Health and Human Services, the District Attorney's Office began to handle civil commitment hearings. The assigned attorney consults with Jackson County Mental Health on approximately 250 cases annually and in 2015-2016, the attorney prepared for hearings on 40 civil commitments. The District Attorney's Office will continue to strive for the Deputy District Attorneys to review cases within 60 days



# Prosecution Case Management

of receiving the completed report; the current time table is between 60 to 90 days. In 2016, the Office tried 88 jury trials; the overall conviction rate was 64.5 percent.

## 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 and community partners.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Hours of training provided	75.0	86.5	87.0	85.0	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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Delinquency cases opened with the Court	265	347	287	194	194
Change/fluctuation in delinquency cases opened with the Court	1.0%	30.0%	-17.0%	-32.4%	0.0%
Dependency cases opened with the Court	253	279	304	332	361
Change/fluctuation in dependency cases opened with the Court	9%	10%	9%	9%	9%

In the last fiscal year there was a decrease in delinquency cases opened with the court. There has been a steady increase in dependency petitions filed with the court. Jackson County has typically been amongst the top three counties in filing dependency petitions in the State. 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

Jackson County Mental Health Court has been a success and, starting in March 2017, will expand from 10 participants to 15 participants in the program at any given time. The mental health position has had a positive





# Prosecution Case Management

impact on civil commitment hearings and a closer working relationship between the District Attorney's Office and Jackson County Health and Human Services.

Many of the police agencies are trying to obtain funding for more police officers. For example, Ashland Police Department is attempting to secure funding for five additional police officers; although, at this time it is unknown if those requests will be successful. If police agencies add more officers, it will increase the caseloads in this office. There has been an increase in expunction or set aside petitions filed with the District Attorney's Office. Some of this increase is in response to legislative changes. Additional attorneys will be trained to handle these petitions in order to proceed with them in a timely manner.

## **Financial Condition**

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 91 percent of the funding for this Program.

<b>Program: 170101</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$66,318	\$199,068	\$276,743	\$272,855	\$282,855
Fees & Other Service Charges	\$158,291	\$219,948	\$218,572	\$104,530	\$114,530
All Other Resources	\$0	-\$61	\$45	\$0	\$0
Interfund Transfers	\$0	\$2,491	\$2,156	\$2,376	\$2,376
<b>Total</b>	<b>\$224,609</b>	<b>\$421,446</b>	<b>\$497,516</b>	<b>\$379,761</b>	<b>\$399,761</b>
<b>EXPENDITURES</b>					
Personnel Services	\$2,967,356	\$2,985,851	\$3,150,875	\$3,474,821	\$3,749,921
Materials & Services	\$436,108	\$458,677	\$547,464	\$806,414	\$817,796
Capital Outlay	\$0	\$8,400	\$0	\$50,000	\$0
<b>Total</b>	<b>\$3,403,464</b>	<b>\$3,452,928</b>	<b>\$3,698,339</b>	<b>\$4,331,235</b>	<b>\$4,567,717</b>
<b>Full-Time Equivalent</b>	<b>31.95</b>	<b>33.04</b>	<b>35.15</b>	<b>36.15</b>	<b>36.65</b>



# Victims' Assistance

## Program Purpose

The Victims' Assistance Program provides services to victims and witnesses of crimes committed in Jackson County. The Program provides advocacy, court escort, information and referral about other programs, education about the criminal justice system, and assistance in obtaining restitution. The Program is helping to meet County 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Clients who report that the services they received helped them better understand the criminal justice system*	88%	74%	80%	89%	90%

\*As evidenced by a satisfaction survey.

The Victims' Assistance Program provided services to 3,659 crime victims during fiscal year 2015-2016. This included 1,022 victims of domestic violence, 27 adult victims of sexual abuse, 194 children who were sexually or physically assaulted by adults, and 20 family members of manslaughter or homicide victims. The Program also assisted 430 people who were victims of youth offenders.

### Prepare Restitution Orders

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

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 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 2015-2016 fiscal year. There were 1,159 restitution orders prepared by the Program in fiscal year 2015-2016. These orders included \$2,992,152 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 \$25,221 in restitution, prior to sentencing, by using civil compromise and other negotiation tools. These dollars went directly to victims. The Program has increased efficiency over the past fiscal year by having restitution orders done sooner.



# Victims' Assistance

## 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Escorts provided to citizens subpoenaed to Grand Jury	97%	98%	99%	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 824 victims and witnesses to Grand Jury during fiscal year 2015-2016. Over 70 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Obtain the donation 2,500 volunteer hours each year	80%	78%	90%	92%	95%

The Program has a strong volunteer force and utilized an average of eight volunteers per month during the 2015-2016 fiscal year. Volunteers are a vital part of the Program as well as a requirement of many of the Program's grants. Volunteers provided 2,270 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 has even added a bilingual advocate. The advocate is allowing the Program to better serve victims who are Spanish speaking only. This advocate is doing outreach to the Hispanic community in the County as well as attending the Hispanic Interagency Group in the valley. The Program has begun to prepare for the possibility of an incident of mass violence in Jackson County. The Program has procured supplies that may be helpful for staff to utilize in



## Victims' Assistance

assisting crime victims in the wake of such an occurrence. More training and collaboration with law enforcement will take place in the coming year to ensure that staff is prepared to respond if such an incident occurs within the County or in a surrounding county. The staff will continue to work toward meeting the needs of crime victims and witnesses, which is much easier with the new building and new furniture. The Office is much friendlier and nicer for community members and staff alike.

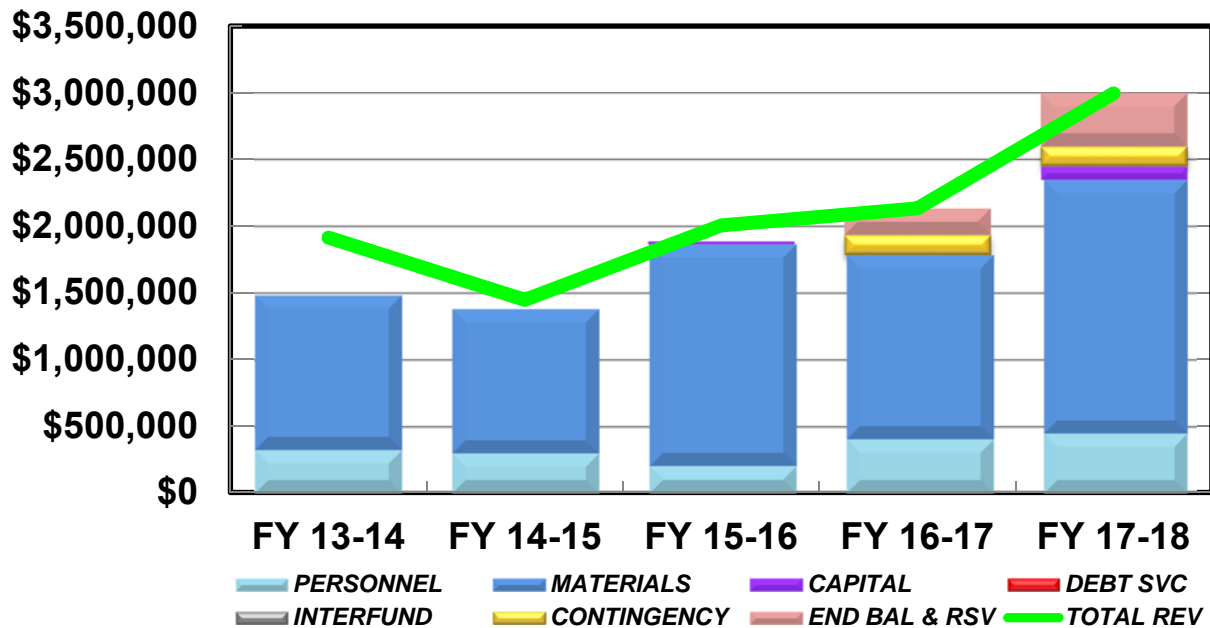
### **Financial Condition**

There are currently eight staff in the Victims' Assistance Program. Changes in legislation and funding streams may be coming in the future so the Program is looking to maintain the current level of staffing. Program staff will continue to seek funding opportunities as they arise and work to retain current grants as well. The Program is currently funded by Federal, State, and County funds. The County's General Fund provides approximately 33 percent of the funding for this Program.

<b>Program: 170103</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$296,570	\$332,092	\$412,996	\$552,175	\$502,618
Interfund Transfers	\$0	\$384	\$451	\$612	\$612
<b>Total</b>	<b>\$296,570</b>	<b>\$332,476</b>	<b>\$413,447</b>	<b>\$552,787</b>	<b>\$503,230</b>
<b>EXPENDITURES</b>					
Personnel Services	\$348,572	\$401,081	\$495,856	\$571,273	\$596,953
Materials & Services	\$73,955	\$77,365	\$96,350	\$120,749	\$132,068
Capital Outlay	\$0	\$0	\$0	\$27,000	\$0
<b>Total</b>	<b>\$422,527</b>	<b>\$478,446</b>	<b>\$592,206</b>	<b>\$719,022</b>	<b>\$729,021</b>
<b>Full-Time Equivalent</b>	<b>5.05</b>	<b>6.55</b>	<b>8.05</b>	<b>8.05</b>	<b>8.05</b>

# EXPO

## 2013-2014 TO 2017-2018

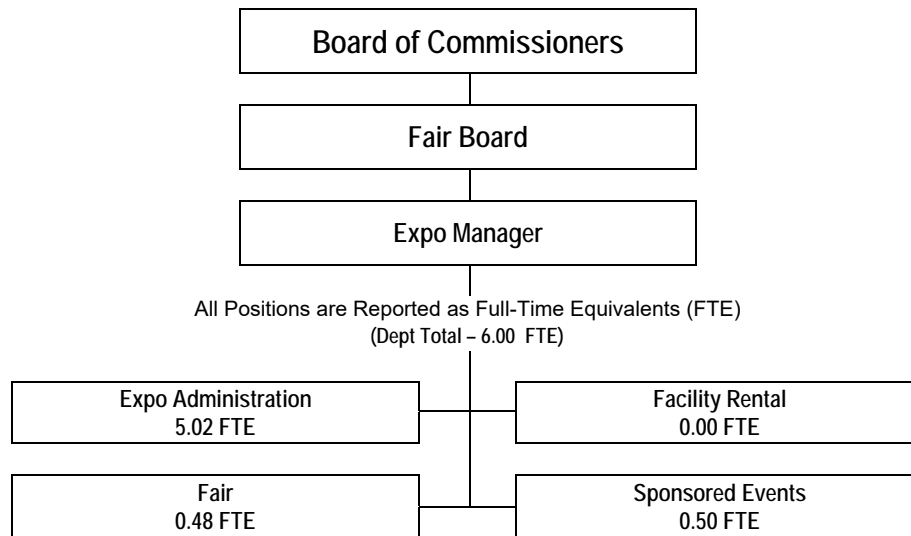


	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Adopted	FY 17-18 Adopted
PERSONNEL	\$322,640	\$298,336	\$203,261	\$403,310	\$446,307
MATERIALS	\$1,158,100	\$1,080,745	\$1,659,906	\$1,378,628	\$1,898,910
CAPITAL	\$0	\$0	\$22,142	\$0	\$100,000
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$150,000	\$150,000
END BAL & RSV	\$0	\$0	\$0	\$200,000	\$400,000
<b>TOTAL EXP</b>	<b>\$1,480,740</b>	<b>\$1,379,081</b>	<b>\$1,885,309</b>	<b>\$2,131,938</b>	<b>\$2,995,217</b>
<b>TOTAL REV</b>	<b>\$1,913,073</b>	<b>\$1,444,918</b>	<b>\$2,004,059</b>	<b>\$2,131,938</b>	<b>\$2,995,217</b>
FTEs	3.65	2.80	3.00	5.00	6.00

The Expo continues to see success and the increase in expenses is a result of increases in revenues and planned events. The Expo is continuing to build and increase Ending Fund Balance and Reserves. A 1.00 FTE Office Assistant III was added for FY 17-18 to help with the extra workload. 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 2017-2018

- Maximize patron experience through operational aesthetic improvements and Expo brand marketing program.
- Continued enhancement of the Harvest Fair using the partnership with the City of Central Point's "Battle of the Bones" 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.
- Reformat the rodeo concert and after party to recognize additional revenue.
- Internally produce two concerts; one in the Event Center and one in the Amphitheater.
- Continue recruitment for outside promoters to provide a year-round concert series and family entertainment events in the 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

- A successful and profitable 2016 County Fair.
- Integration with the Roads and Parks Department (specifically, the Motor Pool and Parks Programs) to increase synergy between the Expo and other County departments.
- 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 2016 County Fair and secured for the 2017 County Fair.

# 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Standard cost per day – Event Center	n/a*	n/a*	\$828	\$607	\$1,095
Standard cost per day – Krause	n/a*	n/a*	\$249	\$920	\$831
Standard cost per day – Padgham	n/a*	n/a*	\$799	\$1,790	\$1,252
Standard cost per day – Barker	n/a*	n/a*	\$280	\$1,048	\$1,039
Standard cost per day – Isola	n/a*	n/a*	\$242	\$1,232	\$1,168
Standard cost per day – Olsrud	n/a*	n/a*	\$650	\$1,232	\$1,086
Standard cost per day – amphitheater	n/a*	n/a*	\$1,364	\$2,163	\$1,892
Standard cost per day – Mace	n/a*	n/a*	\$638	\$2,516	\$1,271
Standard cost per day – parking	n/a*	n/a*	\$299	\$1,108	\$1,115

\*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.

<b>Program: 210103</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$0	\$58,214	\$140,667	\$128,000	\$117,500
Fees & Other Service Charges	\$0	\$94,647	\$116,486	\$77,200	\$98,360
All Other Resources	\$0	-\$152,861	-\$257,153	-\$214,800	-\$215,860
Interfund Transfers	\$0	\$0	\$0	\$9,600	\$0
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>EXPENDITURES</b>					
Capital Outlay	\$0	\$0	\$0	\$0	\$100,000
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$100,000</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>4.50</b>	<b>5.02</b>

# 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Total rented days	523	497	654	702	720
Increase over prior year	1.75%	-4.97%	31.59%	7.33%	2.56%

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.

### 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

<b>Program: 210102</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$263,680	\$156,413	\$138,172	\$15,000	\$15,000
Fees & Other Service Charges	\$668,335	\$572,433	\$756,460	\$405,450	\$508,200
All Other Resources	-\$1,183	\$140,704	\$234,889	\$189,269	\$180,464
Interfund Transfers	\$510,931	\$2,345	\$431	\$0	\$0
Fund Balance	\$0	\$118,028	\$0	\$236,718	\$0
<b>Total</b>	<b>\$1,441,763</b>	<b>\$989,923</b>	<b>\$1,129,952</b>	<b>\$846,437</b>	<b>\$703,664</b>
<b>EXPENDITURES</b>					
Personnel Services	\$181,409	\$271,588	\$124,708	\$324,693	\$301,304
Materials & Services	\$713,511	\$740,541	\$986,350	\$423,780	\$530,407
Capital Outlay	\$0	\$0	\$22,142	\$0	\$0
Contingency	\$0	\$0	\$0	\$50,000	\$50,000
Ending Balance and Reserves	\$0	\$0	\$0	\$200,000	\$200,000
<b>Total</b>	<b>\$894,920</b>	<b>\$1,012,129</b>	<b>\$1,133,200</b>	<b>\$998,473</b>	<b>\$1,081,711</b>
<b>Full-Time Equivalent</b>	<b>1.50</b>	<b>1.40</b>	<b>2.40</b>	<b>0.00</b>	<b>0.00</b>

# 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Attendance	78,000	81,000	81,000	74,500	75,000
Increase over prior year	-8.20%	3.85%	0.00%	-8.72%	0.67%

The 2016 County Fair was successful; attendance was down from 2015, but the event was still popular. The 2016 Fair was the second year benefiting from a grant from the West Family Foundation that allowed children 12 and under into the County Fair for free. In addition, parking for the 2016 Fair was sponsored for the second year by Butler Automotive. These two benefits were well received by the public and both parties have committed for the 2017 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 two of the major Fair concerts and will be exploring options for sponsorship opportunities for the remaining two concerts, but have budgeted them as being financed by the Expo.

There is a risk that the "Country Crossing" event that precedes the Fair will inherently compete with the Fair. This risk was considered when preparing the budget, including determining which types of concert entertainment to pursue.

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 unpredictable.



# Fair

## Financial Condition

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

<b>Program: 210101</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$33,650	\$10,150	\$223,521	\$279,000	\$290,000
Fees & Other Service Charges	\$437,661	\$540,243	\$612,499	\$647,169	\$848,925
All Other Resources	\$0	\$18,275	\$33,474	\$14,220	\$17,472
Interfund Transfers	\$0	\$4,355	\$4,613	\$0	\$4,800
Fund Balance	\$0	-\$118,028	\$0	\$0	\$456,266
<b>Total</b>	<b>\$471,311</b>	<b>\$454,995</b>	<b>\$874,107</b>	<b>\$940,389</b>	<b>\$1,617,463</b>
<b>EXPENDITURES</b>					
Personnel Services	\$141,230	\$26,748	\$78,553	\$49,690	\$73,673
Materials & Services	\$444,590	\$340,204	\$673,556	\$684,292	\$812,633
Contingency	\$0	\$0	\$0	\$100,000	\$100,000
Ending Balance and Reserves	\$0	\$0	\$0	\$0	\$200,000
<b>Total</b>	<b>\$585,820</b>	<b>\$366,952</b>	<b>\$752,109</b>	<b>\$833,982</b>	<b>\$1,186,306</b>
<b>Full-Time Equivalent</b>	<b>2.15</b>	<b>1.40</b>	<b>0.60</b>	<b>0.23</b>	<b>0.48</b>

# 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Paid attendance	5,589	5,587	5,653	5,700	5,800
Increase over prior year	-31.00%	0.00%	1.18%	0.83%	1.75%

The rodeo is an entertainment event with a maximum capacity for three nights of 9,000 with Thursday being historically low in attendance. In 2016 a concert was added to the event. The Expo is considering changing the venue for the concert in fiscal year 2016-2017 to the Isola Arena rather than the Amphitheater.

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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Glasses purchased	2,556	1,964	2,852	3,112	3,200
Increase over prior year	4.28%	-21.16%	45.21%	9.12%	2.83%

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. In fiscal year 2016-2017, the Expo partnered with the City of Central Point to combine the Harvest Fair with the City's "Battle of the Bones" event. The Expo anticipates this partnership to continue for fiscal year 2017-2018.



# 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Spaces rented	208	211	203	198	200
Increase over prior year	0.00%	1.44%	-3.80%	-2.50%	1.01%

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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Spaces rented	n/a*	169	180	200	200
Increase over prior year	n/a*	n/a*	6.51%	11.11%	0.00%

\*New event; no data.

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. The Expo is exploring concert opportunities for the Rodeo in fiscal year 2017-2018 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. It expanded into a host site for the City of Central Point’s “Battle of the Bones” event in fiscal year 2016-2017 and the Expo anticipates this partnership to continue for fiscal year 2017-2018.

The Expo is in the planning on producing two concerts in fiscal year 2017-2018, one in the Event Center and one in the Amphitheater.



# 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.

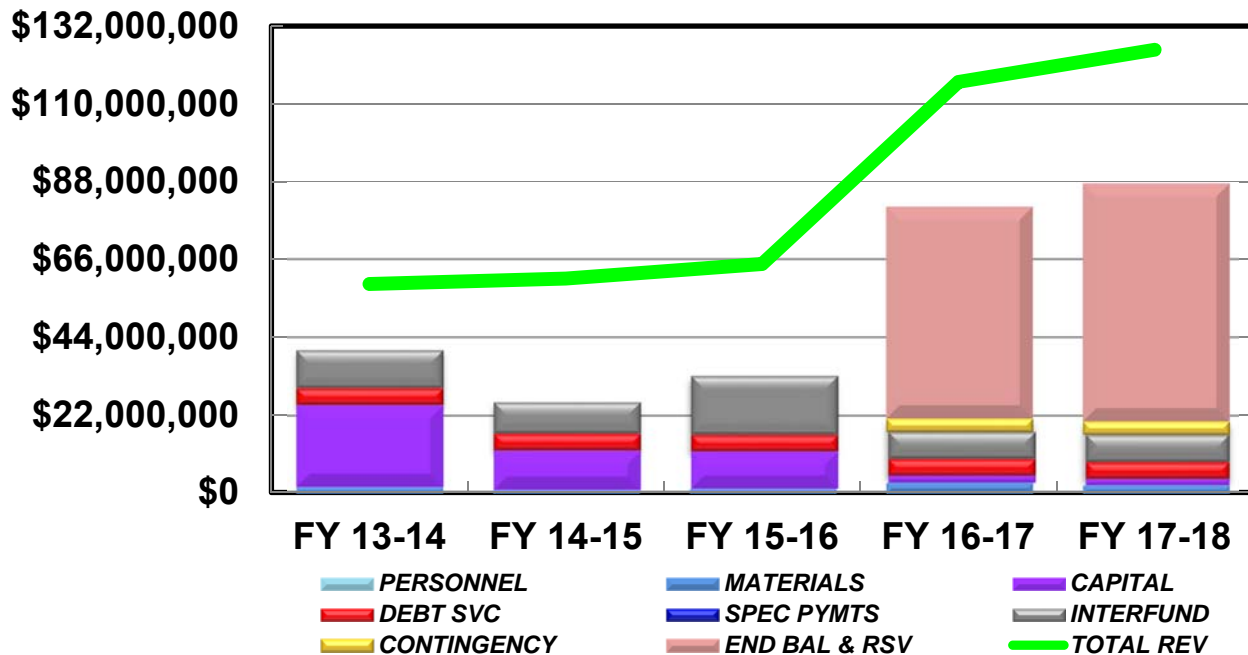
<b>Program: 210104</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$0	\$104,000	\$125,350
Fees & Other Service Charges	\$0	\$0	\$0	\$226,706	\$490,360
All Other Resources	\$0	\$0	\$0	\$14,406	\$22,674
Interfund Transfers	\$0	\$0	\$0	\$0	\$4,800
Fund Balance	\$0	\$0	\$0	\$0	\$30,906
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$345,112</b>	<b>\$674,090</b>
<b>EXPENDITURES</b>					
Personnel Services	\$0	\$0	\$0	\$28,927	\$71,330
Materials & Services	\$0	\$0	\$0	\$270,556	\$555,870
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$299,483</b>	<b>\$627,200</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.27</b>	<b>0.50</b>





# FIDUCIARY AND SPECIAL FUNDS

2013-2014 TO 2017-2018



	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Adopted	FY 17-18 Adopted
PERSONNEL	\$0	\$0	\$0	\$0	\$0
MATERIALS	\$1,747,415	\$997,676	\$1,304,646	\$3,057,831	\$2,307,568
CAPITAL	\$23,223,306	\$11,157,027	\$10,547,666	\$1,966,607	\$1,829,494
DEBT SVC	\$4,698,356	\$4,695,847	\$4,701,191	\$4,699,343	\$4,708,690
SPEC PYMTS	\$4,187,205	\$466,983	\$439,076	\$75,000	\$75,000
INTERFUND	\$10,781,994	\$8,902,414	\$16,607,160	\$7,624,959	\$7,724,014
CONTINGENCY	\$0	\$0	\$0	\$3,766,432	\$3,724,766
END BAL & RSV	\$0	\$0	\$0	\$59,656,469	\$67,043,615
<b>TOTAL EXP</b>	<b>\$44,638,276</b>	<b>\$26,219,947</b>	<b>\$33,599,739</b>	<b>\$80,846,641</b>	<b>\$87,413,147</b>
<b>TOTAL REV</b>	<b>\$59,022,343</b>	<b>\$60,555,771</b>	<b>\$64,653,497</b>	<b>\$116,215,167</b>	<b>\$125,304,852</b>
FTEs	0.00	0.00	0.00	0.00	0.00

The large decrease in Materials and Services is due to the completion of several Facility Maintenance projects and grant-funded Title III projects in FY 16-17. Fund balance and reserves are increasing primarily in the General Fund Fiduciary due to a commensurate increase in the Beginning Fund Balance as a result of additional and unanticipated revenues, property sales, and under expenditures by General Fund departments in FY 16-17. There are no changes in 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.

• Jail-Emergency Electrical Panel Additions	\$	75,000
• Jail-Security Camera Upgrade Phase 2	\$	300,000
• Justice Building-Hybrid Heating/Ventilation/Air Conditioning (HVAC) Controls	\$	100,000
• Medford Library-Seal Masonry Walls	\$	60,000
• Rogue River Library-Roof Replacement	\$	80,000
• Ruch Library-Demo Old Building	\$	15,000
• Ruch Library-Vinyl Composition Tile (VCT) With Marmoleum	\$	15,000
• Shady Cove Library-VCT With Marmoleum	\$	15,000
• Sheriff Depot-Lock System Replacement	\$	50,000
• Transition Center-Roof Replacement	\$	175,000
	\$	<u>885,000</u>

Program: 091201	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2017-2018 Adopted
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$0	\$2,500	\$57,007	\$120,000	\$185,000
All Other Resources	\$271,627	\$61,507	\$66,805	\$0	\$0
Interfund Transfers	\$4,625,681	\$6,280,979	\$11,219,768	\$1,165,000	\$700,000
Fund Balance	\$0	\$0	\$0	\$350,000	\$0
<b>Total</b>	<b>\$4,897,308</b>	<b>\$6,344,986</b>	<b>\$11,343,580</b>	<b>\$1,635,000</b>	<b>\$885,000</b>
<b>EXPENDITURES</b>					
Materials & Services	\$113,743	\$309,259	\$432,046	\$985,000	\$410,000
Capital Outlay	\$22,620,912	\$11,060,377	\$10,547,666	\$650,000	\$475,000
<b>Total</b>	<b>\$22,734,655</b>	<b>\$11,369,636</b>	<b>\$10,979,712</b>	<b>\$1,635,000</b>	<b>\$885,000</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# 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	\$ 121,000
Beginning Fund Balance	<u>3,787,990</u>
<b>TOTAL</b>	<b>\$ <u>3,908,990</u></b>

Expenditures in the Central Services Fiduciary account are shown below.

Contingency	\$ 500,000
Reserves	<u>3,408,990</u>
<b>TOTAL</b>	<b>\$ <u>3,908,990</u></b>

<b>Program: 090901</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
All Other Resources	\$135,528	\$107,126	\$150,318	\$88,400	\$121,000
Fund Balance	\$0	\$0	\$0	\$3,714,477	\$3,787,990
<b>Total</b>	<b>\$135,528</b>	<b>\$107,126</b>	<b>\$150,318</b>	<b>\$3,802,877</b>	<b>\$3,908,990</b>
<b>EXPENDITURES</b>					
Contingency	\$0	\$0	\$0	\$500,000	\$500,000
Ending Balance and Reserves	\$0	\$0	\$0	\$3,302,877	\$3,408,990
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$3,802,877</b>	<b>\$3,908,990</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# County Schools Fund

## Program Purpose

The County Schools Fund Program is a pass-through fund for distribution of special revenues to local school districts. The Program is comprised of shared revenues from the Federal government and interest earnings. The Federal revenues are from 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.

<b>Program: 091301</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$474,179	\$467,291	\$439,355	\$75,000	\$75,000
All Other Resources	\$85	\$326	\$177	\$0	\$0
<b>Total</b>	<b>\$474,264</b>	<b>\$467,617</b>	<b>\$439,532</b>	<b>\$75,000</b>	<b>\$75,000</b>
<b>EXPENDITURES</b>					
Materials & Services	\$474,179	\$0	\$0	\$0	\$0
Special Payments	\$0	\$466,983	\$439,076	\$75,000	\$75,000
<b>Total</b>	<b>\$474,179</b>	<b>\$466,983</b>	<b>\$439,076</b>	<b>\$75,000</b>	<b>\$75,000</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# Court Security

## Program Purpose

The Court Security Program was established as required by Oregon Revised Statute (ORS) 1.182. A portion of all fines that are collected by courts in Jackson County are deposited into this fund to be used to provide court security for the State, District, and Circuit Courts. The Court Security Program is helping to meet County goal: (1) Protect the health, safety, and well-being of all citizens.

<b>Program: 091001</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$168,494	\$256,950	\$276,709	\$248,800	\$247,000
All Other Resources	\$6,009	\$4,571	\$9,369	\$5,000	\$6,000
Fund Balance	\$0	\$0	\$0	\$300,000	\$439,103
<b>Total</b>	<b>\$174,503</b>	<b>\$261,521</b>	<b>\$286,078</b>	<b>\$553,800</b>	<b>\$692,103</b>
<b>EXPENDITURES</b>					
Materials & Services	\$246,932	\$152,418	\$223,989	\$306,976	\$301,300
Contingency	\$0	\$0	\$0	\$20,000	\$40,000
Ending Balance and Reserves	\$0	\$0	\$0	\$226,824	\$350,803
<b>Total</b>	<b>\$246,932</b>	<b>\$152,418</b>	<b>\$223,989</b>	<b>\$553,800</b>	<b>\$692,103</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# General Fund Fiduciary

## Program Purpose

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

## 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 2017-2018, those revenues are:

Bureau of Land Management Entitlement Payment in Lieu of Taxes	\$ 725,000
O & C Timber Receipts Replacement Funds	2,000,000
Amusement Device Tax (State Shared Revenue)	46,000
Cigarette Tax Proceeds (State Shared Revenue)	177,840
Liquor Tax Proceeds (State Shared Revenue)	1,044,420
Rent (Health Building)	1,313,597
Cable Franchise Fee	351,606
Solid Waste Fund	677,066
Current and Prior Year Property Taxes	38,215,679
Interest Income	1,099,161
Beginning Fund Balance for Fiscal Year 2017-2018	61,614,405
Prior Year Carryover	<u>1,835,851</u>
<b>TOTAL</b>	<b>\$ <u>109,100,625</u></b>

Expenditures in the fiduciary budget include special projects and expenditures not attributable to a single program, transfers to other programs that require General Fund support, the contingency account, reserves, and the unappropriated ending fund balance. For fiscal year 2017-2018, those expenditures are:

Contracted Services	
Communications Agreements	\$ 60,000
RV Television	60,000
Special Projects	40,000
Water for Irrigation, Stream and Economy (WISE) Project	5,000
Treasurer	5,890
Accounting	11,835
Operating Expenses	96,505
Debt Service	1,645,415
Transfers to Other Funds	
Board of Commissioners (General Fund Costs for Central Services)	49,700
IT/GIS (General Fund Costs for Central Services)	286,223
Accounting/Treasurer (General Fund Costs for Central Services)	78,472
Counsel (General Fund Costs for Central Services)	173,654
Administration (General Fund Costs for Central Services)	61,964
Internal Audit (General Fund Costs for Central Services)	218,665



# General Fund Fiduciary

Human Resources (General Fund Costs for Central Services)	67,170
Facility Maintenance (General Fund Costs for Central Services)	1,089,112
Mail Courier (General Fund Costs for Central Services)	14,743
Health and Human Services	3,136,537
Capital Projects	700,000
Contingency	3,000,000
Reserves	4,201,156
Ending Fund Balance	
General Fund	10,700,326
Rainy Day	45,506,553

**TOTAL                   \$     71,208,920**

<b>Program: 091102</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$6,842,803	\$6,839,785	\$6,597,703	\$3,943,513	\$3,993,260
Fees & Other Service Charges	\$319,038	\$972,641	\$1,634,365	\$1,625,923	\$1,665,203
Property Tax Revenues	\$32,046,410	\$33,357,588	\$34,806,109	\$35,756,244	\$37,115,679
All Other Resources	\$2,534,847	\$1,867,500	\$2,477,430	\$1,859,222	\$2,199,161
Interfund Transfers	\$4,825,234	\$5,397,509	\$727,228	\$663,790	\$677,066
Fund Balance	\$0	\$0	\$0	\$55,729,059	\$63,450,256
<b>Total</b>	<b>\$46,568,332</b>	<b>\$48,435,023</b>	<b>\$46,242,835</b>	<b>\$99,577,751</b>	<b>\$109,100,625</b>
<b>EXPENDITURES</b>					
Materials & Services	\$197,500	\$163,246	\$327,658	\$255,098	\$279,230
Capital Outlay	\$602,394	\$96,650	\$0	\$0	\$0
Debt Service	\$1,645,991	\$1,645,332	\$1,645,425	\$1,645,168	\$1,645,415
Special Payments	\$4,187,205	\$0	\$0	\$0	\$0
Interfund Transfers	\$9,228,237	\$6,948,918	\$14,840,003	\$5,776,730	\$5,876,240
Contingency	\$0	\$0	\$0	\$3,000,000	\$3,000,000
Ending Balance and Reserves	\$0	\$0	\$0	\$53,532,229	\$60,408,035
<b>Total</b>	<b>\$15,861,327</b>	<b>\$8,854,146</b>	<b>\$16,813,086</b>	<b>\$64,209,225</b>	<b>\$71,208,920</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



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

## Program Purpose

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

### Maturity Schedule – Series 2006

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
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 2017-2018

Total Payment	Principal	Interest	Remaining Principal
\$1,548,275	\$1,380,000	\$168,275	\$2,955,000

Program: 090801	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2017-2018 Adopted
<b>REVENUES</b>					
Property Tax Revenues	\$1,497,115	\$1,475,218	\$1,456,431	\$1,478,275	\$1,397,179
All Other Resources	\$115,400	\$68,307	\$78,557	\$59,500	\$53,500
Fund Balance	\$0	\$0	\$0	\$379,152	\$467,596
<b>Total</b>	<b>\$1,612,515</b>	<b>\$1,543,525</b>	<b>\$1,534,988</b>	<b>\$1,916,927</b>	<b>\$1,918,275</b>
<b>EXPENDITURES</b>					
Debt Service	\$1,524,965	\$1,528,365	\$1,534,765	\$1,537,775	\$1,548,275
Contingency	\$0	\$0	\$0	\$70,000	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$309,152	\$370,000
<b>Total</b>	<b>\$1,524,965</b>	<b>\$1,528,365</b>	<b>\$1,534,765</b>	<b>\$1,916,927</b>	<b>\$1,918,275</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>





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

## Program Purpose

The purpose of the Library Debt Service Program is to repay bonds issued for the construction/remodel of the Library facilities. The Library bond measure was passed by voters in May, 2000. The Library Debt Service Program is helping to meet County 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
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 2017-2018

Total Payment	Principal	Interest	Remaining Principal
\$1,515,000	\$1,335,000	\$180,000	\$2,830,000

Program: 090701	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2017-2018 Adopted
<b>REVENUES</b>					
Property Tax Revenues	\$1,524,905	\$1,496,012	\$1,443,365	\$1,456,900	\$1,362,154
All Other Resources	\$115,651	\$65,086	\$64,981	\$59,500	\$53,500
Fund Balance	\$0	\$0	\$0	\$320,643	\$419,346
<b>Total</b>	<b>\$1,640,556</b>	<b>\$1,561,098</b>	<b>\$1,508,346</b>	<b>\$1,837,043</b>	<b>\$1,835,000</b>
<b>EXPENDITURES</b>					
Debt Service	\$1,527,400	\$1,522,150	\$1,521,000	\$1,516,400	\$1,515,000
Contingency	\$0	\$0	\$0	\$70,000	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$250,643	\$320,000
<b>Total</b>	<b>\$1,527,400</b>	<b>\$1,522,150</b>	<b>\$1,521,000</b>	<b>\$1,837,043</b>	<b>\$1,835,000</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Recycling recovery rate	49.1%	46.8%	43.3%	34.0%	34.0%

In 2015, the Oregon Opportunity to Recycle laws were updated, including the recovery goals for each watershed. The Jackson County Watershed recovery goal is 25 percent. One change beginning in fiscal year 2016-2017 is the removal of recycling credits. For fiscal years 2013-2014 through 2015-2016, Jackson County received an additional 6 percent credit on its recovery goal for implementing backyard composting, reuse, and waste prevention education programs. Beginning in fiscal year 2016-2017, those credits are no longer being offered by the DEQ for implementing additional education programs.

### 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Budgeted reimbursements made	98%	99%	98%	95%	95%

To reduce the overall operating expenses of the General Fund, Roads and Parks, and the Health and Human Services Departments; and the Jackson County Expo.

## Significant Issues in the Year Ahead

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



# Solid Waste

Session. SB 245 provides the DEQ with additional funding for solid waste programs. Beginning in 2016, the DEQ tipping fee at the regional landfill increased from \$0.81 to \$1.18 per ton.

The rulemaking process for SB 263 was completed in early 2017 and is an update to waste prevention and recycling requirements and goals. SB 263 increases the opportunity to recycle requirements for the larger cities in Jackson County. The County, cities, and waste haulers will be implementing new Opportunity to Recycle programs throughout 2017 and 2018 to meet the recycling requirements in Oregon Revised Statute (ORS) 459A and Oregon Administrative Rule (OAR) 340-090-040.

## 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.

<b>Program: 091401</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Fees & Other Service Charges	\$868,610	\$1,019,039	\$1,084,775	\$1,002,500	\$1,037,900
All Other Resources	\$45,396	\$33,623	\$49,016	\$30,000	\$30,000
Fund Balance	\$0	\$0	\$0	\$2,199,100	\$2,327,300
<b>Total</b>	<b>\$914,006</b>	<b>\$1,052,662</b>	<b>\$1,133,791</b>	<b>\$3,231,600</b>	<b>\$3,395,200</b>
<b>EXPENDITURES</b>					
Materials & Services	\$92,056	\$57,982	\$38,443	\$149,757	\$149,038
Interfund Transfers	\$908,169	\$907,803	\$909,792	\$947,099	\$960,375
Contingency	\$0	\$0	\$0	\$100,000	\$100,000
Ending Balance and Reserves	\$0	\$0	\$0	\$2,034,744	\$2,185,787
<b>Total</b>	<b>\$1,000,225</b>	<b>\$965,785</b>	<b>\$948,235</b>	<b>\$3,231,600</b>	<b>\$3,395,200</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# Title III/PL 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Firewise communities program	n/a*	4	4	3	1
Search, rescue, and other emergency services	n/a*	1	1	1	0
Community wildfire protection plans	n/a*	2	2	2	2
Expenditures certified	n/a*	100%	100%	100%	100%
Fund balance spent down	n/a*	32%	80%	88%	100%

\*Funding began in fiscal year 2014-2015; data does not exist.

The Jackson County Board of Commissioners approved seven Title III/PL 112-141 projects on June 25, 2014. The projects span multiple years and funds are obligated until spent or the project is completed. It is expected that current projects will be completed during the summer of 2017. Through the use of Title III funds, the County and local agencies have been able to implement successful Firewise Communities, assist homeowners in creating defensible home space by removing flammable vegetation within the home ignition zone, provide rapid response for persons who have become lost or injured on Federal Lands, and update community wildfire protection plans. The County is required to report on and certify all expenditures for Title III/PL 112-141 projects each year.

### 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.



# Title III/PL 112-141

## 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 funds are spent. This Program receives no support from the County's General Fund.

<b>Program: 091503</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$546,932	\$0	\$0	\$0	\$0
All Other Resources	\$0	\$12,051	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$260,000	\$80,000
<b>Total</b>	<b>\$546,932</b>	<b>\$12,051</b>	<b>\$ 0</b>	<b>\$260,000</b>	<b>\$80,000</b>
<b>EXPENDITURES</b>					
Materials & Services	\$190	\$179,301	\$267,832	\$260,000	\$80,000
<b>Total</b>	<b>\$ 190</b>	<b>\$179,301</b>	<b>\$267,832</b>	<b>\$260,000</b>	<b>\$80,000</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# Title III/PL 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Firewise communities program	n/a*	n/a*	5	5	5
Search, rescue, and other emergency services	n/a*	n/a*	1	1	1
Community wildfire protection plans	n/a*	n/a*	2	2	2
Expenditures certified	n/a*	n/a*	0%	100%	100%
Fund balance spent down	n/a*	n/a*	0%	47%	80%

\*Funding began in fiscal year 2015-2016; data does not exist.

The Jackson County Board of Commissioners approved eight Title III/PL 114-10 projects on June 15, 2016. The projects span multiple years and funds are obligated until spent or the project is completed. Through the use of Title III funds, the County and local agencies have been able to implement successful Firewise Communities, assist homeowners in creating defensible home space by removing flammable vegetation within the home ignition zone, provide rapid response for persons who have become lost or injured on Federal Lands, and update community wildfire protection plans. The County is required to report on and certify all expenditures for Title III/PL 114-10 projects each year.

### 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 and, as a result, the projects that Title III



## Title III/PL 114-10

funding supports will need to find alternative funding sources. It is expected that all projects will be completed and funding exhausted during fiscal year 2018-2019.

### **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.

<b>Program: 091504</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$1,044,926	\$520,000	\$0
All Other Resources	\$0	\$0	\$25,470	\$20,500	\$18,000
Fund Balance	\$0	\$0	\$0	\$550,500	\$1,070,000
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$1,070,396</b>	<b>\$1,091,000</b>	<b>\$1,088,000</b>
<b>EXPENDITURES</b>					
Materials & Services	\$0	\$0	\$147	\$1,091,000	\$1,088,000
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 147</b>	<b>\$1,091,000</b>	<b>\$1,088,000</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# 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.

<b>Program: 091601</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$768,027	\$746,155	\$909,437	\$901,062	\$901,062
All Other Resources	\$9,977	\$8,705	\$5,749	\$6,500	\$6,500
Fund Balance	\$0	\$0	\$0	\$0	\$64,603
<b>Total</b>	<b>\$778,004</b>	<b>\$754,860</b>	<b>\$915,186</b>	<b>\$907,562</b>	<b>\$972,165</b>
<b>EXPENDITURES</b>					
Interfund Transfers	\$645,588	\$1,045,693	\$857,365	\$901,130	\$887,399
Contingency	\$0	\$0	\$0	\$6,432	\$84,766
<b>Total</b>	<b>\$645,588</b>	<b>\$1,045,693</b>	<b>\$857,365</b>	<b>\$907,562</b>	<b>\$972,165</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# 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	\$ 20,000
Beginning Fund Balance	<u>1,334,494</u>
<b>TOTAL</b>	<b>\$ <u>1,354,494</u></b>

Expenditures in the White City Capital Projects account are shown below.

Capital Outlay - Land	\$ <u>1,354,494</u>
<b>TOTAL</b>	<b>\$ <u>1,354,494</u></b>

<b>Program: 091701</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
All Other Resources	\$2,075	\$18,113	\$28,446	\$19,000	\$20,000
Interfund Transfers	\$1,263,967	\$0	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$1,297,607	\$1,334,494
<b>Total</b>	<b>\$1,266,042</b>	<b>\$18,113</b>	<b>\$28,446</b>	<b>\$1,316,607</b>	<b>\$1,354,494</b>
<b>EXPENDITURES</b>					
Capital Outlay	\$0	\$0	\$0	\$1,316,607	\$1,354,494
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$1,316,607</b>	<b>\$1,354,494</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

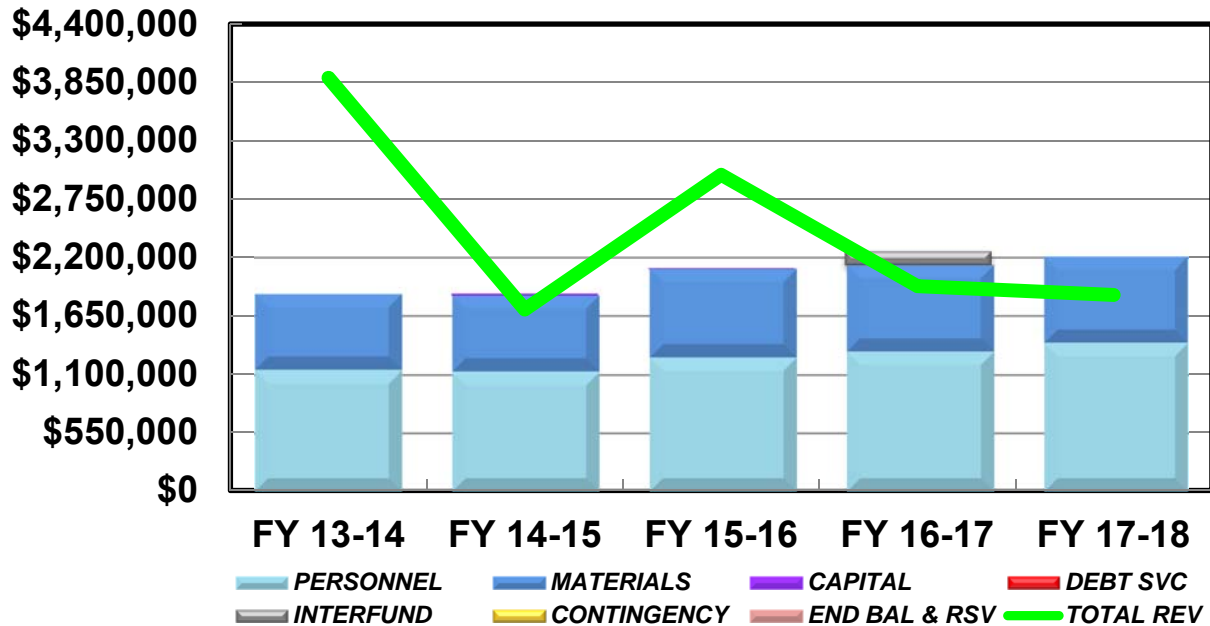


*This Page Reserved for Notes*



# FINANCE

## 2013-2014 TO 2017-2018

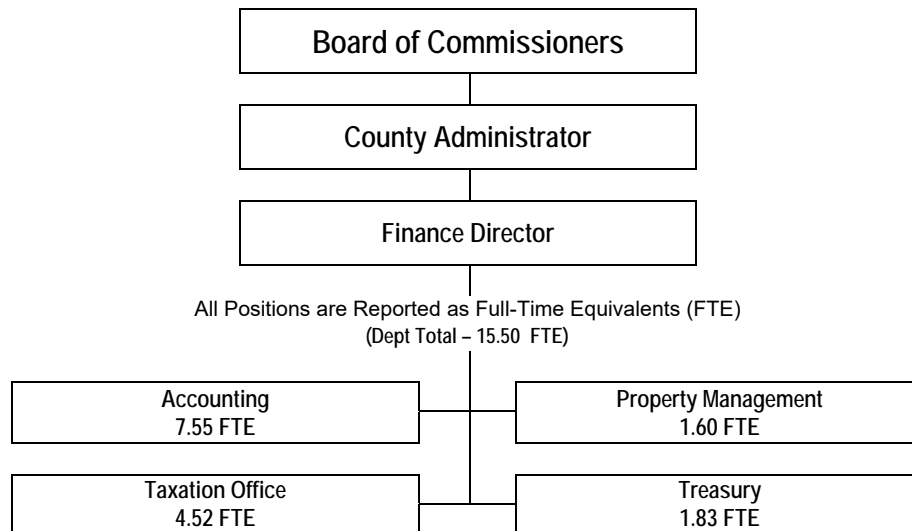


	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Adopted	FY 17-18 Adopted
PERSONNEL	\$1,139,955	\$1,123,435	\$1,256,896	\$1,310,893	\$1,394,200
MATERIALS	\$712,510	\$717,067	\$835,985	\$816,328	\$812,237
CAPITAL	\$0	\$21,440	\$6,995	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$135,000	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXP</b>	<b>\$1,852,465</b>	<b>\$1,861,942</b>	<b>\$2,099,876</b>	<b>\$2,262,221</b>	<b>\$2,206,437</b>
<b>TOTAL REV</b>	<b>\$3,892,813</b>	<b>\$1,706,255</b>	<b>\$2,978,837</b>	<b>\$1,928,170</b>	<b>\$1,844,594</b>
FTEs	14.56	14.56	15.56	15.50	15.50

Between FY 16-17 and FY 17-18 there are no changes to the number of FTEs. The decrease in Interfund Transfers is due to Capital Outlay expenses associated with maintenance of County-leased property completed 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.

# 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 2017-2018

- Continue the use of electronic payment solutions for accounts payable to reduce costs, increase rebates, and increase efficiency.
- Improve collection processes and procedures for delinquent taxes.
- Reduce tax processing costs by offering an electronic bill presentment service to taxpayers.
- Reduce tax statement and postage costs by changing the format of the statements to only mail once.
- Refund 2006 GO Library debt to recognize cash savings.
- Continue to improve efficiency of processes and implement best practices in all procedures.

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

- Refunded Airport revenue debt, with a net cash savings of \$4,800,000 for the remainder of the bonds.
- Finance support to Expo creating a cost allocation model to increase financial transparency.
- Accounts payable is processing payments twice a week and virtually eliminating all hand checks.
- Enhanced the interface between the purchasing card transaction software and E1.

### Benchmark

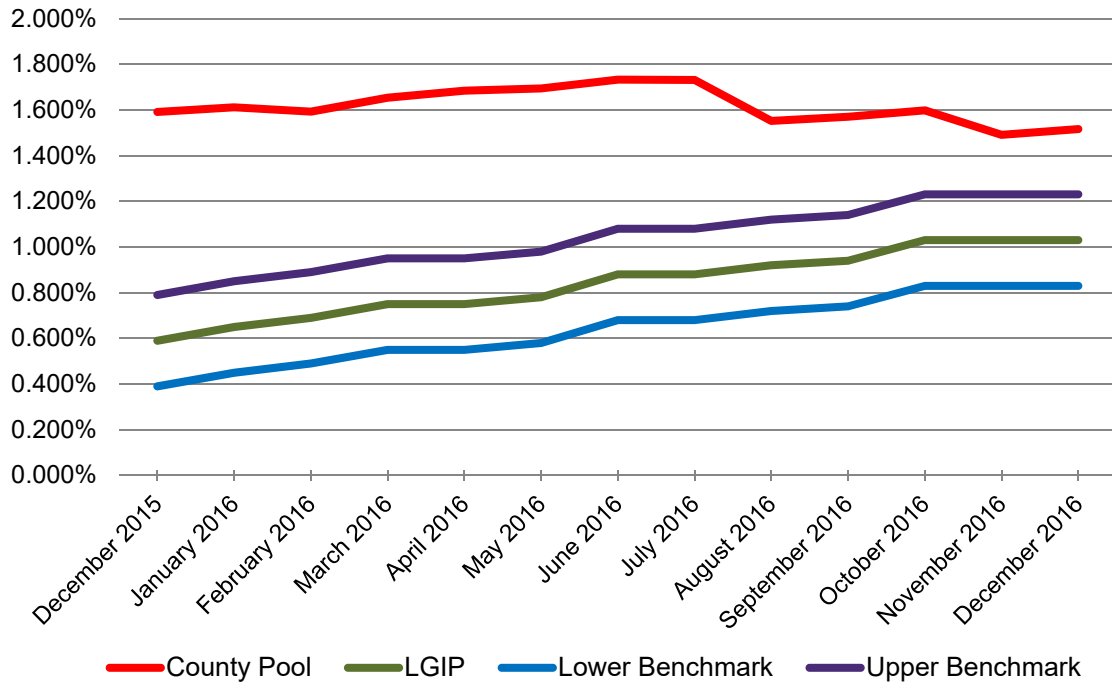
The Treasury benchmark is based on a range rather than a specific point or target. Realizing that any investment portfolio benchmark tends to be valid only over a complete market cycle, which runs for a number of years, the benchmark is shown over time. Our benchmark, as shown in the line graph below, reflects investment portfolio performance as measured against the Local Government Investment Pool (LGIP) + or - 0.20 percent. This provides



# FINANCE

a targeted range and, as such, permits minor week to week variances in the LGIP without automatically creating an apparently unfavorable variance.

**Interest Rates by Month**



# 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 Finance 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 32<sup>nd</sup> 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Total payments	18,939	27,504	31,505	32,000	32,000
Paid by check	66.36%	28.20%	24.86%	22.00%	20.00%
Paid by Electronic Funds Transfer (EFT)	7.27%	8.30%	8.08%	10.00%	12.00%
Paid by purchasing card	26.37%	63.50%	67.06%	68.00%	68.00%
Purchasing card rebate	\$51,540	\$88,776	\$110,711	\$118,000	\$124,000

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; 47 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).

<b>Program: 060101</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$51,560	\$89,526	\$111,143	\$112,000	\$124,717
Fees & Other Service Charges	\$130	\$58	\$58	\$0	\$0
All Other Resources	\$215	\$23	\$131	\$0	\$0
Interfund Transfers	\$625,389	\$566,546	\$601,369	\$618,468	\$641,256
<b>Total</b>	<b>\$677,294</b>	<b>\$656,153</b>	<b>\$712,701</b>	<b>\$730,468</b>	<b>\$765,973</b>
<b>EXPENDITURES</b>					
Personnel Services	\$617,165	\$592,975	\$661,986	\$678,156	\$718,244
Materials & Services	\$59,543	\$58,464	\$51,947	\$52,312	\$47,729
<b>Total</b>	<b>\$676,708</b>	<b>\$651,439</b>	<b>\$713,933</b>	<b>\$730,468</b>	<b>\$765,973</b>
<b>Full-Time Equivalent</b>	<b>6.75</b>	<b>6.65</b>	<b>8.10</b>	<b>7.65</b>	<b>7.55</b>



# Property Management

## Program Purpose

To manage the County's real property assets including the granting of easements, negotiation of leases, and auctioning properties deemed to be surplus. The Property Management Program is involved in the foreclosure process from the generation of files and records at the beginning of the two-year "judgment" period to the point of possible sale after properties are deeded to the County. Field visits are performed on properties in the foreclosure process to facilitate identification of missing owners or other parties with a recorded interest. This Program manages County-owned property that is retained for operations, including maintaining records as to origin, restrictions in use, archeological designation, etc. The Property Management Program provides assistance to taxpayers and County departments on property issues and procedures as well as locating and negotiating for property needed for County purposes, for both lease and purchase. This Program is helping to 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
"Intent to Foreclose" notices sent	348	267	394	393	315
Judgments on properties	106	94	104	115	76
Properties deeded to County	27	37	29	29	31
Collected before final deed	92.24%	87.27%	93.00%	95.17%	90.16%

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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Surplus properties in inventory	153	174	140	164	172
Fluctuation in surplus properties	-1.3%	13.7%	-19.5%	17.1%	4.9%
Surplus properties available to the public	32	27	23	36	25
Change in available surplus properties	-13.5%	16.6%	14.8%	56.5%	30.6%
Properties sold	17	24	5	23	27
Fluctuation in properties sold	-15.0%	41.2%	79.2%	360.0%	17.4%

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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Real estate contracts	8	7	9	14	14
Dollar value collected	\$38,233	\$255,990	\$128,155	\$170,017	\$89,904

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.*



# ***Property Management***

<i>Outcome(s)</i>	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Property management leases	7	8	9	10	10
Total revenue	\$237,468	\$249,326	\$374,155	\$308,406	\$388,085
Total direct expenditures	\$148,957	\$152,029	\$345,669	\$252,310	\$306,895

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**

Completion of the repairs to the U.S. Hotel in Jacksonville and marketing the space to new tenants has significant financial impact on the Property Management Program budget in fiscal year 2017-2018.

## **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.

<b>Program: 060202</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$35	\$21	\$0	\$0	\$0
Fees & Other Service Charges	\$2,705,315	\$581,045	\$1,747,600	\$682,166	\$559,400
<b>Total</b>	<b>\$2,705,350</b>	<b>\$581,066</b>	<b>\$1,747,600</b>	<b>\$682,166</b>	<b>\$559,400</b>
<b>EXPENDITURES</b>					
Personnel Services	\$103,293	\$108,794	\$129,837	\$130,492	\$140,242
Materials & Services	\$324,763	\$319,360	\$479,935	\$416,674	\$419,158
Interfund Transfers	\$0	\$0	\$0	\$135,000	\$0
<b>Total</b>	<b>\$428,056</b>	<b>\$428,154</b>	<b>\$609,772</b>	<b>\$682,166</b>	<b>\$559,400</b>
<b>Full-Time Equivalent</b>	<b>1.61</b>	<b>1.61</b>	<b>1.50</b>	<b>1.60</b>	<b>1.60</b>



# 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Tax statements processed	98,170	98,313	99,348	99,633	100,000
Tax statements processed for Curry County	n/a*	n/a*	10,494	9,984	10,000
Accounts handled per full-time employee	26,178	26,217	29,367	29,230	29,333
Outside printing/postage costs per statement	\$0.45	\$0.45	\$0.48	\$0.50	\$0.49

\*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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Dog licenses issued	1,072	1,069	1,026	1,025	1,025



# 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 2017-2018 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.

<b>Program: 060201</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$149,967	\$122,352	\$125,407	\$135,000	\$130,000
Fees & Other Service Charges	\$184,490	\$197,424	\$189,328	\$196,192	\$188,502
All Other Resources	\$1,399	\$1,832	\$4,681	\$3,798	\$3,718
Interfund Transfers	\$5,982	\$2,700	\$2,750	\$2,850	\$3,006
<b>Total</b>	<b>\$341,838</b>	<b>\$324,308</b>	<b>\$322,166</b>	<b>\$337,840</b>	<b>\$325,226</b>
<b>EXPENDITURES</b>					
Personnel Services	\$284,234	\$290,961	\$328,685	\$357,866	\$363,755
Materials & Services	\$304,273	\$313,984	\$272,100	\$314,025	\$323,314
Capital Outlay	\$0	\$11,945	\$0	\$0	\$0
<b>Total</b>	<b>\$588,507</b>	<b>\$616,890</b>	<b>\$600,785</b>	<b>\$671,891</b>	<b>\$687,069</b>
<b>Full-Time Equivalent</b>	<b>4.75</b>	<b>4.82</b>	<b>4.28</b>	<b>4.63</b>	<b>4.52</b>



# Treasury

## Program Purpose

To manage the County's funds for maximum return while meeting liquidity requirements, protecting investment principal, and adhering to statutory and policy restrictions and requirements. The Treasury Program receives County funds, disburses tax revenue to all taxing entities, provides debt service administration for the County, and 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Invested principal lost during the year	\$0	\$0	\$0	\$0	\$0
Investments held in 3 <sup>rd</sup> 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Investments in compliance with investment policy diversification criteria	100%	100%	100%	100%	100%
Portfolio weighted average maturity at June 30	2.30	2.07	1.85	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



# Treasury

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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Average monthly balance invested funds	\$142,632,000	\$128,865,000	\$139,030,202	\$145,000,000	\$150,000,000
Total portfolio invested	97.74%	96.65%	90.50%	90.00%	90.00%
Average portfolio rate of return for Jackson County portfolio	1.33%	1.52%	1.57%	1.85%	1.85%
Average rate of return for Local Government Investment Pool	0.54%	0.54%	0.65%	1.00%	1.00%
Average rate of return three year Treasury notes	0.90%	0.97%	1.03%	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 42.5 percent of chargebacks are attributed to the County's General Fund.

# Treasury

<b>Program: 060102</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$2,097	\$1,861	\$1,910	\$1,838	\$1,950
Fees & Other Service Charges	\$279	\$216	\$7,715	\$1,000	\$1,250
All Other Resources	\$50	\$717	\$180	\$0	\$0
Interfund Transfers	\$165,907	\$141,935	\$186,566	\$174,858	\$190,795
<b>Total</b>	<b>\$168,333</b>	<b>\$144,729</b>	<b>\$196,371</b>	<b>\$177,696</b>	<b>\$193,995</b>
<b>EXPENDITURES</b>					
Personnel Services	\$135,262	\$130,705	\$136,387	\$144,379	\$171,959
Materials & Services	\$23,931	\$25,259	\$32,003	\$33,317	\$22,036
Capital Outlay	\$0	\$9,495	\$6,995	\$0	\$0
<b>Total</b>	<b>\$159,193</b>	<b>\$165,459</b>	<b>\$175,385</b>	<b>\$177,696</b>	<b>\$193,995</b>
<b>Full-Time Equivalent</b>	<b>1.45</b>	<b>1.48</b>	<b>1.68</b>	<b>1.62</b>	<b>1.83</b>



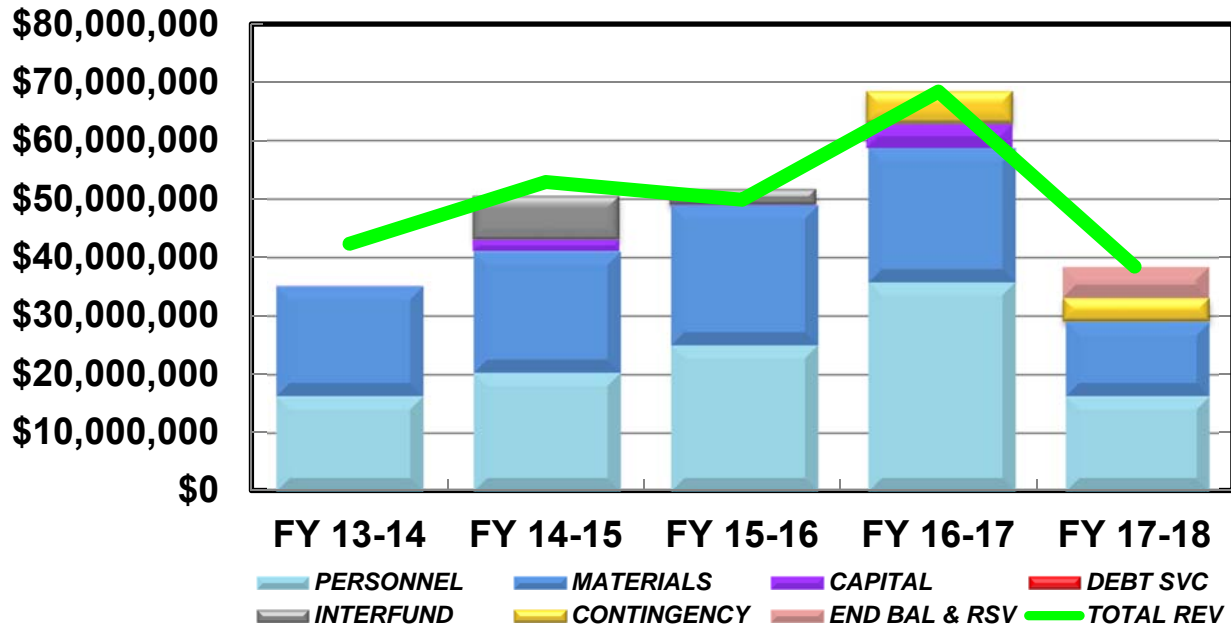
*This Page Reserved for Notes*





# HEALTH AND HUMAN SERVICES

## 2013-2014 TO 2017-2018

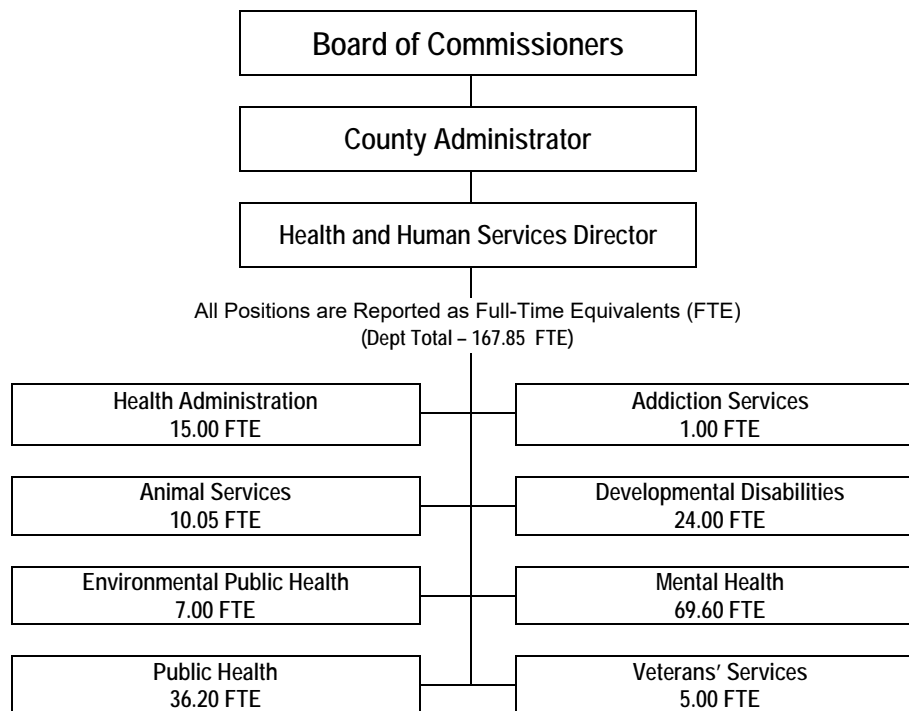


	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Adopted	FY 17-18 Adopted
PERSONNEL	\$16,249,638	\$20,300,410	\$25,046,198	\$35,788,481	\$16,245,542
MATERIALS	\$18,926,617	\$20,757,173	\$23,878,251	\$22,905,014	\$12,806,217
CAPITAL	\$53,733	\$1,981,876	\$106,770	\$4,080,000	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$26,649	\$7,541,309	\$2,709,730	\$188,000	\$0
CONTINGENCY	\$0	\$0	\$0	\$5,472,000	\$4,000,000
END BAL & RSV	\$0	\$0	\$0	\$0	\$5,352,751
<b>TOTAL EXP</b>	<b>\$35,256,637</b>	<b>\$50,580,768</b>	<b>\$51,740,949</b>	<b>\$68,433,495</b>	<b>\$38,404,510</b>
<b>TOTAL REV</b>	<b>\$42,326,168</b>	<b>\$52,920,652</b>	<b>\$49,863,055</b>	<b>\$68,433,495</b>	<b>\$38,404,510</b>
FTEs	261.40	275.71	408.91	416.55	167.85

For FY 17-18 the large reduction in expenses and decrease of 248.70 FTEs is a direct result of the Coordinated Care Organizations terminating their agreements with the County. 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.

# 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 2017-2018

- Approximately 83.3 percent of the Health and Human Services (HHS) budget is comprised of grants and reimbursements from the State and Federal governments.
- Due to significant reductions in funding due to Coordinated Care Organizations (CCOs) deciding to discontinue previous capitation agreements, fiscal year 2017-2018 will prove challenging in ensuring capacity in certain specialized areas of the Department is maintained. Statutory and contractual arrangements, such as Crisis Services in the Mental Health Program, will receive priority.
- Budget shortfalls at the State of Oregon, coupled with uncertainty at the Federal level regarding the future of the Affordable Care Act, present additional uncertainty going into this coming year.

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

- Jackson County Mental Health (JCMH) served 6,344 clients in 2015, increasing its services delivered by 47 percent over the previous year. The growth continued in 2016 with JCMH serving 7,884 clients for an increase of 24 percent.
- The Oregon Office of Developmental Disabilities Services (ODDS) continues to roll out access to the K Plan. This has created a significant bubble in the transition age youth (15 to 21 years of age) that the Developmental Disabilities Program serves. As that group enters full adult services, staff will struggle to keep manageable caseload sizes for



# HEALTH AND HUMAN SERVICES

the case managers who serve them. This is compounded by pressure to reduce funding to the Developmental Disabilities Program as the result of State budget shortfalls.

- Jackson County Public Health received 1,547 reports of communicable diseases in 2016. Of these reports, 972 were sexually transmitted diseases (STDs), with chlamydia cases totaling 760. The communicable disease staff collaborated with the Oregon Health Authority (OHA) STD/Human Immunodeficiency Virus (HIV) Program on identifying an outbreak of gonorrhea (176 cases). In response to the outbreak, free chlamydia and gonorrhea testing and treatment is being provided by the Jackson County STD Clinic.
- From January through December 2016, the maternal child health program provided 3,103 contacts to clients; the Reproductive Health Clinic provided cervical and breast cancer screening and reproductive health services to 1,486 clients; 1,277 tests were performed in the STD clinic in order to diagnose and treat sexually transmitted infections (STI); and the immunization program provided a total of 6,876 immunizations.
- The Women, Infants, and Children (WIC) program had 18,774 individual contacts (5,064 of these were for nutrition education classes) in 2016. The business community also benefited; participants using WIC spent \$3,653,280 total WIC dollars on healthy foods at local retailers and \$28,328 at local farmers markets and farm stands through the issuance of farm direct nutrition program coupons.
- In October 2016, the national Public Health Advisory Board (PHAB) conducted a site visit to assess Jackson County Public Health for national accreditation. The site visit lasted two days and an accreditation determination is anticipated to be made by PHAB in March 2017.
- In Animal Services, this past year saw the highest number to date of dog adoptions (762) and cat adoptions (750), thanks to the combined efforts of Shelter staff and Friends of the Animal Shelter (FOTAS) volunteers. Live release rates for both cats and dogs also reached their highest percentages this year due to more accurate staff assessments of dog and cat behavior; moving animals out of the Shelter quicker; increased medical treatments for injured or ill animals; a robust volunteer foster program that cared for 100 dogs/puppies and 254 cats/kittens until they were ready to be adopted; an improved reputation of the Shelter in the local community; and increased volunteer efforts to promote adoptable animals to the public.
- Environmental Public Health (EPH) is very excited to begin using a brand new inspection software program that has been almost a decade in the making. Funds for the software, as well as new tablet/laptop hardware for each staff member, was provided by Lane County through the contract monies they receive for administering the food handler testing program for the majority of counties in Oregon. The new software will provide a much more user friendly platform, a better inspection report for EPH operators, and is web-based to deliver more information to the general public on the facilities that are inspected.
- In 2016, the Veterans' Services Office (VSO) made over 1,000 out-of-office contacts on outreach. Efforts of VSO staff have resulted in over \$103,000,000 in ongoing Federal Veterans' Affairs disability compensation and pension payments coming to Jackson County veterans and survivors annually.

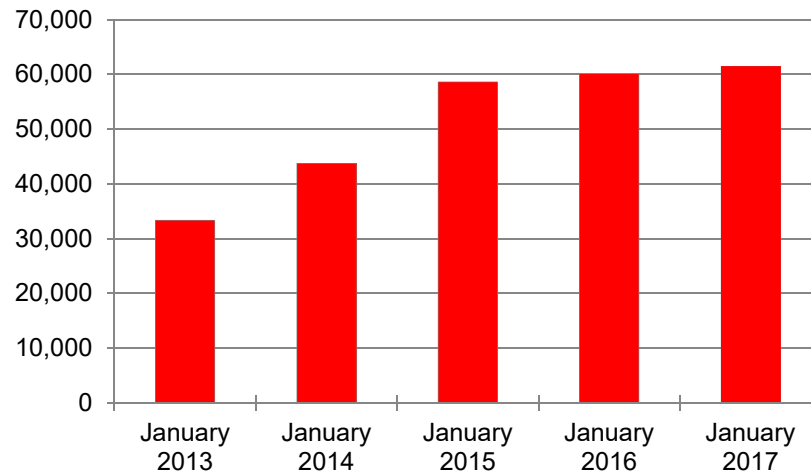
## Benchmark

Provide comprehensive community systems planning, coupled with the provision of direct services, where contracts from CCOs and/or the State of Oregon apply for residents of Jackson County.



# HEALTH AND HUMAN SERVICES

**Jackson County  
Oregon Health Plan Members**



# 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 while 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

Due to the significant reductions in funding with the Coordinated Care Organizations (CCOs) deciding to discontinue previous capitation agreements, the next fiscal year will prove challenging. Staffing will be adjusted as deemed necessary while workload changes in the way of contracts, personnel changes, and program support needs.

## 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

<b>Program: 240101</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$34,045	\$146,998	\$617,080	\$103,125	\$114,825
Fees & Other Service Charges	\$185,248	\$268,852	\$388,156	\$369,850	\$346,775
All Other Resources	\$248,699	\$205,252	\$376,050	\$200,000	\$160,000
Interfund Transfers	\$2,028,851	\$1,952,092	\$2,096,303	\$1,744,400	\$1,848,737
Fund Balance	\$0	\$0	\$0	\$10,000,000	\$8,500,000
<b>Total</b>	<b>\$2,496,843</b>	<b>\$2,573,194</b>	<b>\$3,477,589</b>	<b>\$12,417,375</b>	<b>\$10,970,337</b>
<b>EXPENDITURES</b>					
Personnel Services	\$2,270	\$58,247	\$395,014	\$448,817	\$133,623
Materials & Services	\$1,890,069	\$3,512,848	\$2,229,100	\$2,258,558	\$1,483,963
Capital Outlay	\$53,733	\$1,969,112	\$106,770	\$4,080,000	\$0
Interfund Transfers	\$0	\$7,469,879	\$2,709,730	\$158,000	\$0
Contingency	\$0	\$0	\$0	\$5,472,000	\$4,000,000
Ending Balance and Reserves	\$0	\$0	\$0	\$0	\$5,352,751
<b>Total</b>	<b>\$1,946,072</b>	<b>\$13,010,086</b>	<b>\$5,440,614</b>	<b>\$12,417,375</b>	<b>\$10,970,337</b>
<b>Full-Time Equivalent</b>	<b>20.36</b>	<b>19.68</b>	<b>26.91</b>	<b>25.25</b>	<b>15.00</b>

# Addiction Services

## Program Purpose

Each year in Jackson County the harmful and costly impacts of addictions related to substance abuse and problem gambling are endured by children, families, and the community as a whole. Recognizing this, Jackson County in coordination with the Local Alcohol and Drug Planning Committee aims to ensure that a continuum of addiction prevention and treatment opportunities are available to all Jackson 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 by facilitating quarterly Local Alcohol and Drug Planning Committee (LADPC) meetings each year.

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 Addiction Services Program staff will continue to serve as staff liaison to this committee and uphold the bylaws of the LADPC. The designated staff liaison will also be available to assist the committee with initiatives and outcomes, facilitate conversation and strengthen cooperation between agencies, and serve as communication liaison between the LADPC and the Health Systems Division of Oregon, which is the current delegated authority of alcohol and drug treatment funding in Jackson County.

Strategic Objective: Ensure that the residents of Jackson County have access to sobering services 24 hours per day, seven days per week.

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Total sobering episodes	1,937	1,749	1,771	1,756	1,758
Changes in total sobering episodes	-0.3%	-9.7%	1.3%	0.8%	0.1%
Law enforcement referrals	n/a*	n/a*	1,046	980	1,013
Changes in law enforcement referrals	n/a*	n/a*	n/a*	-6.3%	3.3%
Hospital referrals	n/a*	n/a*	565	436	500
Changes in hospital referrals	n/a*	n/a*	n/a*	-22.8%	14.6%



## **Addiction Services**

<i>Outcome(s)</i>	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Self-referrals	n/a*	n/a*	149	340	244
Changes in self-referrals	n/a*	n/a*	n/a*	128.0%	-28.2%

\*Data was not collected until fiscal year 2015-2016.

Jackson County currently contracts with the Addictions Recovery Center for the provision of sobering services to ensure access for all residents of Jackson County 24 hours per day, seven days per week. This service allows for law enforcement and medical staff to make a qualified assessment that a person is intoxicated and divert them from expensive jail and hospital stays for a more appropriate and secure placement in a sobering center. Approximately 76.8 percent of the sobering center admissions and referrals are a result of alcohol intoxication. The sobering center coordinates care with Jackson County Mental Health staff and Fresh Start Detox staff to ensure that individuals in the sobering center have access to additional behavioral health care if needed or requested.

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

The Addiction Services Program recognizes concerns shared by local addictions treatment agencies within the LADPC meetings. These concerns include, but are not limited to an instability in funding and low reimbursement rates for addiction treatment services; limited qualified workforce to serve the increasing demand; challenges in meeting the demand for services causing delayed access for residents seeking addictions treatment in Jackson County; a continued rise in opioid related overdoses; lower age of on-set of use among youth and limited treatment options for youth; limited access to medication assisted treatment options for opioid dependant residents across the region; limited rural treatment options; a continued gap in services for those with co-occurring mental health and substance use disorders; and inadequate sober housing resources for individuals in early recovery.

### **Financial Condition**

The Addiction Services Program is funded primarily through State and Federal funds, with other funding dedicated through drug forfeitures and beer and wine tax revenue. The Addiction Services Program receives \$158,154 in support from the County's General Fund.



# Addiction Services

<b>Program: 240103</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$2,769,801	\$2,477,211	\$975,580	\$458,634	\$408,052
Fees & Other Service Charges	\$1	\$2	\$2	\$1	\$1
Interfund Transfers	\$194,177	\$228,888	\$190,863	\$189,954	\$158,154
Fund Balance	\$0	\$0	\$0	\$0	\$21,936
<b>Total</b>	<b>\$2,963,979</b>	<b>\$2,706,101</b>	<b>\$1,166,445</b>	<b>\$648,589</b>	<b>\$588,143</b>
<b>EXPENDITURES</b>					
Personnel Services	\$245,409	\$33,724	\$23,556	\$0	\$122,800
Materials & Services	\$2,456,398	\$2,630,435	\$944,885	\$618,589	\$465,343
Interfund Transfers	\$0	\$38,285	\$0	\$30,000	\$0
<b>Total</b>	<b>\$2,701,807</b>	<b>\$2,702,444</b>	<b>\$968,441</b>	<b>\$648,589</b>	<b>\$588,143</b>
<b>Full-Time Equivalent</b>	<b>1.64</b>	<b>0.10</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>

# 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 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; return lost dogs and cats to their owners; find new home for those not returned; and increase the live release rate of cats and dogs from the Shelter.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Dogs handled	1,552*	1,557	1,743	1,750	1,700
Change in dogs handled	-26.0%	0.3%	11.9%	0.4%	-2.9%
Cats handled	1,447*	1,378	1,341	1,450	1,500
Change in cats handled	0.8%	-4.7%	-2.7%	8.1%	2.9%
Dogs returned to owner, adopted, or transferred to another shelter/rescue	1,294*	1,266	1,540	1,600	1,600
Change in dogs rtd to owner, adopted, or transferred to another shelter/rescue	17.1%	-2.2%	21.6%	3.9%	0.0%
Cats returned to owner, adopted, or transferred to another shelter/rescue	769*	757	770	900	950
Change in cats rtd to owner, adopted, or transferred to another shelter/rescue	129.6%	-1.5%	1.7%	16.9%	5.6%
Live release rate for dogs	85.5%*	84.7%	87.7%	92.0%	93.0%
Live release rate for cats	54.6%*	58.7%*	56.2%	61.0%	63.0%

\*Numbers have been modified due to errors discovered in data collection methodology.

The Shelter remains the only open admissions 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



# Animal Services

people. The Shelter takes in all dogs and only a limited number of cats so it, fortunately, does euthanize animals 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 (usually between March and October). Spay/neuter efforts over the years and advertising efforts have also significantly reduced the number of puppies coming into the Shelter. This past year saw the highest number to date of dog adoptions (762) and cat adoptions (750), thanks to the combined efforts of Shelter staff and Friends of the Animal Shelter (FOTAS) volunteers. Live release rates for both cats and dogs also reached their highest percentages this year due to more accurate staff assessments of dog and cat behavior; moving animals out of the Shelter quicker; increased medical treatments for injured or ill animals; a robust volunteer foster program that cared for 100 dogs/puppies and 254 cats/kittens until they were ready to be adopted; an improved reputation of the Shelter in the local community; and increased volunteer efforts to promote adoptable animals to the public. A new return-to-field program for feral cats was also piloted and will hopefully further reduce the euthanasia rate of these cats in the coming year. Although there are significant improvements in live outcomes still to be made in the feral cat population, additional gains in the percentage of dogs leaving the Shelter alive will be minimal, given the number of dangerous dogs and those with major health issues that typically enter the Shelter.

## Case Investigation

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

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Dangerous dog, bites, attacks to other animals, and trespassing	312	243	235	250	250
Change in dangerous dog, bites, attacks to other animals, and trespassing	11.4%	-22.1%	-3.3%	6.4%	0.0%
Nuisance (barking dog complaints and dogs running at large)	271	282	190	200	200
Change in nuisance (barking dog complaints and dogs running at large)	-12.0%	4.1%	-32.6%	5.3%	0.0%
Neglect/abandonment/welfare checks	99	235	130	150	150
Change in neglect/abandonment/welfare checks	-43.1%	137.4%	-44.7%	15.4%	0.0%
Animal bites to humans	311	408	338	350	350
Change in animal bites to humans	-20.1%	31.2%	-17.2%	3.6%	0.0%

The Animal Control team remains fully staffed and was able to expand their hours to handle case investigations from 7:00 a.m. to 7:30 p.m., Monday through Thursday, and 7:00 a.m. to 5:30 p.m., Friday and Saturday. Officers have also developed stronger relationships with local law enforcement agencies which has eliminated duplicate efforts within the city limits of Medford, Central Point, and Ashland. However, the cities still ask for assistance on a regular basis. This is why the number of nuisance and neglect cases has been reduced, which has given Animal Control Officers more time to be proactive with animal welfare checks outside of city limits, kennel inspections, and



# Animal Services

community education. Officers have also begun 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, including licensing compliance. These efforts should eventually increase licensing compliance and decrease the number of dogs entering the Shelter.

## Licensing

***Strategic Objective:** Assure current rabies vaccination and licensure of all dogs over six months of age.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Dog licenses sold	16,151	17,741	15,902	15,000	20,000
Change in dog licenses sold	22.4%	9.8%	-10.4%	-5.7%	33.3%
Active one year, two year, and three year licenses	37,337	41,318	41,837	42,000	45,000
Change in active one year, two year, and three year licenses	25.8%	10.7%	1.3%	3.9%	7.1%

A primary goal of Animal Services is to return lost animals to their owners and ensure that the unlicensed dogs get vaccinated and licensed. A secondary goal is to encourage license compliance for all dogs within Jackson County, which needs still more effort to increase awareness, educate the public, and enforce compliance. Attendance during low cost vaccination clinics at a local pet store and the Shelter each month has doubled in the last couple of years, with two recent clinics reporting the highest number of vaccinations and licenses sold.

The change in 2013 to the Codified Ordinances of Jackson County, which requires veterinarians to report rabies vaccinations to the County, initially provided a successful strategy for contacting dog owners of vaccinated dogs without licenses and provided a boost in licensing revenue. Unfortunately, licensing growth did not continue, primarily because Shelter staff were not able to keep up with the clerical work associated with notifying owners with unlicensed dogs. This was addressed last year by transitioning the mailing of notices to Health and Human Services Administration, which has increased owner notifications. The Program must undertake efforts to get all veterinarians to report rabies vaccinations and provide an option to owners to use the web to license their animals. More follow-up phone calls and notices to dog owners and new adopters, who do not follow through with licensing, need to be put in place by Animal Services staff.

This focus on licensing has become critical to increase the Program's primary funding source in order to cover the persistent budget deficit. 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.

## 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.*



## Animal Services

<i>Outcome(s)</i>	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Deer and other wildlife removed from the roadway and disposed of	418	493	387	400	425
Change in deer and other wildlife removed from the roadway and disposed of	21.2%	17.9%	-21.5%	3.4%	6.3%
Dogs and cats removed from the roadway and disposed of	152	151	134	150	175
Change in dogs and cats removed from the roadway and disposed of	-30.0%	-0.7%	-11.3%	11.9%	16.7%
Animals disposed of for veterinarians	600	353	531	400	425
Change in animals disposed of for veterinarians	-52.1%	-41.2%	50.4%	-24.7%	6.3%

The small increases projected in dead deer and other domestic pickups is likely due to drier summers and the Animal Control Officers picking up multiple dead animals in a single trip that are seen when they are out on the roads following up on other calls. A single animal hospital in the County is the primary source of dead animals needing disposal from a veterinarian clinic and their volume may increase slightly. Most veterinarians now use local cremation services which are available 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, have become a part of the current culture of Shelter operations which is reflected in the improved live release rates. Shelter personnel have 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. Animal Control has also grown into a well-functioning team with capable leadership and experienced staff who plan to follow up more systematically on licensing education and citations. Management remains focused on continuous improvement in both the Shelter and Animal Control operations, including development of staff through attendance at national conferences and webinars.

However, several of these changes to save more animals and licensing more dogs have also been accompanied by more demands on staff time and a related increase in costs for veterinary services, software and alarm/fire security contracts, and medical supplies to meet these increased expectations. With the recent addition of two extra help positions to handle customer service functions at the Shelter on the busiest days of the week (Fridays through Mondays), productivity of kennel technicians and management has improved; although, staff and managers are still stretched when someone is out ill or on vacation in a seven day/week operation. Looking forward, Animal Services faces four challenges: 1) increasing revenue generated from licensing to cover the Program's budget deficit, which was discussed in the previous licensing section; 2) increasing the amount FOTAS reimburses for increased spay/neuter and veterinary medical costs; 3) improving an aging Shelter facility; and 4) addressing cat overpopulation complaints in the community.



## ***Animal Services***

Medical Costs – FOTAS currently contributes \$15,000 annually to cover a portion of the Shelter's medical treatments, the cost of which have grown from \$23,500 in fiscal year 2013-2014 to a projection of \$60,000 in fiscal year 2016-2017. FOTAS also reimburses the Shelter for flea treatments and medical testing of adoptable animals, as well as pay adoption fee discounts for a total of approximately \$50,000 annually. A proposal is being prepared for the FOTAS Board to increase its contribution for medical treatments by at least \$15,000 for fiscal year 2017-2018.

Shelter Facility – A remodel of a couple of rooms in the Shelter building to provide a larger space to safely and more accurately evaluate dog behavior was recently completed. A redesign/remodel of the dog quarantine is underway to make the area safer to handle potentially dangerous dogs and provide a more comfortable environment for the dogs during their ten-day bite quarantines. FOTAS paid for improvements to the fencing around the dog exercise yards to make them more secure and added an additional yard. More shelter upgrades are hoped for in 2017, which include improving the heating, ventilation, and air cooling systems in both the cat and dog kennels, as well as replacing the dog kennels with more modern ones. These expenses are anticipated to be covered by a one-time gift from a living trust that was recently received to improve the lives of cats and dogs at the Shelter.

Cat Overpopulation Complaints – The Animal Services Program has received several requests for help from citizens with homes or neighborhoods overrun with stray and feral cats. A pilot program to provide an alternative to euthanizing healthy, unmanageable (feral) cats that are not suitable for adoption was piloted this past year and will be expanded in the coming year to further increase the live release rate of cats brought to the Shelter. Staff will be exploring additional strategies with community partners to reduce outdoor cat colonies and hoarding situations that have grown out of control.

### ***Financial Condition***

The Animal Services Program budget for fiscal year 2017-2018 still reflects a small deficit (about 15 percent of the budget) to fund 10.05 full-time equivalent positions and two temporary (20 hours per week) positions. 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.

Financial donations from individuals and the FOTAS volunteer organization make up only a small portion of the Animal Services Program budget. The Program has continued to rely on one-time funds from an earlier, large bequest to cover any budget deficit; which was significantly reduced the last two years due to support from the General Fund, which will lower the bequest balance at a much slower rate. Approximately 50 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 about 20 percent of the cost of the Animal Services Program and the Solid Waste Fund supports another 8 percent.

# ***Animal Services***

<b>Program: 240107</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$93,097	\$102,645	\$97,562	\$96,000	\$100,000
Fees & Other Service Charges	\$665,012	\$787,875	\$745,940	\$781,000	\$779,750
All Other Resources	\$15,956	\$13,003	\$9,120	\$10,000	\$0
Interfund Transfers	\$126,334	\$126,334	\$414,174	\$414,174	\$439,931
Fund Balance	\$0	\$0	\$0	\$47,262	\$304,453
<b>Total</b>	<b>\$900,399</b>	<b>\$1,029,857</b>	<b>\$1,266,796</b>	<b>\$1,348,436</b>	<b>\$1,624,134</b>
<b>EXPENDITURES</b>					
Personnel Services	\$720,432	\$751,521	\$757,291	\$810,502	\$895,006
Materials & Services	\$537,928	\$515,961	\$593,819	\$537,934	\$729,128
Interfund Transfers	\$26,649	\$33,145	\$0	\$0	\$0
<b>Total</b>	<b>\$1,285,009</b>	<b>\$1,300,627</b>	<b>\$1,351,110</b>	<b>\$1,348,436</b>	<b>\$1,624,134</b>
<b>Full-Time Equivalent</b>	<b>10.75</b>	<b>10.27</b>	<b>11.62</b>	<b>10.05</b>	<b>10.05</b>

# 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, within 60 days of eligibility and at least one time a year thereafter.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Funded service plans in place within 60 days of eligibility	340	400	543	751	850
Change in funded service plans in place within 60 days of eligibility	6.25%	17.60%	35.75%	38.30%	13.00%

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 420 adults as well. 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 choose 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.

The outcome data, above, illustrates compliance with the State OAR regarding assessments and plans. Specifically, the data shows how the implementation of the K Plan has dramatically increased the number of children now receiving paid service plans. Prior to the K Plan (before 2014), most children only qualified for non-direct service case management only.

### 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.*





## Developmental Disabilities

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Eligibility determinations/re-determinations completed within 90 days	97.00%	85.00%	91.00%	99.00%	100.00%
Change in eligibility determinations/re-determinations completed within 90 days	-3.00%	-12.37%	7.06%	8.79%	1.00%

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. The Developmental Disabilities Program added a second eligibility specialist near the end of calendar year 2015 due to increased funding tied to the K Plan.

The outcome data, above, should be in the high 90 percentile if not 100 every year. Case management funding growth lagged behind eligibility growth. From 2013 to mid-2015, the Program had only one eligibility specialist and the slip in this outcome shows the consequence of that. A second eligibility specialist was added in late 2015 and this doubling of staff correlates to the rise back to nearly 100 percent.

### 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.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Eligible children in out-of-home placements	13.00%	10.50%	9.30%	8.40%	7.00%
Change in eligible children in out-of-home placements	0.00%	-19.23%	-11.43%	-9.68%	-7.00%

The historical support for children with I/DD was minimal to none. 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.

The outcome data, above, show how this has worked. The service coordination data illustrates rapid growth in plans and that growth is predominantly children. The family support and K Plan data show how, specifically, the K Plan services have driven down the overall percent of children needing out-of-home placements. This allows more children to remain not only in the community, but in their family home.

# Developmental Disabilities

## 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.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Adults accessing brokerage services within 60 days of request	83.00%	85.00%	91.00%	100.00%	100.00%
Change in adults accessing broker-age services within 60 days of request	18.57%	2.41%	7.06%	9.89%	0.00%

The local brokerage service in Jackson County serves a maximum of 420 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.

The outcome data, above, illustrates, how the eventual increase in overall case management funding has assisted staff's ability to get people enrolled in the brokerage in a timely manner. K Plan-driven State budget increases has allowed the Developmental Disabilities Program to have a single dedicated case manager for potential brokerage individuals. This has allowed the expected 100 percent rating for this outcome in fiscal year 2016-2017.

## Significant Issues in the Year Ahead

The Oregon Office of Developmental Disabilities Services (ODDS) continues to roll out access to the K Plan. This has created a significant bubble in the transition age youth (15 to 21 years of age) that this Program serves. As that group enters full adult services, staff will struggle to keep manageable caseload sizes for the case managers who serve them. This is compounded by pressure to reduce funding to the Developmental Disabilities Program as the result of State budgeting shortfalls.

The possibility of the Affordable Care Act/K Plan being reduced or eliminated by the Centers for Medicare and Medicaid Services (CMS) is also of concern. Should this happen, there may likely be a dramatic reduction in funded services for children in their family home. This in turn could accelerate parents requesting and accessing the far more expensive out-of-home services, which are foster and group homes.

The total number of I/DD individuals receiving case management in Jackson County (including those in brokerage services) stands at 1,331. Developmental Disabilities Program case management reached 911 individuals as of December 2016. Since July 2013, the K Plan's inception, the Program has had a net increase in over 250 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. The next biennial budget for the State is unknown at this time, but it is unlikely to provide the much needed boost for an additional full-time equivalent position. In fiscal year 2017-2018, the Developmental Disabilities Program will receive no support from the County's General Fund.



# ***Developmental Disabilities***

<b>Program: 240109</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$3,178,160	\$2,353,308	\$2,997,051	\$2,862,291	\$2,861,562
Fees & Other Service Charges	\$825	\$961	\$710	\$1,000	\$5,000
All Other Resources	-\$180	\$0	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$0	\$526,068
<b>Total</b>	<b>\$3,178,805</b>	<b>\$2,354,269</b>	<b>\$2,997,761</b>	<b>\$2,863,291</b>	<b>\$3,392,630</b>
<b>EXPENDITURES</b>					
Personnel Services	\$1,427,314	\$1,663,864	\$2,048,711	\$2,222,745	\$2,253,343
Materials & Services	\$1,573,213	\$557,949	\$815,966	\$640,546	\$1,139,287
<b>Total</b>	<b>\$3,000,527</b>	<b>\$2,221,813</b>	<b>\$2,864,677</b>	<b>\$2,863,291</b>	<b>\$3,392,630</b>
<b>Full-Time Equivalent</b>	<b>18.48</b>	<b>20.17</b>	<b>24.07</b>	<b>26.00</b>	<b>24.00</b>

# Environmental Public Health

## Program Purpose

The Environmental Public Health Program ensures the health and safety of the community through education and enforcement of public health regulations pertaining to food, pool, and lodging facilities; public drinking water systems; and wood stoves and open burning. The Environmental 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 (EPH) 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Annual inspections completed	2,378	2,194	2,298	2,107	2,300
Percentage of inspections completed	99.5%	95.0%	100.0%	100.0%	100.0%
Drinking water systems surveyed	42	40	40	36	40
Food handlers tested	4,325	4,607	4,267	3,817	4,200

Through an Intergovernmental Agreement with the Oregon Health Authority (OHA), EPH is to complete inspections of all licensed facilities in the County. The outcome, above, shows the completion percentage of annual inspections.

An Intergovernmental Agreement with the OHA Drinking Water Program also delegates authority to EPH to perform services for subject public drinking water systems. Water system surveys are performed every three to five years. Each year, the OHA sends out a list of required drinking water system surveys. All of the years listed above have resulted in a 100 percent completion rate of required surveys.

All food service workers in Oregon are required to obtain a Food Handler Certificate by passing a 20 question Oregon Food Handler Examination with a score of 75 percent or greater. Through a contract with Lane County, all Jackson County food handlers are tested by an online testing site. Food handlers must renew cards by retaking the test every three years. The outcome, above, provides the number of food handlers test

### 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.*



# ***Environmental Public Health***

<i>Outcome(s)</i>	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Citizen complaints that require response	30	29	28	40	40

The wood stove and open burning program is funded through a contract with the Department of Environmental Quality (DEQ). As per contract, EPH is required to respond to citizen burning complaints. Depending on the nature of the complaint, staff response may include a letter, phone call, field visit, or some combination of the three. The outcome, above, represents the number of these complaints that required a response.

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

This fiscal year, EPH was short staffed after losing 2.00 full-time employees. Much of the year has been spent training new staff, primarily due to being unable to recruit experienced Registered Environmental Health Specialists. The result has been not fully completing all required semi-annual inspections in the licensing and inspection program. It is hoped that all staff will be retained in the coming year and be back to completing all required inspections.

EPH is very excited to begin using a brand new inspection software program that has been almost a decade in the making. Funds for the software as well as new tablet/laptop hardware for each staff member was provided by Lane County through the contract monies they receive for administering the food handler testing program for the majority of counties in Oregon. The new software, which will be supported by the Oregon Health Authority, will provide a much more user friendly platform, a better inspection report for EPH operators, and is web-based to deliver more information to the general public on the facilities that are inspected.

## ***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. The Environmental Public Health Program receives no support from the County's General Fund.



# ***Environmental Public Health***

<b>Program: 240106</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$128,896	\$153,904	\$143,810	\$144,000	\$146,000
Fees & Other Service Charges	\$867,316	\$863,879	\$855,019	\$852,565	\$844,967
Fund Balance	\$0	\$0	\$0	\$0	\$152,156
<b>Total</b>	<b>\$996,212</b>	<b>\$1,017,783</b>	<b>\$998,829</b>	<b>\$996,565</b>	<b>\$1,143,123</b>
<b>EXPENDITURES</b>					
Personnel Services	\$656,765	\$592,307	\$596,742	\$702,282	\$744,413
Materials & Services	\$199,997	\$185,022	\$191,366	\$294,283	\$398,710
<b>Total</b>	<b>\$856,762</b>	<b>\$777,329</b>	<b>\$788,108</b>	<b>\$996,565</b>	<b>\$1,143,123</b>
<b>Full-Time Equivalent</b>	<b>6.44</b>	<b>7.36</b>	<b>5.36</b>	<b>6.70</b>	<b>7.00</b>



# Mental Health

## Program Purpose

The Mental Health Program provides medically necessary mental health services to eligible people in Jackson County with severe or chronic psychological or emotional problems. The Program helps individuals resolve crisis situations, develop skills to improve their functioning in daily life, and reduce criminal justice involvement. It supports citizens, with serious mental disorders, to sustain stable lives in recovery, 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 through the living room program and community resource groups.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
After hours crisis phone calls received	1,973	2,418	2,535	2,500	2,500
After hours crisis face to face interventions provided	n/a*	1,023	1,037	1,200	1,200
CIT-trained law enforcement officers	90	123	67	50	n/a**
Pre-commitment investigation completed	620	800	911	900	900

\*New measurement; data not available.

\*\*Difficult to predict number; see below.

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. Given that there are so many officers now certified, the planning group will continue to offer CIT twice a year and open it up to other interested parties such as hospital security, jail staff, probation and parole offices, campus security, and other special requests. The change in the structure makes it difficult to predict.

Pre-Commitment Investigations have continued to increase significantly as many doctors are unwilling to release the hold due to concerns about liability. With the many changes in the mental health system over the last few months of 2016, and with confusion in 2017 in the emergency departments as to who is contacted for these situations, this will most likely add to the reluctance of not placing individuals on hold. For every individual that is put on a hold, it requires staff to complete an investigation.



# Mental Health

The two crisis respite homes for children that have been open since May of 2014 will be moving to contracts with the two Coordinated Care Organizations (CCOs) for their members. The County will be working to establish a contract for potential indigent and uninsured children and youth with both CCO providers.

## 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Individuals with severe mental illness receiving ACT services to sustain capacity to live in the community	n/a*	27	54	65	45
Individuals receiving benefits management services	132	138	134	145	30
Successful transition from foster care to the community	13	14	13	18	14
Individuals receiving supported employment services	134	202	281	245	55
Services provided to individuals receiving supported employment services	1,384	2,301	2,982	2,100	600
Job placements (gainful employment) for individuals in supported employment	29	57	116	115	32

\*New Assertive Community Treatment (ACT) program; data not available.

From 2015 to 2016, Jackson County Mental Health (JCMH) increased its services delivered by 47 percent, serving 6,344 clients in 2015. The growth continued in 2016 with another increase of 24 percent, with JCMH serving 7,884 clients in 2016. This increase was due to the addition of staff to deliver the services and an expansion of access points, including White City. With the changes in funding structure, the number of staff delivering the services will be reduced and many of the JCMH additional access points will be closed.

Moving forward into the 2017-2018 budget year, JCMH will no longer be responsible for the access issues created through the expansion of the Affordable Care Act. Through the Intergovernmental Agreement with the State and the contracts with the two CCOs, JCMH will continue to provide the crisis services for the County as is the function of the Local Mental Health Authority. In addition, JCMH will provide a limited range of services to Jackson Care Connect members for specialty services and ongoing services to the indigent and uninsured.

In 2016, JCMH adult outpatient treatment services 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.





# Mental Health

## 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Reduction in behavioral problems by parent report following PCIT	95.0%*	100.0%	94.3%	92.5%	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 is now the State 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 for 60 Jackson Care Connect members and has been an integral part of the development of the system of care for children, in the care of child welfare, who have had multiple placements and suffer from emotional and behavioral problems. 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. JCMH will continue to provide this service to five Jackson Care Connect members and any indigent or uninsured youth. 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 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 22 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 over 120 members. 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.*



## Mental Health

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Psychiatric assessments completed by a LMP	222	528	342	325	50
Medication management services offered	4,006	5,934	5,032	5,025	2,000
Clients served through psychiatric support services	1,136	1,371	1,408	1,325	500

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 has been successful in hiring a Psychiatric Medical Director who is not only a board certified psychiatrist but also an addictionologist, which is important as staff continues to figure out new ways of serving the high mental health/high alcohol and drug use population. The County continues to recruit for a child psychiatrist as this position is needed for oversight for the children that JCMH continues to see. 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. Over the past year, JCMH has been able to imbed clinicians in the jail, the Transition Center, and in probation and parole. These individuals, who have the experience of working with this specialty population, have been able to make progress with individuals often missed between the two systems. 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. Over the next several months, the Mental Health Court will expand from serving ten individuals to 15. Wonderful success has been seen and JCMH is constantly working to add additional supports and services to this population.

### Significant Issues in the Year Ahead

Over the past year, the Mental Health Program was notified by both CCOs that they are changing their system model and have made the decision to no longer give a capitation payment to the County, but rather move into a fee for service arrangement which drastically changes the ability of JCMH to deliver the full array of services that staff has spent the last four years developing and growing. JCMH continues to work toward the transitioning of all the Jackson Care Connect members to their new services providers with the exception of the following services: 1) crisis services; 2) 35 assertive community treatment slots; 3) 60 wrap slots for children and youth; and 4) five Early



# Mental Health

Alliance and Support Alliance (EASA) slots. Negotiations continue with AllCare to determine the process for the transitioning of their approximately 1,000 member's current open for services.

JCMH will continue to provide the services expected as the Community Mental Health Program (CMHP) which includes the safety net services for in the indigent and uninsured, the crisis system for all citizens of the County and the services specifically called out in the Intergovernmental Agreement with the State.

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.

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. This Program receives no support from the County's General Fund.

<b>Program: 240112</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$16,268,310	\$15,635,024	\$21,759,999	\$26,120,943	\$11,868,158
Fees & Other Service Charges	\$256,827	\$247,595	\$211,090	\$266,001	\$95,000
All Other Resources	\$4,000	\$4,219	\$1,990	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$6,199,872	\$1,287,676
<b>Total</b>	<b>\$16,529,137</b>	<b>\$15,886,838</b>	<b>\$21,973,079</b>	<b>\$32,586,816</b>	<b>\$13,250,834</b>
<b>EXPENDITURES</b>					
Personnel Services	\$9,624,351	\$12,864,673	\$16,613,222	\$25,814,439	\$7,860,622
Materials & Services	\$5,021,583	\$4,185,041	\$6,465,163	\$6,772,377	\$5,390,212
Capital Outlay	\$0	\$12,764	\$0	\$0	\$0
<b>Total</b>	<b>\$14,645,934</b>	<b>\$17,062,478</b>	<b>\$23,078,385</b>	<b>\$32,586,816</b>	<b>\$13,250,834</b>
<b>Full-Time Equivalent</b>	<b>158.42</b>	<b>164.89</b>	<b>270.94</b>	<b>285.55</b>	<b>69.60</b>



# 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.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Communicable disease reports	1,310	1,462	1,552	1,600	1,600
Change in communicable disease reports	0.3%	11.6%	6.2%	3.1%	0.0%

From January through December 2016, Public Health received 1,552 reports of communicable diseases. Of these reports, 967 were sexually transmitted diseases (STDs), with chlamydia cases totaling 755. The communicable disease staff collaborated with the OHA STD/Human Immunodeficiency Virus (HIV) Program on identifying an outbreak of gonorrhea (176). Much of the communicable disease increase in Jackson County is the result of an increase in gonorrhea cases, which is consistent with a statewide trend. In response to the outbreak, free chlamydia and gonorrhea testing and treatment is being provided by the Jackson County STD Clinic. Information on signs/symptoms, risks, testing, treatment, and expedited partner treatment (EPT) for gonorrhea has been highlighted in the flash reports and discussed with multiple healthcare providers and community organizations.

There were 380 Hepatitis C cases past or present infections reported. Of the remaining cases, the most common were campylobacter (55), salmonella (25), and lead poisoning (14). Staff also investigated five cases of meningitis and 12 outbreaks of various illnesses: gastroenteritis (eight facilities) and upper respiratory (four facilities). Communicable disease investigations and outbreaks can take many days and may involve multiple staff members and Health and Human Services' programs. Communication, coordination, and follow-up with local healthcare and community organizations has proven especially helpful in these critical situations.

To keep healthcare providers and community partners updated on Public Health issues, 20 flash reports were sent via email. Multiple topics were addressed in the flash reports including, but not limited to: Ebola updates, Zika,



# Public Health

West Nile, meningitis, lead poisoning, measles, campylobacter, food safety, chicken pox, bed bugs, mushroom poisoning, influenza, human papillomavirus (HPV) vaccination, syringe exchange, and the overdose epidemic.

## 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.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Contacts to clients	1,322	2,415	3,103	3,103	3,103
Change in contacts to clients	-13.4%	82.7%	28.5%	0.0%	0.0%

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 2016, the maternal child health program provided 2,415 contacts to clients. A majority of contacts are home visits by nurses. These visits have increased in recent years as a Federal grant allowed for the expansion of the Jackson County Nurse Family Partnership program.

## 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.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Reproductive health clients	2,104	1,619	1,486	1,400	1,400
Change in reproductive health clients	-3.2%	-23.1%	-8.2%	-5.8%	0.0%

From January through December 2016, the Reproductive Health Clinic provided cervical and breast cancer screening and reproductive health services to 1,486 clients. Client volume has been decreasing for county reproductive health clinics. A possible reason for this decrease is the Affordable Care Act and patients finding primary care medical homes to get their comprehensive health needs met, including reproductive health. Additional clients were seen in the STD clinic where 1,277 tests were performed in order to diagnose and treat sexually transmitted infections (STI). Clients seeking services at Public Health can access STD counseling, testing, and treatment including HIV testing, pregnancy counseling and testing, and a full spectrum of long and short-term birth control methods. Clients are also provided with referrals or a "warm hand-off" to other services including primary care; mental health; Oregon Mother's Care; Women, Infants, and Children (WIC); nurse home visiting programs; immunizations; syringe exchange; alcohol and drug services; intimate partner violence (IPV) and sexual coercion services; and HIV case management.



# Public Health

## Immunizations

**Strategic Objective:** Provide comprehensive immunization services for infants, children, and adults to decrease the incidence of vaccine-preventable diseases.

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Immunizations provided	7,810	7,686	6,876	6,500	6,500
Change in immunizations provided	0.0%	-1.6%	-10.5%	-5.5%	0.0%

The immunization program works closely with local schools to assure compliance with Oregon vaccination laws and works with communicable disease staff to assure the reduction of vaccine preventable diseases. From January through December 2016, the immunization program provided a total of 6,876 immunizations. The number of immunizations provided have decreased as other venues, such as pharmacies, are being utilized more for immunizations. The program meets all mandates of tracking, forecasting, and assuring vaccines are managed as required. The immunization clinic also provides travel consultation and immunizations.

## 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.

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
WIC participants	10,248	9,564	9,163	9,100	9,100
Change in WIC participants	-2.8%	-6.7%	-4.2%	-0.7%	0.0%

From January through December 2016, the WIC program had 18,774 individual contacts, (5,064 of these were for nutrition education classes) for 9,163 WIC participants. The number of WIC participants has decreased in recent years, possibly due to improvement in the economy. The breastfeeding peer support program met caseload with 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 continue to 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. 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 participants using WIC vouchers, as well as \$28,328 at the local farmers markets and farm stands through the issuance of farm direct nutrition program coupons.





# Public Health

A mental health counselor remains 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. The show rate has been very good this past year, which demonstrates the importance of this partnership.

WIC continues to work with the Health Care Coalition of Southern Oregon to determine pregnancy intention by using a screening tool 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 were given multi-vitamins including folic acid. Those that do not want to become pregnant are referred to reproductive health services.

Electronic benefits, known as eWIC, became available in 2016 and have been a huge success. Family benefits are issued on the eWIC card and the healthy foods are identified by their universal product code (UPC) as WIC-authorized. There is a smart phone application that includes a camera to scan an item while in the grocery store to determine if that food item is WIC eligible. The application also includes recipes and a running total of benefits available. Electronic benefit cards are much more convenient and accurate for clients, local vendors, and staff. This is a great improvement over the old paper voucher system.

## 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 programs that provide tobacco prevention and education; personal responsibility education (comprehensive sexual health curriculum); substance abuse prevention; problem gambling prevention; and syringe exchange.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Youth reached for substance abuse prevention education	n/a*	1,250	8,097	7,500	7,500
Change in youth reached for substance abuse prevention education	n/a*	n/a*	547.8%	-7.4%	0.00%
Youth reached for problem gambling education	n/a*	90	167	170	180
Change in youth reached for problem gambling education	n/a*	n/a*	85.6%	-1.8%	5.9%
Youth provided education about sexual health/health relationships	262	286	354	400	250
Change in youth provided education about sexual health/health relationships	-22.5%	9.2%	23.8%	13.0%	-37.5%
Indoor Clean Air Act complaints received and addressed	20	11	21	28	20
Change in Indoor Clean Air Act complaints received and addressed	11.1%	-45.0%	90.9%	33.3%	-28.6%



## Public Health

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Syringes exchanged	n/a*	n/a*	7,259	75,000	75,000
Change in syringes exchanged	n/a*	n/a*	n/a*	933.2%	0.0%

\*New outcome; data not available.

The Tobacco Prevention and Education Program (TPEP) has been continuously working on creating a healthier environment for Jackson County residents by enforcing the Oregon Indoor Clean Air Act (ICAA), providing businesses that are in violation of the Oregon Indoor Clean Air Act guidance on how to become compliant, and provide technical assistance to community partners on how to become a tobacco-free campus through policy development. TPEP sent letters to all businesses in Jackson County providing education about the new additions of the ICAA and provided updated ICAA stickers that are required for businesses to post. This was received well by the business owners and resulted in a handful of tobacco free policies for businesses. The program is implementing grant requirements around tobacco retail licensing with the goal of decreasing the access youth have to tobacco products. TPEP is collaborating with the Jackson County Public Health Substance Abuse Program and the Oregon Liquor Control Commission to provide a training on proper identification and recognition for businesses in Jackson County that sell tobacco, alcohol, and gambling products. The goal is to reduce the selling of these products to minors and to help retailers avoid fines and other consequences for selling to minors. The program continues to promote the Oregon Quit Line with the goal of helping more people quit the use of nicotine.

Teen pregnancy rates are declining nationally for all racial and ethnic groups. However, there is still a challenge with teen pregnancy rates in Jackson County, especially for Latina teens. In 2014, Jackson County Latina youth, ages 15 to 19, had a pregnancy rate of 44 per 1,000 population compared to 28 per 1,000 population among the non-Hispanic youth ages 15 to 19. Overall, Jackson County has a higher teen pregnancy rate (37.2 per 1,000 population) than the state average (32.5 per 1,000 population) among 15 to 19 years old females. Because of this, Jackson County was awarded the Person Responsibility Education grant in the fall of 2016. This grant opportunity allows Jackson County Public Health to implement effective and comprehensive teen pregnancy prevention programs to youth in Jackson County. The goal of the program is to prevent pregnancy and sexually transmitted diseases among youth ages 13 to 19 years of age by providing skills to youth that will allow them to abstain from sex; skills to prevent pregnancy and sexually transmitted disease if youth become sexually active; skills on how to communicate with their family about their sexual health; and teach them about healthy relationships. The curricula taught are *iCuidate!*, which is a culturally-based program; FLASH; and Rights, Respect, Responsibility. With collaborations from different community partners, the curricula are taught in nine secondary schools throughout Jackson County, which will reach over 600 youth during fiscal year 2016-2017.

Jackson County Public Health's Substance Abuse Prevention and Problem Gambling Program (Prevention Programs) has adopted some of the emerging best practices in the field to prevent youth engaging in risky behavior like drug misuse or abuse and problem gambling. The Prevention Program has sustained the Jackson County Youth Council. The Jackson County Youth Council has participated in an event called "Sticker Shock" to raise awareness about the harms of adults purchasing alcohol for minors. There were 17 Jackson County retail outlets that participated in this event and the youth distributed over 1,500 stickers that were placed on beer cases in the retail outlets. The Prevention Programs has sustained the Jackson County Prevention Coalition and is assisting Ashland with implementing a Prevention Coalition. Staff have collaborated with OnTrack to provide the Let's Talk Pot curriculum to students in Jackson County; staff collaborated with Oregon Liquor Control Commission to provide a training to businesses in Jackson County that sell tobacco, alcohol, and gambling products. The goal is to reduce the selling of these products to minors and to help retailers avoid fines and other consequences for selling to minors. The Prevention Program was able to collaborate with community partners to provide the PAX Good Behavior Game training to 27 school professionals from Ashland, Phoenix-Talent and Prospect School District. There was a drug prevention poster contest sponsored by the Prevention Coalition that resulted in the participation of seven Jackson





# Public Health

County schools. Jackson County Prevention Programs sponsored Red Ribbon week with seven Jackson County schools and reached about 4,000 youth. During fiscal year 2016-2017, the Prevention Programs will implement the Gambling Art Contest, Youth Prevention Public Service Announcement, and have prevention experts present and train Jackson County community members and youth.

In October of 2016, Jackson County Public Health began the implementation of the Syringe Exchange Program and disposal, which is part of a comprehensive public health approach to prevent the spread of HIV/AIDS, Hepatitis C, and other blood borne pathogens among injection drug users, their families, and the larger community. The goal of the program within the first year is to gather and create baseline data; increase the proportion of safer injections and safer sexual encounters; increase the knowledge about the risks of HIV and Hepatitis C infections to injection drug users and their families; reduce the spread of HIV/AIDS and Hepatitis C among injection drug users and their partners; reduce discarded drug injection equipment in the community; increase the discussion referrals into drug treatment, medication assisted treatment and other care; and increase testing for HIV, Hepatitis C, and other sexually transmitted disease. During the first quarter of operations, operating six hours per week, there were 7,259 syringes exchanged. There was a total of 247 client visits and of those visits, 219 safe injection kits were provided; 81 wound care kits were provided; and 34 referrals were made to HIV/Hepatitis C testing; primary health; naloxone; drug treatment and medication assisted treatment; or reproductive health services. Of the total visits, 142 resulted in discussions about HIV, Hepatitis C, sexually transmitted diseases, and/or safe injection

## 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 2016-2017 with the meningitis cases of two students whom were siblings at Hedrick Middle School and Hoover Elementary School; coordinating information and tracking statistics regarding the influenza season; mumps; and the increase in gonorrhea cases in Jackson County. This program has supported Oregon Health Authority in providing regional trainings for communicable disease training, ESSENCE and risk communication. The program has participated in hospital exercises to build the healthcare system's ability to respond to disease outbreaks, and coordinate flu season statistics and provided public information support. The Preparedness Program assisted Jackson County Public Health with their accreditation process with the goal of becoming an accredited public health department. In addition, the program has updated the Health and Human Services' Continuity of Operations Plan. Program staff look forward to building capacity within Health and Human Services to respond as 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.

In October 2016, the national PHAB conducted a site visit to assess Jackson County Public Health for national accreditation. 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. The site visit lasted two days and an accreditation determination is anticipated to be made by PHAB in March 2017.



# Public Health

## 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. In 2016, State and local public health authorities completed an assessment of the existing public health system, as required under House Bill 3100, to assess the gap between the existing public health system and the modern public health requirements. The assessment revealed gaps between the current public health system and a fully modernized system. Work on modernization, including funding to address the gaps, will continue into the foreseeable future.

## 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 15.5 percent of the cost of providing public health services.

<b>Program: 240105</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$4,288,110	\$4,849,420	\$5,254,030	\$4,829,291	\$4,668,087
Fees & Other Service Charges	\$548,826	\$538,948	\$298,399	\$317,000	\$301,500
All Other Resources	\$3,713	\$0	\$788	\$0	\$0
Interfund Transfers	\$369,064	\$592,572	\$558,007	\$982,292	\$1,058,104
Fund Balance	\$0	\$0	\$0	\$63,016	\$781,790
<b>Total</b>	<b>\$5,209,713</b>	<b>\$5,980,940</b>	<b>\$6,111,224</b>	<b>\$6,191,599</b>	<b>\$6,809,481</b>
<b>EXPENDITURES</b>					
Personnel Services	\$3,016,157	\$3,180,793	\$3,296,834	\$3,767,984	\$3,833,426
Materials & Services	\$2,183,151	\$2,631,751	\$2,816,848	\$2,423,615	\$2,976,055
<b>Total</b>	<b>\$5,199,308</b>	<b>\$5,812,544</b>	<b>\$6,113,682</b>	<b>\$6,191,599</b>	<b>\$6,809,481</b>
<b>Full-Time Equivalent</b>	<b>37.93</b>	<b>39.93</b>	<b>44.74</b>	<b>39.50</b>	<b>36.20</b>



# 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Contacts completed	6,855	6,613	6,610	6,500	6,500
Change in contracts completed	-0.35%	-3.50%	-0.04%	-1.60%	0.00%

In 2016, over 1,000 out-of-office contacts were made on outreach. Efforts of Veterans' Office staff have resulted in over \$103,000,000 in ongoing Federal Veterans Affairs (VA) disability compensation and pension payments coming to Jackson County veterans and survivors annually.

While there was a drop in contacts, there are several factors contributing to this. Some factors include: short notice cancelations and/or no shows to appointments; increases in the numbers of veterans/widows who have passed; and most significantly, more new clients. New clients take a full hour appointment whereas established clients generally take only 30 minutes. An increase in new clients means fewer daily appointments overall. Additionally, some clients served are temporary residents at the VA Southern Oregon Rehabilitation Center and Clinics (SORCC) and move out of the area after filing a claim. Claims and appeals have increasingly complex legal requirements also resulting in more than one hour for an appointment.

### 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 2016-2017, the Program continued to receive the Senate Bill 1100 grant and is expected to receive the same level for fiscal year 2017-2018. The County's General Fund supports 74.7 percent of the cost of the Veterans' Services Program.

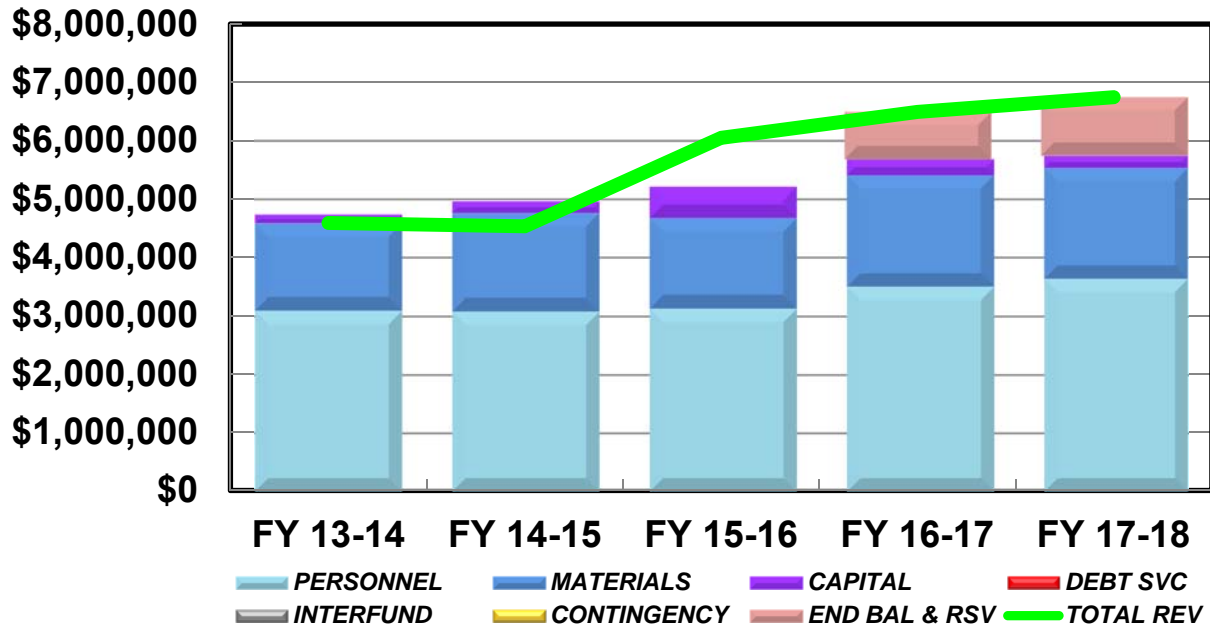


# Veterans' Services

<b>Program: 240111</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$90,506	\$126,706	\$125,725	\$91,706	\$120,566
Fees & Other Service Charges	\$6	\$0	\$2	\$0	\$0
Interfund Transfers	\$361,501	\$329,808	\$349,164	\$400,000	\$400,000
Fund Balance	\$0	\$0	\$0	\$0	\$105,262
<b>Total</b>	<b>\$452,013</b>	<b>\$456,514</b>	<b>\$474,891</b>	<b>\$491,706</b>	<b>\$625,828</b>
<b>EXPENDITURES</b>					
Personnel Services	\$364,577	\$372,982	\$373,581	\$382,814	\$402,309
Materials & Services	\$87,437	\$83,132	\$101,010	\$108,892	\$223,519
<b>Total</b>	<b>\$452,014</b>	<b>\$456,114</b>	<b>\$474,591</b>	<b>\$491,706</b>	<b>\$625,828</b>
<b>Full-Time Equivalent</b>	<b>4.38</b>	<b>5.00</b>	<b>6.50</b>	<b>5.00</b>	<b>5.00</b>

# INFORMATION TECHNOLOGY

2013-2014 TO 2017-2018

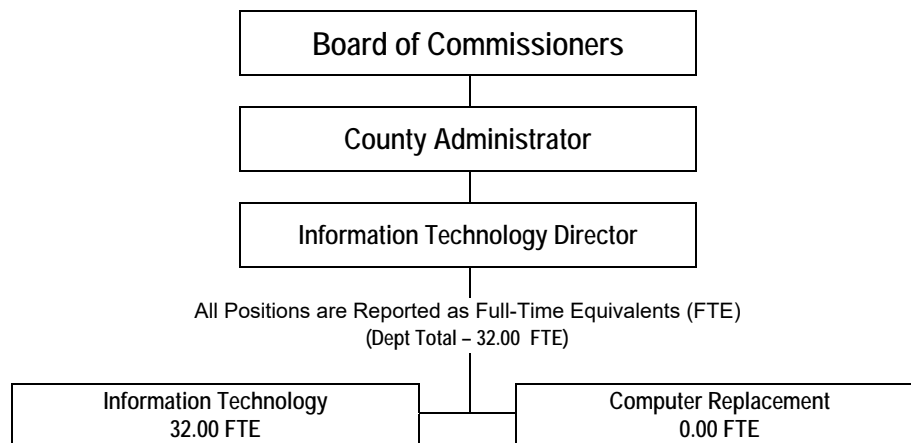


	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Adopted	FY 17-18 Adopted
PERSONNEL	\$3,093,394	\$3,080,030	\$3,130,767	\$3,497,050	\$3,632,819
MATERIALS	\$1,489,585	\$1,679,752	\$1,540,873	\$1,907,197	\$1,895,899
CAPITAL	\$149,108	\$197,351	\$538,077	\$275,000	\$213,000
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$813,683	\$1,004,520
<b>TOTAL EXP</b>	<b>\$4,732,087</b>	<b>\$4,957,133</b>	<b>\$5,209,717</b>	<b>\$6,492,930</b>	<b>\$6,746,238</b>
<b>TOTAL REV</b>	<b>\$4,588,205</b>	<b>\$4,531,754</b>	<b>\$6,048,373</b>	<b>\$6,492,930</b>	<b>\$6,746,238</b>
FTEs	29.55	29.80	30.00	33.00	32.00

The decrease of 1.00 FTE IT Support Specialist II for FY 17-18 is a direct result of reductions in Health and Human Services. The decrease in Capital Outlay is due to a reduction in computer equipment replacement for FY 17-18. 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 2017-2018

- Contain costs.
- Continue deploying new desktop operating systems.
- Expand and improve functionality of department-specific database systems.
- Upgrade core network switches.

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

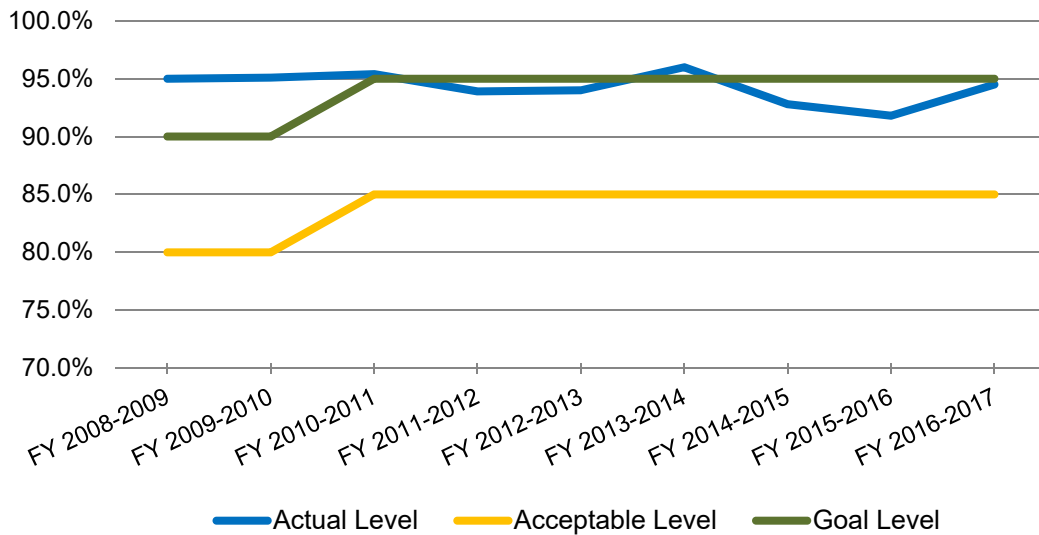
- Began deploying a new operating system version to the fleet of County personal computers.
- Updated older data storage systems to reduce future maintenance costs.
- Continued expanding use of the Electronic Document Management System (EDMS) to reduce expenses associated with printed paper files.
- Streamlined and automated internal IT processes to increase efficiency and effectiveness.

### 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.

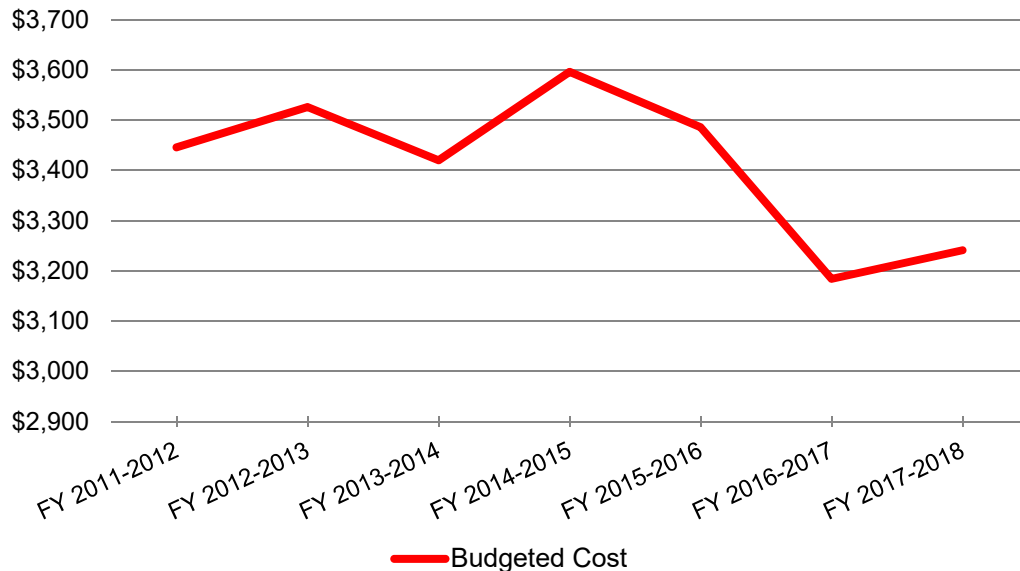
# INFORMATION TECHNOLOGY

**IT Customer Satisfaction**



Core service charges recover costs for shared services which are used by all County departments such as phones, email, and internet access. Core service 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 core service 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 core service charges divided by the total number of PCs.

**IT Core Services Charge Trends Per PC**



# 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Average operations charge per PC	\$2,073	\$2,010	\$1,844	\$2,311	\$2,266

The average operations charge per PC is expected to decline slightly in the coming year, mainly because the County has added PCs.

### 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Average E1 charge per employee	\$502	\$462	\$324	\$386	\$339

The average E1 charge per employee is expected to decline in the coming year, mainly because the County has added 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.*





# Information Technology

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Average telecom charge per phone port	\$175	\$269	\$261	\$284	\$252

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. The average charge will decline slightly in the coming year, primarily due to an increase in the number of employees.

## 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Average web content management charge per PC	\$302	\$303	\$171	\$149	\$119

The average charge per PC will decline slightly in fiscal year 2017-2018 because the County has increased the number of PCs.

## Significant Issues in the Year Ahead

In the year ahead, IT will aim to contain costs and focus on the following projects and/or priorities: update core network switches, continue deploying a newer version of the current operating system, and expand and improve functionality of department-specific database systems.

## 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. Core service charges recover costs for shared services which are used by all County departments such as phones, email, and internet access. Core service 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.

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 54 percent of these internal charges are received from the County's General Fund departments.



# Information Technology

<b>Program: 030201</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$2,898	\$49	\$0	\$0	\$0
Fees & Other Service Charges	\$295,610	\$315,960	\$357,411	\$311,500	\$335,000
All Other Resources	\$86	\$86	\$0	\$0	\$0
Interfund Transfers	\$3,983,184	\$3,893,996	\$5,355,170	\$5,077,509	\$5,103,571
<b>Total</b>	<b>\$4,281,778</b>	<b>\$4,210,091</b>	<b>\$5,712,581</b>	<b>\$5,389,009</b>	<b>\$5,438,571</b>
<b>EXPENDITURES</b>					
Personnel Services	\$3,093,394	\$3,080,030	\$3,130,767	\$3,497,050	\$3,632,819
Materials & Services	\$1,117,627	\$1,360,405	\$1,283,516	\$1,616,959	\$1,592,752
Capital Outlay	\$149,108	\$197,351	\$538,077	\$275,000	\$213,000
<b>Total</b>	<b>\$4,360,129</b>	<b>\$4,637,786</b>	<b>\$4,952,360</b>	<b>\$5,389,009</b>	<b>\$5,438,571</b>
<b>Full-Time Equivalent</b>	<b>29.55</b>	<b>29.80</b>	<b>30.00</b>	<b>33.00</b>	<b>32.00</b>

# 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.

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Average hardware contribution per PC	\$213	\$214	\$243	\$270	\$267

The mix of enrolled equipment began to change in 2015. Dual monitors became the norm, and more users have laptops, which cost more than desktop personal computers (PCs). These changes increased the average cost per PC. In fiscal year 2016-2017, 45 ruggedized Mobile Digital Computer (MDC) laptops used by Sheriff's deputies were newly enrolled. These have a much higher cost per unit than a standard PC so enrolling them further increased the average cost per PC.

### Hardware Life-Cycle Management

Strategic Objective: Replace County PCs before they become obsolete. Obsolescence is defined as being insufficiently powerful to operate efficiently in the County environment, thereby becoming an impediment to staff productivity.

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
PCs enrolled four year prior	880	905	1,003	938	947
PCs replaced	228	235	265	232	228
Percent of PCs replaced upon reaching four years	26%	26%	26%	25%	24%

Due to the constant evolution of technology, PCs generally reach obsolescence for County purposes about four years after initial purchase. To spread workload and make the most efficient use of staff, replacements are staggered over multiple years. The aim is to replace roughly 25 percent of the fleet per year.



# Computer Replacement

## Software Replacement Cost Control

*Strategic Objective: Maintain stability in annual contribution rate.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Average software contribution per PC	\$73	\$72	\$43	\$43	\$44

The annual contribution has historically varied very little, except for a 40 percent decrease in fiscal year 2015-2016; this reduction was due to the Department taking advantage of a change in the software licensing model, and due to increasing the assumed lifecycle from four year to six years.

## 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).*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Years behind the latest version	6	1	2	3	4

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 hardware expenses for the upcoming year and software upgrade expenses that occur roughly every three to six years. Departments contribute to the Program quarterly based on the number and type of PCs they operate and the software they use. Approximately 56 percent of the revenue for this Program comes from the County's General Fund.

# Computer Replacement

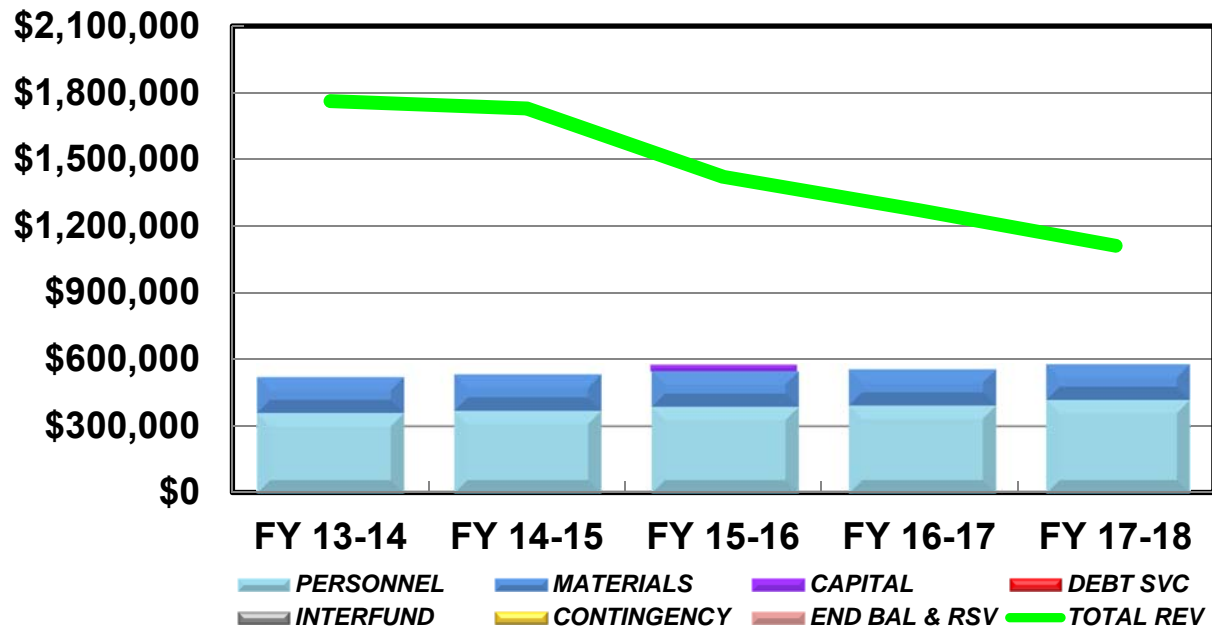
<b>Program: 030101</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$300	\$300	\$275	\$0	\$0
All Other Resources	\$13,133	\$9,171	\$14,732	\$10,946	\$13,908
Interfund Transfers	\$292,995	\$312,192	\$320,784	\$363,249	\$366,592
Fund Balance	\$0	\$0	\$0	\$729,726	\$927,167
<b>Total</b>	<b>\$306,428</b>	<b>\$321,663</b>	<b>\$335,791</b>	<b>\$1,103,921</b>	<b>\$1,307,667</b>
<b>EXPENDITURES</b>					
Materials & Services	\$371,958	\$319,347	\$257,356	\$290,238	\$303,147
Ending Balance and Reserves	\$0	\$0	\$0	\$813,683	\$1,004,520
<b>Total</b>	<b>\$371,958</b>	<b>\$319,347</b>	<b>\$257,356</b>	<b>\$1,103,921</b>	<b>\$1,307,667</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

*This Page Reserved for Notes*



# JUSTICE COURT DISTRICT

## 2013-2014 TO 2017-2018

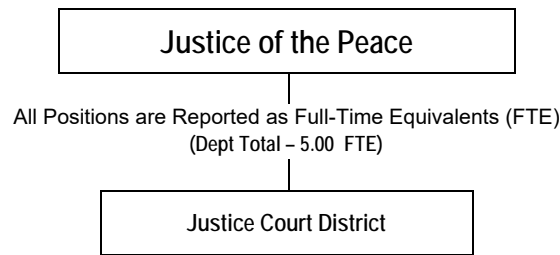


	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Adopted	FY 17-18 Adopted
PERSONNEL	\$358,472	\$367,983	\$385,487	\$391,358	\$416,901
MATERIALS	\$161,259	\$164,114	\$160,327	\$162,913	\$160,210
CAPITAL	\$0	\$0	\$30,268	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXP</b>	<b>\$519,731</b>	<b>\$532,097</b>	<b>\$576,082</b>	<b>\$554,271</b>	<b>\$577,111</b>
<b>TOTAL REV</b>	<b>\$1,762,469</b>	<b>\$1,729,501</b>	<b>\$1,421,663</b>	<b>\$1,270,616</b>	<b>\$1,111,063</b>
FTEs	5.00	5.00	5.00	5.00	5.00

Between FY 16-17 and FY 17-18 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.

# 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 2017-2018

- 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.

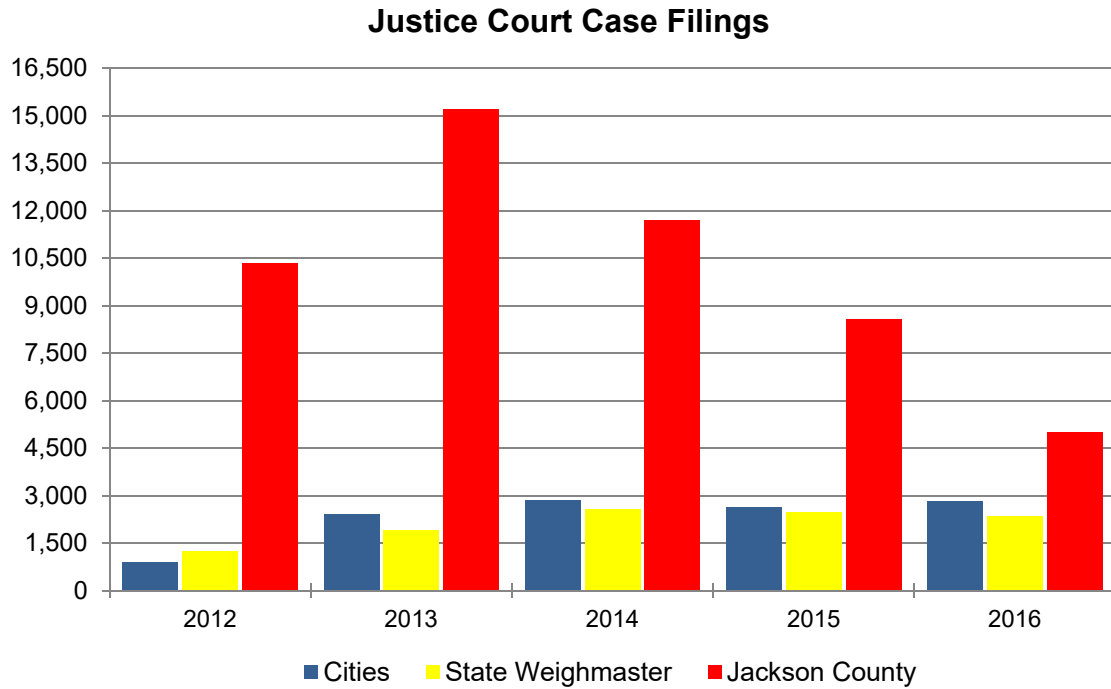
### Major Issues and Service Level Accomplishments for Prior Year

- Managed and processed decreased case filings from the Jackson County Sheriff's Office, and proportionally increased files from the State Weighmaster and other local law enforcement agencies.
- Consolidated collections operations from the Central Point Municipal Court, increasing judicial efficiency and inter-governmental cooperation within the County.
- Relocation to a new facility, Continuity of Operations Plan (COOP) contingency planning, and continued 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 Statutes (ORS); operates the Court's facilities to serve the public needs within jurisdictional limitations as authorized by ORS in a cost-effective manner; efficiently and fairly processes 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 case filings.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Case filings per fiscal year	18,145	15,595	12,336	11,100	9,388
Cases filed per Court Clerk	4,536	3,899	3,084	2,775	2,347
Percent change per Court Clerk	26%	-14%	-20%	-10%	-15%

The number of case filings are expected to revert to 2005 levels due to the restart of a dedicated Traffic Team by the Jackson County Sheriff's Office in 2017.

## Significant Issues in the Year Ahead

Significant issues facing the Justice Court in fiscal year 2017-2018 include continuing to monitor the impact of the elimination and subsequent reconstitution of the Jackson County Sheriff's Office Traffic Team. Traffic fatalities in the County have risen significantly due to the diminished traffic enforcement. The level of enforcement will depend upon the policy choices made by a new Sheriff appointed in January 2017. Caseload volumes are expected to revert to 2005 levels (approximately 9,000/year), a 50 percent reduction from the peak of 18,000 in fiscal year 2013-2014. The Justice Court also provides Municipal Court services to the cities of Central Point, Shady Cove, and Talent.

## Financial Condition

The Justice Court District is self-supported through fines collected from traffic and other violations.



# ***Justice Court District***

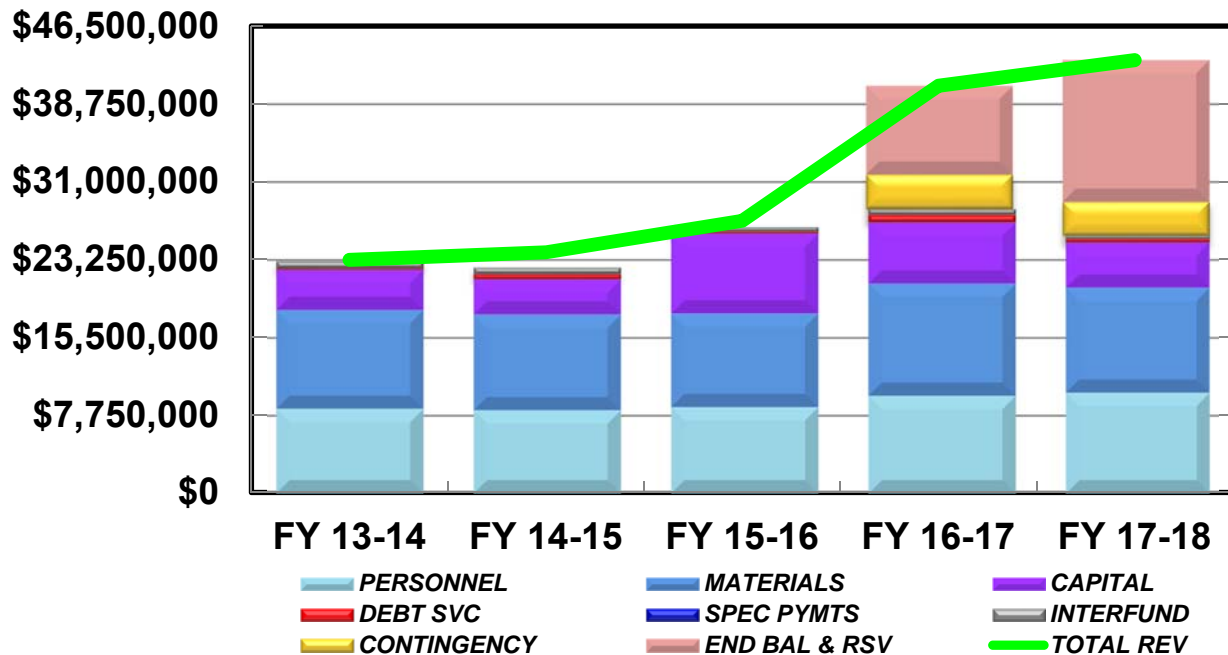
<b>Program: 280101</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$0	\$10	\$10	\$0	\$0
Fees & Other Service Charges	\$1,762,229	\$1,729,441	\$1,421,653	\$1,270,616	\$1,111,063
All Other Resources	\$240	\$50	\$0	\$0	\$0
<b>Total</b>	<b>\$1,762,469</b>	<b>\$1,729,501</b>	<b>\$1,421,663</b>	<b>\$1,270,616</b>	<b>\$1,111,063</b>
<b>EXPENDITURES</b>					
Personnel Services	\$358,472	\$367,983	\$385,487	\$391,358	\$416,901
Materials & Services	\$161,259	\$164,114	\$160,327	\$162,913	\$160,210
Capital Outlay	\$0	\$0	\$30,268	\$0	\$0
<b>Total</b>	<b>\$519,731</b>	<b>\$532,097</b>	<b>\$576,082</b>	<b>\$554,271</b>	<b>\$577,111</b>
<b>Full-Time Equivalent</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

*This Page Reserved for Notes*



# ROADS AND PARKS

## 2013-2014 TO 2017-2018

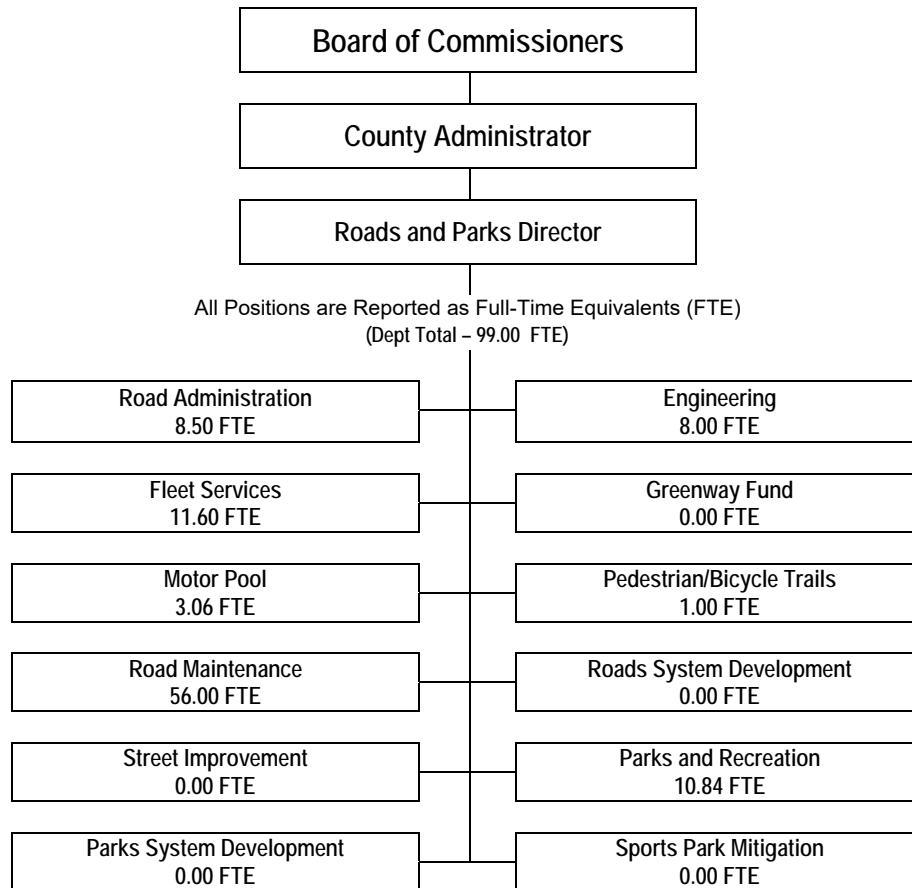


	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Adopted	FY 17-18 Adopted
PERSONNEL	\$8,412,617	\$8,273,199	\$8,571,576	\$9,700,036	\$10,013,456
MATERIALS	\$9,830,267	\$9,525,286	\$9,312,248	\$11,151,689	\$10,442,473
CAPITAL	\$4,002,863	\$3,507,255	\$7,966,270	\$6,102,594	\$4,507,264
DEBT SVC	\$107,883	\$496,112	\$163,230	\$740,000	\$307,920
INTERFUND	\$733,995	\$663,038	\$463,790	\$558,000	\$355,454
CONTINGENCY	\$0	\$0	\$0	\$3,446,647	\$3,372,423
END BAL & RSV	\$0	\$0	\$0	\$8,862,883	\$14,113,313
<b>TOTAL EXP</b>	<b>\$23,087,625</b>	<b>\$22,464,890</b>	<b>\$26,477,114</b>	<b>\$40,561,849</b>	<b>\$43,112,303</b>
<b>TOTAL REV</b>	<b>\$23,194,358</b>	<b>\$23,951,165</b>	<b>\$27,086,334</b>	<b>\$40,561,849</b>	<b>\$43,112,303</b>
FTEs	104.00	104.00	104.00	99.00	99.00

The decreases in Materials and Services, Capital Outlay, Debt Service, and Interfund Transfers are due to the completion of several large projects. Ending Fund Balance and Reserves have increased as a result of saving for future projects and conservative budgeting due to uncertainties in future Federal timber revenues. Between FY 16-17 and FY 17-18 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.

# 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 2017-2018

- The completion of the Southern Oregon Recreational Vehicle (RV) Park near the Expo grounds is a major addition to the Jackson County Parks and Recreation Program and will provide needed RV camping in the Rogue Valley area. This park will be managed and operated by the Parks and Recreation Program. Fiscal year 2017-2018 will be a learning period for County parks staff as this park is integrated into the overall Parks and Recreation Program. Amenities will include 92 full-hookup RV sites, restroom/shower facilities, lodge, and improved day-use areas including paved walkways, fishing docks, platforms, and picnic kiosks.
- In an effort to maintain and improve pavement condition, continue to apply more than 70 miles per year of asphaltic chip and slurry seals to County road surfaces. This increased level of chip sealing is the sixth year of completing more than 70 miles per year and constitutes a 55 percent increase in chip seal miles over the last seven years.



# ROADS AND PARKS

- Complete the construction 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 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 complete construction in the summer of 2018.
- Complete the engineering design, right-of-way acquisition, and begin 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 complete construction in the fall of 2018.
- 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 for construction in 2019.
- 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 improvements and upgrades to the water and electrical infrastructure at the Howard Prairie Resort north campgrounds to better 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.

## Major Issues and Service Level Accomplishments for Prior Year

- Completed construction of a 92-space RV park near the Expo grounds. This park, managed and operated by the Parks and Recreation Program, includes 92 full-hookup RV sites, restroom/shower facilities, lodge/registration building, and improved day use areas including walking paths and fishing access.
- Applied 75 miles of asphaltic chip seal to County road surfaces. This increased level of chip sealing is the fifth year of completing at least 70 miles per year. At this rate, nearly 10 percent of all paved County roads are being improved annually.
- Completed the design and permitting for the replacement of Bridge #360 on Wheeler Road, which crosses Snider Creek. This project was designed by County and contract staff and will be built by County forces.
- Completed the engineering design, right-of-way acquisition, and started 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 complete construction in the fall of 2018.
- Completed the engineering design and right-of-way acquisition of a capital improvement 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.
- 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.
- Started 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.
- Completed 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



# ROADS AND PARKS

construction. The County will be aggressively seeking State and Federal grants to fund the construction of this needed and popular facility.

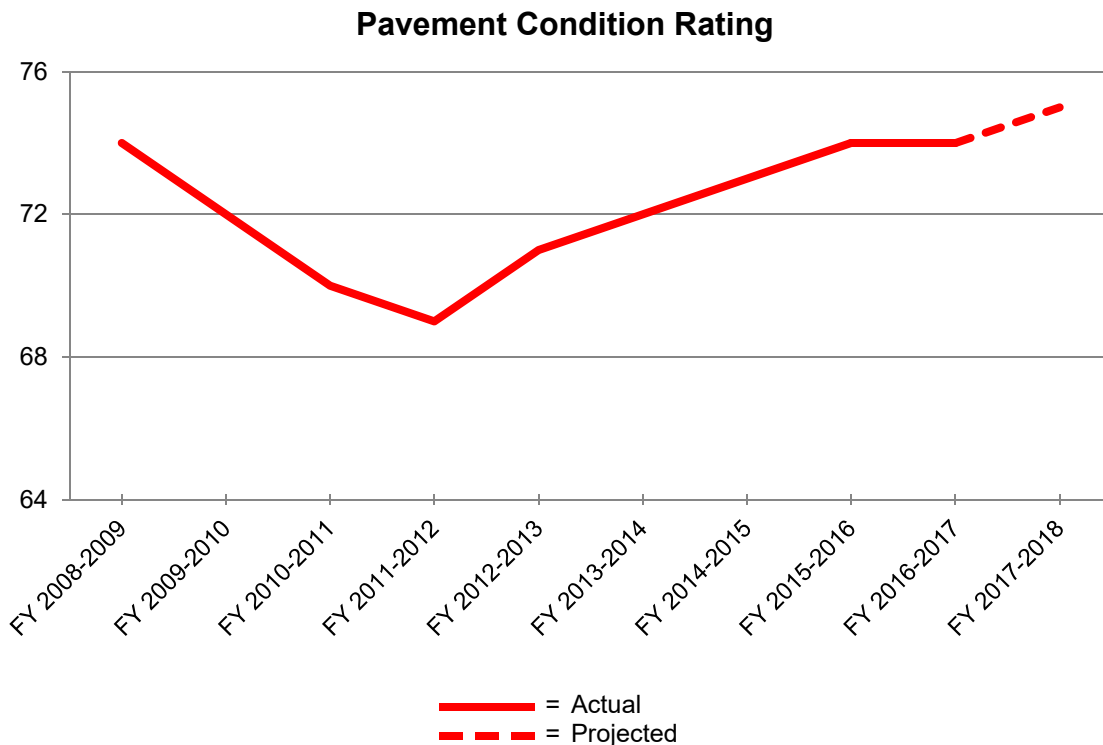
- Completed improvements and upgrades to the water and electrical infrastructure at the Howard Prairie Resort South Loop campgrounds to serve RVs.

## 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 2016. 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.



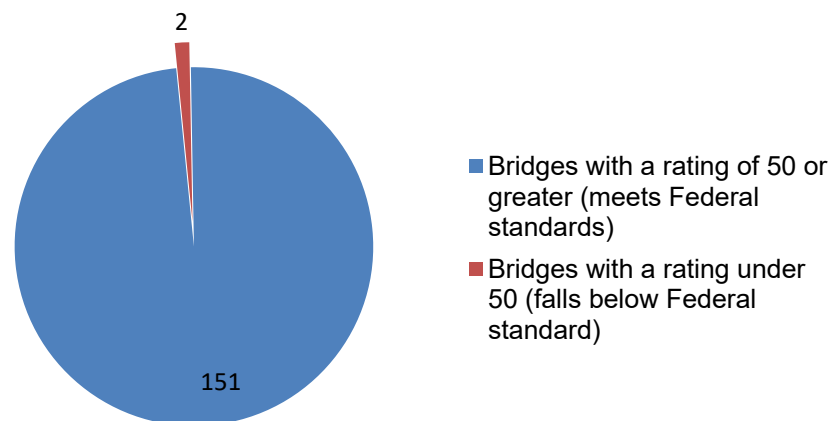


# ROADS AND PARKS

Bridge Condition: 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 344 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 2016-2017, 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.

**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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Number of lost days reported	0	209	0	14	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.*

Excess vehicle weights can cause significant damage to roadway infrastructure, therefore the monitoring and enforcement of vehicle weight laws is important. Education of the trucking industry continues to be a high priority



# Roads Administration

in meeting this objective. Additionally, enforcement procedures including fixed scale operation as well as patrolling County roads are employed to help ensure compliance with laws.

## 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 unlikely which means the Department will return to a revenue number based on actual timber harvested. This revenue is estimated at \$250,000 in fiscal year 2017-2018, a significant reduction from the most recent payment of \$1,073,749 and regular payments exceeding \$4,000,000 a decade 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 2017-2018 to be \$13,000,000 which, when compared to historic levels of revenue, will replace the majority of the lost Federal timber revenue. Current trends show an increase in driving; however, coupled with more fuel efficient and electric vehicles, the future of the Road Fund revenue stream remains uncertain.

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 needed safety improvements will not be completed until increased funding is restored.

The Roads Administration Program is part of the Road Fund which receives no revenue from the County's General Fund.



# Roads Administration

<b>Program: 390201</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$14,471,503	\$16,209,084	\$15,809,010	\$17,039,120	\$16,902,120
Fees & Other Service Charges	\$529,138	\$487,326	\$599,513	\$464,600	\$489,000
All Other Resources	\$226,196	\$184,393	\$322,829	\$150,000	\$200,000
Interfund Transfers	\$765,420	\$693,480	\$585,474	\$327,000	\$306,454
Fund Balance	\$0	\$0	\$0	\$11,000,000	\$13,300,000
<b>Total</b>	<b>\$15,992,257</b>	<b>\$17,574,283</b>	<b>\$17,316,826</b>	<b>\$28,980,720</b>	<b>\$31,197,574</b>
<b>EXPENDITURES</b>					
Personnel Services	\$832,726	\$804,058	\$872,795	\$1,032,462	\$915,711
Materials & Services	\$888,037	\$1,132,198	\$1,222,579	\$1,519,009	\$1,577,414
Capital Outlay	\$0	\$0	\$0	\$10,000	\$10,000
Interfund Transfers	\$0	\$0	\$0	\$40,000	\$0
Contingency	\$0	\$0	\$0	\$2,500,000	\$2,500,000
Ending Balance and Reserves	\$0	\$0	\$0	\$6,174,236	\$10,624,683
<b>Total</b>	<b>\$1,720,763</b>	<b>\$1,936,256</b>	<b>\$2,095,374</b>	<b>\$11,275,707</b>	<b>\$15,627,808</b>
<b>Full-Time Equivalent</b>	<b>8.65</b>	<b>9.65</b>	<b>8.65</b>	<b>8.50</b>	<b>8.50</b>



# Engineering

## Program Purpose

The Engineering Program provides engineering services for Roads, Parks, and other County departments. The Program provides in-house engineering for the design of road improvement projects to ensure that projects are properly engineered to provide the most efficient balance of service, life, and cost. The Program also provides construction surveying, project inspection, and contract administration for road improvement projects to ensure that improvements are properly constructed, and contractors are paid only when their work meets County specifications. The Engineering Program is helping to meet County 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Percentage of bridges with a sufficiency rating of 50 or more	97%	98%	98%	98%	98%

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 344 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 2016-2017, 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 8.00 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 2016. 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 2017-2018, 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 and slurry seal production at more than 70 miles per year.

While the County has reduced the capital construction program, fiscal year 2017-2018 will see design and construction for capital construction projects on several County roads. Construction will be completed 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. January of 2018 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.

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.

<b>Program: 390202</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>EXPENDITURES</b>					
Personnel Services	\$869,162	\$861,379	\$625,080	\$982,683	\$991,670
Materials & Services	\$145,469	\$88,524	\$98,544	\$88,059	\$193,263
Capital Outlay	\$2,599,058	\$1,929,794	\$1,349,888	\$3,800,094	\$2,186,454
<b>Total</b>	<b>\$3,613,689</b>	<b>\$2,879,697</b>	<b>\$2,073,512</b>	<b>\$4,870,836</b>	<b>\$3,371,387</b>
<b>Full-Time Equivalent</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>8.00</b>	<b>8.00</b>



# Fleet Services

## Program Purpose

The Fleet Services Program ensures the County's equipment and fleet maintenance needs are met. It also provides services for outside entities such as the State Motor Pool, Oregon State Highway Division, Oregon Department of Forestry, Rogue Valley Sewer Services, 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Work orders written as preventative maintenance	32%	29%	23%	26%	26%

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.

### 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



# Fleet Services

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.

<b>Program: 390206</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$207,733	\$174,917	\$149,526	\$150,000	\$135,000
Fees & Other Service Charges	\$157,997	\$107,921	\$53,415	\$100,000	\$50,000
Interfund Transfers	\$517,141	\$447,942	\$450,173	\$420,000	\$400,000
<b>Total</b>	<b>\$882,871</b>	<b>\$730,780</b>	<b>\$653,114</b>	<b>\$670,000</b>	<b>\$585,000</b>
<b>EXPENDITURES</b>					
Personnel Services	\$911,495	\$913,772	\$928,766	\$1,074,714	\$1,028,465
Materials & Services	\$2,203,724	\$1,911,851	\$1,636,160	\$2,073,149	\$1,914,918
Capital Outlay	\$0	\$23,893	\$5,500	\$0	\$0
Interfund Transfers	\$0	\$0	\$67,172	\$50,000	\$0
<b>Total</b>	<b>\$3,115,219</b>	<b>\$2,849,516</b>	<b>\$2,637,598</b>	<b>\$3,197,863</b>	<b>\$2,943,383</b>
<b>Full-Time Equivalent</b>	<b>12.55</b>	<b>13.10</b>	<b>12.60</b>	<b>12.60</b>	<b>11.60</b>





# 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 2017-2018. Revenues in the fund will be placed in reserves for future construction projects.

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Miles of new trail completed	0	1.5	0	0	0

Fiscal year 2017-2018 will not see any additional trail segments 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 2017-2018, 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

<b>Program: 390701</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
All Other Resources	\$1,991	\$329	\$285	\$150	\$50
Interfund Transfers	\$10,000	\$0	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$17,000	\$5,250
<b>Total</b>	<b>\$11,991</b>	<b>\$ 329</b>	<b>\$ 285</b>	<b>\$17,150</b>	<b>\$5,300</b>
<b>EXPENDITURES</b>					
Capital Outlay	\$78,150	\$15,831	\$11,993	\$0	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$17,150	\$5,300
<b>Total</b>	<b>\$78,150</b>	<b>\$15,831</b>	<b>\$11,993</b>	<b>\$17,150</b>	<b>\$5,300</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# Motor Pool

## Program Purpose

The Motor Pool Program has responsibility for providing clean, safe, and economical transportation to County departments. The Motor Pool Program is helping to meet County 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 120,000 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Work orders written as preventative maintenance	65%	54%	52%	50%	50%

Maintain fleet vehicles using preventative maintenance techniques, which are scheduled ahead of time, as opposed to repairs is preferred. Repair 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. The recent decline in percentage is due to a change in tracking method. If significant repair issues are identified during a preventative inspection, then a separate repair order is written to track those costs and resources. This change has decreased the percentage of work orders written as preventative to around the 50 percent range.

### 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 \$0.54 per mile).

## **Motor Pool**

<i>Outcome(s)</i>	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Average cost per mile	\$0.86	\$0.68	\$0.77	\$0.68	\$0.83
Percentage higher than IRS reimbursement rate	51.4%	20.8%	34.6%	25.4%	53.6%

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 2017-2018, Motor Pool will procure 31 vehicles for the County, a relatively high number of purchases as compared to the smaller numbers of 21 and seven vehicles in the two years prior.

The total Motor Pool fleet size for fiscal year 2017-2018 is 309 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 155 vehicles.

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

Beginning in fiscal year 2015-2016, and the years following, the Health and Human Services Department experienced large increases in staffing due to changes in State legislation which required Motor Pool to quickly expand the fleet. Contingency funds maintained in the Motor Pool budget helped allowed for 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 64 percent of this Program's revenue comes from the County's General Fund departments.



# Motor Pool

<b>Program: 390401</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$127,015	\$129,124	\$124,240	\$80,000	\$70,000
Fees & Other Service Charges	\$67,945	\$103,448	\$55,618	\$61,000	\$62,000
All Other Resources	\$9,885	\$9,529	\$24,459	\$8,000	\$15,000
Interfund Transfers	\$1,772,186	\$2,021,387	\$2,332,061	\$2,281,720	\$2,402,536
Fund Balance	\$0	\$0	\$0	\$975,000	\$1,050,000
<b>Total</b>	<b>\$1,977,031</b>	<b>\$2,263,488</b>	<b>\$2,536,378</b>	<b>\$3,405,720</b>	<b>\$3,599,536</b>
<b>EXPENDITURES</b>					
Personnel Services	\$278,990	\$278,460	\$295,576	\$299,697	\$311,092
Materials & Services	\$1,067,765	\$1,003,190	\$871,945	\$1,076,867	\$1,062,896
Capital Outlay	\$746,957	\$423,182	\$875,684	\$954,000	\$1,423,000
Interfund Transfers	\$0	\$0	\$73,248	\$0	\$0
Contingency	\$0	\$0	\$0	\$282,156	\$302,548
Ending Balance and Reserves	\$0	\$0	\$0	\$793,000	\$500,000
<b>Total</b>	<b>\$2,093,712</b>	<b>\$1,704,832</b>	<b>\$2,116,453</b>	<b>\$3,405,720</b>	<b>\$3,599,536</b>
<b>Full-Time Equivalent</b>	<b>3.10</b>	<b>3.05</b>	<b>3.05</b>	<b>3.06</b>	<b>3.06</b>



# ***Parks and Recreation***

## ***Program Purpose***

The Parks and Recreation Program provides a variety of quality recreational opportunities for the citizens and visitors of Jackson County. The Parks and Recreation Program operates 21 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 21 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.*



## Parks and Recreation

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Revenue earned per campsite	\$988	\$813	\$815	\$1,170	\$1,285

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 a drought severely impacted campground occupancy rates due to lower than normal lake levels. While reservoir levels improved for the 2016-2017 fiscal year and camping increased in the mountain lake parks, the addition of the 92 spaces of the Southern Oregon Recreational Vehicle (RV) Park pulled the overall revenue earned per campsite down. As this park becomes more well-known, occupancy rates will improve and, when this is combined with a heavy snowpack which should fill the mountain lakes this year, revenue earned per campsite for fiscal year 2017-2018 is expected to increase.

### Overnight Accommodations

***Strategic Objective:** Provide high quality overnight recreation opportunities for visitors and citizens in Jackson County.*

In fiscal year 2016-2017, the County completed construction of a RV park near the Jackson County Expo grounds. This park, managed and operated by the County Parks Program, will include 92 full-hookup RV sites, restroom/shower facilities, a headquarters and registration building, and improved day-use areas including walkways and better access to the fishing ponds. This park is a major addition to the County Parks and Recreation Program and will provide needed recreational vehicle parking 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.

The Parks and Recreation Program receives considerable support from the State of Oregon as 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 7 percent increase in RV licensing fees in the 2017-2018 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 3.00 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, Expo, 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.



# ***Parks and Recreation***

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

The recently completed Southern Oregon RV Park is a major addition to the County Parks and Recreation Program and will provide needed recreational vehicle camping in the Rogue Valley area. Fiscal year 2017-2018 will continue to be a learning period for County parks staff as this park is integrated into 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 2016 camping season improved with higher lake levels, but with very heavy snow packs in the mountains. The 2017 camping season is predicted to be the best the County has seen in many years and reservoirs should fill and lake levels should remain high for most of the summer. This should have a very positive impact on the campground use for fiscal year 2017-2018.

A major capital project which will be undertaken during fiscal year 2017-2018 includes adding new electrical power and water utilities to portions of the North Loop Campground at Howard Prairie Resort. This \$307,000 project will upgrade these severely outdated utilities and will be able to serve the new, larger RVs at this popular campground.

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 2017-2018 fiscal year is the ninth year that this Program has not been operationally supported by the General Fund.



# ***Parks and Recreation***

<b>Program: 390501</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$1,111,357	\$862,480	\$1,428,432	\$1,035,710	\$1,297,631
Fees & Other Service Charges	\$1,211,995	\$1,130,009	\$1,179,708	\$1,650,175	\$1,775,850
All Other Resources	\$15,612	\$14,539	\$65,091	\$8,000	\$9,000
Interfund Transfers	\$301,001	\$419,132	\$2,521,381	\$440,375	\$306,275
Fund Balance	\$0	\$0	\$0	\$1,535,000	\$650,000
<b>Total</b>	<b>\$2,639,965</b>	<b>\$2,426,160</b>	<b>\$5,194,612</b>	<b>\$4,669,260</b>	<b>\$4,038,756</b>
<b>EXPENDITURES</b>					
Personnel Services	\$1,061,014	\$972,222	\$2,029,082	\$1,383,926	\$1,465,843
Materials & Services	\$1,266,725	\$1,053,580	\$1,019,716	\$1,318,825	\$1,348,325
Capital Outlay	\$330,610	\$286,503	\$4,801,969	\$986,000	\$382,810
Debt Service	\$0	\$0	\$0	\$250,000	\$57,920
Contingency	\$0	\$0	\$0	\$553,313	\$476,975
Ending Balance and Reserves	\$0	\$0	\$0	\$177,196	\$306,883
<b>Total</b>	<b>\$2,658,349</b>	<b>\$2,312,305</b>	<b>\$7,850,767</b>	<b>\$4,669,260</b>	<b>\$4,038,756</b>
<b>Full-Time Equivalent</b>	<b>10.70</b>	<b>11.20</b>	<b>10.70</b>	<b>9.84</b>	<b>10.84</b>



# Parks System Development

## Program Purpose

The goal of the Parks System Development Program is to provide funding for a five-year capital improvement plan. The plan focuses on acquiring additional park lands and funding capital improvement projects to accommodate increased capacity at existing and future parks.

The Parks System Development Program provides capital improvement funds 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Funds transferred for projects	\$48,995	\$163,037	\$163,447	\$161,000	\$0

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 2017-2018 fiscal year is estimated to be \$35,000. Parks SDCs were used to partially complete the Southern Oregon Recreational Vehicle (RV) Park and the fund balance was exhausted with this large project. During fiscal year 2017-2018, all Parks SDCs will be allocated to reserves to build the fund balance; no projects utilizing Parks SDCs are planned for the fiscal year.

## 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

<b>Program: 390601</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Fees & Other Service Charges	\$102,162	\$56,523	\$60,354	\$40,000	\$35,000
All Other Resources	\$5,992	\$4,866	\$3,490	\$1,000	\$100
Fund Balance	\$0	\$0	\$0	\$120,000	\$0
<b>Total</b>	<b>\$108,154</b>	<b>\$61,389</b>	<b>\$63,844</b>	<b>\$161,000</b>	<b>\$35,100</b>
<b>EXPENDITURES</b>					
Interfund Transfers	\$48,995	\$163,038	\$301,370	\$161,000	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$0	\$35,100
<b>Total</b>	<b>\$48,995</b>	<b>\$163,038</b>	<b>\$301,370</b>	<b>\$161,000</b>	<b>\$35,100</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Daily trips on Bear Creek Greenway*	292	338	372	363	375

\*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. The Joint Powers Agreement allows funding sources to remain consistent and facilitate large improvements to the Greenway. 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 were updated. This updated



## Pedestrian/Bicycle Trails

Agreement increases regular routine maintenance on the trail utilizing Community Justice work crews with increases in maintenance service levels expected for fiscal year 2017-2018.

During fiscal year 2017-2018, 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

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.

<b>Program: 390301</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$195,294	\$196,336	\$193,870	\$182,249	\$343,437
Fees & Other Service Charges	\$15,738	\$17,992	\$22,979	\$16,500	\$4,500
All Other Resources	\$4,124	\$4,002	\$8,271	\$2,750	\$5,000
Interfund Transfers	\$5,000	\$5,000	\$2,466	\$5,000	\$5,000
Fund Balance	\$0	\$0	\$0	\$325,000	\$400,000
<b>Total</b>	<b>\$220,156</b>	<b>\$223,330</b>	<b>\$227,586</b>	<b>\$531,499</b>	<b>\$757,937</b>
<b>EXPENDITURES</b>					
Personnel Services	\$102,171	\$105,054	\$108,657	\$111,870	\$107,764
Materials & Services	\$54,212	\$67,376	\$58,543	\$135,150	\$254,072
Capital Outlay	\$0	\$0	\$0	\$0	\$15,000
Interfund Transfers	\$10,000	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$37,053	\$54,275
Ending Balance and Reserves	\$0	\$0	\$0	\$247,426	\$326,826
<b>Total</b>	<b>\$166,383</b>	<b>\$172,430</b>	<b>\$167,200</b>	<b>\$531,499</b>	<b>\$757,937</b>
<b>Full-Time Equivalent</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>



# Road Maintenance

## Program Purpose

The Road Maintenance Program provides maintenance services on the County road system. Maintenance on the road system in Jackson County preserves an investment in infrastructure and ensures safe roads. The Road Maintenance Program maintains 933 miles of road, 344 bridges, over 14,237 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Average PCI rating for the County road system	72 PCI	73 PCI	74 PCI	74 PCI	75 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 2016. The budget request for the 2017-2018 fiscal year continues funding for asphalt maintenance at an increased level to ensure the pavement condition remains at acceptable levels. This includes retaining chip and slurry seal applications at more than 70 miles per year.

***Strategic Objective:** Maintain the safety and longevity of the paved road system by continuing to apply chip and slurry seals annually to County roads. Appropriate use of chip and slurry 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. There will be 71 miles of chip and slurry seals completed on County roads during fiscal year 2017-2018.

### 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.*



# Road Maintenance

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 10,687 labor hours and 9,588 equipment hours completing drainage maintenance. The fiscal year 2017-2018 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 2017-2018. 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 15 large truck plows, six motor graders, and four pickup-mounted plows 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 and slurry seals of 70 miles or more per year. This increase, and the associated pavement repairs completed before a seal coat, 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	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2017-2018 Adopted
<b>REVENUES</b>					
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>EXPENDITURES</b>					
Personnel Services	\$4,357,059	\$4,338,253	\$3,711,620	\$4,814,684	\$5,192,911
Materials & Services	\$4,115,836	\$4,205,994	\$4,327,636	\$4,859,130	\$4,028,085
Capital Outlay	\$111,650	\$828,052	\$921,237	\$352,500	\$490,000
Interfund Transfers	\$0	\$0	\$22,000	\$80,000	\$129,000
Ending Balance and Reserves	\$0	\$0	\$0	\$200,000	\$0
<b>Total</b>	<b>\$8,584,545</b>	<b>\$9,372,299</b>	<b>\$8,982,493</b>	<b>\$10,306,314</b>	<b>\$9,839,996</b>
<b>Full-Time Equivalent</b>	<b>58.00</b>	<b>56.00</b>	<b>56.00</b>	<b>56.00</b>	<b>56.00</b>





# Roads System Development

## Program Purpose

The Roads System Development Program funds the portion of projects related to increased capacity under the Capital Improvements Program. The Roads System Development Program provides capital improvement funds 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Funds transferred for projects	\$675,000	\$0	\$0	\$0	\$226,454

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 fee revenues have slightly increased, yet 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 2017-2018 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 \$100,000 will be needed to help with overall project funding as well as the Foothill Road (Delta Waters to Dry Creek) project where approximately \$1,100,000 will be needed.

## 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

<b>Program: 391001</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Fees & Other Service Charges	\$347,639	\$395,184	\$819,760	\$400,000	\$450,000
All Other Resources	\$6,446	\$2,787	\$18,148	\$2,000	\$5,000
Fund Balance	\$0	\$0	\$0	\$1,030,000	\$1,600,000
<b>Total</b>	<b>\$354,085</b>	<b>\$397,971</b>	<b>\$837,908</b>	<b>\$1,432,000</b>	<b>\$2,055,000</b>
<b>EXPENDITURES</b>					
Materials & Services	\$51,785	\$48,372	\$50,312	\$54,000	\$56,000
Interfund Transfers	\$675,000	\$0	\$0	\$227,000	\$226,454
Ending Balance and Reserves	\$0	\$0	\$0	\$1,151,000	\$1,772,546
<b>Total</b>	<b>\$726,785</b>	<b>\$48,372</b>	<b>\$50,312</b>	<b>\$1,432,000</b>	<b>\$2,055,000</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# Sports Park Mitigation

## Program Purpose

The goal of the Sports Park Mitigation Program is to provide funding for long term maintenance and monitoring associated with the vernal pool mitigation site at the Jackson County Sports Park. The vernal pool restoration area was identified as a key component in the 2011 Sports Park Master Plan, as adopted by the Jackson County Board of Commissioners.

The Sports Park Mitigation Program is funded through agreements with third parties in which vernal pool enhancement projects are completed at the park, and funds are set aside for future services, as required by permitting agencies. The Sports Park Mitigation Program is helping to meet County goals: (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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 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

<b>Program: 391401</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$21,509	\$14,201	\$26,811	\$33,000	\$5,000
All Other Resources	\$140	\$1,070	\$1,037	\$500	\$100
Fund Balance	\$0	\$0	\$0	\$3,500	\$5,000
<b>Total</b>	<b>\$21,649</b>	<b>\$15,271</b>	<b>\$27,848</b>	<b>\$37,000</b>	<b>\$10,100</b>
<b>EXPENDITURES</b>					
Materials & Services	\$21,509	\$14,201	\$26,811	\$27,500	\$7,500
Contingency	\$0	\$0	\$0	\$4,125	\$1,125
Ending Balance and Reserves	\$0	\$0	\$0	\$5,375	\$1,475
<b>Total</b>	<b>\$21,509</b>	<b>\$14,201</b>	<b>\$26,811</b>	<b>\$37,000</b>	<b>\$10,100</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Number of LID projects funded	1	0	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 2017-2018 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.

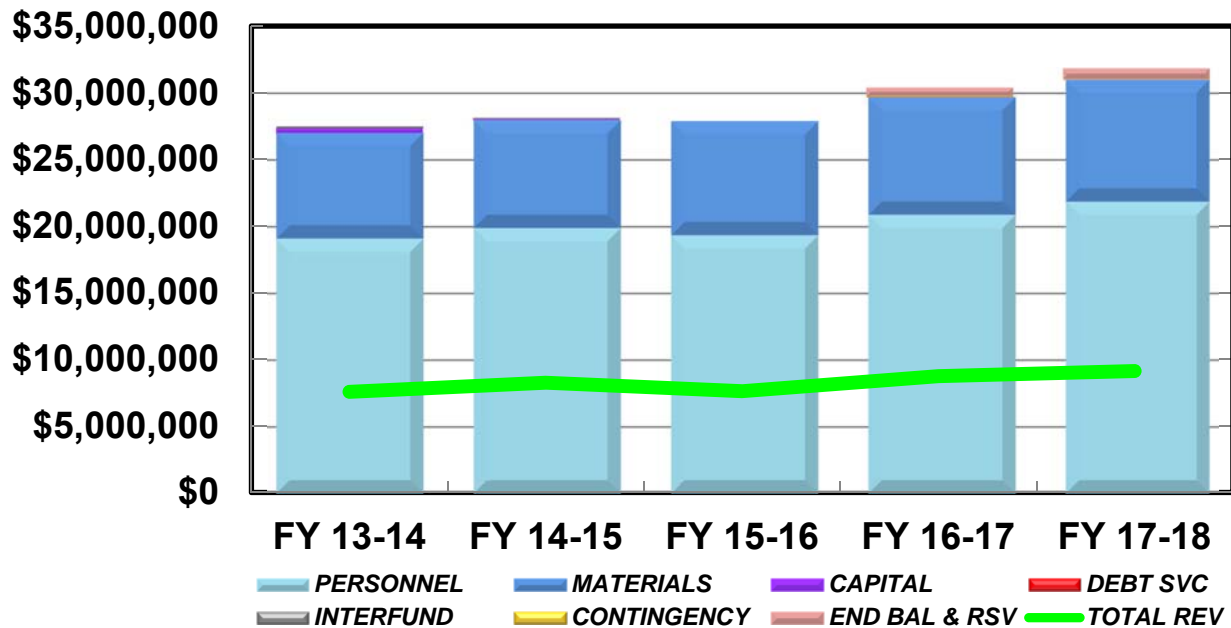


# Street Improvement Fund

<b>Program: 390901</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$200,400	\$240,908	\$211,510	\$200,000	\$220,000
Revenue from Bonds & Other Debt	\$770,537	\$0	\$0	\$0	\$0
All Other Resources	\$15,263	\$17,257	\$16,426	\$7,500	\$8,000
Fund Balance	\$0	\$0	\$0	\$450,000	\$600,000
<b>Total</b>	<b>\$986,200</b>	<b>\$258,165</b>	<b>\$227,936</b>	<b>\$657,500</b>	<b>\$828,000</b>
<b>EXPENDITURES</b>					
Materials & Services	\$15,206	\$0	\$0	\$0	\$0
Capital Outlay	\$136,438	\$0	\$0	\$0	\$0
Debt Service	\$107,883	\$496,112	\$163,230	\$490,000	\$250,000
Interfund Transfers	\$0	\$500,000	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$70,000	\$37,500
Ending Balance and Reserves	\$0	\$0	\$0	\$97,500	\$540,500
<b>Total</b>	<b>\$259,527</b>	<b>\$996,112</b>	<b>\$163,230</b>	<b>\$657,500</b>	<b>\$828,000</b>
<b>Full-Time Equivalent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# SHERIFF

## 2013-2014 TO 2017-2018

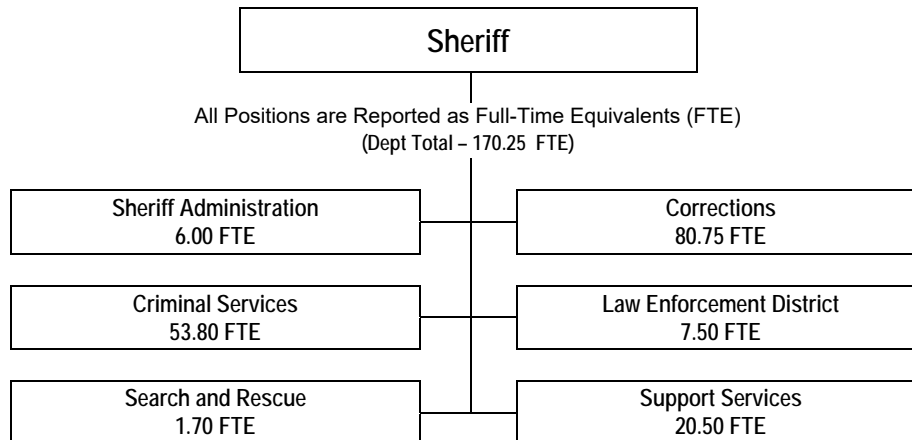


	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Adopted	FY 17-18 Adopted
PERSONNEL	\$19,083,113	\$19,879,020	\$19,332,176	\$20,861,651	\$21,843,667
MATERIALS	\$7,953,918	\$8,091,223	\$8,564,281	\$8,829,530	\$9,165,013
CAPITAL	\$355,999	\$89,994	\$0	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$140,075	\$87,476	\$13,165	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$100,000	\$50,000
END BAL & RSV	\$0	\$0	\$0	\$642,934	\$818,348
<b>TOTAL EXP</b>	<b>\$27,533,105</b>	<b>\$28,147,713</b>	<b>\$27,909,622</b>	<b>\$30,434,115</b>	<b>\$31,877,028</b>
<b>TOTAL REV</b>	<b>\$7,553,023</b>	<b>\$8,236,666</b>	<b>\$7,600,156</b>	<b>\$8,721,822</b>	<b>\$9,116,046</b>
FTEs	167.45	167.75	164.75	168.25	170.25

For FY 17-18 the net increase of 2.00 FTEs is due to an increase in grant-funded positions. The decrease in Contingency is due to the increase in the Ending Fund Balance and Reserves. 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 2017-2018

- Continue to recruit and maintain the current staff levels. The Sheriff's Office wants to continue to target a culturally diverse population in recruiting to ensure the work force mirrors the community that is served.
- Enhance patrols in rural areas.
- Implement the Community Oriented Policing Services (COPS) Grant through community policing and building trust.
- Continue an ethics and leadership program to help deputies succeed in the law enforcement profession.
- Continue to meet and work with the courts (judges), Community Justice, local law enforcement, and the District Attorney's Office to make sure the existing jail beds are being used in the most efficient manner for the criminal justice system.
- The challenge continues of working in a 35-year-old jail with a linear design, known for long corridors with cells on either side.
- Keep on reaching out to underrepresented populations.

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

- Vacancies in Corrections were filled which will enable the jail's basement level to reopen. This will increase the inmate population by 60.
- The Jackson County Sheriff's Office is one of three law enforcement agencies in Oregon to be awarded a competitive COPS Grant.
- 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 interactions with underrepresented populations. Held the first Spanish/American Citizens Academy.
- 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.



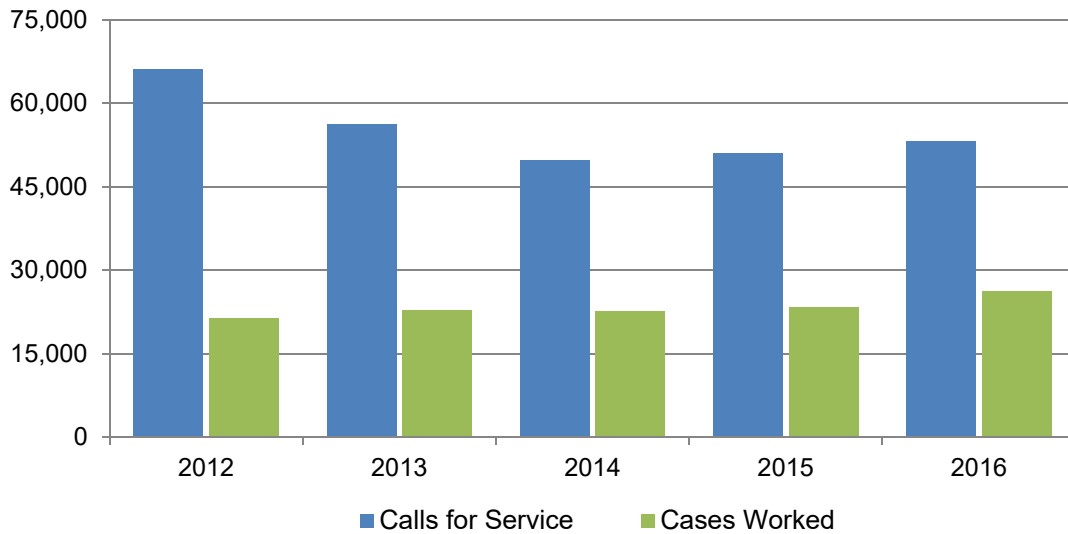


# SHERIFF

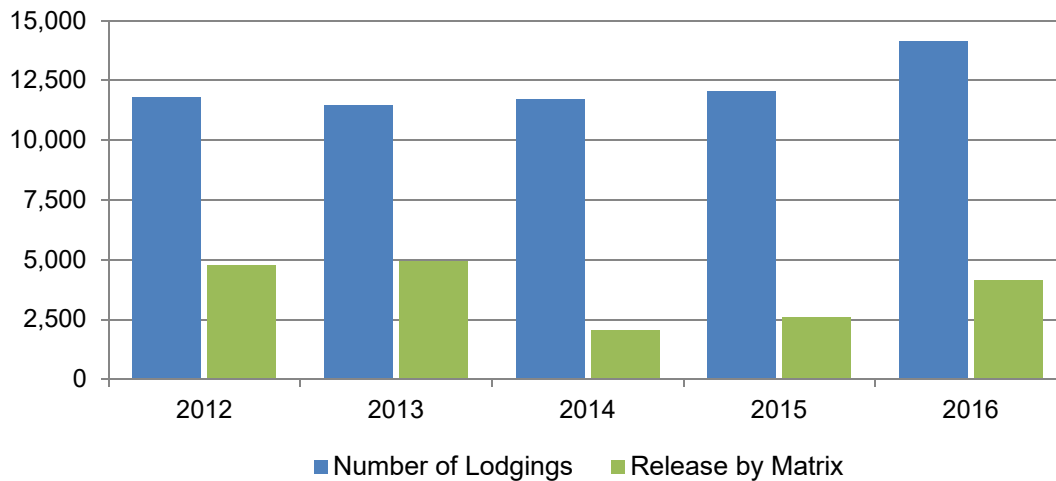
## Benchmark

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.

**Calls for Service – Criminal Division**



**Jail Indicators – Corrections Division**



# 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; (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 Sheriff Administration Program provides the services listed below.

### Administration – Budget, Hiring, and Recruiting

***Strategic Objective:** Make the best, most efficient, use of available public funds by implementing a systematic methodology that requires all expenditures to be tied to the mission and goals of the Sheriff's Office and the County. Strive for diversity in the workplace and filling of vacancies.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Variance between adopted and actual expenditures	6.42%	3.55%	4.66%	4.00%	3.00%
Variance of vacant budgeted full-time positions	5.88%	8.28%	12.00%	2.00%	2.00%
Completed background investigations	n/a*	n/a*	86.00%	95.00%	95.00%

\*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.

Law enforcement agencies nationwide struggle with finding qualified candidates to fill positions. By way of illustration, of 883 applications received by the Sheriff's Office, 35 backgrounds were conducted by retired law enforcement and 13 individuals were hired into the positions of Criminal Deputy (5), Corrections Deputy (6), and support staff (2). Each background averages 40 hours of investigation and each candidate is thoroughly vetted prior to hire.

### Administration – Transparency, Trust, and Legitimacy Through Professional Standards

***Strategic Objective:** Provide a culture of transparency to nurture trust and legitimacy between police and the community. Initiate positive non-enforcement activities to engage the community and analyze the level of trust.*



# Sheriff Administration

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Change in use of force incidents based on arrests	n/a*	0.97%	0.99%	0.99%	0.99%
Change in citizen complaints	-5.56%	-10.53%	-6.25%	-3.00%	-3.00%
Change in residents' positive perception through bilingual citizens academy	n/a*	n/a*	86.67%	90.00%	90.00%

\*New measurement; data not available.

Occasionally, when a subject is non-compliant, deputies will have to use force for the safety of the public, the safety of the deputy, or for the subject. In 2016, there were 57 documented cases where force was used. This equates to 0.99 percent based on 5,774 subjects arrested. Of these incidents 63 percent were for evading or resisting arrest; 19 percent for the safety of the public; 11 percent for the safety of the deputies; and 7 percent for the safety of the subject. There is a minor increase of 0.02 percent between 2015 and 2016.

Since 2013, the Sheriff's Office has seen a decrease in the number of citizen complaints. Increased training, accountability, and quickly addressing issues are methods that identify patterns of potential problems that need to be addressed. During 2016, the Sheriff's Office received 16 complaints against employee actions. When comparing 2013 to 2016, complaints decreased by 15.79 percent.

In September 2016, the Sheriff's Office hosted its first Bilingual Citizens' Academy conducted in Spanish and English. The purpose of the academy is to provide the 25 attendees information to allow them to make informed judgments about the police. Participants learn the day and life of a police officer assigned to a particular field. The hope of the bilingual academy is to improve police/community relations through this education process, creating a coalition of citizens and police working together to make Jackson County a safer place to live.

## Emergency Management – Collaborative Planning and Disaster Response

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

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Change in plans completed	n/a*	33.33%	50.00%	50.00%	50.00%

\*Data not available.

The actual number of plans in fiscal year 2017-2018 will continue to be driven by mandates from the Department of Homeland Security and Oregon Emergency Management, combined with National Incident Management System (NIMS) compliance. The Rogue Valley Integrated Fire Plan is currently being revised this year. This plan has completed many short and long term action items. Through the Emergency Management Program, the County works with forest agencies (Oregon Department of Forestry, Bureau of Land Management, and United States Forest Service) to implement projects identified within the County's Community Wildfire Protection Plan (CWPP). The County also collaborates with Josephine County on this plan as part of the Rogue Valley Integrated Fire Plan Executive Committee. The Natural Hazards Mitigation Plan (NHMP) will be updated in fiscal year 2016-2017 and will be submitted to the Federal Emergency Management Agency (FEMA) for approval in fiscal year 2017-2018. Steering Committee meetings for the NHMP will continue. The County Emergency Operations Plan is due to be



# Sheriff Administration

updated in fiscal year 2017-2018. Monthly reviews with department heads has been occurring throughout the year and all feedback will be incorporated into an updated document to be submitted for promulgation. There will likely be a requirement in fiscal year 2017-2018 to work with the Oregon Department of Energy to create a County plan for fuel storage and distribution in a catastrophic incident; that plan will be facilitated through the Emergency Management Program.

## Emergency Management – Promoting a Coordinated Disaster Response

*Strategic Objective: Promote a coordinated disaster response by maintaining an effective Emergency Operations Center (EOC), educating emergency responders about NIMS compliance, and holding multi-agency disaster exercises.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Increase of critical agencies participating in exercises	n/a*	33.33%	5.00%	5.00%	5.00%

\*Data not available.

The number of multi-agency exercises is expected to remain constant. In 2013, there were two exercises and the County now plans three exercises per year. Unexpected requests from other organizations require the County Emergency Manager to participate in multiple, unscheduled, exercises.

## Significant Issues in the Year Ahead

This last year saw the process of selecting an Interim Sheriff for Jackson County. This was a unique opportunity to hear heart-felt feedback from the community, highlighting what was working and what else could be accomplished. These challenges are re-opening the lower portion of the Jackson County Jail while minimizing overtime, increasing rural patrols while not reducing the improved quality and quantity of investigations in the past year, and allocating resources to the Traffic Team while maintaining basic patrol services. Administration is tasked with providing the means to meet the requested changes, while not decreasing the successful achievements the agency has seen.

The Sheriff's Office received a Community Oriented Policing Services (COPS) grant from the Department of Justice. The focus is on 21<sup>st</sup> Century Policing, Pillar One - Building Trust and Legitimacy. The Jackson County Sheriff's Office is one of three law enforcement agencies in Oregon awarded this competitive grant. Fiscal year 2017-2018 will see the implementation of this grant that partially funds two deputies for three years. The deputies will work in the schools to assist in school security and with the rural communities to enhance community policing.

Administration will continue to enhance communications throughout the County, community organizations, other law enforcement agencies, and the public.

Continue an ethics and leadership program to help deputies succeed in the law enforcement profession and retain our valuable, long-term employees.

Maintaining and investing in officer safety, health and wellness is one of the most critical actions an agency can take. The Administration will continue to foster a safe working environment, protect the safety of officers and support health and wellness priorities.

Oregon's focus on preparation for a Cascadia Subduction Zone earthquake has caused Emergency Management to place most of its attention on updating County plans and promoting individual and family preparedness as it relates to a worst case catastrophic event. This focus is likely to persist, being driven by current events, Federal funding, and public attention. This focus initiated new emergency planning requirements for debris management,



# Sheriff Administration

the Continuity of Operations Plan (COOP), and fuel storage and distribution. The Emergency Management Program continues to spend significant time on plans, alert and warning, grant management and administration, public awareness for preparedness.

Emergency Management will work on evacuation planning for dam inundation in Shady Cove and Applegate; increase whole community planning with outreach to private and non-governmental organizations; and 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 82.66 percent funded by the County's General Fund with the remainder of the Program financed by County fees and State and Federal grants.

<b>Program: 410101</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$5,850	\$296,742	\$184,372	\$212,099	\$521,134
Fees & Other Service Charges	\$53,741	\$46,881	\$29,148	\$7,400	\$6,500
All Other Resources	\$15	\$0	\$0	\$0	\$0
Interfund Transfers	\$0	\$1,017,926	\$0	\$0	\$0
<b>Total</b>	<b>\$59,606</b>	<b>\$1,361,549</b>	<b>\$213,520</b>	<b>\$219,499</b>	<b>\$527,634</b>
<b>EXPENDITURES</b>					
Personnel Services	\$2,845,996	\$2,499,533	\$2,198,116	\$2,151,530	\$1,870,425
Materials & Services	\$1,097,045	\$1,054,255	\$916,579	\$785,939	\$1,203,666
Capital Outlay	\$207,112	\$0	\$0	\$0	\$0
Interfund Transfers	\$0	\$87,476	\$0	\$0	\$0
<b>Total</b>	<b>\$4,150,153</b>	<b>\$3,641,264</b>	<b>\$3,114,695</b>	<b>\$2,937,469</b>	<b>\$3,074,091</b>
<b>Full-Time Equivalent</b>	<b>10.10</b>	<b>9.40</b>	<b>7.00</b>	<b>8.00</b>	<b>6.00</b>



# Corrections

## Program Purpose

The Corrections Program provides for community safety and meets the Department's legal mandates, while minimizing the County's civil liability. 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Change in own recognizance (OR) releases	-58.38%	26.21%	32.77%	10.00%	10.00%
Change in annual lodgings/bookings	2.00%	2.97%	17.31%	6.00%	6.00%

Managing inmate releases ensures that the most dangerous offenders are lodged and that the inmate population is maintained while assuring community safety. In 2016, the jail lodged and booked 14,132 people into the facility. Of those lodgings, 14,130 people were released from jail with 3,452 using the OR matrix developed in 2014. The inmate population is approximately 260.

In 2016, 832 inmates were transported and 35,514 miles were driven by the transport deputies. Of those, 699 inmates were transported to prison, 99 to medical facilities, and 34 for court-ordered Oregon State Hospital (OSH) transports.

### Court Security

*Strategic Objective: Provide security for citizens and personnel of the Courts so that justice can be fairly determined.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Change in contraband items found	2.90%	5.79%	5.83%	5.00%	5.00%



# ***Corrections***

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.

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

Open and maintain the 62 beds in the jail basement.

Continue to recruit and maintain the current staffing levels. The Sheriff's Office wants to continue to target a culturally diverse population in recruiting to ensure that the work force is representative of the community.

Continue the upgrade of the closed circuit television (CCTV) system in the jail that was started in the 2016-2017 fiscal year budget. This includes an upgrade of the digital video recorders (DVRs). This system will allow for better clarity of videos and an easier retrieval of videos when needed for defense of lawsuits, public records requests, use of force documentation, and review.

Continue to ensure that all Corrections deputies receive a minimum of 40 hours of training as outlined in the Oregon Jail Standards.

Work to ensure that all of the requirements of the Prison Rape Elimination Act (PREA) are being met, and gain certification as a PREA compliant facility.

Complete the review and implement the new Lexipol policies for the Corrections Program.

Continue to review the Release Assessment Tool currently being used to ensure that best release decisions are being made.

Continue to meet and work with the courts (judges), Community Justice, local law enforcement, and the District Attorney's Office to make sure the existing jail beds are being used in the most efficient manner for the criminal justice system.

## ***Financial Condition***

The Corrections Program is 66.26 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

<b>Program: 410103</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$3,380,660	\$3,262,912	\$3,191,750	\$3,313,124	\$3,273,124
Fees & Other Service Charges	\$77,581	\$90,237	\$99,140	\$75,000	\$75,000
Interfund Transfers	\$0	\$1,000	\$830,598	\$876,000	\$876,000
<b>Total</b>	<b>\$3,458,241</b>	<b>\$3,354,149</b>	<b>\$4,121,488</b>	<b>\$4,264,124</b>	<b>\$4,224,124</b>
<b>EXPENDITURES</b>					
Personnel Services	\$7,017,285	\$7,271,939	\$8,087,106	\$8,735,064	\$9,438,954
Materials & Services	\$2,277,515	\$2,421,567	\$2,847,828	\$3,235,339	\$3,078,296
Capital Outlay	\$0	\$24,719	\$0	\$0	\$0
Interfund Transfers	\$51,608	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$9,346,408</b>	<b>\$9,718,225</b>	<b>\$10,934,934</b>	<b>\$11,970,403</b>	<b>\$12,517,250</b>
<b>Full-Time Equivalent</b>	<b>68.42</b>	<b>65.56</b>	<b>65.09</b>	<b>78.25</b>	<b>80.75</b>





# Criminal Services

## Program Purpose

The Criminal Services Program is responsible for protecting the public through education, impartial investigations, and enforcement of laws. The Criminal Services Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (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; 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Change in calls for service (police contacts with the public)	-11.28%	2.37%	4.12%	3.00%	3.00%
Change in police mental holds	3.76%	-0.34%	2.33%	2.00%	2.00%
Change in driving under the influence (DUI) arrests	8.27%	12.65%	32.79%	30.00%	30.00%
Change in school security contacts	n/a*	n/a*	n/a*	25.00%	25.00%

\*New measurement; 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. In 2016, the Sheriff's Office had 53,166 CFS with 26,717 cases investigated. These numbers sometimes fluctuate depending on staffing levels and population. Each deputy patrolling Jackson County handles over 2,500 calls a year.

People struggling with mental illness can sometimes be more likely to engage in behaviors that make them vulnerable to victimization and contact with law enforcement. All Sheriff's Office deputies receive Crisis Intervention Training (CIT) to learn techniques to recognize signs of mental illness and effectively de-escalate potentially harmful behavior. In 2015, there were seven use of force incidents involving suspicion of mental health issues, and in 2016 there were four incidents; this is a reduction of 42.86 percent. In addition to CIT, the Sheriff's Office collaborates with Health and Human Services who provides a mental health advocate 20 hours a week to assist patrol.

Deputies made a total of 208 DUI arrests in 2016, which is an increase of 32 percent from 2015. In addition, 12 saturation patrols were conducted through a \$25,000 grant from the Oregon Department of Transportation.

The School Security Deputy Program began in January 2016 and had 389 contacts. Of this total, 13 lock down drills were completed; there were seven K9 assists; there were 13 security reviews; and 356 contacts and reviews. With the implementation of the Community Oriented Policing Services (COPS) Grant, a 25 percent increase is expected for the next several years.



# Criminal Services

## Criminal Investigations Division – Investigate Criminal Offenses

*Strategic Objective:* *Provide specialized investigative skills to aid in solving serious crimes involving persons and property.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Part 1 violent crimes cleared	30.97%	31.05%	30.96%*	31.00%	31.00%

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 Criminal Investigations Division (CID) handled 386 cases for 2016. Of those, 70 remain open and 316 were closed. Detectives partner with community groups to help victims of sexual assault and domestic violence. In 2016, 80 domestic violence referrals and 22 sexual abuse referrals were requested. This partnership results in more offenders being held accountable for their actions.

### Significant Issues in the Year Ahead

There are 2.00 new full-time equivalent criminal deputy positions added to the CID through the COPS Grant. Training and development of the new deputies will be a high priority.

Increase rural patrols while not reducing the improved quality and quantity of investigations in the past year, and allocating resources to the Traffic Team as the Sheriff's Office maintains and enhances legitimacy with the public.

Continue the school safety deputy program by having deputies monitor all County schools. This program is not the usual School Resource Officer; deputies will assist schools in safety and lockdown procedures.

### 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

<b>Program: 410104</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$1,281,968	\$1,272,812	\$1,025,569	\$967,031	\$1,301,937
Fees & Other Service Charges	\$282,865	\$243,375	\$153,355	\$290,124	\$127,000
<b>Total</b>	<b>\$1,564,833</b>	<b>\$1,516,187</b>	<b>\$1,178,924</b>	<b>\$1,257,155</b>	<b>\$1,428,937</b>
<b>EXPENDITURES</b>					
Personnel Services	\$6,857,287	\$6,303,675	\$6,296,941	\$6,959,046	\$7,204,090
Materials & Services	\$3,248,255	\$3,323,828	\$3,731,765	\$3,418,160	\$3,694,065
Capital Outlay	\$142,808	\$62,193	\$0	\$0	\$0
Interfund Transfers	\$88,468	\$0	\$13,165	\$0	\$0
<b>Total</b>	<b>\$10,336,818</b>	<b>\$9,689,696</b>	<b>\$10,041,871</b>	<b>\$10,377,206</b>	<b>\$10,898,155</b>
<b>Full-Time Equivalent</b>	<b>47.60</b>	<b>50.38</b>	<b>50.33</b>	<b>53.55</b>	<b>53.80</b>



# Law Enforcement District

## Program Purpose

To continue to maintain a safe community and improve the livability of the area for the residents of White City. The White City Enhanced Law Enforcement District Program is helping to meet County 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Change in police contacts with public	0.85%	1.26%	0.72%	1.00%	1.00%
Change in driving under the influence (DUI) arrests	5.56%	15.79%	40.91%	30.00%	30.00%

Calls for Service (CFS) range from reporting a crime to public assists, such as questions from citizens, to a simple traffic stop. In 2016, the White City Enhanced Law Enforcement District had 5,349 CFS, compared to 5,311 in 2015. Each deputy patrolling White City handles over 891 calls a year.

Deputies made a total of 31 DUI arrests in 2016, which is an increase of 41 percent from 2015. In addition, 12 saturation patrols were conducted throughout the County, including White City, with a grant from the Oregon Department of Transportation.

### Significant Issues in the Year Ahead

Gang issues are a concern for the White City residents and 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

<b>Program: 410201</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$1,830,319	\$1,302,897	\$1,383,124	\$1,408,584	\$1,417,161
Property Tax Revenues	-\$25,410	-\$29,646	\$1,301	\$0	\$0
All Other Resources	\$16,256	\$15,809	\$22,815	\$8,000	\$22,000
Fund Balance	\$0	\$0	\$0	\$947,960	\$879,690
<b>Total</b>	<b>\$1,821,165</b>	<b>\$1,289,060</b>	<b>\$1,407,240</b>	<b>\$2,364,544</b>	<b>\$2,318,851</b>
<b>EXPENDITURES</b>					
Personnel Services	\$897,803	\$846,124	\$927,026	\$953,012	\$933,491
Materials & Services	\$488,911	\$479,521	\$548,484	\$668,598	\$517,012
Capital Outlay	\$0	\$2,544	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$100,000	\$50,000
Ending Balance and Reserves	\$0	\$0	\$0	\$642,934	\$818,348
<b>Total</b>	<b>\$1,386,714</b>	<b>\$1,328,189</b>	<b>\$1,475,510</b>	<b>\$2,364,544</b>	<b>\$2,318,851</b>
<b>Full-Time Equivalent</b>	<b>7.81</b>	<b>8.24</b>	<b>7.93</b>	<b>8.00</b>	<b>7.50</b>



# Search and Rescue

## Program Purpose

The Search and Rescue (SAR) Program provides service to the community during times of individual or collective need, such as floods, fire, or other catastrophes, in addition to responding to citizens lost or missing on public lands. To better prepare the community for emergency situations, SAR offers educational programs to the public through various means. The Search and Rescue Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (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 Search and Rescue 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Percent of persons located	99%	99%	99%	99%	99%

Search and Rescue (SAR) 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.

SAR was busy in 2016 with 120 missions conducted compared to 106 in 2015. One of the greatest accomplishments and challenges were two major, large searches which took place over multiple days. The large searches went viral on social media causing a huge response by the public as emergent volunteers wishing to assist. However challenging, SAR still got the job done at the highest degree possible. These searches also pushed SAR to develop a better system to employ in future searches involving emergent volunteers. The goal is to effectively use every resource at SAR's disposal to locate the subject or person in need.

Strategic Objective: To train and retain the best volunteers.

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Volunteer hours contributed	2.50%	1.72%	23.47%	20.00%	20.00%

SAR will continue to train volunteers in search and rescue techniques, tracking, and communication technology. In 2016, volunteers contributed 19,923 hours, which is significant increase from 2015 in which 15,247 hours were donated. The monetary value of volunteer time in 2016 was \$459,623 at a rate of \$23.07 per hour.



# Search and Rescue

## 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 20,000 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 80.86 percent funded by the County's General Fund and \$100,000 allocated from a Title III Grant.

<b>Program: 410105</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Grants, Gifts, Allocations, & Donations	\$19,727	\$22,269	\$28,519	\$6,500	\$6,500
Fees & Other Service Charges	\$134,491	\$95,970	\$120,074	\$100,000	\$100,000
<b>Total</b>	<b>\$154,218</b>	<b>\$118,239</b>	<b>\$148,593</b>	<b>\$106,500</b>	<b>\$106,500</b>
<b>EXPENDITURES</b>					
Personnel Services	\$132,957	\$200,623	\$224,115	\$260,763	\$263,309
Materials & Services	\$311,791	\$313,117	\$259,607	\$326,438	\$318,683
Capital Outlay	\$6,079	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$450,827</b>	<b>\$513,740</b>	<b>\$483,722</b>	<b>\$587,201</b>	<b>\$581,992</b>
<b>Full-Time Equivalent</b>	<b>1.50</b>	<b>1.84</b>	<b>1.56</b>	<b>1.95</b>	<b>1.70</b>



# 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 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 2016, the Records Division entered critical information on 26,217 incidents into the records management system. A National Incident-Based Reporting System (NIBRS) was also maintained at an error rate of below 2 percent for 2016; 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Change in civil documents served from prior year	-2.18%	-5.03%	32.00%	10.00%	10.00%
Change in foreclosure documents processed	22.25%	15.89%	46.20%	40.00%	20.00%

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.





# Support Services

## Concealed Weapon Permits

*Strategic Objective: To meet mandated requirements for concealed weapon application and issuance.*

Outcome(s)	Fiscal Year 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Concealed handgun licenses issued (new and renewals) from prior year	23.50%	23.28%	18.00%	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 increase in 2015 and 2016 strained the resources of the Civil Division. By improving efficiencies in the Civil Division, staff will strive to continue 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.

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 7.12 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	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2017-2018 Adopted
<b>REVENUES</b>					
Fees & Other Service Charges	\$494,960	\$597,483	\$530,392	\$510,000	\$510,000
<b>Total</b>	<b>\$494,960</b>	<b>\$597,483</b>	<b>\$530,392</b>	<b>\$510,000</b>	<b>\$510,000</b>
<b>EXPENDITURES</b>					
Personnel Services	\$1,331,786	\$2,757,127	\$1,598,872	\$1,802,236	\$2,133,398
Materials & Services	\$530,399	\$498,935	\$260,017	\$395,056	\$353,291
Capital Outlay	\$0	\$538	\$0	\$0	\$0
<b>Total</b>	<b>\$1,862,185</b>	<b>\$3,256,600</b>	<b>\$1,858,889</b>	<b>\$2,197,292</b>	<b>\$2,486,689</b>
<b>Full-Time Equivalent</b>	<b>32.42</b>	<b>32.33</b>	<b>32.84</b>	<b>18.50</b>	<b>20.50</b>

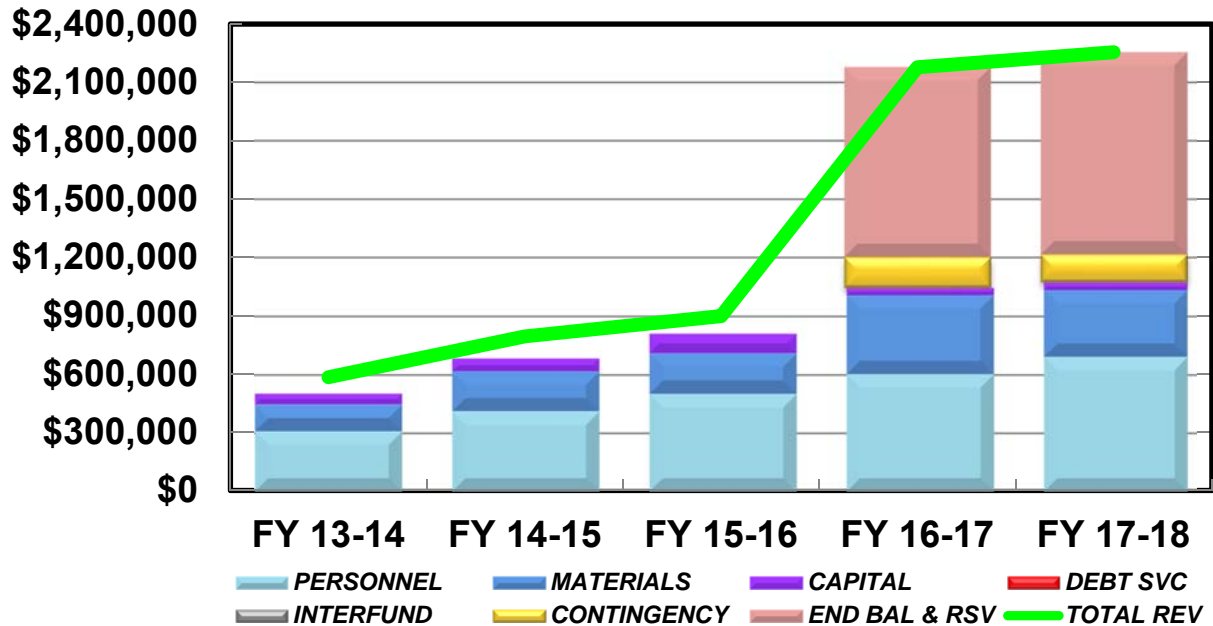


*This Page Reserved for Notes*



# SURVEYOR

## 2013-2014 TO 2017-2018

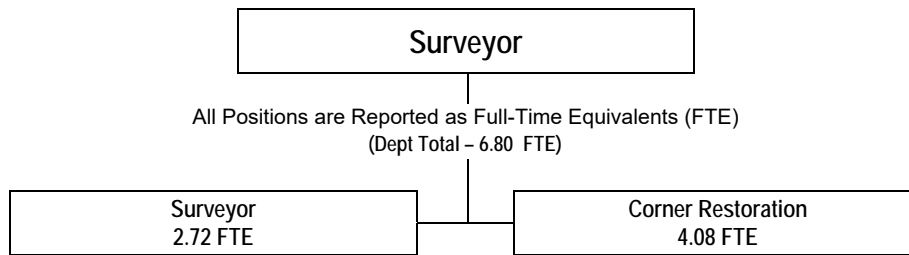


	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Adopted	FY 17-18 Adopted
PERSONNEL	\$309,264	\$411,684	\$501,719	\$603,256	\$690,711
MATERIALS	\$137,331	\$204,325	\$207,560	\$404,105	\$342,972
CAPITAL	\$55,745	\$67,175	\$101,489	\$38,000	\$40,000
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$156,000	\$140,000
END BAL & RSV	\$0	\$0	\$0	\$976,983	\$1,041,283
<b>TOTAL EXP</b>	<b>\$502,340</b>	<b>\$683,184</b>	<b>\$810,768</b>	<b>\$2,178,344</b>	<b>\$2,254,966</b>
<b>TOTAL REV</b>	<b>\$582,383</b>	<b>\$792,425</b>	<b>\$897,536</b>	<b>\$2,178,344</b>	<b>\$2,254,966</b>
FTEs	4.75	6.00	6.00	6.00	6.80

For FY 17-18 there is an increase of 0.80 FTE GIS/Surveying Technical Specialist to train a new employee in anticipation of a future retirement. The decrease in Materials and Services and Contingency is due to a reduction in IT special projects costs. 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, property, 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 2017-2018

- Safeguard the health, property, 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.
- Ability to respond to the increased demand of complex corner restorations in rural areas being developed which have historically been void of development.
- 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.



# SURVEYOR

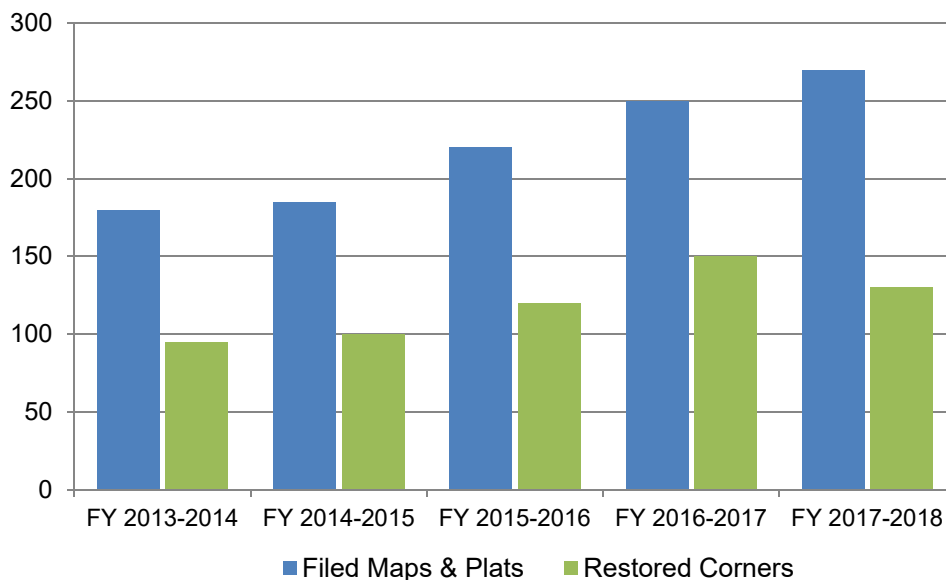
- Devote more time and resources to technical training of personnel.
- Continue to integrate advanced geo-spatial technologies such as terrestrial photogrammetry and laser scanning into the office operation. Advancing beyond conventional techniques to complete a larger body of highly technical projects.

## 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, including collaboration with the Oregon Department of Transportation (ODOT) on the Highway 62 bypass project.
- Implemented a work on 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. Delivered three dimensional models as requested.

## Benchmark

### Activity Trends



# 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, property, 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Review survey documents within ten business days of submittal	70%	70%	70%	70%	60%
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	40%	40%	50%	55%	60%

These outcomes are 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. The decrease of 10 percent of review of survey documents within ten business days of submittal is due to the increase in rural land division plats and property line adjustments which involve more complex land title and easement issues which are required to be remedied by statute and ordinance prior to land division or property line adjustment. Additionally, the increase in development of rural lands in Jackson County has led to increased requests for public land survey corner restoration as surveys/plats are in review, necessitating the Corner Restoration Program and Survey Program to operate in a symbiotic manner.



# Surveyor

## 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 of 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 surveys 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

<b>Program: 430101</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Fees & Other Service Charges	\$115,733	\$272,275	\$297,098	\$256,000	\$273,466
All Other Resources	-\$24,332	\$19,292	\$57,906	\$1,500	\$1,500
Interfund Transfers	\$106,479	\$143,102	\$193,132	\$185,000	\$115,000
Fund Balance	\$0	\$0	\$0	\$237,344	\$365,000
<b>Total</b>	<b>\$197,880</b>	<b>\$434,669</b>	<b>\$548,136</b>	<b>\$679,844</b>	<b>\$754,966</b>
<b>EXPENDITURES</b>					
Personnel Services	\$94,105	\$217,941	\$313,083	\$305,887	\$258,943
Materials & Services	\$34,058	\$96,910	\$90,721	\$152,786	\$135,223
Capital Outlay	\$26,877	\$67,175	\$57,960	\$23,000	\$15,000
Ending Balance and Reserves	\$0	\$0	\$0	\$198,171	\$345,800
<b>Total</b>	<b>\$155,040</b>	<b>\$382,026</b>	<b>\$461,764</b>	<b>\$679,844</b>	<b>\$754,966</b>
<b>Full-Time Equivalent</b>	<b>0.63</b>	<b>2.52</b>	<b>2.65</b>	<b>3.00</b>	<b>2.72</b>





# 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 U.S. Public Land Survey System, which is required to be maintained by the County Surveyor's Office through State statute, is one of the most valuable assets managed on behalf of all citizens as the basis for locating and describing real property and is wholly dependent upon the physical marks and associated records of Government Corners of this system first implemented in Jackson County in 1851.

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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Corners reestablished or visited and reported upon	95	100	160	150	130
Corners with geodetic survey positions	2%	2%	3%	6%	6%
Corner reestablishment field notes scanned and archived	20%	20%	25%	50%	75%
Corner reestablishment records available online	30%	30%	30%	50%	75%
Trainings hosted to educate the public on corners	5	5	3	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



# Corner Restoration

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 effect on a large population and fewer corners being maintained due to substantially increased complexity in the work.

## 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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Technical training hours per FTE	10	10	15	15	15

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 2013-2014 Actual	Fiscal Year 2014-2015 Actual	Fiscal Year 2015-2016 Actual	Fiscal Year 2016-2017 Expected	Fiscal Year 2017-2018 Projected
Corners destroyed for which cost recovery was sought	3	5	7	3	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



## ***Corner Restoration***

require substantially more technical surveying and a greater amount of time to achieve legally compliant corner restoration.

Outreach and education of public works departments, agencies, construction contractors, and timber companies is essential for public awareness of the importance of Public Land Survey Corners. The County Surveyor will be hosting a number training opportunities to educate the public on the importance of Public Land Survey Corners. It is the objective of the County Surveyor that, by raising public awareness of the importance of the Corner Restoration Program, our system of land ownership is protected. Additionally, cost recovery will be sought when corners are destroyed without prior notice to the County Surveyor.

Utilization of the latest field survey instrumentation enables field staff to operate independently. The ability to capture data electronically in the field and seamlessly transfer it to the office environment for processing has reduced the staffing needs of this Program; lowering overhead and doing more with less through the use of technology. Keeping staff adequately trained and outfitted to obtain the greatest level of productivity in the field and office.

### ***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.

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; 2015-2016 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.

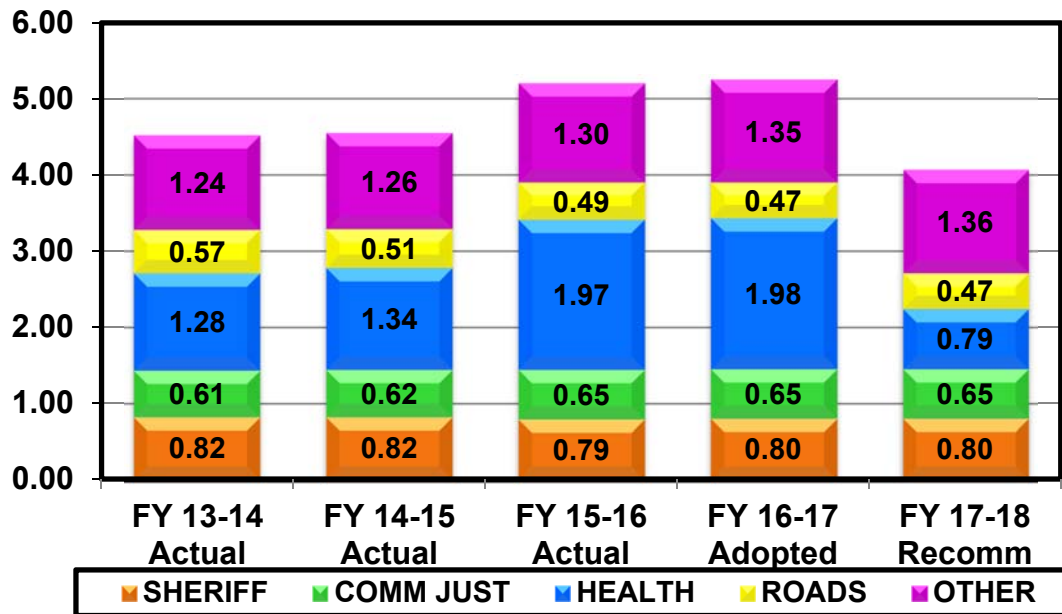
# Corner Restoration

<b>Program: 430102</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>REVENUES</b>					
Fees & Other Service Charges	\$337,117	\$357,756	\$375,136	\$385,000	\$385,000
All Other Resources	\$47,387	\$0	-\$25,736	\$13,500	\$15,000
Fund Balance	\$0	\$0	\$0	\$1,100,000	\$1,100,000
<b>Total</b>	<b>\$384,504</b>	<b>\$357,756</b>	<b>\$349,400</b>	<b>\$1,498,500</b>	<b>\$1,500,000</b>
<b>EXPENDITURES</b>					
Personnel Services	\$215,160	\$193,743	\$188,636	\$297,369	\$431,768
Materials & Services	\$103,273	\$107,415	\$116,839	\$251,319	\$207,749
Capital Outlay	\$28,867	\$0	\$43,528	\$15,000	\$25,000
Contingency	\$0	\$0	\$0	\$156,000	\$140,000
Ending Balance and Reserves	\$0	\$0	\$0	\$778,812	\$695,483
<b>Total</b>	<b>\$347,300</b>	<b>\$301,158</b>	<b>\$349,003</b>	<b>\$1,498,500</b>	<b>\$1,500,000</b>
<b>Full-Time Equivalent</b>	<b>4.13</b>	<b>3.48</b>	<b>3.35</b>	<b>3.00</b>	<b>4.08</b>



# PERSONNEL

## FTEs PER THOUSAND POPULATION



## FTEs BY DEPARTMENT – FIVE YEAR COMPARISON

DEPARTMENT	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ADOPTED	2017-2018 ADOPTED
AIRPORT	40.25	40.25	45.25	47.25	48.25
ASSESSOR	30.00	31.00	29.75	31.50	33.50
BOARD OF COMMISSIONERS	5.00	5.82	5.55	5.55	5.55
COMMUNITY JUSTICE	124.00	128.00	135.00	136.50	138.00
COUNTY ADMINISTRATION	37.85	36.93	35.20	37.70	38.20
COUNTY CLERK	8.60	8.60	9.00	9.00	8.00
COUNTY COUNSEL	6.00	6.00	6.00	6.00	6.00
DEVELOPMENT SERVICES	25.00	26.50	30.50	31.50	34.00
DISTRICT ATTORNEY	43.00	45.50	49.00	50.00	50.50
EXPO	3.65	2.80	3.00	5.00	6.00
FINANCE	14.56	14.56	15.56	15.50	15.50
HEALTH AND HUMAN SERVICES	261.40	275.71	408.91	416.55	167.85
INFORMATION TECHNOLOGY	29.55	29.80	30.00	33.00	32.00
JUSTICE COURT DISTRICT	5.00	5.00	5.00	5.00	5.00
ROADS AND PARKS	104.00	104.00	102.00	99.00	99.00
SHERIFF	167.85	167.75	164.75	168.25	170.25
SURVEYOR	4.75	6.00	6.00	6.00	6.80
<b>TOTAL</b>	<b>910.46</b>	<b>934.22</b>	<b>1,080.47</b>	<b>1,103.30</b>	<b>864.40</b>

## FTEs BY DEPARTMENT AND POSITION

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ADOPTED	2017-2018 ADOPTED
----------------	----------------	-----------------	---------------------	---------------------	---------------------	----------------------	----------------------

### AIRPORT

AIRPORT							
	Custodian-Airport	E0010	0.00	0.00	5.00	5.00	5.00
	Office Assistant II	E0010	1.00	1.00	1.00	1.00	1.00
	Airport Enf Officer	E0011	11.95	10.95	9.95	11.95	10.95
	Accounting Clerk II	E0012	1.60	1.60	1.60	1.60	1.60
	Office Assistant III	E0012	1.00	1.00	2.00	0.00	0.00
	Project Specialist	E0013	2.00	3.00	2.00	2.00	2.00
	Landscape Technician	E0014	1.00	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	2.00
	Office Assistant V	E0017	0.50	0.50	0.50	0.50	0.50
	Airport Compliance Coordinator	E0018	1.00	1.00	1.00	2.00	2.00
	Sr Maintenance Worker	E0018	7.00	7.00	7.00	7.00	7.00
	Sr Equipment Mechanic	E0020	0.00	0.00	0.00	0.00	1.00
	Electrician	E0022	1.00	1.00	2.00	2.00	2.00
	Sr Project/Svcs Coordinator	E0024	0.00	0.00	0.00	1.00	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		40.25	40.25	45.25	47.25	48.25

### ASSESSOR

ASSESSOR							
	County Assessor	C0091	1.00	1.00	1.00	1.00	1.00
	Office Assistant II	E0010	0.00	0.00	0.75	0.50	0.50
	Office Assistant III	E0012	6.00	7.00	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	3.00	2.00	3.00
	Property Appraiser I	E0019	3.00	3.00	0.00	3.00	1.00
	Sr Cartographer	E0019	1.00	1.00	1.00	1.00	1.00
	Data/Property Analyst I	E0021	0.00	0.00	0.00	0.00	1.00
	Property Appraiser II	E0021	5.00	5.00	7.00	6.00	7.00
	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	0.00	0.00	0.00
	Supervisor I	M0003	1.00	1.00	0.00	0.00	0.00
	Supervisor II	M0004	0.00	0.00	0.00	1.00	1.00
	Project/Program Coordinator II	M0005	1.00	1.00	1.00	1.00	1.00
	Program Manager IV	M0011	1.00	1.00	1.00	1.00	1.00
	Chief Appraiser	M0013	0.00	0.00	0.00	0.00	1.00
	TOTAL DEPARTMENT		30.00	31.00	29.75	31.50	33.50



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ADOPTED	2017-2018 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	2.62	2.35	2.35	2.35
	Project/Program Coordinator III	M0006	0.20	0.20	0.20	0.20	0.20
	TOTAL DEPARTMENT		5.00	5.82	5.55	5.55	5.55

### COMMUNITY JUSTICE

COMMUNITY JUSTICE	Health Assistant I	E0011	1.00	0.00	0.00	0.00	0.00
	Office Assistant III	E0012	12.00	14.00	14.00	14.00	13.00
	Com Svc Crew Coord	E0013	10.00	10.00	10.00	10.50	10.00
	Transition Center Technician	E0013	13.00	13.00	14.00	14.00	16.00
	Juvenile Justice Specialist I	E0017	21.00	21.00	21.00	20.00	21.00
	Program Specialist - Comm Just	E0017	1.00	1.00	4.00	4.00	4.00
	Juvenile Justice Specialist II	E0019	6.00	6.00	6.00	6.00	6.00
	Alcohol and Drug Specialist	E0020	2.00	2.00	4.00	4.00	3.00
	Community Justice Officer	E0020	6.00	7.00	7.00	7.00	7.00
	QMHA II	E0020	0.00	0.00	1.00	0.00	0.00
	Mental Health Spec II	E0022	1.00	2.00	1.00	2.00	1.00
	Juvenile Probation Officer	E0023	11.00	11.00	11.00	11.00	11.00
	Sr Deputy Probation	P0201	21.00	22.00	23.00	23.00	25.00
	Mental Health Spec III	E0024	1.00	1.00	0.00	0.00	0.00
	QMHP I	E0024	0.00	0.00	0.00	1.00	1.00
	Accountant I	M0002	1.00	1.00	1.00	1.00	1.00
	Administrative Assistant II	M0002	0.00	0.00	0.00	1.00	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	2.00	2.00	3.00	3.00	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		124.00	128.00	135.00	136.50	138.00

### COUNTY ADMINISTRATION

COUNTY ADMINISTRATION	Office Assistant II	E0010	0.50	0.50	1.00	.50	1.00
	Mail Courier	E0012	1.50	1.50	1.50	1.50	1.50
	Maintenance Assistant	E0012	4.00	3.00	1.00	1.00	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	0.00	0.00	0.00	2.00	2.00
	Sr Maintenance Worker	E0018	7.00	8.00	10.00	10.00	10.00
	Assistant Watermaster II	E0021	1.00	1.00	0.00	0.00	0.00
	County Administrator	A0100	1.00	1.00	1.00	1.00	1.00
	Administrative Assistant II	M0002	3.30	3.38	4.15	4.15	4.15



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ADOPTED	2017-2018 ADOPTED
COUNTY ADMINISTRATION	Administrative Assistant III	M0003	1.00	1.00	0.00	0.00	0.00
	Project/Program Coordinator II	M0005	2.00	2.00	2.00	2.00	3.00
	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	2.75	1.75
	Program Manager I	M0008	1.00	1.00	0.00	0.00	0.00
	Sr Auditor	M0008	2.00	2.00	2.00	2.00	2.00
	Emergency Manager	M0009	1.00	0.00	0.00	0.00	0.00
	Sr HR/Risk Analyst	M0010	1.00	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		37.85	36.93	35.20	37.70	38.20

#### COUNTY CLERK

COUNTY CLERK	County Clerk	C0092	1.00	1.00	1.00	1.00	1.00
	Office Assistant III	E0012	4.60	4.60	5.00	5.00	4.00
	Office Assistant IV	E0015	1.00	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	9.00	9.00	8.00

#### 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	0.00
	Sr Assistant County Counsel	M0013	2.00	2.00	2.00	2.00	3.00
	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	2.00	2.50	3.00
	Building Technician	E0014	1.50	1.50	2.50	3.00	3.00
	Office Assistant IV	E0015	1.00	1.00	1.00	1.00	1.00
	Office Assistant V	E0017	2.00	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	1.50	2.00	2.00	2.00
	Construction Inspector	E0024	4.00	5.00	6.00	6.00	7.00
	Planner II	E0024	3.00	3.00	4.00	4.00	5.00
	Planner III	E0026	4.00	4.00	4.00	4.00	4.00
	Project/Program Coordinator II	M0005	1.00	1.00	1.00	1.00	1.00





MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ADOPTED	2017-2018 ADOPTED
DEVELOPMENT SERVICES	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		25.00	26.50	30.50	31.50	34.00

#### DISTRICT ATTORNEY

DISTRICT ATTORNEY	District Attorney	C0078	1.00	1.00	1.00	1.00	1.00
	Legal Assistant I	E0012	2.00	2.00	3.00	3.00	3.00
	Office Assistant III	E0012	1.50	2.00	2.00	2.00	2.00
	Project Specialist	E0013	1.50	2.50	4.00	3.00	4.00
	Legal Assistant II	E0015	11.00	11.00	11.00	11.00	11.00
	Office Assistant IV	E0015	4.00	4.00	4.00	4.00	4.00
	Senior Legal Assistant	E0017	0.00	0.00	0.00	0.00	1.00
	Victim/Witness Spec	E0022	1.00	1.00	1.00	2.00	1.00
	Administrative Assistant III	M0003	0.00	0.00	0.00	1.00	0.00
	Deputy District Attorney I	M0005	7.00	8.00	7.00	7.00	7.50
	Supervisor III	M0005	1.00	0.00	0.00	0.00	0.00
	Supervisor IV	M0006	2.00	3.00	3.00	3.00	3.00
	Deputy District Attorney II	M0010	7.00	7.00	9.00	9.00	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			43.00	45.50	49.00	50.00	50.50

#### EXPO

EXPO	Office Assistant III	E0012	0.00	0.00	0.00	0.00	1.00
	Expo Grounds Worker	E0013	0.00	0.00	0.00	1.00	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	1.00	1.00
	Community Progr Coordinator	E0018	0.00	0.00	1.00	1.00	1.00
	Sr Maintenance Worker	E0018	1.00	1.00	0.00	0.00	0.00
	Project/Program Coordinator III	M0006	1.00	0.80	0.00	0.00	0.00
	Program Manager V	M0012	0.00	0.00	1.00	1.00	1.00
	Exposition Park Director	M0017	0.65	0.00	0.00	0.00	0.00
TOTAL DEPARTMENT			3.65	2.80	3.00	5.00	6.00

#### FINANCE

FINANCE	Customer Service Specialist	E0012	3.56	3.56	2.56	2.50	3.50
	Office Assistant III	E0012	1.00	1.00	1.00	1.00	0.00
	Accounting Clerk III	E0015	4.00	4.00	6.00	6.00	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	0.00
	Accountant III	M0004	1.00	1.00	1.00	1.00	1.00
	Supervisor II	M0004	0.00	0.00	0.00	0.00	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			14.56	14.56	15.56	15.50	15.50



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ADOPTED	2017-2018 ADOPTED
----------------	----------------	-----------------	---------------------	---------------------	---------------------	----------------------	----------------------

### HEALTH AND HUMAN SERVICES

HEALTH AND HUMAN SERVICES	Office Assistant II	E0010	2.30	2.50	2.50	2.50	2.50
	Shelter Technician	E0011	4.00	4.00	4.00	4.00	4.00
	Office Assistant III	E0012	20.30	24.30	34.50	34.50	14.50
	Veterans Services Officer I	E0012	0.80	0.00	0.00	0.00	0.00
	Health Assistant II	E0013	9.85	9.85	14.85	14.85	10.05
	Project Specialist	E0013	4.00	5.00	10.00	10.00	2.00
	Skills Trainer	E0014	25.50	27.50	0.00	0.00	0.00
	Accounting Clerk III	E0015	5.00	5.00	7.00	7.00	4.00
	Health Assistant III	E0015	1.50	2.50	1.50	1.50	1.30
	Office Assistant IV	E0015	4.00	4.00	6.00	6.00	4.00
	Veterans Services Officer II	E0015	2.00	3.00	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	1.00	1.00	1.00	1.00
	QMHA I	E0017	0.00	0.00	31.50	31.50	9.00
	Database Operator	E0018	1.00	1.00	1.00	1.00	0.00
	Alcohol and Drug Specialist	E0020	1.00	1.00	1.00	1.00	1.00
	Dev Disability Case Manager	E0020	13.00	13.00	15.00	15.00	15.00
	Envir Health Spec I	E0020	0.00	0.00	0.00	0.00	2.00
	Mental Health Spec I	E0020	17.00	21.00	0.00	0.00	0.00
	QMHA II	E0020	0.00	0.00	62.00	62.00	12.00
	Sr Com Program Coordinator	E0020	0.00	0.00	0.00	0.80	1.00
	Com Outreach Ed	E0021	3.80	4.00	5.00	5.50	4.00
	Licensed Practical MH Nurse	E0021	0.00	1.00	1.00	1.00	0.00
	Dev Disability Specialist	E0022	2.00	2.00	3.00	3.00	3.00
	HHS Investigator	E0022	1.00	2.00	2.00	2.00	1.00
	Mental Health Spec II	E0022	8.00	6.00	5.00	5.00	0.00
	Project/Services Coordinator	E0022	0.00	0.00	0.00	2.00	1.00
	Mental Health Spec III	E0024	48.05	51.40	0.00	0.00	0.00
	QMHP I	E0024	0.00	0.00	86.00	85.90	15.60
	Registered Dietitian	E0024	0.65	0.65	1.00	1.00	0.65
	Sr Project/Svcs Coordinator	E0024	2.00	2.00	2.00	2.00	0.00
	Envir Health Spec II	E0025	4.00	4.00	3.00	5.00	3.00
	Epidemiologist	E0026	0.00	0.00	0.00	1.00	1.00
	Mental Health Spec IV	E0026	6.00	7.00	0.00	0.00	0.00
	QMHP II	E0026	0.00	0.00	13.00	13.00	3.00
	Com Health Nurse II	E0028	4.50	4.60	2.70	2.70	2.00
	Com Health Nurse III	E0030	6.50	7.00	8.00	8.00	7.20
	Mental Health Nurse	E0030	4.50	3.00	5.00	5.00	3.00
	Nurse Practitioner	E0036	1.40	1.30	0.95	0.80	0.80
	Accountant I	M0002	1.00	1.00	1.00	1.00	1.00
	Administrative Assistant II	M0002	2.00	2.00	3.00	3.00	2.00
	IT Support Specialist I	M0002	1.00	0.00	0.00	0.00	0.00
	IT Support Specialist II	M0003	0.00	0.00	2.00	2.00	0.00
	Supervisor I	M0003	2.00	2.00	5.00	5.00	2.00
	Supervisor II	M0004	1.00	1.00	1.00	1.00	1.00
	Project/Program Coordinator II	M0005	1.00	0.00	0.00	0.00	0.00
	Supervisor III	M0005	4.00	4.00	5.00	5.00	1.00
	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	1.00	1.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ADOPTED	2017-2018 ADOPTED
HEALTH AND HUMAN SERVICES	Supervisor IV	M0006	0.00	0.00	0.00	0.00	1.00
	Project/Program Coordinator IV	M0007	2.00	2.00	2.00	2.00	0.00
	Supervisor V	M0007	0.50	0.50	0.40	0.00	0.00
	Program Manager I	M0008	7.80	7.60	5.00	6.00	5.00
	Program Manager II	M0009	8.00	10.00	19.00	19.00	2.00
	Program Manager III	M0010	4.00	3.00	3.00	3.00	3.00
	Program Manager IV	M0011	3.00	3.00	5.00	5.00	2.00
	Program Manager V	M0012	2.00	2.00	2.00	2.00	2.00
	Program Manager VI	M0013	4.00	5.00	8.00	8.00	3.00
	Program Manager VII	M0014	1.00	1.00	1.00	1.00	1.00
	Program Manager VIII	M0015	2.00	2.00	2.00	2.00	2.00
	Program Manager IX	M0016	1.00	1.00	1.00	1.00	1.00
	Psychiatrist	M0016	5.45	3.00	5.00	5.00	1.00
	Medical Director	M0017	1.00	1.00	1.00	1.00	0.25
	Psychiatric Medical Director	M0017	0.00	0.00	1.00	1.00	1.00
	Health and Human Services Dir	M0019	1.00	1.00	1.00	1.00	1.00
TOTAL DEPARTMENT			261.40	275.71	408.91	416.55	167.85

### INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY	Administrative Assistant I	M0001	0.75	1.00	1.00	1.00	1.00
	IT Support Specialist I	M0002	0.00	0.00	1.00	1.00	1.00
	IT Support Specialist II	M0003	1.00	1.00	2.00	3.00	2.00
	Programmer Analyst I	M0003	1.00	0.00	0.00	1.00	1.00
	System Administrator I	M0003	1.00	0.00	0.00	0.00	0.00
	IT Support Specialist III	M0004	4.00	4.80	5.00	5.00	5.00
	Programmer Analyst II	M0004	1.00	2.00	3.00	3.00	2.00
	System Administrator II	M0004	0.00	0.00	0.00	1.00	1.00
	Programmer Analyst III	M0005	2.80	1.00	1.00	1.00	2.00
	Project/Program Coordinator II	M0005	1.00	1.00	1.00	1.00	1.00
	System Administrator III	M0005	4.00	6.00	5.00	5.00	5.00
	Programmer Analyst IV	M0007	2.00	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	2.00
	Program Manager II	M0009	2.00	1.00	1.00	1.00	1.00
	Programmer Analyst VI	M0009	1.00	1.00	0.00	0.00	0.00
	System Administrator V	M0010	1.00	1.00	1.00	1.00	2.00
	Program Manager IV	M0011	0.00	1.00	0.00	0.00	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			29.55	29.80	30.00	33.00	32.00

### 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	3.00	3.00	3.00	3.00	2.00
	Office Assistant III	E0012	0.00	0.00	0.00	0.00	1.00
	Supervisor I	M0003	1.00	1.00	1.00	1.00	1.00
TOTAL DEPARTMENT			5.00	5.00	5.00	5.00	5.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ADOPTED	2017-2018 ADOPTED
----------------	----------------	-----------------	---------------------	---------------------	---------------------	----------------------	----------------------

### ROADS AND PARKS

ROADS AND PARKS							
	Office Assistant III	E0012	4.00	4.00	3.00	3.00	3.00
	Equipment Services Worker I	E0014	1.00	1.00	1.00	1.00	1.00
	Landscape Technician	E0014	1.00	1.00	1.00	1.00	2.00
	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	1.00	1.00	1.00	1.00
	Traffic Control Worker	E0015	2.00	1.00	1.00	1.00	1.00
	Equipment Operator II	E0016	20.00	19.00	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	2.00	2.00	2.00	2.00	2.00
	Engineering Technician I	E0018	1.00	1.00	1.00	1.00	1.00
	Equipment Mechanic	E0019	4.00	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	3.00	3.00
	Safety Technician	E0019	0.00	1.00	1.00	1.00	1.00
	Weighmaster/Safety Technician	E0019	1.00	1.00	0.00	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	5.00	5.00	5.00	5.00	4.00
	Engineering Technician III	E0022	2.00	2.00	2.00	1.00	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	1.00	1.00	1.00	1.00	1.00
	Project/Program Coordinator I	M0004	0.00	0.00	0.00	0.00	1.00
	Project/Program Coordinator II	M0005	2.00	2.00	2.00	2.00	1.00
	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	0.00	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
	<b>TOTAL DEPARTMENT</b>		<b>104.00</b>	<b>104.00</b>	<b>102.00</b>	<b>99.00</b>	<b>99.00</b>

### SHERIFF

SHERIFF							
	County Sheriff	C0096	1.00	1.00	1.00	1.00	1.00
	Security Officer	F0510	2.50	1.50	1.50	1.50	1.50
	Records Clerk	F0520	28.00	29.00	30.00	30.00	31.00
	Criminal Data Tech	F0542	1.00	2.00	1.00	1.00	1.00
	Search and Rescue Assistant	F0542	1.00	1.00	1.00	1.00	1.00
	Community Services Officer	F0545	4.50	4.50	3.50	3.00	3.00
	Property Evidence Clerk	F0550	1.00	1.00	1.00	1.00	1.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 ADOPTED	2017-2018 ADOPTED
SHERIFF	Corrections Deputy	F0571	51.00	49.00	50.00	50.00	52.00
	Criminal Deputy	F0581	46.45	48.00	49.00	50.00	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	0.00
	Administrative Assistant I	M0001	1.00	1.75	1.75	1.75	1.75
	Administrative Assistant II	M0002	1.50	1.00	0.00	0.00	0.00
	Project/Program Coordinator I	M0004	0.00	0.00	0.00	0.00	1.00
	Project/Program Coordinator II	M0005	4.00	3.00	3.00	4.00	3.00
	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	3.00	5.00	5.00	5.00	5.00
	Sergeant II	M0010	9.90	10.00	8.00	9.00	7.00
	Lieutenant	M0013	4.00	1.00	0.00	0.00	3.00
	Captain	M0016	2.00	3.00	3.00	3.00	3.00
	Undersheriff	M0017	0.00	0.00	0.00	1.00	0.00
TOTAL DEPARTMENT			167.85	167.75	164.75	168.25	170.25
<b>SURVEYOR</b>							
SURVEYOR	County Surveyor	C0095	1.00	1.00	1.00	1.00	1.00
	Office Assistant III	E0012	0.00	1.00	1.00	1.00	1.00
	Surveying Technician I	E0018	0.75	2.00	1.00	2.00	0.00
	GIS/Surveying Technical Spec	E0022	0.00	0.00	0.00	0.00	0.80
	Surveying Technician II	E0022	3.00	1.00	1.00	0.00	2.00
	Surveying Associate	E0025	0.00	1.00	2.00	2.00	2.00
TOTAL DEPARTMENT			4.75	6.00	6.00	6.00	6.80
GRAND TOTAL			910.46	934.22	1,080.47	1,103.30	864.40

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 Oregon Parole and Probation Officers



# SALARY SCHEDULES

## Jackson County Non-Represented Employees Salary Schedule July 10, 2017

Band	Step 1 (1 Year)	Step 2 (1 Year)	Step 3 (1 Year)	Step 4 (1 Year)	Step 5 (1 Year)	Step 6
1	18.43	19.35	20.32	21.32	22.40	23.52
2	19.67	20.66	21.70	22.76	23.91	25.11
3	21.75	22.82	23.96	25.17	26.44	27.74
4	22.78	23.93	25.13	26.38	27.70	29.08
5	26.69	28.02	29.42	30.89	32.43	34.05
6	28.31	29.72	31.22	32.77	34.41	36.14
7	29.69	31.18	32.74	34.37	36.10	37.89
8	31.06	32.63	34.25	35.97	37.77	39.66
9	32.21	33.82	35.52	37.29	39.16	41.11
10	32.93	34.57	36.31	38.13	40.02	42.03
11	34.28	36.01	37.80	39.69	41.67	43.75
12	35.63	37.41	39.28	41.24	43.31	45.47
13	37.43	39.30	41.26	43.33	45.50	47.77
14	39.25	41.21	43.27	45.43	47.71	50.09
15	39.98	41.98	44.08	46.30	48.60	51.03
16	41.73	43.82	46.01	48.30	50.72	53.27
17	44.40	46.62	48.94	51.39	53.97	56.66
18	47.74	50.12	52.64	55.27	58.03	60.93
19	51.94	54.54	57.26	60.13	63.13	66.30

03/17/2017

## Elected Officials Salary Schedule

Title	Class Code	07/10/17 Salary	01/08/18 Salary
County Assessor	C0091	44.40	46.62
County Clerk	C0092	45.97	45.97
County Commissioner, Position 1	C0098	48.94	51.39
County Commissioner, Position 2	C0098	44.40	46.62
County Commissioner, Position 3	C0098	48.94	51.39
County Sheriff	C0096	51.94	54.54
County Surveyor	C0095	43.31	45.47
District Attorney (County Portion)	C0078	12.62	13.25
Justice of the Peace	C0087	39.66	39.66



**Jackson County Service Employees International Union**  
**Salary Schedule**  
**July 10, 2017**

<b>Range</b>	<b>Step 1 (1 Year)</b>	<b>Step 2 (1 Year)</b>	<b>Step 3 (1 Year)</b>	<b>Step 4 (1 Year)</b>	<b>Step 5 (1 Year)</b>	<b>Step 6 (1 Year)</b>	<b>Step 7</b>
6	10.65	11.07	11.55	12.04	12.58	13.13	13.78
7	11.07	11.55	12.04	12.58	13.13	13.70	14.38
8	11.55	12.04	12.58	13.13	13.70	14.30	15.02
9	12.04	12.58	13.13	13.70	14.30	14.92	15.67
10	12.58	13.13	13.70	14.30	14.92	15.56	16.33
11	13.13	13.70	14.30	14.92	15.56	16.24	17.05
12	13.70	14.30	14.92	15.56	16.24	16.98	17.83
13	14.30	14.92	15.56	16.24	16.98	17.75	18.63
14	14.92	15.56	16.24	16.98	17.75	18.55	19.47
15	15.56	16.24	16.98	17.75	18.55	19.38	20.35
16	16.24	16.98	17.75	18.55	19.38	20.25	21.27
17	16.98	17.75	18.55	19.38	20.25	21.19	22.25
18	17.75	18.55	19.38	20.25	21.19	22.14	23.25
19	18.55	19.38	20.25	21.19	22.14	23.18	24.34
20	19.38	20.25	21.19	22.14	23.18	24.26	25.47
21	20.25	21.19	22.14	23.18	24.26	25.39	26.66
22	21.19	22.14	23.18	24.26	25.39	26.57	27.90
23	22.14	23.18	24.26	25.39	26.57	27.81	29.20
24	23.18	24.26	25.39	26.57	27.81	29.09	30.54
25	24.26	25.39	26.57	27.81	29.09	30.48	32.00
26	25.39	26.57	27.81	29.09	30.48	31.90	33.49
27	26.57	27.81	29.09	30.48	31.90	33.42	35.10
28	27.81	29.09	30.48	31.90	33.42	35.09	36.81
29	29.09	30.48	31.90	33.42	35.06	36.73	38.57
30	30.48	31.90	33.42	35.06	36.73	38.48	40.41
31	31.90	33.42	35.06	36.73	38.48	40.24	42.25
32	33.42	35.06	36.73	38.48	40.24	42.07	44.18
33	35.06	36.73	38.48	40.24	42.07	44.01	46.21
34	36.73	38.48	40.24	42.07	44.01	46.03	48.33
35	38.48	40.24	42.07	44.01	46.03	48.15	50.56
36	40.24	42.07	44.01	46.03	48.15	50.36	52.88

03/17/2017



**Jackson County Sheriff's Employees' Association**  
**Salary Schedule**  
**July 10, 2017**

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	14.94	15.69	16.47	17.29	18.16	19.07
Airport Security Officer	104	515	16.25	17.06	17.92	18.81	19.75	20.74
Records Clerk	100	520		17.64	18.52	19.45	20.42	21.44
Criminal Data Technician	101	540	17.64	18.52	19.45	20.42	21.44	22.51
Search and Rescue Assistant	112	542	18.31	19.23	20.19	21.20	22.26	23.37
Community Services Officer	130	545	19.74	20.73	21.76	22.85	23.99	25.19
Property/Evidence Clerk	190	550	21.41	22.48	23.60	24.78	26.02	27.33
Civil Deputy	115	561	23.42	24.59	25.82	27.11	28.47	29.89
Corrections Specialist	103A	566A	21.41	22.48	23.60	24.78	26.02	27.33
	103B	566B	21.94	23.04	24.19	25.40	26.67	28.00
	103C	566C	22.45	23.57	24.75	25.99	27.29	28.65
	103D	566D	22.99	24.14	25.35	26.61	27.94	29.34
	103E	566E	23.53	24.71	25.94	27.24	28.60	30.03
Corrections Deputy	113A	571	24.18	25.39	26.66	27.99	29.39	30.86
	113B	572	24.81	26.05	27.35	28.72	30.16	31.66
	113C	573	25.41	26.68	28.01	29.42	30.89	32.43
	113D	574	26.02	27.32	28.69	30.12	31.63	33.21
	113E	575	26.60	27.93	29.33	30.79	32.33	33.95
Criminal Deputy	120A-E	581	24.68	25.91	27.21	28.57	30.00	31.50
Transportation Deputy	118A-E	582	25.27	26.53	27.86	29.25	30.72	32.25
		583	25.94	27.24	28.60	30.03	31.53	33.11
		584	26.55	27.88	29.27	30.73	32.27	33.89
		585	27.16	28.52	29.94	31.44	33.01	34.66

**Federation of Oregon Parole and Probation Officers**  
**Salary Schedule**  
**July 10, 2017**

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	24.21	25.35	26.53	27.75	29.06	30.40	31.92	33.21	34.53





# FIVE-YEAR PROJECTIONS

## COMPREHENSIVE LONG-TERM FINANCIAL FORECAST

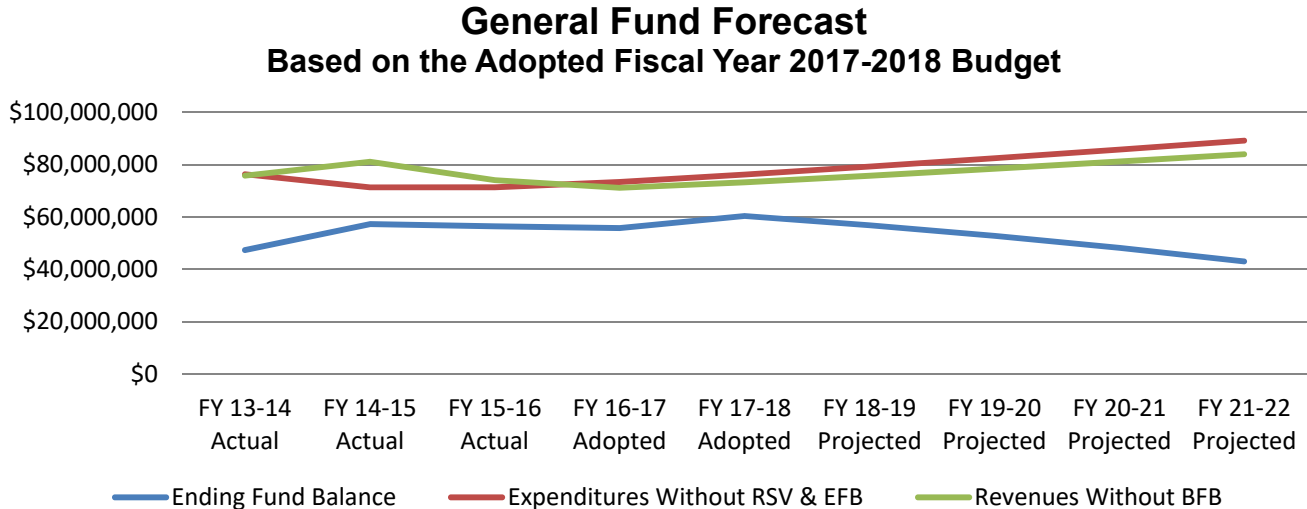
In this forecast, Jackson County projects expected revenues and expenditures for its major funds to help anticipate financial requirements. This tool is central to Jackson County's financial management strategy and budget planning process. This financial planning process can help shape decisions, and 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, slow post-recession recovery, and significant increases in Oregon's Public Employees Retirement System (PERS) costs, 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 2017-2018 budget: the General Fund (\$136,678,305), the Health and Human Services Fund (\$38,404,510), the Airport Fund (\$57,990,587), and the Road Fund (\$31,782,574). There are some significant financial issues facing the County over the next five years. These issues, along with the County's 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. From 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 increase in property taxes to 3 percent per year. Property values began to stabilize in fiscal years 2013-2014 through 2015-2016. For fiscal year 2016-2017, 86 percent of residential properties increased in value. The County will continue to see a modest increase in property taxes for fiscal year 2017-2018.

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, with Jackson County receiving its last payment under the SRS Act in March of 2016. At the time this budget was prepared, Congress had not reauthorized SRS and all indications are that the short term fixes under the SRS Act will be discontinued. 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. The County continues to take necessary steps to make departments self-sufficient.

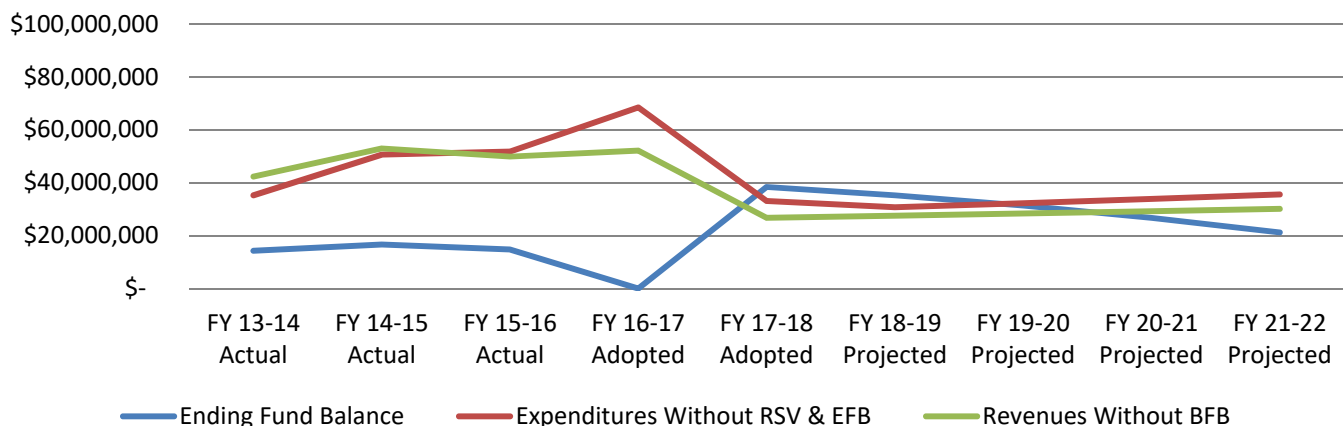
Many public safety programs have been affected significantly by fluctuations in State funding to State-supported public safety functions. The Budget Committee's direction has been to not back-fill State-funded services when State funding is reduced. Uncertainty of State funding will continue to be the single biggest issue facing public safety programs in the years to come.

Lastly, Oregon's PERS costs have increased an average of 4.19 percent of employees' salaries for fiscal year 2017-2018. These increases have been implemented to balance the PERS program. Since PERS follows the State's biennium budgeting cycle, the next two increases will be charged in fiscal year 2019-2020 and fiscal year 2021-2022. Sufficient operating revenue was reserved during fiscal year 2016-2017 to offset the increase in fiscal year 2017-2018. Growth in the property tax base and low inflation over the next few years, along with fiscal spending restraint, will be necessary to preserve service levels over the next five to six years.

### 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.

#### Health and Human Services Fund Forecast Based on the Adopted Fiscal Year 2017-2018 Budget



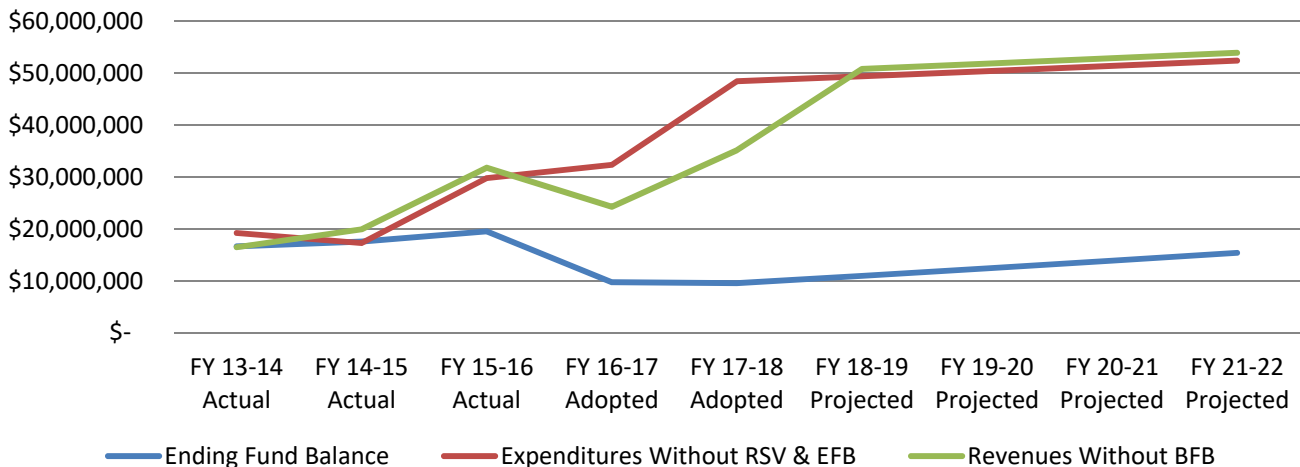
As part of the Affordable Care Act, the State reorganized how it provides physical, dental, and mental health services. In response to State direction and reforms in health care provisions, the County served as a Managed Health Organization (MHO) to provide administrative oversight and mental health services for Coordinated Care Organizations (CCOs). During the fiscal year 2016-2017, the two CCOs (that service the Medicaid population within the County) terminated their agreements with the County. As a result, for fiscal year 2017-2018, positions in Health and Human Services will be reduced by 248.85 FTEs, with 167.65 FTEs remaining in the Department. State revenues for fiscal year 2017-2018 will be drastically reduced as the CCOs are transitioning services away from the County to other agencies. In addition, uncertainty regarding the Affordable Care Act makes it very difficult to project the Federal and State funding that will occur in the next five years. Therefore, the Department will adjust service levels accordingly as information regarding future funding becomes available.



## The Airport Fund (500-503)

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.

### Airport Fund Forecast Based on the Adopted Fiscal Year 2017-2018 Budget



Due to improvements in the economy, the Airport has seen an increase in the passenger numbers and scheduled daily flights. This has created a stable financial condition for the Airport Fund. 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 expansion of the public parking area.

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.

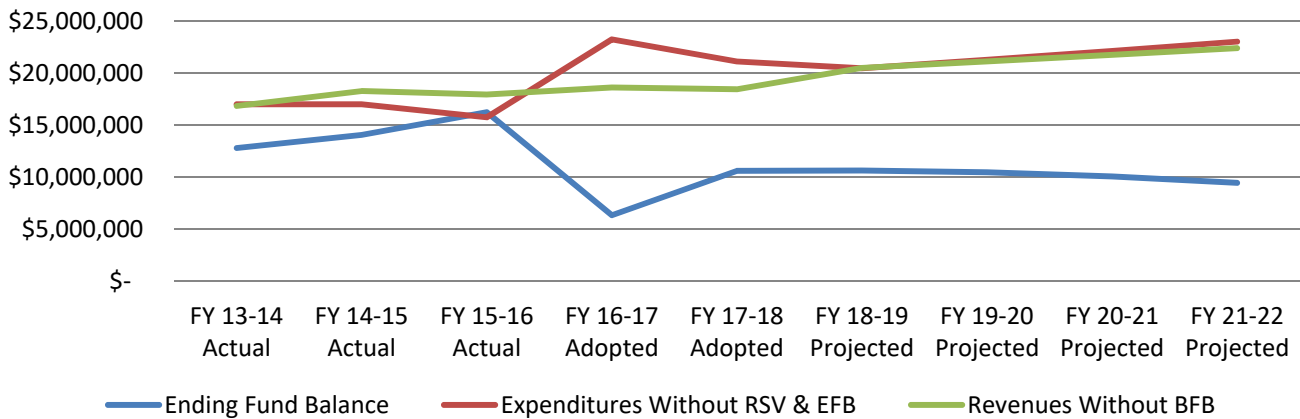
## The Road Fund (020)

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 2017-2018 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 that increased vehicle registration and titling fees and added six cents per gallon to the State gas tax. The increase in State revenues helped 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.



## Road Fund Forecast Based on the Adopted Fiscal Year 2017-2018 Budget



Revenues and expenditures have recently stabilized due to strategic efforts to reduce Department expenditures. In fiscal years 2017-2018 and beyond, the Department will continue to closely monitor State revenues and adjust expenditures accordingly.

## 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 2017 through 2021 were projected between 2 and 5 percent increases from the 2017-2018 adopted budget. Not all capital outlay has been detailed in this projection; a full report of capital outlay for fiscal year 2017-2018 can be found beginning on page 51 of this document.

### COUNTY ADMINISTRATION/FIDUCIARY AND CAPITAL PROJECTS

FISCAL YEAR		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
YEAR PROJECTED	2013-2014	\$118,978,508				
	2014-2015	\$112,520,418	\$117,021,235			
	2015-2016	\$120,496,815	\$125,316,688	\$130,329,355		
	2016-2017	\$115,149,945	\$119,755,943	\$124,546,181	\$129,528,028	
	2017-2018	\$117,968,889	\$122,687,645	\$127,595,150	\$132,698,956	\$138,006,915

#### FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

SHERIFF: JAIL SECURITY CAMERA UPGRADE PHASE 2	\$300,000
TRANSITION CTR: MEN'S DORM ROOF REPLACEMENT	\$175,000
WHITE CITY CAPITAL: LOCAL LAND IMPROVEMENTS	\$1,354,494
CO ADMIN: MEDFORD LIB DOOR CONTROLS	\$50,000
CO ADMIN: MEDFORD/ASHLAND LIB HVAC CNTRL SUPRVSR	\$40,000
COMM JUSTICE/ELECTIONS: HVAC REPLACEMENT	\$110,000
COMM JUSTICE/ELECTIONS: ROOF REPLACEMENT	\$130,000



COURTHOUSE: PARKING LOT REPLACEMENT	\$180,000	
COURTHOUSE: ROOF REPLACEMENT	\$100,000	
HHS: HAZEL BLDG EXT REPAIR/PAINT/SEAL & SIDEWALKS	\$35,000	
HHS: HAZEL BLDG ROOF REPLACEMENT	\$25,000	
JUSTICE BLDG: CHILLER REPLACEMENT	\$150,000	
SHERIFF: JAIL FIRE PUMPS	\$60,000	
CO ADMIN: BUTTE FALLS LIB EXTERIOR PAINT		\$20,000
CO ADMIN: GOLD HILL LIB EXTERIOR PAINT		\$20,000
CO ADMIN: PHOENIX LIB EXTERIOR PAINT		\$20,000
CO ADMIN: PROSPECT LIB EXTERIOR PAINT		\$20,000
CO ADMIN: ROGUE RIVER LIB HVAC		\$60,000
CO ADMIN: WHITE CITY LIB HVAC		\$40,000
COURTHOUSE: LIMESTONE SEALER		\$30,000
SHERIFF: JAIL CHILLER REPLACEMENT		\$150,000
SHERIFF: JAIL CIC DOOR LOCK/INTERCOM SYS UPGRADE PH 1		\$150,000
SHERIFF: JAIL GENERATOR REPLACEMENT		\$200,000
CO ADMIN: ASHLAND LIB HVAC REPLACEMENT		\$300,000
CO ADMIN: BRANCH LIBRARIES LED PARKING LOT LIGHTS		\$100,000
CO ADMIN: MEDFORD LIB CHLLER REPLACEMENT		\$175,000
CO ADMIN: WHITE CITY LIB CONCRETE REPLACEMENT		\$50,000
SHERIFF: JAIL CIC DOOR LOCK/INTERCOM SYS UPGRADE PH 2		\$150,000
CO ADMIN: EAGLE POINT LIB HVAC REPLACEMENT		\$50,000
CO ADMIN: JACKSONVILLE LIB HVAC REPLACEMENT		\$30,000
CO ADMIN: PHOENIX LIB HVAC REPLACEMENT		\$30,000
COURTHOUSE: IT HVAC REPLACEMENT		\$150,000
JUVENILE BLDG: HVAC ROOFTOP REPLACEMENT		\$200,000
TRANSITION CTR: HVAC ALL SEASONS		\$100,000

#### AIRPORT

FISCAL YEAR		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
YEAR PROJECTED	2013-2014	\$50,238,766				
	2014-2015	\$43,273,319	\$45,004,252			
	2015-2016	\$47,593,721	\$49,021,533	\$50,492,179		
	2016-2017	\$43,305,748	\$44,604,921	\$45,943,069	\$47,321,361	
	2017-2018	\$57,990,587	\$59,150,399	\$60,333,407	\$61,540,075	\$62,770,876

#### FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

1030 TERMINAL LOOP PKWY ROOF REPLACEMENT	\$60,000
ADVERTISING BILLBOARDS	\$135,000
BACKHOE LOADER	\$135,000
CHIP SEAL SERVICE ROAD TO EAST RAMP	\$100,000
CITY BUILDING REQUIREMENTS	\$25,000
FRONT TRACTOR BUCKET	\$13,000
LINE LASER PAINT SPRAYER/ENCLOSED TRAILER	\$34,500
MAINTENANCE TRUCK	\$45,000
PUBLIC PARKING FACILITY EXPANSION	\$3,200,000
PUBLIC PARKING FEE COMPUTERS & EQUIPMENT UPGRADE	\$175,000
PROPERTY ACQUISITION	\$5,560,000
SEASONAL PUSH PLOW	\$15,000
SECURITY PROJECTS	\$50,000
SNOW REMOVAL BLDG-SDCS DURING WARRANTY PERIOD	\$25,000
TAXIWAY A NORTH/TERMINAL APRON REHABILITATION	\$10,907,312
TAXIWAY A REHABILITATION – PHASE 2	\$9,700,000
TERMINAL FLOORING REPLACEMENT – PHASE 2	\$300,000



TERMINAL PUBLIC ANNOUNCEMENT SYSTEM UPGRADE	\$300,000		
TOWER ELEVATOR REFURBISHMENT	\$220,000		
TOWER-VOICE SWITCH/RECORDER	\$75,000		
UTILITY BED	\$12,000		
UPGRADE SANITARY SEWER	\$15,000		
WATERLINE EXTENSION TO EAST RAMP	\$50,000		
ACQUIRE SNOW REMOVAL/ARFF EQUIPMENT	\$1,600,000		
HANGAR TAXILANE RECONSTRUCTION	\$1,160,000	\$1,642,667	
PAVEMENT CONDITION INDEX STUDY	\$120,000		
LAND PURCHASE		\$544,491	
UPDATE MASTER, WILDLIFE & STORM WATER MGMT PLANS		\$533,333	
ENVIRONMENTAL ASSESSMENT FOR TAXIWAY WORK		\$159,509	
NEW TAXIWAY C AND TAXIWAY B3 REMOVAL			\$2,746,667
PAVEMENT CONDITION INDEX STUDY			\$133,333
NEW GENERAL AVIATION APRON			\$2,880,000

#### ASSESSOR

FISCAL YEAR		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
YEAR PROJECTED	2013-2014	\$5,647,451				
	2014-2015	\$3,912,696	\$4,069,203			
	2015-2016	\$3,986,545	\$4,146,007	\$4,311,847		
	2016-2017	\$3,941,934	\$4,099,611	\$4,263,596	\$4,434,139	
	2017-2018	\$4,012,349	\$4,172,843	\$4,339,757	\$4,513,347	\$4,693,881

#### BOARD OF COMMISSIONERS

FISCAL YEAR		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
YEAR PROJECTED	2013-2014	\$833,826				
	2014-2015	\$770,019	\$800,820			
	2015-2016	\$850,940	\$884,978	\$920,377		
	2016-2017	\$828,344	\$861,478	\$895,937	\$931,775	
	2017-2018	\$798,031	\$829,952	\$863,150	\$897,676	\$933,583

#### COMMUNITY JUSTICE

FISCAL YEAR		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
YEAR PROJECTED	2013-2014	\$17,306,784				
	2014-2015	\$15,894,289	\$16,689,004			
	2015-2016	\$16,725,653	\$17,227,422	\$17,744,245		
	2016-2017	\$17,365,780	\$17,886,754	\$18,423,356	\$18,976,057	
	2017-2018	\$17,256,927	\$17,774,635	\$18,307,874	\$18,857,110	\$19,422,823

#### COUNTY CLERK

FISCAL YEAR		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
YEAR PROJECTED	2013-2014	\$1,678,576				
	2014-2015	\$1,569,219	\$1,631,988			
	2015-2016	\$1,810,527	\$1,882,948	\$1,958,266		
	2016-2017	\$1,597,776	\$1,661,687	\$1,728,154	\$1,797,281	
	2017-2018	\$1,596,009	\$1,659,849	\$1,726,243	\$1,795,293	\$1,867,105



**COUNTY COUNSEL**

FISCAL YEAR		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
YEAR PROJECTED	2013-2014	\$1,017,200				
	2014-2015	\$950,630	\$998,161			
	2015-2016	\$979,410	\$1,028,381	\$1,079,800		
	2016-2017	\$969,929	\$1,018,426	\$1,069,347	\$1,122,814	
	2017-2018	\$1,066,638	\$1,119,970	\$1,175,968	\$1,234,767	\$1,296,505

**DEVELOPMENT SERVICES**

FISCAL YEAR		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
YEAR PROJECTED	2013-2014	\$4,332,608				
	2014-2015	\$3,837,564	\$3,991,067			
	2015-2016	\$3,884,489	\$4,039,868	\$4,201,463		
	2016-2017	\$4,126,250	\$4,291,300	\$4,462,952	\$4,641,470	
	2017-2018	\$4,407,611	\$4,495,763	\$4,540,721	\$4,586,128	\$4,631,989

**FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE**

COMPREHENSIVE PLAN IMPLEMENTATION	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
KEEP COMPREHENSIVE PLAN CURRENT	\$35,000	\$35,000	\$35,000	\$36,000	\$36,000

**DISTRICT ATTORNEY**

FISCAL YEAR		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
YEAR PROJECTED	2013-2014	\$5,303,979				
	2014-2015	\$5,006,550	\$5,206,812			
	2015-2016	\$5,519,818	\$5,740,611	\$5,970,235		
	2016-2017	\$5,843,875	\$6,019,191	\$6,199,767	\$6,385,760	
	2017-2018	\$5,898,511	\$6,075,466	\$6,257,730	\$6,445,462	\$6,638,826

**EXPO**

FISCAL YEAR		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
YEAR PROJECTED	2013-2014	\$855,583				
	2014-2015	\$3,967,317	\$2,509,009			
	2015-2016	\$1,867,232	\$2,066,921	\$2,149,598		
	2016-2017	\$2,317,216	\$2,309,904	\$2,402,300	\$2,498,392	
	2017-2018	\$2,995,217	\$3,215,026	\$3,243,627	\$3,373,372	\$3,508,307

**FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE**

BLEACHERS	\$100,000				
OTHER EXPO IMPROVEMENTS		\$100,000	\$100,000	\$100,000	\$100,000

**FINANCE**

FISCAL YEAR		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
YEAR PROJECTED	2013-2014	\$2,041,378				
	2014-2015	\$2,117,386	\$2,202,081			
	2015-2016	\$2,230,487	\$2,297,401	\$2,366,323		
	2016-2017	\$2,191,037	\$2,256,768	\$2,324,471	\$2,394,205	
	2017-2018	\$2,206,437	\$2,294,694	\$2,386,482	\$2,481,942	\$2,581,219



**HEALTH AND HUMAN SERVICES**

FISCAL YEAR		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
YEAR PROJECTED	2013-2014	\$49,385,962				
	2014-2015	\$59,707,142	\$60,901,285			
	2015-2016	\$67,476,249	\$68,825,774	\$69,514,032		
	2016-2017	\$71,855,170	\$73,292,273	\$74,758,119	\$75,505,700	
	2017-2018	\$38,404,510	\$40,324,736	\$41,131,230	\$41,953,855	\$42,373,393

**INFORMATION TECHNOLOGY**

FISCAL YEAR		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
YEAR PROJECTED	2013-2014	\$6,666,108				
	2014-2015	\$6,081,065	\$6,324,307			
	2015-2016	\$6,273,677	\$6,524,624	\$6,785,609		
	2016-2017	\$6,466,647	\$6,725,313	\$6,994,326	\$7,274,099	
	2017-2018	\$6,746,238	\$6,794,568	\$7,066,350	\$7,349,004	\$7,642,964

**FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE**

CORE SWITCH UPGRADE	\$150,000
ESX SERVER HARDWARE	\$39,000
NEW BACKUP SERVER	\$8,000
REPLACEMENT SERVER FOR EMAIL INDEX	\$8,500
WEB FARM TEST SERVER	\$7,500

**JUSTICE COURT DISTRICT**

FISCAL YEAR		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
YEAR PROJECTED	2013-2014	\$599,389				
	2014-2015	\$593,237	\$616,967			
	2015-2016	\$595,158	\$618,965	\$643,723		
	2016-2017	\$570,899	\$588,026	\$605,667	\$623,837	
	2017-2018	\$577,111	\$594,424	\$612,257	\$630,625	\$649,544

**ROADS AND PARKS**

FISCAL YEAR		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
YEAR PROJECTED	2013-2014	\$42,491,174				
	2014-2015	\$38,594,327	\$40,138,100			
	2015-2016	\$37,230,897	\$38,720,133	\$40,268,938		
	2016-2017	\$42,184,323	\$43,871,696	\$45,626,564	\$47,451,626	
	2017-2018	\$43,112,303	\$44,836,795	\$46,630,267	\$48,495,478	\$50,435,297

**FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE – COUNTY TRAILS**

IMPROVEMENT PROJECT	
TRAIL MAINTENANCE UTILITY VEHICLE	\$15,000

**FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE – PARKS AND RECREATION**

IMPROVEMENT PROJECTS						
CANTRALL BUCKLEY PARK:						
CAMPGROUND UPGRADES				\$250,000		
RENOVATE DAY USE RESTROOM	\$75,000					
EMIGRANT LAKE-SIDEWALK/PAVEMENT REPAIRS				\$250,000	\$250,000	\$250,000
HOWARD PRAIRIE RESORT:						
MARINA REPLACEMENT		\$2,000,000	\$2,000,000			
UTILITY REPLACEMENT-NORTH LOOP	\$307,810	\$200,000				
YURT VILLAGE CONSTRUCTION					\$80,000	\$80,000





**FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE – PUBLIC WORKS**

EQUIPMENT REPLACEMENT	\$1,923,000	\$500,000	\$500,000	\$500,000	\$500,000
RIGHT-OF-WAY ACQUISITION COST	\$350,000	\$80,000	\$30,000	\$330,000	\$30,000
STREET IMPROVEMENT PROJECTS					
ELDER MILL RD: BRIDGE #640 REPLACEMENT-MATCH		\$172,331			
FOOTHILL RD: DELTA WATERS-DRY CREEK RECONST				\$1,500,000	
FOOTHILL RD: EXTENSION FROM COREY TO ATLANTIC		\$2,500,000			
OVERLAY PROJECT: VARIOUS LOCATIONS	\$525,000	\$525,000	\$525,000		\$525,000
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	\$133,510				
SIGNAL INSTALLATION AT GREGORY ROAD	\$300,000				
WHEELER ROAD: BRIDGE #360 REPLACEMENT	\$200,000				

**SHERIFF**

FISCAL YEAR		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
YEAR PROJECTED	2013-2014	\$32,416,467				
	2014-2015	\$30,845,008	\$32,078,809			
	2015-2016	\$32,397,248	\$33,693,138	\$35,040,864		
	2016-2017	\$31,651,480	\$33,467,539	\$34,256,240	\$35,626,490	
	2017-2018	\$31,877,028	\$33,152,109	\$34,478,193	\$35,857,321	\$37,291,614

**SURVEYOR**

FISCAL YEAR		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
YEAR PROJECTED	2013-2014	\$1,747,898				
	2014-2015	\$1,930,656	\$2,007,882			
	2015-2016	\$2,028,000	\$2,109,120	\$2,193,485		
	2016-2017	\$2,265,478	\$2,356,097	\$2,450,341	\$2,548,354	
	2017-2018	\$2,254,966	\$2,345,165	\$2,438,971	\$2,536,530	\$2,637,991

**FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE**

TRIMBLE GPS BASE	\$15,000
TRIMBLE 5800 GPS	\$25,000



*This Page Reserved for Notes*



# APPROPRIATIONS

Below is a copy of the Order whereby the Board of Commissioners, after approval by the Jackson County Budget Committee, adopted this budget. Following the Order is a table with information by fund and department. All expenses and revenues are listed out as object totals. This will be useful if you want to find the total revenues for a department for a specific revenue source, such as fees and contracts with local governments.

Several changes have taken place with regard to functions and services provided by funds and departments. In order to provide a basis of comparison for prior years when a move has taken place, the history of revenues and expenditures have been moved with the function or service. The action will result in discrepancies between the budget tables and the County's Comprehensive Annual Financial Report (CAFR).

---

---

## BEFORE THE BOARD OF COUNTY COMMISSIONERS

### STATE OF OREGON, COUNTY OF JACKSON

IN THE MATTER OF ADOPTING THE 2017-2018 )  
FISCAL YEAR BUDGET FOR JACKSON )  
COUNTY, OREGON )

ORDER NO. 101-17

WHEREAS, on April 10, 17, and 18, 2017, the Jackson County Budget Committee held a public meeting, public hearings, and deliberations on the 2017-2018 fiscal year budget; and

WHEREAS, the Budget Committee approved the budget for fiscal year 2017-2018; and

WHEREAS, in accordance with Oregon Revised Statute (ORS) 294.438, a summary of the approved budget and hearing notice were published in the *Mail Tribune* on May 31, 2017; and

WHEREAS, the Board of Commissioners held a public hearing on June 7, 2017, 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 of Jackson County ORDERS:

1. The Jackson County budget in the amount of \$339,169,362 and full-time equivalent (FTE) positions in the amount of 864.40 for the fiscal year beginning July 1, 2017, through June 30, 2018, are hereby adopted.
2. The fund amounts for the fiscal year beginning July 1, 2017, for the purposes shown, are identified on Exhibit A, attached hereto and incorporated herein.
3. The amounts for the fiscal year beginning July 1, 2017, for the purposes shown below, are hereby appropriated as follows:

<b>TOTAL APPROPRIATIONS – ALL FUNDS (from Exhibit A)</b>	<b>\$229,666,030</b>
<b>TOTAL UNAPPROPRIATED ENDING FUND BALANCE AND RESERVES – ALL FUNDS</b>	<b>109,503,332</b>
<b>TOTAL BUDGET</b>	<b><u>\$339,169,362</u></b>



4. Ad valorem property taxes are hereby imposed for tax year 2017-2018 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 \$1,486,360 for Library-S1 debt service for general obligation bonds; and
- c. In the amount of \$1,449,100 for Library-S2 debt service for general obligation bonds.

5. The taxes imposed are hereby categorized for purposes of Article XI section 11b as:

Permanent Rate Tax	General Government Limitation \$2.0099/\$1,000
General Obligation Debt Service/Library-S1	Excluded from Limitation \$1,486,360
General Obligation Debt Service/Library-S2	\$1,449,100

6. The pay scale for non-represented management and confidential employees, as reflected herein, 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 7<sup>th</sup> day of June, 2017, at Medford, Oregon.

JACKSON COUNTY BOARD OF COMMISSIONERS

/s/ Colleen Roberts  
Colleen Roberts, Chair

/s/ Rick Dyer  
Rick Dyer, Commissioner

/s/ Bob Strosser  
Bob Strosser, Commissioner



**Board of County Commissioners  
State of Oregon, County of Jackson  
Adopted Budget Appropriations  
Fiscal Year 2017-2018**

Fund	Organizational Unit/Activity	Operating Expenses	Personnel Services	Materials & Services	Capital Outlay	Debt Service	Special Payments	Transfers	Contingency	Total
<b>General Fund</b>										
	Assessment	4,012,349								4,012,349
	Finance	1,246,469								1,246,469
	County Administration	606,221					310,000			916,221
	County Clerk	1,596,009								1,596,009
	District Attorney	5,898,511								5,898,511
	Justice Court District	577,111								577,111
	Development Services	4,407,611								4,407,611
	Sheriff	29,558,177								29,558,177
	Community Justice	17,256,927								17,256,927
	Non-Departmental			279,230		1,645,415		5,876,240	3,000,000	10,800,885
Total General Fund =		65,159,385	0	279,230	0	1,645,415	310,000	5,876,240	3,000,000	76,270,270
<b>Special Revenue Funds</b>										
	General Road Fund		8,128,757	7,713,680	2,686,454			129,000	2,500,000	21,157,891
	County Schools						75,000			75,000
	Law Library		85,028	182,443					10,000	277,471
	Surveyor		690,711	342,972	40,000				140,000	1,213,683
	County Trails		107,764	254,072	15,000				54,275	431,111
	Title III			1,168,000						1,168,000
	Health and Human Services		16,245,542	12,806,217					4,000,000	33,051,759
	Video Lottery							887,399	84,766	972,165
	Solid Waste Management			149,038				960,375	100,000	1,209,413
	Court Security			301,300					40,000	341,300
	Law Enforcement District		933,491	517,012					50,000	1,500,503
	Sports Park Mitigation			7,500					1,125	8,625
<b>Enterprise Funds</b>										
	Airport Enterprise		3,662,207	4,992,556	31,151,811	1,112,419		2,504,460	5,044,380	48,467,833
	Exposition Park		446,307	1,898,910	100,000				150,000	2,595,217
	Recreation Enterprise		1,465,843	1,348,325	382,810	57,920			476,975	3,731,873
<b>Internal Service Funds</b>										
	Motor Pool		311,092	1,062,896	1,423,000				302,548	3,099,536
	Computer Replacement			303,147						303,147
	Risk Management General and Auto Liability		385,474	4,761,765						5,147,239
	Self Insurance Health Plan			5,859,335						5,859,335
	Workers' Compensation			2,016,819						2,016,819
	Central Services									0
	Board of Commissioners	798,031								798,031
	Information Technology	5,438,571								5,438,571
	Finance	959,968								959,968
	County Counsel	1,066,638								1,066,638
	County Administration	6,131,909								6,131,909
	Non-Departmental								500,000	500,000
<b>Capital Project Funds</b>										
	Capital Projects			410,000	475,000					885,000
	Street Improvement					250,000			37,500	287,500
	Roads System Development			56,000				226,454		282,454
	White City Capital Projects				1,354,494					1,354,494
<b>Debt Service Funds</b>										
	Library Debt Service S1					1,548,275				1,548,275
	Library Debt Service S2					1,515,000				1,515,000
<b>Total All Funds =</b>		<b>79,554,502</b>	<b>32,462,216</b>	<b>46,431,217</b>	<b>37,628,569</b>	<b>6,129,029</b>	<b>385,000</b>	<b>10,583,928</b>	<b>16,491,569</b>	<b>229,666,030</b>

The Budget is adopted by Fund and Organizational Unit. If no organizational unit exists in the fund it is appropriated by expenditure category. Operating expenses are the total of Personnel Services, Materials and Services and Capital Outlay as per ORS 294.456(3)(a) Non-Departmental expenditures are those that cannot be attributed to a single organizational unit but are associated with the fund as a whole. Since Unappropriated Ending Fund Balances and Reserves are not appropriated they are not included in these totals.



**SUMMARY OF REVENUES AND EXPENDITURES**  
**Comparison to Prior Years**

**FUND 010 - GENERAL FUND**

**Dept 05 - Assessment**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	763,395	675,033	645,767	644,355	674,038
43100 Local Government Sources	20	10	42	30	28
Subtotal:	763,415	675,043	645,809	644,385	674,066
Fees & Other Service Charges					
45100 Fees	83,347	91,526	114,808	75,700	81,100
45200 Fines	25	0	0	0	0
45500 Sales	716	1,095	416	310	200
Subtotal:	84,088	92,621	115,224	76,010	81,300
All Other Resources					
52900 Miscellaneous Revenue	341,000	1	1,158	2,000	1,500
Subtotal:	341,000	1	1,158	2,000	1,500
Subtotal of Revenues:	1,188,503	767,665	762,191	722,395	756,866
Expenditures:					
Personnel Services					
62100 Salaries & Wages	1,413,502	1,444,014	1,438,935	1,594,715	1,799,648
62200 Payroll Taxes & Benefits	774,791	790,992	818,755	907,198	1,091,162
Subtotal:	2,188,293	2,235,006	2,257,690	2,501,913	2,890,810
Materials & Services					
64100 Contracted Services	753,169	536,839	936,823	832,562	787,378
64200 Operation Expenses	143,557	129,398	140,448	127,905	104,617
64300 Minor Equipment	36,257	5,556	2,103	3,000	1,350
64400 Equip Repair/Maint/Lease	7,041	6,863	4,430	10,600	4,800
64600 Travel & Training	18,127	10,370	17,361	26,350	16,290
64700 Software Expense	210,671	232,876	187,429	259,991	207,104
Subtotal:	1,168,822	921,902	1,288,594	1,260,408	1,121,539
Capital Outlay					
68400 CO-Equipment/Machinery	0	12,593	0	0	0
68500 Capital Outlay-Software	108,808	64,834	0	0	0
Subtotal:	108,808	77,427	0	0	0



**FUND 010 - GENERAL FUND****Dept 05 - Assessment**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Transfers to Other Funds					
74100 Transfers To Other Funds	0	0	0	28,000	0
Subtotal:	0	0	0	28,000	0
<hr/>					
Subtotal of Expenditures:	3,465,923	3,234,335	3,546,284	3,790,321	4,012,349

**FUND 010 - GENERAL FUND****Dept 06 - Finance**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	149,682	122,209	125,407	135,000	130,000
43100 Local Government Sources	285	143	0	0	0
44100 Private/NonProfit Sources	35	21	0	0	0
Subtotal:	150,002	122,373	125,407	135,000	130,000
Fees & Other Service Charges					
45100 Fees	411,402	456,846	576,123	536,980	527,717
45200 Fines	5,477	2,548	2,360	2,520	2,520
45500 Sales	2,472,926	319,075	1,358,444	338,858	217,665
Subtotal:	2,889,805	778,469	1,936,927	878,358	747,902
All Other Resources					
52900 Miscellaneous Revenue	1,398	1,831	4,681	3,798	3,718
Subtotal:	1,398	1,831	4,681	3,798	3,718
Interfund Transfers					
54500 Interdepartmental Charges	5,982	2,700	2,750	2,850	3,006
Subtotal:	5,982	2,700	2,750	2,850	3,006
<hr/>					
Subtotal of Revenues:	3,047,187	905,373	2,069,765	1,020,006	884,626
Expenditures:					
Personnel Services					
62100 Salaries & Wages	246,275	258,276	289,760	315,464	318,611
62200 Payroll Taxes & Benefits	141,253	140,548	152,131	172,894	185,386
62300 Labor Adjustments	0	931	16,632	0	0
Subtotal:	387,528	399,755	458,523	488,358	503,997



**FUND 010 - GENERAL FUND****Dept 06 - Finance**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Materials &amp; Services</b>					
64100 Contracted Services	253,835	208,878	307,578	247,088	249,845
64200 Operation Expenses	202,169	190,249	199,951	267,285	272,138
64300 Minor Equipment	1,558	6,913	5,632	4,000	4,000
64400 Equip Repair/Maint/Lease	1,858	4,626	2,735	5,165	5,559
64500 Property Maintenance/Utilities	164,217	217,920	228,211	196,443	199,005
64600 Travel & Training	2,491	4,203	5,246	7,592	8,799
64700 Software Expense	2,908	554	2,683	3,126	3,126
Subtotal:	629,036	633,343	752,036	730,699	742,472
<b>Capital Outlay</b>					
68400 CO-Equipment/Machinery	0	11,945	0	0	0
Subtotal:	0	11,945	0	0	0
<b>Transfers to Other Funds</b>					
74100 Transfers To Other Funds	0	0	0	135,000	0
Subtotal:	0	0	0	135,000	0
Subtotal of Expenditures:	1,016,564	1,045,043	1,210,559	1,354,057	1,246,469

**FUND 010 - GENERAL FUND****Dept 08 - County Administration**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
<b>Grants, Gifts, Allocations, &amp; Donations</b>					
41100 Federal Sources	268,811	174,232	95,637	97,013	99,454
42100 State Sources	218,903	51,553	17,698	318,249	317,699
43100 Local Government Sources	547,724	5,996,641	32,644	32,964	33,290
44100 Private/NonProfit Sources	70,474	86,745	18,725	10,000	10,000
44400 Donations/Sponsorships	234,849	240,442	0	0	0
Subtotal:	1,340,761	6,549,613	164,704	458,226	460,443
<b>Fees &amp; Other Service Charges</b>					
45100 Fees	187,648	139,948	5,760	2,000	3,000
45200 Fines	125,428	131,929	0	0	0
45500 Sales	22,478	24,739	42	25	25
Subtotal:	335,554	296,616	5,802	2,025	3,025
<b>All Other Resources</b>					
52100 Interest Revenue	14,638	2,457	0	0	0
Subtotal:	14,638	2,457	0	0	0





**FUND 010 - GENERAL FUND****Dept 08 - County Administration**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Interfund Transfers					
54100 Interfund Transfers	622,000	0	0	0	0
Subtotal:	622,000	0	0	0	0
<hr/>					
Subtotal of Revenues:	2,312,953	6,848,686	170,506	460,251	463,468
<hr/>					
Expenditures:					
Personnel Services					
62100 Salaries & Wages	205,402	146,365	65,300	107,191	115,251
62200 Payroll Taxes & Benefits	110,613	81,905	41,949	72,558	81,126
62300 Labor Adjustments	1,411	0	0	0	0
Subtotal:	317,426	228,270	107,249	179,749	196,377
Materials & Services					
64100 Contracted Services	5,480,267	6,087,656	711,172	292,504	329,554
64200 Operation Expenses	249,032	266,553	13,260	17,690	18,534
64300 Minor Equipment	117,653	205,994	47,736	41,965	24,921
64400 Equip Repair/Maint/Lease	691	8,495	1,491	400	500
64500 Property Maintenance/Utilities	559,028	595,022	75	21,327	22,332
64600 Travel & Training	5,501	13,408	3,018	9,250	14,003
64700 Software Expense	116	0	0	0	0
Subtotal:	6,412,288	7,177,128	776,752	383,136	409,844
Capital Outlay					
68400 CO-Equipment/Machinery	37,905	40,280	14,464	0	0
Subtotal:	37,905	40,280	14,464	0	0
Special Payments					
73100 Special Payments	97,234	6,655	0	310,550	310,000
Subtotal:	97,234	6,655	0	310,550	310,000
Transfers to Other Funds					
74100 Transfers To Other Funds	0	163,274	0	0	0
Subtotal:	0	163,274	0	0	0
<hr/>					
Subtotal of Expenditures:	6,864,853	7,615,607	898,465	873,435	916,221



**FUND 010 - GENERAL FUND****Dept 09 - Fiduciary**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	5,607,021	5,378,751	5,278,722	2,707,013	2,725,000
42100 State Sources	1,235,782	1,345,487	1,262,615	1,236,500	1,268,260
43100 Local Government Sources	0	0	56,365	0	0
44100 Private/NonProfit Sources	0	115,547	0	0	0
Subtotal:	6,842,803	6,839,785	6,597,702	3,943,513	3,993,260
Fees & Other Service Charges					
45100 Fees	319,038	972,641	1,634,365	1,625,923	1,665,203
Subtotal:	319,038	972,641	1,634,365	1,625,923	1,665,203
Property Tax Revenues					
Current Property Tax					
46100 Revenue	32,046,410	33,357,588	34,806,109	35,756,244	37,115,679
Subtotal:	32,046,410	33,357,588	34,806,109	35,756,244	37,115,679
All Other Resources					
52100 Interest Revenue	851,831	759,352	1,336,961	759,222	1,099,161
PriorYear Property Tax					
52500 Revenue	1,683,015	1,108,149	1,140,470	1,100,000	1,100,000
Subtotal:	2,534,846	1,867,501	2,477,431	1,859,222	2,199,161
Interfund Transfers					
54100 Interfund Transfers	4,825,234	4,648,429	727,228	663,790	677,066
54500 Interdepartmental Charges	0	749,080	0	0	0
Subtotal:	4,825,234	5,397,509	727,228	663,790	677,066
Fund Balance					
58100 Fund Balance	0	0	0	55,729,059	63,450,256
Subtotal:	0	0	0	55,729,059	63,450,256
Subtotal of Revenues:	46,568,331	48,435,024	46,242,835	99,577,751	109,100,625
<b>Expenditures:</b>					
Materials & Services					
64100 Contracted Services	120,178	-3,973	87,019	240,787	182,725
64200 Operation Expenses	77,322	167,219	240,180	14,311	96,505
64300 Minor Equipment	0	0	459	0	0
Subtotal:	197,500	163,246	327,658	255,098	279,230
Capital Outlay					
68400 CO-Equipment/Machinery	602,394	96,650	0	0	0
Subtotal:	602,394	96,650	0	0	0



**FUND 010 - GENERAL FUND****Dept 09 - Fiduciary**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Debt Service					
72100 Debt Service	1,645,991	1,645,332	1,645,425	1,645,168	1,645,415
Subtotal:	1,645,991	1,645,332	1,645,425	1,645,168	1,645,415
Special Payments					
73100 Special Payments	4,187,205	0	0	0	0
Subtotal:	4,187,205	0	0	0	0
Transfers to Other Funds					
74100 Transfers To Other Funds	9,228,237	6,948,918	14,840,003	5,776,730	5,876,240
Subtotal:	9,228,237	6,948,918	14,840,003	5,776,730	5,876,240
Contingency					
75005 Contingency	0	0	0	3,000,000	3,000,000
Subtotal:	0	0	0	3,000,000	3,000,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	2,430,607	4,201,156
78500 Unapprop Ending Fund Bal	0	0	0	51,101,622	56,206,879
Subtotal:	0	0	0	53,532,229	60,408,035
Subtotal of Expenditures:	15,861,327	8,854,146	16,813,086	64,209,225	71,208,920

**FUND 010 - GENERAL FUND****Dept 15 - County Clerk**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	14,908	13,515	13,843	33,200	34,300
43100 Local Government Sources	8,985	240,305	12,050	140,000	160,000
Subtotal:	23,893	253,820	25,893	173,200	194,300
Fees & Other Service Charges					
45100 Fees	987,339	1,220,561	1,307,778	1,273,196	1,276,368
45200 Fines	75	26	53	0	0
45400 Licenses	43,200	42,420	42,750	42,500	42,500
45500 Sales	33,915	18,573	78,063	60,383	71,270
Subtotal:	1,064,529	1,281,580	1,428,644	1,376,079	1,390,138
All Other Resources					
52900 Miscellaneous Revenue	2,322	6,039	28,957	0	0
Subtotal:	2,322	6,039	28,957	0	0



**FUND 010 - GENERAL FUND****Dept 15 - County Clerk**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Interfund Transfers					
54100 Interfund Transfers	0	465	552	1,200	1,200
Subtotal:	0	465	552	1,200	1,200
Subtotal of Revenues:	1,090,744	1,541,904	1,484,046	1,550,479	1,585,638
Expenditures:					
Personnel Services					
62100 Salaries & Wages	403,895	442,891	408,736	500,449	433,253
62200 Payroll Taxes & Benefits	217,614	228,653	249,442	268,530	271,587
Subtotal:	621,509	671,544	658,178	768,979	704,840
Materials & Services					
64100 Contracted Services	462,843	368,517	379,463	436,013	542,782
64200 Operation Expenses	104,457	331,325	185,043	288,788	302,513
64300 Minor Equipment	4,989	12,846	10,344	4,500	7,500
64400 Equip Repair/Maint/Lease	1,151	1,274	0	1,764	1,765
64500 Property Maintenance/Utilities	0	10,290	12,252	16,900	16,832
64600 Travel & Training	14,153	19,413	19,982	19,379	19,777
64700 Software Expense	0	0	278	0	0
Subtotal:	587,593	743,665	607,362	767,344	891,169
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	195,292	0	0
Subtotal:	0	0	195,292	0	0
Transfers to Other Funds					
74100 Transfers To Other Funds	44,472	0	0	0	0
Subtotal:	44,472	0	0	0	0
Subtotal of Expenditures:	1,253,574	1,415,209	1,460,832	1,536,323	1,596,009

**FUND 010 - GENERAL FUND****Dept 17 - District Attorney**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	398,510	477,709	653,425	779,123	731,493
42100 State Sources	252,330	381,503	315,255	398,147	390,861
43100 Local Government Sources	22,542	5,042	145,280	145,248	145,248
44100 Private/NonProfit Sources	2,544	787	1,787	500	500
Subtotal:	675,926	865,041	1,115,747	1,323,018	1,268,102



**FUND 010 - GENERAL FUND****Dept 17 - District Attorney**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Fees &amp; Other Service Charges</b>					
45100 Fees	151,193	217,277	214,199	101,530	111,530
45300 Forfeitures	6,942	2,671	4,212	3,000	3,000
45500 Sales	168	0	161	0	0
Subtotal:	158,303	219,948	218,572	104,530	114,530
<b>All Other Resources</b>					
52900 Miscellaneous Revenue	8,338	9,563	9,648	9,567	8,500
Subtotal:	8,338	9,563	9,648	9,567	8,500
<b>Interfund Transfers</b>					
54100 Interfund Transfers	0	3,433	3,163	3,600	3,600
Subtotal:	0	3,433	3,163	3,600	3,600
<b>Subtotal of Revenues:</b>	<b>842,567</b>	<b>1,097,985</b>	<b>1,347,130</b>	<b>1,440,715</b>	<b>1,394,732</b>
<b>Expenditures:</b>					
<b>Personnel Services</b>					
62100 Salaries & Wages	2,458,026	2,488,176	2,663,536	2,938,802	3,063,553
62200 Payroll Taxes & Benefits	1,260,855	1,288,506	1,407,461	1,565,634	1,763,241
62300 Labor Adjustments	0	0	0	0	0
Subtotal:	3,718,881	3,776,682	4,070,997	4,504,436	4,826,794
<b>Materials &amp; Services</b>					
64100 Contracted Services	359,741	369,064	407,902	428,302	450,233
64200 Operation Expenses	160,222	147,148	172,585	201,936	209,348
64300 Minor Equipment	10,014	16,616	90,686	248,449	210,800
64400 Equip Repair/Maint/Lease	7,587	4,362	2,377	6,880	8,080
64500 Property Maintenance/Utilities	33,568	38,083	38,235	101,706	125,085
64600 Travel & Training	4,445	16,291	22,364	29,176	32,391
64700 Software Expense	13,629	26,202	1,093	35,780	35,780
Subtotal:	589,206	617,766	735,242	1,052,229	1,071,717
<b>Capital Outlay</b>					
68400 CO-Equipment/Machinery	0	8,400	0	117,000	0
Subtotal:	0	8,400	0	117,000	0
<b>Subtotal of Expenditures:</b>	<b>4,308,087</b>	<b>4,402,848</b>	<b>4,806,239</b>	<b>5,673,665</b>	<b>5,898,511</b>



**FUND 010 - GENERAL FUND****Dept 28 - Justice Court District**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	0	10	10	0	0
Subtotal:	0	10	10	0	0
Fees & Other Service Charges					
45200 Fines	1,762,229	1,729,441	1,421,653	1,270,616	1,111,063
Subtotal:	1,762,229	1,729,441	1,421,653	1,270,616	1,111,063
All Other Resources					
52900 Miscellaneous Revenue	240	50	0	0	0
Subtotal:	240	50	0	0	0
Subtotal of Revenues:	1,762,469	1,729,501	1,421,663	1,270,616	1,111,063

**Expenditures:****Personnel Services**

62100 Salaries & Wages	223,506	230,259	238,775	244,547	252,921
62200 Payroll Taxes & Benefits	134,966	137,724	146,712	146,811	163,980
Subtotal:	358,472	367,983	385,487	391,358	416,901

**Materials & Services**

64100 Contracted Services	61,653	73,233	70,840	77,242	79,450
64200 Operation Expenses	42,072	29,360	30,813	32,893	31,915
64300 Minor Equipment	80	2,073	2,494	500	500
64400 Equip Repair/Maint/Lease	868	1,099	884	800	700
64500 Property Maintenance/Utilities	48,716	50,209	45,854	43,178	38,945
64600 Travel & Training	2,062	2,441	3,720	2,700	3,100
64700 Software Expense	5,808	5,698	5,722	5,600	5,600
Subtotal:	161,259	164,113	160,327	162,913	160,210

**Capital Outlay**

68200 Capital Outlay-Buildings	0	0	30,268	0	0
Subtotal:	0	0	30,268	0	0

Subtotal of Expenditures:	519,731	532,096	576,082	554,271	577,111
---------------------------	---------	---------	---------	---------	---------

**FUND 010 - GENERAL FUND****Dept 37 - Development Services**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	132	0	122	0	0
Subtotal:	132	0	122	0	0



**FUND 010 - GENERAL FUND****Dept 37 - Development Services**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Fees &amp; Other Service Charges</b>					
45100 Fees	3,048,291	3,334,018	3,938,909	3,367,673	3,596,551
45200 Fines	25,610	24,931	116,208	12,031	21,231
45500 Sales	4,803	9,003	9,128	6,935	7,145
Subtotal:	3,078,704	3,367,952	4,064,245	3,386,639	3,624,927
<b>All Other Resources</b>					
52900 Miscellaneous Revenue	0	48,372	50,312	0	0
Subtotal:	0	48,372	50,312	0	0
<b>Interfund Transfers</b>					
54500 Interdepartmental Charges	132,990	83,420	88,659	134,657	152,775
Subtotal:	132,990	83,420	88,659	134,657	152,775
<b>Subtotal of Revenues:</b>	<b>3,211,826</b>	<b>3,499,744</b>	<b>4,203,338</b>	<b>3,521,296</b>	<b>3,777,702</b>
<b>Expenditures:</b>					
<b>Personnel Services</b>					
62100 Salaries & Wages	1,479,385	1,529,611	1,661,204	1,886,536	2,089,486
62200 Payroll Taxes & Benefits	728,166	756,018	848,264	978,324	1,170,410
Subtotal:	2,207,551	2,285,629	2,509,468	2,864,860	3,259,896
<b>Materials &amp; Services</b>					
64100 Contracted Services	742,168	544,688	632,625	838,489	876,743
64200 Operation Expenses	209,649	190,369	194,041	217,982	215,337
64300 Minor Equipment	1,003	46,989	39,237	5,136	5,314
64400 Equip Repair/Maint/Lease	6,470	9,028	10,990	10,219	10,442
64600 Travel & Training	13,325	21,114	30,150	30,862	39,879
64700 Software Expense	0	0	274	0	0
Subtotal:	972,615	812,188	907,317	1,102,688	1,147,715
<b>Capital Outlay</b>					
68400 CO-Equipment/Machinery	0	7,358	0	0	0
68500 Capital Outlay-Software	178,118	27,592	32,413	19,500	0
Subtotal:	178,118	34,950	32,413	19,500	0
<b>Transfers to Other Funds</b>					
74100 Transfers To Other Funds	0	0	5,000	0	0
Subtotal:	0	0	5,000	0	0
<b>Subtotal of Expenditures:</b>	<b>3,358,284</b>	<b>3,132,767</b>	<b>3,454,198</b>	<b>3,987,048</b>	<b>4,407,611</b>



**FUND 010 - GENERAL FUND****Dept 41 - Sheriff**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	1,706,514	1,749,880	1,271,619	1,293,250	1,386,563
42100 State Sources	2,142,105	2,303,398	2,294,454	2,301,797	2,603,832
43100 Local Government Sources	743,280	691,173	755,761	852,207	893,676
44100 Private/NonProfit Sources	76,578	75,997	79,625	45,000	212,124
44400 Donations/Sponsorships	19,727	34,287	28,751	6,500	6,500
Subtotal:	4,688,204	4,854,735	4,430,210	4,498,754	5,102,695
Fees & Other Service Charges					
45100 Fees	821,031	817,973	626,107	737,524	553,500
45200 Fines	21,396	11,667	21,208	15,000	35,000
45400 Licenses	155,578	184,973	210,116	175,000	175,000
45500 Sales	45,633	59,333	74,678	55,000	55,000
Subtotal:	1,043,638	1,073,946	932,109	982,524	818,500
All Other Resources					
52900 Miscellaneous Revenue	15	0	0	0	0
Subtotal:	15	0	0	0	0
Interfund Transfers					
54100 Interfund Transfers	0	1,018,926	830,598	876,000	876,000
Subtotal:	0	1,018,926	830,598	876,000	876,000
Subtotal of Revenues:	5,731,857	6,947,607	6,192,917	6,357,278	6,797,195
<b>Expenditures:</b>					
Personnel Services					
62100 Salaries & Wages	11,374,484	11,821,898	11,217,686	12,012,915	12,283,936
62200 Payroll Taxes & Benefits	6,810,826	7,210,996	6,150,571	6,858,831	7,589,347
62300 Labor Adjustments	0	0	1,036,893	1,036,893	1,036,893
Subtotal:	18,185,310	19,032,894	18,405,150	19,908,639	20,910,176
Materials & Services					
64100 Contracted Services	3,120,293	3,600,049	4,111,688	4,021,374	3,832,315
64200 Operation Expenses	3,175,428	3,143,563	2,969,258	3,146,437	3,554,689
64300 Minor Equipment	367,554	93,184	226,819	203,800	437,034
64400 Equip Repair/Maint/Lease	146,810	150,284	106,391	136,800	138,000
64500 Property Maintenance/Utilities	472,822	479,854	495,658	517,121	541,463
64600 Travel & Training	149,352	144,394	105,977	123,800	132,900
64700 Software Expense	32,751	372	0	11,600	11,600
Subtotal:	7,465,010	7,611,700	8,015,791	8,160,932	8,648,001
Capital Outlay					
68400 CO-Equipment/Machinery	355,999	87,450	0	0	0
Subtotal:	355,999	87,450	0	0	0





**FUND 010 - GENERAL FUND****Dept 41 - Sheriff**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Transfers to Other Funds					
74100 Transfers To Other Funds	140,076	87,476	13,165	0	0
Subtotal:	140,076	87,476	13,165	0	0
<hr/>					
Subtotal of Expenditures:	26,146,395	26,819,520	26,434,106	28,069,571	29,558,177

**FUND 010 - GENERAL FUND****Dept 48 - Community Justice**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	862,421	835,474	843,713	761,917	656,822
42100 State Sources	6,698,204	6,157,492	7,253,460	8,079,347	8,055,085
43100 Local Government Sources	134,142	111,867	113,899	105,000	115,000
44100 Private/NonProfit Sources	20,372	19,930	32,731	12,000	12,000
44400 Donations/Sponsorships	212	1,500	908	1,000	1,000
Subtotal:	7,715,351	7,126,263	8,244,711	8,959,264	8,839,907
Fees & Other Service Charges					
45100 Fees	2,025,834	1,926,559	1,569,863	1,477,500	1,373,000
45200 Fines	68	0	0	0	0
45500 Sales	5,002	9,246	5,742	4,500	5,000
Subtotal:	2,030,904	1,935,805	1,575,605	1,482,000	1,378,000
All Other Resources					
52900 Miscellaneous Revenue	1,255	4,405	1,105	2,038	2,096
Subtotal:	1,255	4,405	1,105	2,038	2,096
Interfund Transfers					
54100 Interfund Transfers	0	17,837	18,779	19,800	19,800
54500 Interdepartmental Charges	347,336	305,095	406,907	524,008	566,587
Subtotal:	347,336	322,932	425,686	543,808	586,387
<hr/>					
Subtotal of Revenues:	10,094,846	9,389,405	10,247,107	10,987,110	10,806,390
Expenditures:					
Personnel Services					
62100 Salaries & Wages	6,309,866	6,485,048	6,790,020	7,666,664	7,798,860
62200 Payroll Taxes & Benefits	3,490,922	3,653,039	3,878,419	4,318,935	4,801,991
62300 Labor Adjustments	0	0	0	0	0
Subtotal:	9,800,788	10,138,087	10,668,439	11,985,599	12,600,851



**FUND 010 - GENERAL FUND****Dept 48 - Community Justice**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Materials & Services					
64100 Contracted Services	2,403,884	2,574,518	2,990,969	3,128,820	2,832,327
64200 Operation Expenses	848,724	833,742	849,331	971,731	1,013,722
64300 Minor Equipment	34,405	68,868	76,505	40,500	48,000
64400 Equip Repair/Maint/Lease	102,907	124,902	120,117	129,200	101,750
64500 Property Maintenance/Utilities	359,248	427,943	429,099	504,121	487,877
64600 Travel & Training	41,400	87,733	102,799	95,500	162,650
64700 Software Expense	2,601	1,548	9,656	4,510	9,750
Subtotal:	3,793,169	4,119,254	4,578,476	4,874,382	4,656,076
Capital Outlay					
68400 CO-Equipment/Machinery	0	9,900	0	0	0
Subtotal:	0	9,900	0	0	0
Transfers to Other Funds					
74100 Transfers To Other Funds	0	29,950	531,884	0	0
Subtotal:	0	29,950	531,884	0	0
Subtotal of Expenditures:	13,593,957	14,297,191	15,778,799	16,859,981	17,256,927

**FUND 010 - GENERAL FUND****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	22,200,487	27,286,683	21,350,315	20,135,360	20,662,773
Fees & Other Service Charges	12,766,792	11,749,019	13,333,146	11,184,704	10,934,588
Property Tax	32,046,410	33,357,588	34,806,109	35,756,244	37,115,679
Bonds & Other Debt	0	0	0	0	0
All Other Resources	2,904,052	1,940,219	2,573,292	1,876,625	2,214,975
Interfund Transfers	5,933,542	6,829,385	2,078,636	2,225,905	2,300,034
Fund Balance	0	0	0	55,729,059	63,450,256
Total Fund Revenues:	75,851,283	81,162,894	74,141,498	126,907,897	136,678,305
Expenditures:					
Personnel Services	37,785,758	39,135,850	39,521,181	43,593,891	46,310,642
Materials & Services	21,976,498	22,964,305	18,149,555	18,749,829	19,127,973
Capital Outlay	1,283,224	367,002	272,437	136,500	0
Debt Service	1,645,991	1,645,332	1,645,425	1,645,168	1,645,415
Special Payments	4,284,439	6,655	0	310,550	310,000
Interfund Transfers	9,412,785	7,229,618	15,390,052	5,939,730	5,876,240
Contingency	0	0	0	3,000,000	3,000,000
Ending Balance & Reserves	0	0	0	53,532,229	60,408,035
Total Fund Expenditures:	76,388,695	71,348,762	74,978,650	126,907,897	136,678,305



**FUND 020 - GENERAL ROAD FUND****Dept 39 - Roads and Parks**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	1,476,102	1,459,717	1,317,229	250,000	250,000
42100 State Sources	12,631,619	14,298,009	13,864,322	15,789,120	15,842,120
43100 Local Government Sources	10	50	200	710,000	710,000
44100 Private/NonProfit Sources	571,505	626,215	776,784	440,000	235,000
44400 Donations/Sponsorships	0	9	1	0	0
Subtotal:	14,679,236	16,384,000	15,958,536	17,189,120	17,037,120
Fees & Other Service Charges					
45100 Fees	580,182	568,926	510,689	521,850	501,950
45200 Fines	225	50	100	0	0
45500 Sales	106,728	26,271	142,139	42,750	37,050
Subtotal:	687,135	595,247	652,928	564,600	539,000
All Other Resources					
52100 Interest Revenue	226,196	183,908	322,829	150,000	200,000
52900 Miscellaneous Revenue	0	485	0	0	0
Subtotal:	226,196	184,393	322,829	150,000	200,000
Interfund Transfers					
54100 Interfund Transfers	675,000	500,000	0	227,000	226,454
54500 Interdepartmental Charges	607,561	641,422	1,035,647	520,000	480,000
Subtotal:	1,282,561	1,141,422	1,035,647	747,000	706,454
Fund Balance					
58100 Fund Balance	0	0	0	11,000,000	13,300,000
Subtotal:	0	0	0	11,000,000	13,300,000
Subtotal of Revenues:	16,875,128	18,305,062	17,969,940	29,650,720	31,782,574
<b>Expenditures:</b>					
Personnel Services					
62100 Salaries & Wages	4,559,043	4,529,352	4,006,018	5,299,098	5,227,476
62200 Payroll Taxes & Benefits	2,411,399	2,388,110	2,132,243	2,605,445	2,901,281
Subtotal:	6,970,442	6,917,462	6,138,261	7,904,543	8,128,757
Materials & Services					
64100 Contracted Services	864,600	850,979	908,943	1,002,032	1,178,843
64200 Operation Expenses	4,014,218	4,219,369	4,390,412	4,881,916	4,211,863
64300 Minor Equipment	39,274	45,234	38,250	33,750	34,250
64400 Equip Repair/Maint/Lease	2,021,005	1,826,817	1,524,817	1,965,500	1,800,500
64500 Property Maintenance/Utilities	376,126	351,903	382,177	612,799	443,874
64600 Travel & Training	34,501	43,981	40,050	42,350	42,350
64700 Software Expense	3,342	284	273	1,000	2,000
Subtotal:	7,353,066	7,338,567	7,284,922	8,539,347	7,713,680



**FUND 020 - GENERAL ROAD FUND****Dept 39 - Roads and Parks**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Capital Outlay					
68100 Capital Outlay-Land	112,910	0	10,930	880,000	350,000
68300 CO-Land Improvements	2,461,769	1,941,327	1,324,455	2,920,094	1,836,454
68400 CO-Equipment/Machinery	136,030	840,412	941,239	362,500	500,000
Subtotal:	2,710,709	2,781,739	2,276,624	4,162,594	2,686,454
Transfers to Other Funds					
74100 Transfers To Other Funds	0	0	89,172	170,000	129,000
Subtotal:	0	0	89,172	170,000	129,000
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	400,000	300,000
78500 Unapprop Ending Fund Bal	0	0	0	5,974,236	10,324,683
Subtotal:	0	0	0	6,374,236	10,624,683
Subtotal of Expenditures:	17,034,217	17,037,768	15,788,979	29,650,720	31,782,574

**FUND 020 - GENERAL ROAD FUND****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	14,679,236	16,384,000	15,958,536	17,189,120	17,037,120
Fees & Other Service Charges	687,135	595,247	652,928	564,600	539,000
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	226,196	184,393	322,829	150,000	200,000
Interfund Transfers	1,282,561	1,141,422	1,035,647	747,000	706,454
Fund Balance	0	0	0	11,000,000	13,300,000
Total Fund Revenues:	16,875,128	18,305,062	17,969,940	29,650,720	31,782,574
Expenditures:					
Personnel Services	6,970,442	6,917,462	6,138,261	7,904,543	8,128,757
Materials & Services	7,353,066	7,338,567	7,284,922	8,539,347	7,713,680
Capital Outlay	2,710,709	2,781,739	2,276,624	4,162,594	2,686,454
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	89,172	170,000	129,000
Contingency	0	0	0	2,500,000	2,500,000
Ending Balance & Reserves	0	0	0	6,374,236	10,624,683
Total Fund Expenditures:	17,034,217	17,037,768	15,788,979	29,650,720	31,782,574



**FUND 024 - COUNTY SCHOOLS FUND****Dept 09 - Fiduciary**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	474,179	467,291	439,355	75,000	75,000
Subtotal:	474,179	467,291	439,355	75,000	75,000
All Other Resources					
52100 Interest Revenue	85	326	177	0	0
Subtotal:	85	326	177	0	0
Subtotal of Revenues:	474,264	467,617	439,532	75,000	75,000
<b>Expenditures:</b>					
Materials & Services					
64200 Operation Expenses	474,179	0	0	0	0
Subtotal:	474,179	0	0	0	0
Special Payments					
73100 Special Payments	0	466,983	439,076	75,000	75,000
Subtotal:	0	466,983	439,076	75,000	75,000
Subtotal of Expenditures:	474,179	466,983	439,076	75,000	75,000

**FUND 024 - COUNTY SCHOOLS FUND****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Grants, Gifts, Alloc & Donations	474,179	467,291	439,355	75,000	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	85	326	177	0	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	474,264	467,617	439,532	75,000	75,000
<b>Expenditures:</b>					
Personnel Services	0	0	0	0	0
Materials & Services	474,179	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	466,983	439,076	75,000	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:	474,179	466,983	439,076	75,000	75,000



**FUND 025 - LAW LIBRARY FUND****Dept 08 - County Administration**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Fees & Other Service Charges					
45100 Fees	205,544	203,468	214,480	214,480	215,000
45500 Sales	2,200	1,726	1,139	1,020	1,000
Subtotal:	207,744	205,194	215,619	215,500	216,000
All Other Resources					
52100 Interest Revenue	5,892	3,386	5,395	2,500	2,500
52900 Miscellaneous Revenue	7,335	-3	0	0	0
Subtotal:	13,227	3,383	5,395	2,500	2,500
Fund Balance					
58100 Fund Balance	0	0	0	171,700	115,000
Subtotal:	0	0	0	171,700	115,000
Subtotal of Revenues:	220,971	208,577	221,014	389,700	333,500
<b>Expenditures:</b>					
Personnel Services					
62100 Salaries & Wages	49,132	47,715	35,391	50,403	51,015
62200 Payroll Taxes & Benefits	28,760	29,481	26,838	30,801	34,013
Subtotal:	77,892	77,196	62,229	81,204	85,028
Materials & Services					
64100 Contracted Services	50,196	51,349	51,509	56,644	57,102
64200 Operation Expenses	166,820	144,235	150,409	105,766	124,291
64300 Minor Equipment	688	100	0	0	0
64400 Equip Repair/Maint/Lease	116	171	66	650	650
64600 Travel & Training	296	0	0	400	400
Subtotal:	218,116	195,855	201,984	163,460	182,443
Contingency					
75005 Contingency	0	0	0	25,000	10,000
Subtotal:	0	0	0	25,000	10,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	120,036	56,029
Subtotal:	0	0	0	120,036	56,029
Subtotal of Expenditures:	296,008	273,051	264,213	389,700	333,500



**FUND 025 - LAW LIBRARY FUND****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	207,744	205,194	215,619	215,500	216,000
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	13,227	3,383	5,395	2,500	2,500
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	171,700	115,000
Total Fund Revenues:	220,971	208,577	221,014	389,700	333,500
Expenditures:					
Personnel Services	77,892	77,196	62,229	81,204	85,028
Materials & Services	218,116	195,855	201,984	163,460	182,443
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	25,000	10,000
Ending Balance & Reserves	0	0	0	120,036	56,029
Total Fund Expenditures:	296,008	273,051	264,213	389,700	333,500



**FUND 026 - SURVEYOR FUND****Dept 43 - Surveyor**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Fees & Other Service Charges					
45100 Fees	432,727	629,707	670,796	639,000	656,000
45500 Sales	20,122	324	1,438	2,000	2,466
Subtotal:	452,849	630,031	672,234	641,000	658,466
All Other Resources					
52100 Interest Revenue	23,043	19,292	32,170	15,000	16,500
52900 Miscellaneous Revenue	12	0	0	0	0
Subtotal:	23,055	19,292	32,170	15,000	16,500
Interfund Transfers					
54500 Interdepartmental Charges	106,479	143,103	193,132	185,000	115,000
Subtotal:	106,479	143,103	193,132	185,000	115,000
Fund Balance					
58100 Fund Balance	0	0	0	1,337,344	1,465,000
Subtotal:	0	0	0	1,337,344	1,465,000
Subtotal of Revenues:	582,383	792,426	897,536	2,178,344	2,254,966
<b>Expenditures:</b>					
Personnel Services					
62100 Salaries & Wages	214,762	277,984	339,589	418,146	457,984
62200 Payroll Taxes & Benefits	94,502	133,700	162,130	185,110	232,727
62300 Labor Adjustments	0	0	0	0	0
Subtotal:	309,264	411,684	501,719	603,256	690,711
Materials & Services					
64100 Contracted Services	78,037	110,812	139,342	264,105	189,332
64200 Operation Expenses	33,433	46,623	41,695	57,458	63,640
64300 Minor Equipment	2,165	2,974	2,524	0	0
64400 Equip Repair/Maint/Lease	7,535	8,556	11,233	14,760	19,000
64600 Travel & Training	5,562	20,668	12,687	30,839	34,000
64700 Software Expense	10,599	14,694	78	36,943	37,000
Subtotal:	137,331	204,327	207,559	404,105	342,972
Capital Outlay					
68400 CO-Equipment/Machinery	55,744	67,175	101,489	38,000	40,000
Subtotal:	55,744	67,175	101,489	38,000	40,000
Contingency					
75005 Contingency	0	0	0	156,000	140,000
Subtotal:	0	0	0	156,000	140,000





**FUND 026 - SURVEYOR FUND****Dept 43 - Surveyor**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Ending Balance and Reserves					
78100 Reserves	0	0	0	976,983	1,041,283
Subtotal:	0	0	0	976,983	1,041,283
<hr/>					
Subtotal of Expenditures:	502,339	683,186	810,767	2,178,344	2,254,966

**FUND 026 - SURVEYOR FUND****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	452,849	630,031	672,234	641,000	658,466
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	23,055	19,292	32,170	15,000	16,500
Interfund Transfers	106,479	143,103	193,132	185,000	115,000
Fund Balance	0	0	0	1,337,344	1,465,000
Total Fund Revenues:	582,383	792,426	897,536	2,178,344	2,254,966
Expenditures:					
Personnel Services	309,264	411,684	501,719	603,256	690,711
Materials & Services	137,331	204,327	207,559	404,105	342,972
Capital Outlay	55,744	67,175	101,489	38,000	40,000
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	156,000	140,000
Ending Balance & Reserves	0	0	0	976,983	1,041,283
Total Fund Expenditures:	502,339	683,186	810,767	2,178,344	2,254,966



**FUND 028 - COUNTY TRAILS FUND****Dept 39 - Roads and Parks**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	136,865	138,522	134,851	125,000	218,800
43100 Local Government Sources	57,149	57,149	57,149	57,149	124,537
44400 Donations/Sponsorships	1,280	665	1,870	100	100
Subtotal:	195,294	196,336	193,870	182,249	343,437
Fees & Other Service Charges					
45100 Fees	13,715	17,409	20,864	16,000	4,000
45500 Sales	2,023	583	2,116	500	500
Subtotal:	15,738	17,992	22,980	16,500	4,500
All Other Resources					
52100 Interest Revenue	4,124	4,002	8,271	2,750	5,000
52900 Miscellaneous Revenue	0	0	0	0	0
Subtotal:	4,124	4,002	8,271	2,750	5,000
Interfund Transfers					
54100 Interfund Transfers	5,000	5,000	2,466	5,000	5,000
Subtotal:	5,000	5,000	2,466	5,000	5,000
Fund Balance					
58100 Fund Balance	0	0	0	325,000	400,000
Subtotal:	0	0	0	325,000	400,000
Subtotal of Revenues:	220,156	223,330	227,587	531,499	757,937
<b>Expenditures:</b>					
Personnel Services					
62100 Salaries & Wages	67,593	70,280	69,952	72,736	73,790
62200 Payroll Taxes & Benefits	34,578	34,774	38,705	39,134	33,974
Subtotal:	102,171	105,054	108,657	111,870	107,764
Materials & Services					
64100 Contracted Services	5,039	3,521	4,437	7,055	32,977
64200 Operation Expenses	9,754	10,558	13,848	15,345	8,745
64300 Minor Equipment	0	0	0	0	10,000
64400 Equip Repair/Maint/Lease	0	862	0	1,000	1,000
64500 Property Maintenance/Utilities	36,601	48,672	37,560	108,000	197,600
64600 Travel & Training	2,818	3,763	2,698	3,750	3,750
Subtotal:	54,212	67,376	58,543	135,150	254,072
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	0	0	15,000
Subtotal:	0	0	0	0	15,000



**FUND 028 - COUNTY TRAILS FUND****Dept 39 - Roads and Parks**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Transfers to Other Funds					
74100 Transfers To Other Funds	10,000	0	0	0	0
Subtotal:	10,000	0	0	0	0
Contingency					
75005 Contingency	0	0	0	37,053	54,275
Subtotal:	0	0	0	37,053	54,275
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	247,426	326,826
Subtotal:	0	0	0	247,426	326,826
Subtotal of Expenditures:	166,383	172,430	167,200	531,499	757,937

**FUND 028 - COUNTY TRAILS FUND****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	195,294	196,336	193,870	182,249	343,437
Fees & Other Service Charges	15,738	17,992	22,980	16,500	4,500
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	4,124	4,002	8,271	2,750	5,000
Interfund Transfers	5,000	5,000	2,466	5,000	5,000
Fund Balance	0	0	0	325,000	400,000
Total Fund Revenues:	220,156	223,330	227,587	531,499	757,937
Expenditures:					
Personnel Services	102,171	105,054	108,657	111,870	107,764
Materials & Services	54,212	67,376	58,543	135,150	254,072
Capital Outlay	0	0	0	0	15,000
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	10,000	0	0	0	0
Contingency	0	0	0	37,053	54,275
Ending Balance & Reserves	0	0	0	247,426	326,826
Total Fund Expenditures:	166,383	172,430	167,200	531,499	757,937



**FUND 030 - TITLE III FUND****Dept 09 - Fiduciary**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	546,932	0	1,044,926	520,000	0
Subtotal:	546,932	0	1,044,926	520,000	0
All Other Resources					
52100 Interest Revenue	14,353	9,240	25,470	20,500	18,000
Subtotal:	14,353	9,240	25,470	20,500	18,000
Fund Balance					
58100 Fund Balance	0	0	0	820,500	1,150,000
Subtotal:	0	0	0	820,500	1,150,000
Subtotal of Revenues:	561,285	9,240	1,070,396	1,361,000	1,168,000
Expenditures:					
Materials & Services					
64100 Contracted Services	622,815	314,760	282,338	1,361,000	1,168,000
64200 Operation Expenses	190	11	173	0	0
Subtotal:	623,005	314,771	282,511	1,361,000	1,168,000
Subtotal of Expenditures:	623,005	314,771	282,511	1,361,000	1,168,000



**FUND 030 - TITLE III FUND****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	546,932	0	1,044,926	520,000	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	14,353	9,240	25,470	20,500	18,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	820,500	1,150,000
Total Fund Revenues:	561,285	9,240	1,070,396	1,361,000	1,168,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	623,005	314,771	282,511	1,361,000	1,168,000
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:	623,005	314,771	282,511	1,361,000	1,168,000



**FUND 033 - HEALTH AND HUMAN SERVICES FUND    Dept 24 - Health and Human Services**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	1,737,543	1,950,192	1,757,570	1,309,501	1,335,380
42100 State Sources	34,313,136	44,305,142	41,077,018	43,900,111	18,621,595
43100 Local Government Sources	154,293	202,821	311,203	206,496	167,825
44100 Private/NonProfit Sources	178,702	195,772	184,457	149,000	132,450
44400 Donations/Sponsorships	39,218	104,367	37,033	30,000	30,000
Subtotal:	36,422,892	46,758,294	43,367,281	45,595,108	20,287,250
Fees & Other Service Charges					
45100 Fees	1,239,994	1,322,670	1,156,592	1,213,852	997,776
45200 Fines	49,958	43,802	45,993	40,000	42,000
45300 Forfeitures	8,314	10,671	12,143	10,000	10,000
45400 Licenses	1,245,986	1,331,073	1,282,990	1,322,065	1,321,967
45500 Sales	815	1,373	1,605	1,500	1,250
Subtotal:	2,545,067	2,709,589	2,499,323	2,587,417	2,372,993
All Other Resources					
52100 Interest Revenue	264,238	225,994	383,958	210,000	160,000
52900 Miscellaneous Revenue	14,049	-2,620	3,990	0	0
Subtotal:	278,287	223,374	387,948	210,000	160,000
Interfund Transfers					
54100 Interfund Transfers	2,603,127	2,691,244	3,026,046	3,115,765	3,281,771
54500 Interdepartmental Charges	476,800	538,450	582,465	615,055	623,155
Subtotal:	3,079,927	3,229,694	3,608,511	3,730,820	3,904,926
Fund Balance					
58100 Fund Balance	0	0	0	16,310,150	11,679,341
Subtotal:	0	0	0	16,310,150	11,679,341
Subtotal of Revenues:	42,326,173	52,920,951	49,863,063	68,433,495	38,404,510
<b>Expenditures:</b>					
Personnel Services					
62100 Salaries & Wages	10,752,406	13,553,466	16,452,848	22,921,150	10,423,221
62200 Payroll Taxes & Benefits	5,514,006	6,746,943	8,593,352	12,193,883	5,822,321
62300 Labor Adjustments	-16,771	4	-1	673,448	0
Subtotal:	16,249,641	20,300,413	25,046,199	35,788,481	16,245,542



**FUND 033 - HEALTH AND HUMAN SERVICES FUND    Dept 24 - Health and Human Services**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Materials &amp; Services</b>					
64100 Contracted Services	16,601,619	17,256,688	19,063,839	18,128,134	8,903,841
64200 Operation Expenses	1,793,186	2,018,417	2,152,104	1,843,989	1,617,408
64300 Minor Equipment	91,968	182,576	177,578	135,100	31,700
64400 Equip Repair/Maint/Lease	19,924	23,561	29,958	37,000	8,000
64500 Property Maintenance/Utilities	154,960	892,734	2,087,755	2,401,849	2,046,171
64600 Travel & Training	237,992	286,436	318,595	293,092	171,497
64700 Software Expense	26,980	96,762	48,425	65,850	27,600
Subtotal:	18,926,629	20,757,174	23,878,254	22,905,014	12,806,217
<b>Capital Outlay</b>					
68200 Capital Outlay-Buildings	0	15,886	24,986	3,000,000	0
68400 CO-Equipment/Machinery	53,733	1,965,990	81,784	1,080,000	0
Subtotal:	53,733	1,981,876	106,770	4,080,000	0
<b>Transfers to Other Funds</b>					
74100 Transfers To Other Funds	26,649	7,541,309	2,709,730	188,000	0
Subtotal:	26,649	7,541,309	2,709,730	188,000	0
<b>Contingency</b>					
75005 Contingency	0	0	0	5,472,000	4,000,000
Subtotal:	0	0	0	5,472,000	4,000,000
<b>Ending Balance and Reserves</b>					
78100 Reserves	0	0	0	0	5,352,751
Subtotal:	0	0	0	0	5,352,751
<b>Subtotal of Expenditures:</b>	<b>35,256,652</b>	<b>50,580,772</b>	<b>51,740,953</b>	<b>68,433,495</b>	<b>38,404,510</b>

**FUND 033 - HEALTH AND HUMAN SERVICES FUND SUMMARY**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	36,422,892	46,758,294	43,367,281	45,595,108	20,287,250
Fees & Other Service Charges	2,545,067	2,709,589	2,499,323	2,587,417	2,372,993
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	278,287	223,374	387,948	210,000	160,000
Interfund Transfers	3,079,927	3,229,694	3,608,511	3,730,820	3,904,926
Fund Balance	0	0	0	16,310,150	11,679,341
Total Fund Revenues:	42,326,173	52,920,951	49,863,063	68,433,495	38,404,510
Expenditures:					
Personnel Services	16,249,641	20,300,413	25,046,199	35,788,481	16,245,542
Materials & Services	18,926,629	20,757,174	23,878,254	22,905,014	12,806,217
Capital Outlay	53,733	1,981,876	106,770	4,080,000	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	26,649	7,541,309	2,709,730	188,000	0
Contingency	0	0	0	5,472,000	4,000,000
Ending Balance & Reserves	0	0	0	0	5,352,751
Total Fund Expenditures:	35,256,652	50,580,772	51,740,953	68,433,495	38,404,510





**FUND 035 - VIDEO LOTTERY****Dept 09 - Fiduciary**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	768,027	746,155	909,437	901,062	901,062
Subtotal:	768,027	746,155	909,437	901,062	901,062
All Other Resources					
52100 Interest Revenue	9,977	8,705	5,749	6,500	6,500
Subtotal:	9,977	8,705	5,749	6,500	6,500
Fund Balance					
58100 Fund Balance	0	0	0	0	64,603
Subtotal:	0	0	0	0	64,603
Subtotal of Revenues:	778,004	754,860	915,186	907,562	972,165
Expenditures:					
Transfers to Other Funds					
74100 Transfers To Other Funds	645,588	1,045,693	857,365	901,130	887,399
Subtotal:	645,588	1,045,693	857,365	901,130	887,399
Contingency					
75005 Contingency	0	0	0	6,432	84,766
Subtotal:	0	0	0	6,432	84,766
Subtotal of Expenditures:	645,588	1,045,693	857,365	907,562	972,165



**FUND 035 - VIDEO LOTTERY****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	768,027	746,155	909,437	901,062	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	9,977	8,705	5,749	6,500	6,500
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	64,603
Total Fund Revenues:	778,004	754,860	915,186	907,562	972,165
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	645,588	1,045,693	857,365	901,130	887,399
Contingency	0	0	0	6,432	84,766
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	645,588	1,045,693	857,365	907,562	972,165



**FUND 037 - SOLID WASTE MANAGEMENT FUND****Dept 09 - Fiduciary**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Fees & Other Service Charges					
45100 Fees	868,610	1,019,039	1,084,775	1,002,500	1,037,900
Subtotal:	868,610	1,019,039	1,084,775	1,002,500	1,037,900
All Other Resources					
52100 Interest Revenue	45,396	33,623	49,016	30,000	30,000
Subtotal:	45,396	33,623	49,016	30,000	30,000
Fund Balance					
58100 Fund Balance	0	0	0	2,199,100	2,327,300
Subtotal:	0	0	0	2,199,100	2,327,300
Subtotal of Revenues:	914,006	1,052,662	1,133,791	3,231,600	3,395,200
<b>Expenditures:</b>					
Materials & Services					
64100 Contracted Services	90,844	57,166	37,728	94,907	94,188
64200 Operation Expenses	1,038	621	37	48,700	48,700
64400 Equip Repair/Maint/Lease	3	111	0	400	400
64600 Travel & Training	170	85	679	5,750	5,750
Subtotal:	92,055	57,983	38,444	149,757	149,038
Transfers to Other Funds					
74100 Transfers To Other Funds	908,169	907,803	909,792	947,099	960,375
Subtotal:	908,169	907,803	909,792	947,099	960,375
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	2,034,744	2,185,787
Subtotal:	0	0	0	2,034,744	2,185,787
Subtotal of Expenditures:	1,000,224	965,786	948,236	3,231,600	3,395,200



**FUND 037 - SOLID WASTE MANAGEMENT FUND****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	868,610	1,019,039	1,084,775	1,002,500	1,037,900
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	45,396	33,623	49,016	30,000	30,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	2,199,100	2,327,300
Total Fund Revenues:	914,006	1,052,662	1,133,791	3,231,600	3,395,200
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	92,055	57,983	38,444	149,757	149,038
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	908,169	907,803	909,792	947,099	960,375
Contingency	0	0	0	100,000	100,000
Ending Balance & Reserves	0	0	0	2,034,744	2,185,787
Total Fund Expenditures:	1,000,224	965,786	948,236	3,231,600	3,395,200



**FUND 038 - COURT SECURITY FUND****Dept 09 - Fiduciary**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	70,489	65,097	54,143	55,530	39,000
43100 Local Government Sources	98,005	191,853	222,566	193,270	208,000
Subtotal:	168,494	256,950	276,709	248,800	247,000
All Other Resources					
52100 Interest Revenue	6,009	4,571	9,369	5,000	6,000
Subtotal:	6,009	4,571	9,369	5,000	6,000
Fund Balance					
58100 Fund Balance	0	0	0	300,000	439,103
Subtotal:	0	0	0	300,000	439,103
Subtotal of Revenues:	174,503	261,521	286,078	553,800	692,103
<b>Expenditures:</b>					
Materials & Services					
64100 Contracted Services	246,932	152,418	223,989	306,976	301,300
Subtotal:	246,932	152,418	223,989	306,976	301,300
Contingency					
75005 Contingency	0	0	0	20,000	40,000
Subtotal:	0	0	0	20,000	40,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	226,824	350,803
Subtotal:	0	0	0	226,824	350,803
Subtotal of Expenditures:	246,932	152,418	223,989	553,800	692,103



**FUND 038 - COURT SECURITY FUND****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	168,494	256,950	276,709	248,800	247,000
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	6,009	4,571	9,369	5,000	6,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	300,000	439,103
Total Fund Revenues:	174,503	261,521	286,078	553,800	692,103
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	246,932	152,418	223,989	306,976	301,300
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	40,000
Ending Balance & Reserves	0	0	0	226,824	350,803
Total Fund Expenditures:	246,932	152,418	223,989	553,800	692,103



**FUND 039 - LAW ENFORCEMENT DISTRICT****Dept 41 - Sheriff**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	1,830,319	1,302,897	1,383,124	1,408,584	1,417,161
Subtotal:	1,830,319	1,302,897	1,383,124	1,408,584	1,417,161
Property Tax Revenues					
Current Property Tax					
46100 Revenue	-25,410	-29,646	1,301	0	0
Subtotal:	-25,410	-29,646	1,301	0	0
All Other Resources					
52100 Interest Revenue	16,256	15,809	22,815	8,000	22,000
Subtotal:	16,256	15,809	22,815	8,000	22,000
Fund Balance					
58100 Fund Balance	0	0	0	947,960	879,690
Subtotal:	0	0	0	947,960	879,690
Subtotal of Revenues:	1,821,165	1,289,060	1,407,240	2,364,544	2,318,851
<b>Expenditures:</b>					
Personnel Services					
62100 Salaries & Wages	584,216	545,841	595,694	600,876	570,141
62200 Payroll Taxes & Benefits	313,587	300,283	331,331	352,136	363,350
Subtotal:	897,803	846,124	927,025	953,012	933,491
Materials & Services					
64100 Contracted Services	236,955	244,816	254,691	247,830	233,871
64200 Operation Expenses	249,758	224,544	281,235	352,268	262,641
64300 Minor Equipment	0	2,450	6,902	53,000	5,000
64400 Equip Repair/Maint/Lease	2,298	4,894	3,655	5,500	5,500
64600 Travel & Training	-99	2,818	2,002	10,000	10,000
Subtotal:	488,912	479,522	548,485	668,598	517,012
Capital Outlay					
68400 CO-Equipment/Machinery	0	2,544	0	0	0
Subtotal:	0	2,544	0	0	0
Contingency					
75005 Contingency	0	0	0	100,000	50,000
Subtotal:	0	0	0	100,000	50,000



**FUND 039 - LAW ENFORCEMENT DISTRICT****Dept 41 - Sheriff**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	642,934	818,348
Subtotal:	0	0	0	642,934	818,348
<hr/>					
Subtotal of Expenditures:	1,386,715	1,328,190	1,475,510	2,364,544	2,318,851

**FUND 039 - LAW ENFORCEMENT DISTRICT****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	1,830,319	1,302,897	1,383,124	1,408,584	1,417,161
Fees & Other Service Charges	0	0	0	0	0
Property Tax	-25,410	-29,646	1,301	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	16,256	15,809	22,815	8,000	22,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	947,960	879,690
Total Fund Revenues:	1,821,165	1,289,060	1,407,240	2,364,544	2,318,851
Expenditures:					
Personnel Services	897,803	846,124	927,025	953,012	933,491
Materials & Services	488,912	479,522	548,485	668,598	517,012
Capital Outlay	0	2,544	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	100,000	50,000
Ending Balance & Reserves	0	0	0	642,934	818,348
Total Fund Expenditures:	1,386,715	1,328,190	1,475,510	2,364,544	2,318,851





**FUND 040 - SPORTS PARK MITIGATION****Dept 39 - Roads and Parks**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	21,509	14,201	26,811	33,000	5,000
Subtotal:	21,509	14,201	26,811	33,000	5,000
All Other Resources					
52100 Interest Revenue	140	1,070	1,037	500	100
Subtotal:	140	1,070	1,037	500	100
Fund Balance					
58100 Fund Balance	0	0	0	3,500	5,000
Subtotal:	0	0	0	3,500	5,000
Subtotal of Revenues:	21,649	15,271	27,848	37,000	10,100
<b>Expenditures:</b>					
Materials & Services					
64100 Contracted Services	16,609	14,201	18,290	27,500	7,500
64500 Property Maintenance/Utilities	4,900	0	8,521	0	0
Subtotal:	21,509	14,201	26,811	27,500	7,500
Contingency					
75005 Contingency	0	0	0	4,125	1,125
Subtotal:	0	0	0	4,125	1,125
Ending Balance and Reserves					
78100 Reserves	0	0	0	5,375	1,475
Subtotal:	0	0	0	5,375	1,475
Subtotal of Expenditures:	21,509	14,201	26,811	37,000	10,100



**FUND 040 - SPORTS PARK MITIGATION****SUMMARY**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	21,509	14,201	26,811	33,000	5,000
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	140	1,070	1,037	500	100
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	3,500	5,000
Total Fund Revenues:	21,649	15,271	27,848	37,000	10,100
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	21,509	14,201	26,811	27,500	7,500
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	4,125	1,125
Ending Balance & Reserves	0	0	0	5,375	1,475
Total Fund Expenditures:	21,509	14,201	26,811	37,000	10,100



**FUND 500 - AIRPORT ENTERPRISE FUND****Dept 01 - Airport**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	5,025,109	7,594,397	3,841,549	10,695,720	19,380,453
42100 State Sources	124,538	99,439	572,525	546,666	446,666
43100 Local Government Sources	3,401	0	10	0	0
44100 Private/NonProfit Sources	3,122,860	3,437,174	3,892,951	3,603,226	3,806,201
44400 Donations/Sponsorships	0	15,590	0	0	0
Subtotal:	8,275,908	11,146,600	8,307,035	14,845,612	23,633,320
Fees & Other Service Charges					
45100 Fees	4,901,909	5,779,476	6,277,303	5,842,419	6,640,034
45200 Fines	6,962	6,787	25,748	900	20,900
45500 Sales	213,575	256,736	224,846	300,000	300,000
Subtotal:	5,122,446	6,042,999	6,527,897	6,143,319	6,960,934
All Other Resources					
52100 Interest Revenue	284,160	191,591	362,404	200,000	225,000
52900 Miscellaneous Revenue	3,312	1,981	30,703	500	1,000
Subtotal:	287,472	193,572	393,107	200,500	226,000
Interfund Transfers					
54100 Interfund Transfers	0	10,703	0	406,625	430,132
Subtotal:	0	10,703	0	406,625	430,132
Fund Balance					
58100 Fund Balance	0	0	0	15,989,016	21,836,393
Subtotal:	0	0	0	15,989,016	21,836,393
Subtotal of Revenues:	13,685,826	17,393,874	15,228,039	37,585,072	53,086,779
<b>Expenditures:</b>					
Personnel Services					
62100 Salaries & Wages	1,528,743	1,557,267	1,689,869	2,131,295	2,203,129
62200 Payroll Taxes & Benefits	870,708	912,271	1,011,829	1,283,217	1,459,078
62300 Labor Adjustments	-4,354	-2,789	-4,671	0	0
Subtotal:	2,395,097	2,466,749	2,697,027	3,414,512	3,662,207
Materials & Services					
64100 Contracted Services	1,502,885	1,642,194	1,389,237	1,804,081	1,970,426
64200 Operation Expenses	450,528	560,259	475,395	630,331	704,136
64300 Minor Equipment	60,027	73,685	59,037	102,462	165,067
64400 Equip Repair/Maint/Lease	293,864	323,094	245,011	444,800	451,020
64500 Property Maintenance/Utilities	1,015,871	1,059,527	874,655	1,232,880	1,545,940
64600 Travel & Training	51,487	46,948	52,673	92,968	94,467
64700 Software Expense	0	0	1,615	0	1,500
Subtotal:	3,374,662	3,705,707	3,097,623	4,307,522	4,932,556



**FUND 500 - AIRPORT ENTERPRISE FUND****Dept 01 - Airport**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Capital Outlay					
68100 Capital Outlay-Land	0	2,188	14,524	0	0
68200 Capital Outlay-Buildings	3,384,452	-71,954	2,235,039	1,327,280	385,000
68300 CO-Land Improvements	7,124,238	8,351,839	4,100,389	16,491,520	29,557,311
68400 CO-Equipment/Machinery	95,625	383,792	170,721	793,000	1,209,500
Subtotal:	10,604,315	8,665,865	6,520,673	18,611,800	31,151,811
Transfers to Other Funds					
74100 Transfers To Other Funds	199,626	0	0	0	961,909
Subtotal:	199,626	0	0	0	961,909
Contingency					
75005 Contingency	0	0	0	3,324,238	5,044,380
Subtotal:	0	0	0	3,324,238	5,044,380
Ending Balance and Reserves					
78100 Reserves	0	0	0	3,720,000	3,126,916
78500 Unapprop Ending Fund Bal	0	0	0	4,207,000	4,207,000
Subtotal:	0	0	0	7,927,000	7,333,916
Subtotal of Expenditures:	16,573,700	14,838,321	12,315,323	37,585,072	53,086,779



**FUND 500 - AIRPORT ENTERPRISE FUND****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	8,275,908	11,146,600	8,307,035	14,845,612	23,633,320
Fees & Other Service Charges	5,122,446	6,042,999	6,527,897	6,143,319	6,960,934
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	287,472	193,572	393,107	200,500	226,000
Interfund Transfers	0	10,703	0	406,625	430,132
Fund Balance	0	0	0	15,989,016	21,836,393
Total Fund Revenues:	13,685,826	17,393,874	15,228,039	37,585,072	53,086,779
Expenditures:					
Personnel Services	2,395,097	2,466,749	2,697,027	3,414,512	3,662,207
Materials & Services	3,374,662	3,705,707	3,097,623	4,307,522	4,932,556
Capital Outlay	10,604,315	8,665,865	6,520,673	18,611,800	31,151,811
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	199,626	0	0	0	961,909
Contingency	0	0	0	3,324,238	5,044,380
Ending Balance & Reserves	0	0	0	7,927,000	7,333,916
Total Fund Expenditures:	16,573,700	14,838,321	12,315,323	37,585,072	53,086,779



**FUND 501 - AIRPORT DEBT SERVICE FUND****Dept 01 - Airport**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Revenue from Bonds & Other Debt					
47100 Investment Revenue	0	0	13,787,441	0	0
Subtotal:	0	0	13,787,441	0	0
All Other Resources					
52100 Interest Revenue	-1,868	-261	0	0	0
Subtotal:	-1,868	-261	0	0	0
Interfund Transfers					
54100 Interfund Transfers	1,525,796	1,109,876	1,299,774	1,110,126	2,074,328
Subtotal:	1,525,796	1,109,876	1,299,774	1,110,126	2,074,328
Fund Balance					
58100 Fund Balance	0	0	0	114,614	-961,909
Subtotal:	0	0	0	114,614	-961,909
Subtotal of Revenues:	1,523,928	1,109,615	15,087,215	1,224,740	1,112,419
<b>Expenditures:</b>					
Materials & Services					
64100 Contracted Services	1,500	0	235,375	0	0
Subtotal:	1,500	0	235,375	0	0
Debt Service					
72100 Debt Service	1,322,803	1,322,238	15,928,364	1,110,126	1,112,419
Subtotal:	1,322,803	1,322,238	15,928,364	1,110,126	1,112,419
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	114,614	0
Subtotal:	0	0	0	114,614	0
Subtotal of Expenditures:	1,324,303	1,322,238	16,163,739	1,224,740	1,112,419



**FUND 501 - AIRPORT DEBT SERVICE FUND****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
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	13,787,441	0	0
All Other Resources	-1,868	-261	0	0	0
Interfund Transfers	1,525,796	1,109,876	1,299,774	1,110,126	2,074,328
Fund Balance	0	0	0	114,614	-961,909
Total Fund Revenues:	1,523,928	1,109,615	15,087,215	1,224,740	1,112,419
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	1,500	0	235,375	0	0
Capital Outlay	0	0	0	0	0
Debt Service	1,322,803	1,322,238	15,928,364	1,110,126	1,112,419
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	114,614	0
Total Fund Expenditures:	1,324,303	1,322,238	16,163,739	1,224,740	1,112,419



**FUND 502 - TERMINAL CONSTRUCTION-SERIES A    Dept 01 - Airport**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Expenditures:					
Materials & Services					
64100 Contracted Services	0	0	10,755	0	0
Subtotal:	0	0	10,755	0	0
Subtotal of Expenditures:	0	0	10,755	0	0

**FUND 502 - TERMINAL CONSTRUCTION-SERIES A    SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
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	10,755	0	0
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	0	0	10,755	0	0





**FUND 503 - PASSENGER FACILITY CHARGE FUND    Dept 01 - Airport**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Fees & Other Service Charges					
45100 Fees	1,225,790	1,412,092	1,469,664	1,540,280	1,813,048
Subtotal:	1,225,790	1,412,092	1,469,664	1,540,280	1,813,048
All Other Resources					
52100 Interest Revenue	25,388	15,623	32,858	15,000	20,000
Subtotal:	25,388	15,623	32,858	15,000	20,000
Fund Balance					
58100 Fund Balance	0	0	0	1,679,324	1,958,341
Subtotal:	0	0	0	1,679,324	1,958,341
Subtotal of Revenues:	1,251,178	1,427,715	1,502,522	3,234,604	3,791,389
Expenditures:					
Materials & Services					
64100 Contracted Services	0	0	0	60,000	60,000
Subtotal:	0	0	0	60,000	60,000
Transfers to Other Funds					
74100 Transfers To Other Funds	1,326,171	1,109,876	1,299,774	1,516,751	1,542,551
Subtotal:	1,326,171	1,109,876	1,299,774	1,516,751	1,542,551
Ending Balance and Reserves					
78100 Reserves	0	0	0	1,657,853	2,188,838
Subtotal:	0	0	0	1,657,853	2,188,838
Subtotal of Expenditures:	1,326,171	1,109,876	1,299,774	3,234,604	3,791,389



**FUND 503 - PASSENGER FACILITY CHARGE FUND      SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	1,225,790	1,412,092	1,469,664	1,540,280	1,813,048
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	25,388	15,623	32,858	15,000	20,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	1,679,324	1,958,341
Total Fund Revenues:	1,251,178	1,427,715	1,502,522	3,234,604	3,791,389
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	60,000	60,000
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	1,326,171	1,109,876	1,299,774	1,516,751	1,542,551
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	1,657,853	2,188,838
Total Fund Expenditures:	1,326,171	1,109,876	1,299,774	3,234,604	3,791,389



**FUND 523 - EXPOSITION PARK FUND****Dept 21 - Expo**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	50,964	51,149	53,667	48,000	48,000
44100 Private/NonProfit Sources	18,316	23,466	26,705	15,000	15,000
44400 Donations/Sponsorships	228,050	150,163	421,989	463,000	484,850
Subtotal:	297,330	224,778	502,361	526,000	547,850
Fees & Other Service Charges					
45100 Fees	1,105,996	1,207,323	1,485,445	1,356,525	1,945,845
Subtotal:	1,105,996	1,207,323	1,485,445	1,356,525	1,945,845
All Other Resources					
52100 Interest Revenue	-1,337	4,486	11,036	3,095	4,000
52900 Miscellaneous Revenue	154	1,633	174	0	750
Subtotal:	-1,183	6,119	11,210	3,095	4,750
Interfund Transfers					
54100 Interfund Transfers	510,931	6,700	5,044	9,600	9,600
Subtotal:	510,931	6,700	5,044	9,600	9,600
Fund Balance					
58100 Fund Balance	0	0	0	236,718	487,172
Subtotal:	0	0	0	236,718	487,172
Subtotal of Revenues:	1,913,074	1,444,920	2,004,060	2,131,938	2,995,217
<b>Expenditures:</b>					
Personnel Services					
62100 Salaries & Wages	225,966	216,399	134,985	267,992	272,236
62200 Payroll Taxes & Benefits	96,674	83,103	68,277	135,318	174,071
62300 Labor Adjustments	0	-1,166	0	0	0
Subtotal:	322,640	298,336	203,262	403,310	446,307
Materials & Services					
64100 Contracted Services	469,655	480,543	760,092	371,046	464,567
64200 Operation Expenses	385,538	354,938	545,337	639,907	945,955
64300 Minor Equipment	3,977	2,290	5,574	3,000	11,000
64400 Equip Repair/Maint/Lease	54,529	47,720	73,523	44,975	56,400
64500 Property Maintenance/Utilities	243,091	193,774	265,132	317,100	408,788
64600 Travel & Training	1,029	1,478	10,250	2,600	12,200
64700 Software Expense	284	0	0	0	0
Subtotal:	1,158,103	1,080,743	1,659,908	1,378,628	1,898,910
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	22,142	0	100,000
Subtotal:	0	0	22,142	0	100,000



**FUND 523 - EXPOSITION PARK FUND****Dept 21 - Expo**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Contingency					
75005 Contingency	0	0	0	150,000	150,000
Subtotal:	0	0	0	150,000	150,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	200,000	400,000
Subtotal:	0	0	0	200,000	400,000
Subtotal of Expenditures:	1,480,743	1,379,079	1,885,312	2,131,938	2,995,217

**FUND 523 - EXPOSITION PARK FUND****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	297,330	224,778	502,361	526,000	547,850
Fees & Other Service Charges	1,105,996	1,207,323	1,485,445	1,356,525	1,945,845
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	-1,183	6,119	11,210	3,095	4,750
Interfund Transfers	510,931	6,700	5,044	9,600	9,600
Fund Balance	0	0	0	236,718	487,172
Total Fund Revenues:	1,913,074	1,444,920	2,004,060	2,131,938	2,995,217
Expenditures:					
Personnel Services	322,640	298,336	203,262	403,310	446,307
Materials & Services	1,158,103	1,080,743	1,659,908	1,378,628	1,898,910
Capital Outlay	0	0	22,142	0	100,000
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	150,000	150,000
Ending Balance & Reserves	0	0	0	200,000	400,000
Total Fund Expenditures:	1,480,743	1,379,079	1,885,312	2,131,938	2,995,217



**FUND 535 - RECREATION ENTERPRISE FUND****Dept 39 - Roads and Parks**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	141,079	32,083	268,439	30,000	165,155
42100 State Sources	777,795	658,561	1,035,232	804,610	957,476
43100 Local Government Sources	117,095	131,084	106,239	130,000	135,000
44100 Private/NonProfit Sources	40,387	31,750	18,523	71,100	40,000
44400 Donations/Sponsorships	35,000	9,001	0	0	0
Subtotal:	1,111,356	862,479	1,428,433	1,035,710	1,297,631
Fees & Other Service Charges					
45100 Fees	1,147,899	1,057,026	1,063,078	1,504,675	1,563,850
45200 Fines	0	8	0	0	0
45500 Sales	64,096	72,977	116,629	145,500	212,000
Subtotal:	1,211,995	1,130,011	1,179,707	1,650,175	1,775,850
All Other Resources					
52100 Interest Revenue	12,280	8,944	29,506	8,000	9,000
52900 Miscellaneous Revenue	3,331	5,595	35,586	0	0
Subtotal:	15,611	14,539	65,092	8,000	9,000
Interfund Transfers					
54100 Interfund Transfers	111,766	223,569	2,363,727	233,875	72,875
54500 Interdepartmental Charges	189,235	195,563	157,654	206,500	233,400
Subtotal:	301,001	419,132	2,521,381	440,375	306,275
Fund Balance					
58100 Fund Balance	0	0	0	1,535,000	650,000
Subtotal:	0	0	0	1,535,000	650,000
Subtotal of Revenues:	2,639,963	2,426,161	5,194,613	4,669,260	4,038,756
<b>Expenditures:</b>					
Personnel Services					
62100 Salaries & Wages	771,497	691,960	1,381,675	1,031,750	1,050,635
62200 Payroll Taxes & Benefits	289,519	280,266	647,405	352,176	415,208
Subtotal:	1,061,016	972,226	2,029,080	1,383,926	1,465,843
Materials & Services					
64100 Contracted Services	591,797	388,293	337,564	450,106	398,891
64200 Operation Expenses	166,985	154,999	215,710	211,948	328,888
64300 Minor Equipment	30,422	42,193	24,722	33,500	34,500
64400 Equip Repair/Maint/Lease	59,434	33,905	34,294	60,750	53,500
64500 Property Maintenance/Utilities	408,979	425,531	402,337	553,821	523,796
64600 Travel & Training	7,677	8,067	4,096	8,700	8,750
64700 Software Expense	1,435	595	993	0	0
Subtotal:	1,266,729	1,053,583	1,019,716	1,318,825	1,348,325



**FUND 535 - RECREATION ENTERPRISE FUND****Dept 39 - Roads and Parks**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Capital Outlay					
68200 Capital Outlay-Buildings	317,309	0	253,086	75,000	75,000
68300 CO-Land Improvements	702	285,648	4,456,155	750,000	307,810
68400 CO-Equipment/Machinery	12,600	855	92,730	161,000	0
Subtotal:	330,611	286,503	4,801,971	986,000	382,810
Debt Service					
72100 Debt Service	0	0	0	250,000	57,920
Subtotal:	0	0	0	250,000	57,920
Contingency					
75005 Contingency	0	0	0	553,313	476,975
Subtotal:	0	0	0	553,313	476,975
Ending Balance and Reserves					
78100 Reserves	0	0	0	0	125,000
78500 Unapprop Ending Fund Bal	0	0	0	177,196	181,883
Subtotal:	0	0	0	177,196	306,883
Subtotal of Expenditures:	2,658,356	2,312,312	7,850,767	4,669,260	4,038,756

**FUND 535 - RECREATION ENTERPRISE FUND****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	1,111,356	862,479	1,428,433	1,035,710	1,297,631
Fees & Other Service Charges	1,211,995	1,130,011	1,179,707	1,650,175	1,775,850
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	15,611	14,539	65,092	8,000	9,000
Interfund Transfers	301,001	419,132	2,521,381	440,375	306,275
Fund Balance	0	0	0	1,535,000	650,000
Total Fund Revenues:	2,639,963	2,426,161	5,194,613	4,669,260	4,038,756
Expenditures:					
Personnel Services	1,061,016	972,226	2,029,080	1,383,926	1,465,843
Materials & Services	1,266,729	1,053,583	1,019,716	1,318,825	1,348,325
Capital Outlay	330,611	286,503	4,801,971	986,000	382,810
Debt Service	0	0	0	250,000	57,920
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	553,313	476,975
Ending Balance & Reserves	0	0	0	177,196	306,883
Total Fund Expenditures:	2,658,356	2,312,312	7,850,767	4,669,260	4,038,756



**FUND 559 - MOTORPOOL****Dept 39 - Roads and Parks**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Grants, Gifts, Allocations, & Donations					
44100 Private/NonProfit Sources	127,015	129,124	124,240	80,000	70,000
Subtotal:	127,015	129,124	124,240	80,000	70,000
Fees & Other Service Charges					
45100 Fees	2,530	833	2,837	1,000	2,000
45500 Sales	65,416	102,615	52,781	60,000	60,000
Subtotal:	67,946	103,448	55,618	61,000	62,000
All Other Resources					
52100 Interest Revenue	9,885	9,499	24,459	8,000	15,000
52900 Miscellaneous Revenue	0	30	0	0	0
Subtotal:	9,885	9,529	24,459	8,000	15,000
Interfund Transfers					
54100 Interfund Transfers	140,076	29,950	170,454	186,000	129,000
54500 Interdepartmental Charges	1,632,111	1,991,437	2,161,607	2,095,720	2,273,536
Subtotal:	1,772,187	2,021,387	2,332,061	2,281,720	2,402,536
Fund Balance					
58100 Fund Balance	0	0	0	975,000	1,050,000
Subtotal:	0	0	0	975,000	1,050,000
Subtotal of Revenues:	1,977,033	2,263,488	2,536,378	3,405,720	3,599,536
<b>Expenditures:</b>					
Personnel Services					
62100 Salaries & Wages	184,469	185,323	192,399	195,900	195,981
62200 Payroll Taxes & Benefits	94,521	93,138	103,177	103,797	115,111
Subtotal:	278,990	278,461	295,576	299,697	311,092
Materials & Services					
64100 Contracted Services	72,323	93,090	56,658	86,235	80,999
64200 Operation Expenses	28,599	22,138	28,771	28,501	25,847
64300 Minor Equipment	902	5,457	1,656	3,000	3,000
64400 Equip Repair/Maint/Lease	921,496	858,023	763,462	932,250	927,000
64500 Property Maintenance/Utilities	42,480	22,562	20,526	24,381	24,050
64600 Travel & Training	1,964	1,921	872	2,500	2,000
Subtotal:	1,067,764	1,003,191	871,945	1,076,867	1,062,896
Capital Outlay					
68400 CO-Equipment/Machinery	746,957	423,182	875,684	954,000	1,423,000
Subtotal:	746,957	423,182	875,684	954,000	1,423,000



**FUND 559 - MOTORPOOL****Dept 39 - Roads and Parks**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Transfers to Other Funds					
74100 Transfers To Other Funds	0	0	73,248	0	0
Subtotal:	0	0	73,248	0	0
Contingency					
75005 Contingency	0	0	0	282,156	302,548
Subtotal:	0	0	0	282,156	302,548
Ending Balance and Reserves					
78100 Reserves	0	0	0	200,000	100,000
78500 Unapprop Ending Fund Bal	0	0	0	593,000	400,000
Subtotal:	0	0	0	793,000	500,000
Subtotal of Expenditures:	2,093,711	1,704,834	2,116,453	3,405,720	3,599,536

**FUND 559 - MOTORPOOL****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	127,015	129,124	124,240	80,000	70,000
Fees & Other Service Charges	67,946	103,448	55,618	61,000	62,000
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	9,885	9,529	24,459	8,000	15,000
Interfund Transfers	1,772,187	2,021,387	2,332,061	2,281,720	2,402,536
Fund Balance	0	0	0	975,000	1,050,000
Total Fund Revenues:	1,977,033	2,263,488	2,536,378	3,405,720	3,599,536
Expenditures:					
Personnel Services	278,990	278,461	295,576	299,697	311,092
Materials & Services	1,067,764	1,003,191	871,945	1,076,867	1,062,896
Capital Outlay	746,957	423,182	875,684	954,000	1,423,000
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	73,248	0	0
Contingency	0	0	0	282,156	302,548
Ending Balance & Reserves	0	0	0	793,000	500,000
Total Fund Expenditures:	2,093,711	1,704,834	2,116,453	3,405,720	3,599,536





**FUND 560 - COMPUTER REPLACEMENT FUND****Dept 03 - Information Technology**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Grants, Gifts, Allocations, & Donations					
44100 Private/NonProfit Sources	300	300	275	0	0
Subtotal:	300	300	275	0	0
All Other Resources					
52100 Interest Revenue	13,133	9,171	14,732	10,946	13,908
Subtotal:	13,133	9,171	14,732	10,946	13,908
Interfund Transfers					
54500 Interdepartmental Charges	292,995	312,192	320,784	363,249	366,592
Subtotal:	292,995	312,192	320,784	363,249	366,592
Fund Balance					
58100 Fund Balance	0	0	0	729,726	927,167
Subtotal:	0	0	0	729,726	927,167
Subtotal of Revenues:	306,428	321,663	335,791	1,103,921	1,307,667
<b>Expenditures:</b>					
Materials & Services					
64200 Operation Expenses	0	0	0	100,000	100,000
64300 Minor Equipment	139,276	302,591	222,411	190,238	203,147
64600 Travel & Training	5,846	0	0	0	0
64700 Software Expense	226,836	16,756	34,945	0	0
Subtotal:	371,958	319,347	257,356	290,238	303,147
Ending Balance and Reserves					
78100 Reserves	0	0	0	813,683	1,004,520
Subtotal:	0	0	0	813,683	1,004,520
Subtotal of Expenditures:	371,958	319,347	257,356	1,103,921	1,307,667



**FUND 560 - COMPUTER REPLACEMENT FUND****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	300	300	275	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	13,133	9,171	14,732	10,946	13,908
Interfund Transfers	292,995	312,192	320,784	363,249	366,592
Fund Balance	0	0	0	729,726	927,167
Total Fund Revenues:	306,428	321,663	335,791	1,103,921	1,307,667
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	371,958	319,347	257,356	290,238	303,147
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	813,683	1,004,520
Total Fund Expenditures:	371,958	319,347	257,356	1,103,921	1,307,667



**FUND 561 - RISK MGMT-GEN AUTO LIAB****Dept 08 - County Administration**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	0	0	54,803	0	0
44100 Private/NonProfit Sources	186	1,044	771	251	250
Subtotal:	186	1,044	55,574	251	250
All Other Resources					
52100 Interest Revenue	111,606	99,261	169,796	104,681	117,314
Subtotal:	111,606	99,261	169,796	104,681	117,314
Interfund Transfers					
54500 Interdepartmental Charges	2,919,204	2,171,704	2,541,405	2,432,968	2,394,325
Subtotal:	2,919,204	2,171,704	2,541,405	2,432,968	2,394,325
Fund Balance					
58100 Fund Balance	0	0	0	7,754,152	8,689,906
Subtotal:	0	0	0	7,754,152	8,689,906
Subtotal of Revenues:	3,030,996	2,272,009	2,766,775	10,292,052	11,201,795
<b>Expenditures:</b>					
Personnel Services					
62100 Salaries & Wages	153,426	160,154	186,210	238,603	255,850
62200 Payroll Taxes & Benefits	71,148	75,855	92,305	108,621	129,624
Subtotal:	224,574	236,009	278,515	347,224	385,474
Materials & Services					
64100 Contracted Services	544,463	406,645	459,710	513,759	727,095
64200 Operation Expenses	1,443,650	892,830	973,925	5,247,009	4,024,104
64300 Minor Equipment	1,200	0	1,083	2,000	750
64400 Equip Repair/Maint/Lease	1,765	1,634	1,312	1,066	1,366
64600 Travel & Training	3,816	6,319	4,684	9,450	8,450
64700 Software Expense	0	126	0	0	0
Subtotal:	1,994,894	1,307,554	1,440,714	5,773,284	4,761,765
Ending Balance and Reserves					
78100 Reserves	0	0	0	4,171,544	6,054,556
Subtotal:	0	0	0	4,171,544	6,054,556
Subtotal of Expenditures:	2,219,468	1,543,563	1,719,229	10,292,052	11,201,795



**FUND 561 - RISK MGMT-GEN AUTO LIAB****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	186	1,044	55,574	251	250
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	111,606	99,261	169,796	104,681	117,314
Interfund Transfers	2,919,204	2,171,704	2,541,405	2,432,968	2,394,325
Fund Balance	0	0	0	7,754,152	8,689,906
Total Fund Revenues:	3,030,996	2,272,009	2,766,775	10,292,052	11,201,795
Expenditures:					
Personnel Services	224,574	236,009	278,515	347,224	385,474
Materials & Services	1,994,894	1,307,554	1,440,714	5,773,284	4,761,765
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	4,171,544	6,054,556
Total Fund Expenditures:	2,219,468	1,543,563	1,719,229	10,292,052	11,201,795



**FUND 562 - SELF INSURANCE HEALTH PLAN****Dept 08 - County Administration**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Fees & Other Service Charges					
45100 Fees	0	73,713	89,908	15,062	15,370
Subtotal:	0	73,713	89,908	15,062	15,370
<b>All Other Resources</b>					
52100 Interest Revenue	38,740	39,732	55,610	43,535	30,450
52900 Miscellaneous Revenue	0	2,771	0	0	0
Subtotal:	38,740	42,503	55,610	43,535	30,450
<b>Interfund Transfers</b>					
54500 Interdepartmental Charges	3,752,828	3,934,302	4,276,334	4,331,864	4,841,887
Subtotal:	3,752,828	3,934,302	4,276,334	4,331,864	4,841,887
<b>Fund Balance</b>					
58100 Fund Balance	0	0	0	3,224,822	2,255,545
Subtotal:	0	0	0	3,224,822	2,255,545
Subtotal of Revenues:	3,791,568	4,050,518	4,421,852	7,615,283	7,143,252
<b>Expenditures:</b>					
Materials & Services					
64100 Contracted Services	139,028	364,331	329,180	388,887	375,612
64200 Operation Expenses	3,899,353	3,743,626	4,661,220	5,296,208	5,479,244
64300 Minor Equipment	1,115	11,531	0	0	0
64500 Property Maintenance/Utilities	0	48,020	36,223	24,101	4,479
64600 Travel & Training	0	191	0	0	0
Subtotal:	4,039,496	4,167,699	5,026,623	5,709,196	5,859,335
<b>Transfers to Other Funds</b>					
74100 Transfers To Other Funds	244,561	1,421	0	0	0
Subtotal:	244,561	1,421	0	0	0
<b>Ending Balance and Reserves</b>					
78100 Reserves	0	0	0	1,906,087	1,283,917
Subtotal:	0	0	0	1,906,087	1,283,917
Subtotal of Expenditures:	4,284,057	4,169,120	5,026,623	7,615,283	7,143,252



**FUND 562 - SELF INSURANCE HEALTH PLAN****SUMMARY**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	73,713	89,908	15,062	15,370
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	38,740	42,503	55,610	43,535	30,450
Interfund Transfers	3,752,828	3,934,302	4,276,334	4,331,864	4,841,887
Fund Balance	0	0	0	3,224,822	2,255,545
Total Fund Revenues:	3,791,568	4,050,518	4,421,852	7,615,283	7,143,252
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	4,039,496	4,167,699	5,026,623	5,709,196	5,859,335
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	244,561	1,421	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	1,906,087	1,283,917
Total Fund Expenditures:	4,284,057	4,169,120	5,026,623	7,615,283	7,143,252



**FUND 563 - WORKERS' COMPENSATION****Dept 08 - County Administration**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	32,051	25,960	42,275	0	0
Subtotal:	32,051	25,960	42,275	0	0
All Other Resources					
52100 Interest Revenue	60,043	51,435	83,239	52,890	55,052
Subtotal:	60,043	51,435	83,239	52,890	55,052
Interfund Transfers					
54500 Interdepartmental Charges	668,117	743,273	692,073	712,242	696,073
Subtotal:	668,117	743,273	692,073	712,242	696,073
Fund Balance					
58100 Fund Balance	0	0	0	3,917,763	4,077,940
Subtotal:	0	0	0	3,917,763	4,077,940
Subtotal of Revenues:	760,211	820,668	817,587	4,682,895	4,829,065
<b>Expenditures:</b>					
Materials & Services					
64100 Contracted Services	38,866	36,462	39,125	71,873	63,940
64200 Operation Expenses	500,553	747,867	593,481	1,918,063	1,948,879
64300 Minor Equipment	0	0	731	0	0
64600 Travel & Training	440	0	2,520	4,000	4,000
64700 Software Expense	1,070	116	0	0	0
Subtotal:	540,929	784,445	635,857	1,993,936	2,016,819
Ending Balance and Reserves					
78100 Reserves	0	0	0	2,688,959	2,812,246
Subtotal:	0	0	0	2,688,959	2,812,246
Subtotal of Expenditures:	540,929	784,445	635,857	4,682,895	4,829,065



**FUND 563 - WORKERS' COMPENSATION****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	32,051	25,960	42,275	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	60,043	51,435	83,239	52,890	55,052
Interfund Transfers	668,117	743,273	692,073	712,242	696,073
Fund Balance	0	0	0	3,917,763	4,077,940
Total Fund Revenues:	760,211	820,668	817,587	4,682,895	4,829,065
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	540,929	784,445	635,857	1,993,936	2,016,819
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	2,688,959	2,812,246
Total Fund Expenditures:	540,929	784,445	635,857	4,682,895	4,829,065





**FUND 565 - CENTRAL SERVICES FUND****Dept 02 - Board of Commissioners**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Allocations, & Donations					
44100 Private/NonProfit Sources	0	0	0	7,400	0
Subtotal:	0	0	0	7,400	0
Fees & Other Service Charges					
45500 Sales	138	2,111	192	395	250
Subtotal:	138	2,111	192	395	250
All Other Resources					
52900 Miscellaneous Revenue	0	0	0	0	0
Subtotal:	0	0	0	0	0
Interfund Transfers					
54100 Interfund Transfers	67,562	72,986	74,609	77,645	62,099
54500 Interdepartmental Charges	622,275	581,310	678,860	711,045	735,682
Subtotal:	689,837	654,296	753,469	788,690	797,781
Subtotal of Revenues:	689,975	656,407	753,661	796,485	798,031
Expenditures:					
Personnel Services					
62100 Salaries & Wages	374,694	374,395	385,565	433,433	430,874
62200 Payroll Taxes & Benefits	192,448	183,900	213,658	227,615	243,635
Subtotal:	567,142	558,295	599,223	661,048	674,509
Materials & Services					
64100 Contracted Services	8,686	11,344	8,299	8,732	8,769
64200 Operation Expenses	84,025	82,604	35,143	82,225	84,004
64300 Minor Equipment	0	0	1,060	1,000	1,000
64400 Equip Repair/Maint/Lease	3,732	2,585	2,989	4,500	4,500
64600 Travel & Training	20,295	25,980	15,195	37,980	24,249
64700 Software Expense	0	0	0	1,000	1,000
Subtotal:	116,738	122,513	62,686	135,437	123,522
Subtotal of Expenditures:	683,880	680,808	661,909	796,485	798,031

**FUND 565 - CENTRAL SERVICES FUND****Dept 03 - Information Technology**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	2,862	0	0	0	0
43100 Local Government Sources	36	49	0	0	0
Subtotal:	2,898	49	0	0	0



**FUND 565 - CENTRAL SERVICES FUND****Dept 03 - Information Technology**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Fees &amp; Other Service Charges</b>					
45100 Fees	284,069	311,662	322,573	310,000	310,000
45500 Sales	11,541	4,298	34,838	1,500	25,000
Subtotal:	295,610	315,960	357,411	311,500	335,000
<b>All Other Resources</b>					
52900 Miscellaneous Revenue	86	86	0	0	0
Subtotal:	86	86	0	0	0
<b>Interfund Transfers</b>					
54100 Interfund Transfers	269,289	262,849	264,804	275,232	286,223
54500 Interdepartmental Charges	3,713,895	3,631,147	5,090,366	4,802,277	4,817,348
Subtotal:	3,983,184	3,893,996	5,355,170	5,077,509	5,103,571
<b>Subtotal of Revenues:</b>	<b>4,281,778</b>	<b>4,210,091</b>	<b>5,712,581</b>	<b>5,389,009</b>	<b>5,438,571</b>
<b>Expenditures:</b>					
<b>Personnel Services</b>					
62100 Salaries & Wages	2,118,548	2,103,749	2,088,093	2,320,863	2,343,719
62200 Payroll Taxes & Benefits	974,847	976,280	1,042,674	1,176,187	1,289,100
Subtotal:	3,093,395	3,080,029	3,130,767	3,497,050	3,632,819
<b>Materials &amp; Services</b>					
64100 Contracted Services	533,091	693,398	724,621	845,635	865,129
64200 Operation Expenses	450,565	466,273	443,675	541,265	525,417
64300 Minor Equipment	76,668	75,934	46,547	85,754	76,177
64600 Travel & Training	28,292	44,401	34,331	104,505	98,295
64700 Software Expense	29,013	80,401	34,342	39,800	27,734
Subtotal:	1,117,629	1,360,407	1,283,516	1,616,959	1,592,752
<b>Capital Outlay</b>					
68400 CO-Equipment/Machinery	149,108	197,352	538,077	275,000	213,000
Subtotal:	149,108	197,352	538,077	275,000	213,000
<b>Subtotal of Expenditures:</b>	<b>4,360,132</b>	<b>4,637,788</b>	<b>4,952,360</b>	<b>5,389,009</b>	<b>5,438,571</b>

**FUND 565 - CENTRAL SERVICES FUND****Dept 06 - Finance**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
<b>Grants, Gifts, Allocations, &amp; Donations</b>					
42100 State Sources	2,097	1,861	1,910	1,838	1,950
43100 Local Government Sources	20	0	0	0	717
44100 Private/NonProfit Sources	51,540	89,526	111,143	112,000	124,000
Subtotal:	53,657	91,387	113,053	113,838	126,667



**FUND 565 - CENTRAL SERVICES FUND****Dept 06 - Finance**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Fees &amp; Other Service Charges</b>					
45100 Fees	409	274	7,754	1,000	1,250
45500 Sales	0	0	19	0	0
Subtotal:	409	274	7,773	1,000	1,250
<b>All Other Resources</b>					
52900 Miscellaneous Revenue	265	740	311	0	0
Subtotal:	265	740	311	0	0
<b>Interfund Transfers</b>					
54100 Interfund Transfers	71,821	69,000	71,415	74,272	78,472
54500 Interdepartmental Charges	719,475	639,481	716,520	719,054	753,579
Subtotal:	791,296	708,481	787,935	793,326	832,051
<b>Subtotal of Revenues:</b>	<b>845,627</b>	<b>800,882</b>	<b>909,072</b>	<b>908,164</b>	<b>959,968</b>
<b>Expenditures:</b>					
<b>Personnel Services</b>					
62100 Salaries & Wages	498,857	478,696	542,972	536,039	565,221
62200 Payroll Taxes & Benefits	253,569	244,934	272,033	286,496	324,982
62300 Labor Adjustments	0	49	-16,631	0	0
Subtotal:	752,426	723,679	798,374	822,535	890,203
<b>Materials &amp; Services</b>					
64100 Contracted Services	13,261	22,339	20,212	22,282	12,865
64200 Operation Expenses	54,495	36,953	48,199	45,376	40,098
64300 Minor Equipment	2,336	16,037	5,481	4,275	4,190
64400 Equip Repair/Maint/Lease	1,335	178	1,171	515	524
64600 Travel & Training	8,980	7,378	8,887	13,181	12,088
64700 Software Expense	3,067	838	0	0	0
Subtotal:	83,474	83,723	83,950	85,629	69,765
<b>Capital Outlay</b>					
68400 CO-Equipment/Machinery	0	9,495	6,995	0	0
Subtotal:	0	9,495	6,995	0	0
<b>Subtotal of Expenditures:</b>	<b>835,900</b>	<b>816,897</b>	<b>889,319</b>	<b>908,164</b>	<b>959,968</b>



**FUND 565 - CENTRAL SERVICES FUND****Dept 07 - County Counsel**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Fees & Other Service Charges					
45100 Fees	80	2,477	1,550	200	200
45500 Sales	510	1,217	892	0	0
Subtotal:	590	3,694	2,442	200	200
All Other Resources					
52900 Miscellaneous Revenue	5,973	0	0	0	0
Subtotal:	5,973	0	0	0	0
Interfund Transfers					
54100 Interfund Transfers	152,997	147,806	152,704	154,389	173,654
54500 Interdepartmental Charges	661,341	514,147	596,723	769,153	892,784
Subtotal:	814,338	661,953	749,427	923,542	1,066,438
Subtotal of Revenues:	820,901	665,647	751,869	923,742	1,066,638
Expenditures:					
Personnel Services					
62100 Salaries & Wages	425,272	444,239	484,974	551,869	580,643
62200 Payroll Taxes & Benefits	190,130	196,053	222,149	239,267	273,204
Subtotal:	615,402	640,292	707,123	791,136	853,847
Materials & Services					
64100 Contracted Services	15,871	22,140	8,053	34,333	119,489
64200 Operation Expenses	41,772	41,091	43,469	61,839	61,482
64300 Minor Equipment	1,389	7,995	1,550	3,075	3,100
64400 Equip Repair/Maint/Lease	3,617	3,863	3,804	7,200	7,200
64500 Property Maintenance/Utilities	0	0	0	1,500	1,500
64600 Travel & Training	6,914	11,735	20,585	24,659	20,020
Subtotal:	69,563	86,824	77,461	132,606	212,791
Subtotal of Expenditures:	684,965	727,116	784,584	923,742	1,066,638

**FUND 565 - CENTRAL SERVICES FUND****Dept 08 - County Administration**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	70,918	0	495	0	0
43100 Local Government Sources	10,830	66,853	512,021	526,567	540,185
44100 Private/NonProfit Sources	0	342	415	0	0
Subtotal:	81,748	67,195	512,931	526,567	540,185



**FUND 565 - CENTRAL SERVICES FUND****Dept 08 - County Administration**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Fees &amp; Other Service Charges</b>					
45100 Fees	3,756	2,839	3,301	500	500
45200 Fines	50	0	0	0	0
45400 Licenses	7,950	3,050	13,500	1,500	1,500
45500 Sales	1,969	4,192	1,291	100	100
Subtotal:	13,725	10,081	18,092	2,100	2,100
<b>All Other Resources</b>					
52900 Miscellaneous Revenue	19	0	0	0	0
Subtotal:	19	0	0	0	0
<b>Interfund Transfers</b>					
54100 Interfund Transfers	1,468,467	1,399,007	1,399,373	1,445,791	1,476,654
54500 Interdepartmental Charges	3,806,208	3,532,520	3,865,995	4,046,637	4,112,970
Subtotal:	5,274,675	4,931,527	5,265,368	5,492,428	5,589,624
<b>Subtotal of Revenues:</b>	<b>5,370,167</b>	<b>5,008,803</b>	<b>5,796,391</b>	<b>6,021,095</b>	<b>6,131,909</b>
<b>Expenditures:</b>					
<b>Personnel Services</b>					
62100 Salaries & Wages	1,861,699	1,860,906	2,079,097	2,228,872	2,208,883
62200 Payroll Taxes & Benefits	927,628	923,225	1,075,256	1,144,505	1,254,686
62300 Labor Adjustments	-1,411	0	0	0	0
Subtotal:	2,787,916	2,784,131	3,154,353	3,373,377	3,463,569
<b>Materials &amp; Services</b>					
64100 Contracted Services	175,746	219,770	246,601	399,137	316,123
64200 Operation Expenses	170,390	154,988	229,732	247,143	253,084
64300 Minor Equipment	13,822	17,221	20,549	21,250	28,500
64400 Equip Repair/Maint/Lease	9,277	7,577	9,162	12,773	13,170
64500 Property Maintenance/Utilities	1,991,555	1,872,469	2,010,582	1,895,346	1,985,849
64600 Travel & Training	27,717	31,532	31,224	54,461	50,890
64700 Software Expense	14,630	12,951	14,514	17,608	20,724
Subtotal:	2,403,137	2,316,508	2,562,364	2,647,718	2,668,340
<b>Capital Outlay</b>					
68200 Capital Outlay-Buildings	217,077	19,727	63,751	0	0
68400 CO-Equipment/Machinery	7,077	0	0	0	0
Subtotal:	224,154	19,727	63,751	0	0
<b>Subtotal of Expenditures:</b>	<b>5,415,207</b>	<b>5,120,366</b>	<b>5,780,468</b>	<b>6,021,095</b>	<b>6,131,909</b>



**FUND 565 - CENTRAL SERVICES FUND****Dept 09 - Fiduciary**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
All Other Resources					
52100 Interest Revenue	135,528	107,126	150,318	88,400	121,000
Subtotal:	135,528	107,126	150,318	88,400	121,000
Fund Balance					
58100 Fund Balance	0	0	0	3,714,477	3,787,990
Subtotal:	0	0	0	3,714,477	3,787,990
Subtotal of Revenues:	135,528	107,126	150,318	3,802,877	3,908,990
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	3,302,877	3,408,990
Subtotal:	0	0	0	3,302,877	3,408,990
Subtotal of Expenditures:	0	0	0	3,802,877	3,908,990



**FUND 565 - CENTRAL SERVICES FUND****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	138,303	158,631	625,984	647,805	666,852
Fees & Other Service Charges	310,472	332,120	385,910	315,195	338,800
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	141,871	107,952	150,629	88,400	121,000
Interfund Transfers	11,553,330	10,850,253	12,911,369	13,075,495	13,389,465
Fund Balance	0	0	0	3,714,477	3,787,990
Total Fund Revenues:	12,143,976	11,448,956	14,073,892	17,841,372	18,304,107
Expenditures:					
Personnel Services	7,816,281	7,786,426	8,389,840	9,145,146	9,514,947
Materials & Services	3,790,541	3,969,975	4,069,977	4,618,349	4,667,170
Capital Outlay	373,262	226,574	608,823	275,000	213,000
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	500,000	500,000
Ending Balance & Reserves	0	0	0	3,302,877	3,408,990
Total Fund Expenditures:	11,980,084	11,982,975	13,068,640	17,841,372	18,304,107



**FUND 600 - CAPITAL PROJECTS FUND****Dept 09 - Fiduciary**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	0	0	0	120,000	185,000
44100 Private/NonProfit Sources	0	2,500	57,007	0	0
Subtotal:	0	2,500	57,007	120,000	185,000
All Other Resources					
52100 Interest Revenue	271,627	61,507	66,805	0	0
Subtotal:	271,627	61,507	66,805	0	0
Interfund Transfers					
54100 Interfund Transfers	4,625,681	6,280,979	11,219,768	1,165,000	700,000
Subtotal:	4,625,681	6,280,979	11,219,768	1,165,000	700,000
Fund Balance					
58100 Fund Balance	0	0	0	350,000	0
Subtotal:	0	0	0	350,000	0
Subtotal of Revenues:	4,897,308	6,344,986	11,343,580	1,635,000	885,000
<b>Expenditures:</b>					
Materials & Services					
64400 Equip Repair/Maint/Lease	0	6,504	0	0	0
64500 Property Maintenance/Utilities	113,743	302,755	432,046	985,000	410,000
Subtotal:	113,743	309,259	432,046	985,000	410,000
Capital Outlay					
68100 Capital Outlay-Land	0	174,138	0	0	0
68200 Capital Outlay-Buildings	22,620,912	10,886,239	10,547,666	650,000	475,000
Subtotal:	22,620,912	11,060,377	10,547,666	650,000	475,000
Subtotal of Expenditures:	22,734,655	11,369,636	10,979,712	1,635,000	885,000





**FUND 600 - CAPITAL PROJECTS FUND****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	0	2,500	57,007	120,000	185,000
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	271,627	61,507	66,805	0	0
Interfund Transfers	4,625,681	6,280,979	11,219,768	1,165,000	700,000
Fund Balance	0	0	0	350,000	0
Total Fund Revenues:	4,897,308	6,344,986	11,343,580	1,635,000	885,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	113,743	309,259	432,046	985,000	410,000
Capital Outlay	22,620,912	11,060,377	10,547,666	650,000	475,000
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:	22,734,655	11,369,636	10,979,712	1,635,000	885,000



**FUND 612 - STREET IMPROVEMENT FUND****Dept 39 - Roads and Parks**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Grants, Gifts, Allocations, & Donations					
44100 Private/NonProfit Sources	200,400	240,908	211,510	200,000	220,000
Subtotal:	200,400	240,908	211,510	200,000	220,000
Revenue from Bonds & Other Debt					
47100 Investment Revenue	770,537	0	0	0	0
Subtotal:	770,537	0	0	0	0
All Other Resources					
52100 Interest Revenue	15,263	17,257	16,426	7,500	8,000
Subtotal:	15,263	17,257	16,426	7,500	8,000
Fund Balance					
58100 Fund Balance	0	0	0	450,000	600,000
Subtotal:	0	0	0	450,000	600,000
Subtotal of Revenues:	986,200	258,165	227,936	657,500	828,000
<b>Expenditures:</b>					
Materials & Services					
64100 Contracted Services	7,500	0	0	0	0
64200 Operation Expenses	7,705	0	0	0	0
Subtotal:	15,205	0	0	0	0
Capital Outlay					
68300 CO-Land Improvements	136,438	0	0	0	0
Subtotal:	136,438	0	0	0	0
Debt Service					
72100 Debt Service	107,883	496,112	163,230	490,000	250,000
Subtotal:	107,883	496,112	163,230	490,000	250,000
Transfers to Other Funds					
74100 Transfers To Other Funds	0	500,000	0	0	0
Subtotal:	0	500,000	0	0	0
Contingency					
75005 Contingency	0	0	0	70,000	37,500
Subtotal:	0	0	0	70,000	37,500
Ending Balance and Reserves					
78100 Reserves	0	0	0	97,500	540,500
Subtotal:	0	0	0	97,500	540,500
Subtotal of Expenditures:	259,526	996,112	163,230	657,500	828,000



**FUND 612 - STREET IMPROVEMENT FUND****SUMMARY**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	200,400	240,908	211,510	200,000	220,000
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	770,537	0	0	0	0
All Other Resources	15,263	17,257	16,426	7,500	8,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	450,000	600,000
Total Fund Revenues:	986,200	258,165	227,936	657,500	828,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	15,205	0	0	0	0
Capital Outlay	136,438	0	0	0	0
Debt Service	107,883	496,112	163,230	490,000	250,000
Special Payments	0	0	0	0	0
Interfund Transfers	0	500,000	0	0	0
Contingency	0	0	0	70,000	37,500
Ending Balance & Reserves	0	0	0	97,500	540,500
Total Fund Expenditures:	259,526	996,112	163,230	657,500	828,000



**FUND 613 - GREENWAY FUND****Dept 39 - Roads and Parks**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
All Other Resources					
52100 Interest Revenue	1,444	329	285	150	50
52900 Miscellaneous Revenue	547	0	0	0	0
Subtotal:	1,991	329	285	150	50
Interfund Transfers					
54100 Interfund Transfers	10,000	0	0	0	0
Subtotal:	10,000	0	0	0	0
Fund Balance					
58100 Fund Balance	0	0	0	17,000	5,250
Subtotal:	0	0	0	17,000	5,250
Subtotal of Revenues:	11,991	329	285	17,150	5,300
Expenditures:					
Capital Outlay					
68300 CO-Land Improvements	78,150	15,831	11,993	0	0
Subtotal:	78,150	15,831	11,993	0	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	17,150	5,300
Subtotal:	0	0	0	17,150	5,300
Subtotal of Expenditures:	78,150	15,831	11,993	17,150	5,300



**FUND 613 - GREENWAY FUND****SUMMARY**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
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	1,991	329	285	150	50
Interfund Transfers	10,000	0	0	0	0
Fund Balance	0	0	0	17,000	5,250
Total Fund Revenues:	11,991	329	285	17,150	5,300
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	78,150	15,831	11,993	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	17,150	5,300
Total Fund Expenditures:	78,150	15,831	11,993	17,150	5,300



**FUND 614 - ROADS SYSTEM DEVELOPMENT FUND    Dept 39 - Roads and Parks**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
<b>Revenue:</b>					
Fees & Other Service Charges					
45100 Fees	347,639	395,184	819,760	400,000	450,000
Subtotal:	347,639	395,184	819,760	400,000	450,000
All Other Resources					
52100 Interest Revenue	6,446	2,787	18,148	2,000	5,000
Subtotal:	6,446	2,787	18,148	2,000	5,000
Fund Balance					
58100 Fund Balance	0	0	0	1,030,000	1,600,000
Subtotal:	0	0	0	1,030,000	1,600,000
Subtotal of Revenues:	354,085	397,971	837,908	1,432,000	2,055,000
<b>Expenditures:</b>					
Materials & Services					
64100 Contracted Services	51,785	48,372	50,312	54,000	56,000
Subtotal:	51,785	48,372	50,312	54,000	56,000
Transfers to Other Funds					
74100 Transfers To Other Funds	675,000	0	0	227,000	226,454
Subtotal:	675,000	0	0	227,000	226,454
Ending Balance and Reserves					
78100 Reserves	0	0	0	1,151,000	1,772,546
Subtotal:	0	0	0	1,151,000	1,772,546
Subtotal of Expenditures:	726,785	48,372	50,312	1,432,000	2,055,000



**FUND 614 - ROADS SYSTEM DEVELOPMENT FUND      SUMMARY**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	347,639	395,184	819,760	400,000	450,000
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	6,446	2,787	18,148	2,000	5,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	1,030,000	1,600,000
Total Fund Revenues:	354,085	397,971	837,908	1,432,000	2,055,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	51,785	48,372	50,312	54,000	56,000
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	675,000	0	0	227,000	226,454
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	1,151,000	1,772,546
Total Fund Expenditures:	726,785	48,372	50,312	1,432,000	2,055,000



**FUND 615 - PARKS SYSTEM DEVELOPMENT FUND    Dept 39 - Roads and Parks**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Fees & Other Service Charges					
45100 Fees	102,162	56,523	60,354	40,000	35,000
Subtotal:	102,162	56,523	60,354	40,000	35,000
All Other Resources					
52100 Interest Revenue	5,992	4,866	3,490	1,000	100
Subtotal:	5,992	4,866	3,490	1,000	100
Fund Balance					
58100 Fund Balance	0	0	0	120,000	0
Subtotal:	0	0	0	120,000	0
Subtotal of Revenues:	108,154	61,389	63,844	161,000	35,100
Expenditures:					
Transfers to Other Funds					
74100 Transfers To Other Funds	48,995	163,038	301,370	161,000	0
Subtotal:	48,995	163,038	301,370	161,000	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	0	35,100
Subtotal:	0	0	0	0	35,100
Subtotal of Expenditures:	48,995	163,038	301,370	161,000	35,100





**FUND 615 - PARKS SYSTEM DEVELOPMENT FUND      SUMMARY**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	102,162	56,523	60,354	40,000	35,000
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	5,992	4,866	3,490	1,000	100
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	120,000	0
Total Fund Revenues:	108,154	61,389	63,844	161,000	35,100
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	48,995	163,038	301,370	161,000	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	35,100
Total Fund Expenditures:	48,995	163,038	301,370	161,000	35,100



**FUND 617 - WHITE CITY CAPITAL PROJECTS****Dept 09 - Fiduciary**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
All Other Resources					
52100 Interest Revenue	2,075	18,113	28,446	19,000	20,000
Subtotal:	2,075	18,113	28,446	19,000	20,000
Interfund Transfers					
54100 Interfund Transfers	1,263,967	0	0	0	0
Subtotal:	1,263,967	0	0	0	0
Fund Balance					
58100 Fund Balance	0	0	0	1,297,607	1,334,494
Subtotal:	0	0	0	1,297,607	1,334,494
Subtotal of Revenues:	1,266,042	18,113	28,446	1,316,607	1,354,494
Expenditures:					
Capital Outlay					
68300 CO-Land Improvements	0	0	0	1,316,607	1,354,494
Subtotal:	0	0	0	1,316,607	1,354,494
Subtotal of Expenditures:	0	0	0	1,316,607	1,354,494



**FUND 617 - WHITE CITY CAPITAL PROJECTS****SUMMARY**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
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	2,075	18,113	28,446	19,000	20,000
Interfund Transfers	1,263,967	0	0	0	0
Fund Balance	0	0	0	1,297,607	1,334,494
Total Fund Revenues:	1,266,042	18,113	28,446	1,316,607	1,354,494
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	1,316,607	1,354,494
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	1,316,607	1,354,494



**FUND 622 - LIBRARY DEBT SERVICE S1****Dept 09 - Fiduciary**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Property Tax Revenues					
Current Property Tax					
46100 Revenue	1,497,115	1,475,218	1,456,431	1,478,275	1,397,179
Subtotal:	1,497,115	1,475,218	1,456,431	1,478,275	1,397,179
All Other Resources					
52100 Interest Revenue	14,638	17,172	27,420	12,500	13,500
PriorYear Property Tax					
52500 Revenue	100,763	51,136	51,137	47,000	40,000
Subtotal:	115,401	68,308	78,557	59,500	53,500
Fund Balance					
58100 Fund Balance	0	0	0	379,152	467,596
Subtotal:	0	0	0	379,152	467,596
Subtotal of Revenues:	1,612,516	1,543,526	1,534,988	1,916,927	1,918,275
Expenditures:					
Debt Service					
72100 Debt Service	1,524,965	1,528,365	1,534,765	1,537,775	1,548,275
Subtotal:	1,524,965	1,528,365	1,534,765	1,537,775	1,548,275
Contingency					
75005 Contingency	0	0	0	70,000	0
Subtotal:	0	0	0	70,000	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	309,152	370,000
Subtotal:	0	0	0	309,152	370,000
Subtotal of Expenditures:	1,524,965	1,528,365	1,534,765	1,916,927	1,918,275



**FUND 622 - LIBRARY DEBT SERVICE S1****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	1,497,115	1,475,218	1,456,431	1,478,275	1,397,179
Bonds & Other Debt	0	0	0	0	0
All Other Resources	115,401	68,308	78,557	59,500	53,500
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	379,152	467,596
Total Fund Revenues:	1,612,516	1,543,526	1,534,988	1,916,927	1,918,275
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	1,524,965	1,528,365	1,534,765	1,537,775	1,548,275
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	70,000	0
Ending Balance & Reserves	0	0	0	309,152	370,000
Total Fund Expenditures:	1,524,965	1,528,365	1,534,765	1,916,927	1,918,275



**FUND 624 - LIBRARY DEBT SERVICE S2****Dept 09 - Fiduciary**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Property Tax Revenues					
Current Property Tax					
46100 Revenue	1,524,905	1,496,012	1,443,365	1,456,900	1,362,154
Subtotal:	1,524,905	1,496,012	1,443,365	1,456,900	1,362,154
All Other Resources					
52100 Interest Revenue	13,597	13,601	15,823	12,500	13,500
PriorYear Property Tax					
52500 Revenue	102,054	51,485	49,157	47,000	40,000
Subtotal:	115,651	65,086	64,980	59,500	53,500
Fund Balance					
58100 Fund Balance	0	0	0	320,643	419,346
Subtotal:	0	0	0	320,643	419,346
Subtotal of Revenues:	1,640,556	1,561,098	1,508,345	1,837,043	1,835,000
Expenditures:					
Debt Service					
72100 Debt Service	1,527,400	1,522,150	1,521,000	1,516,400	1,515,000
Subtotal:	1,527,400	1,522,150	1,521,000	1,516,400	1,515,000
Contingency					
75005 Contingency	0	0	0	70,000	0
Subtotal:	0	0	0	70,000	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	250,643	320,000
Subtotal:	0	0	0	250,643	320,000
Subtotal of Expenditures:	1,527,400	1,522,150	1,521,000	1,837,043	1,835,000



**FUND 624 - LIBRARY DEBT SERVICE S2****SUMMARY**

	<b>2013-2014 Actual</b>	<b>2014-2015 Actual</b>	<b>2015-2016 Actual</b>	<b>2016-2017 Adopted</b>	<b>2017-2018 Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	1,524,905	1,496,012	1,443,365	1,456,900	1,362,154
Bonds & Other Debt	0	0	0	0	0
All Other Resources	115,651	65,086	64,980	59,500	53,500
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	320,643	419,346
Total Fund Revenues:	1,640,556	1,561,098	1,508,345	1,837,043	1,835,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	1,527,400	1,522,150	1,521,000	1,516,400	1,515,000
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	70,000	0
Ending Balance & Reserves	0	0	0	250,643	320,000
Total Fund Expenditures:	1,527,400	1,522,150	1,521,000	1,837,043	1,835,000



**GRAND TOTAL ALL FUNDS**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
Revenue:					
Grants, Gifts, Alloc & Donations	87,490,218	106,205,131	96,305,058	103,743,661	87,596,706
Fees & Other Service Charges	27,038,381	27,679,524	30,555,268	27,733,777	29,160,294
Property Tax	35,043,020	36,299,172	37,707,206	38,691,419	39,875,012
Bonds & Other Debt	770,537	0	13,787,441	0	0
All Other Resources	4,776,301	3,235,703	4,721,407	3,011,072	3,434,199
Interfund Transfers	39,603,546	39,209,105	45,038,385	33,222,989	34,642,627
Fund Balance	0	0	0	132,979,327	144,460,524
Grand Total Revenues:	194,722,003	212,628,635	228,114,765	339,382,245	339,169,362
Expenditures:					
Personnel Services	74,491,569	79,831,990	86,198,571	104,030,072	88,287,805
Materials & Services	68,399,753	70,296,374	69,709,264	80,976,581	69,947,130
Capital Outlay	38,994,055	25,878,668	26,146,272	31,210,501	37,841,569
Debt Service	6,129,042	6,514,197	20,792,784	6,549,469	6,129,029
Special Payments	4,284,439	473,638	439,076	385,550	385,000
Interfund Transfers	13,497,544	18,498,758	21,630,503	10,050,710	10,583,928
Contingency	0	0	0	16,440,317	16,491,569
Ending Balance & Reserves	0	0	0	89,739,045	109,503,332
Grand Total Expenditures:	205,796,402	201,493,625	224,916,470	339,382,245	339,169,362





# 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 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
ACT	Assertive Community Treatment	HHS
ADA	Americans with Disabilities Act	Expo
AIP	Airport Improvement Program	Airport
ANA	Adult Needs Assessment	HHS
BLM	Bureau of Land Management	Budget Message
BoC	Board of Commissioners	Various
BoPTA	Board of Property Tax Appeals	Assessor/Clerk
CAFFA	County Assessment Function Funding Assistance	Various
CAFR	Comprehensive Annual Finance Report	Budget Summary
CAO	County Administrator's Office/County Administration	Various
CASA	Court Appointed Special Advocates	DA
CAT	Community Action Team	Sheriff
CBA	Collective Bargaining Agreement	Budget Message
CBT	Cognitive Behavioral Training	CJ
CCA	Community Corrections Act	CJ
CCO	Coordinated Care Organization	Budget Msg/HHS
CCTV	Closed Circuit Television	Sheriff
CDBG	Community Development Block Grant	CAO
CFC	Customer Facility Charge	Airport
CFPB	Consumer Finance Protection Bureau	Clerk
CFS	Calls for Service	Sheriff
CID	Criminal Investigations Division	Sheriff
CIP	Capital Improvement Program	Airport
CIT	Crisis Intervention Training	HHS/Sheriff
CJ	Community Justice	Various
CMHP	Community Mental Health Program	HHS
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/Sheriff
COPS	Community Oriented Policing Services	Various
CPI	Consumer Price Index	Various
CPI-W	Consumer Price Index – West Coast	Budget Message
CWPP	Community Wildfire Protection Plan	Sheriff
DA	District Attorney	Various
DDA	Deputy District Attorney	DA
DEQ	Department of Environmental Quality (Oregon)	Fiduciary/HHS
DOL	Department of Labor	CAO
DVR	Digital Video Recorder	Sheriff
E1	Enterprise One	IT



TERM	STANDS FOR	USED BY
EASA	Early Alliance and Support Alliance	HHS
ECISO	Emergency Communications of Southern Oregon	Bud Msg/Airport
EDMS	Electronic Document Management System	IT
EOC	Emergency Operations Center	Sheriff
EPH	Environmental Public Health	HHS
EPT	Expedited Partner Treatment	HHS
ERIC	Electronic Registration Information Center	Clerk
FAA	Federal Aviation Administration	Bud Summary/Airport
FEMA	Federal Emergency Management Agency	Sheriff
FOPPO	Federation of Oregon Parole and Probation Officers	Bud Msg/Personnel
FOTAS	Friends of the Animal Shelter	HHS
FTE	Full-Time Equivalent	Various
FY	Fiscal Year	Various
GAAP	Generally Accepted Accounting Principles	Bud Sum/Finance
GFOA	Government Finance Officers Association	Finance
GIS	Geographic Information System	Various
HAVA	Help America Vote Act	Clerk
HB	House Bill	Various
HHS	Health and Human Services	Various
HIV	Human Immunodeficiency Virus	HHS
HPV	Human Papillomavirus	HHS
HR	Human Resources	CAO
HUD	US Dept of Housing and Urban Development	CAO
HVAC	Heating/Ventilation/Air Conditioning	Fiduciary
I/DD	Intellectual and Developmental Disabilities	HHS
IACREOT	Int'l Assoc of Clerks, Recorders, Election Officials and Treasurers	Clerk
ICAA	Indoor Clean Air Act	HHS
ICC	International Code Council	Dev Svcs
IDP	Individual Development Plan	CAO
IGA	Intergovernmental Agreement	HHS
IPV	Intimate Partner Violence	HHS
IT	Information Technology	Various
JCMH	Jackson County Mental Health	HHS
JCSEA	Jackson County Sheriff's Employees' Association	Bud Msg/Personnel
JRI	Justice Reinvestment Initiative	CJ/DA
LADPC	Local Alcohol and Drug Planning Committee	HHS
LAX	Los Angeles International Airport	Airport
LDO	Land Development Ordinance	BoC/Dev Svcs
LGIP	Local Government Investment Pool	Finance
LID	Local Improvement District	Various
LLC	Limited Liability Company	Assessor
LMP	Licensed Medical Professional	HHS
LPHA	Local Public Health Authority	HHS



<b>TERM</b>	<b>STANDS FOR</b>	<b>USED BY</b>
LUBA	Land Use Board of Appeals	BoC/Dev Svcs
MDC	Mobile Digital Computer	IT
MFR	Rogue Valley International-Medford Airport	Airport
MTC	Metropolitan Transportation Commission	Roads
NACRC	National Assoc of County Recorders, Election Officials and Clerks	Clerk
NBI	National Bridge Inventory	Roads
NHMP	Natural Hazards Mitigation Plan	Sheriff
NIBRS	National Incident-Based Reporting System	Sheriff
NIMS	National Incident Management 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	Various
OHA	Oregon Health Authority	HHS
ORCATS	Oregon Counties Assessment and Taxation System	Clerk
ORMAP	Oregon Map	Assessor
ORS	Oregon Revised Statutes	Various
OSH	Oregon State Hospital	Sheriff
OSHA	Occupational Safety and Health Administration	CAO
OTIB	Oregon Transportation Infrastructure Bank	Bud Msg/Debt Mgmt
OYA	Oregon Youth Authority	CJ
PC	Personal Computer	IT
PCI	Pavement Condition Index	Roads
PCIT	Parent-Child Interaction Therapy	HHS
PERS	Public Employees Retirement System	Bud Msg/Dev Svcs
PFC	Passenger Facility Charge	Airport
PHAB	Public Health Accreditation Board	HHS
PHX	Phoenix Sky Harbor International Airport	Airport
PL	Federal Public Law	Fiduciary
PREA	Prison Rape Elimination Act	Sheriff
PRIA	Property Records Industry Association	Clerk
RPS	Regional Problem Solving	BoC/Dev Svcs
RV	Recreational Vehicle	Roads
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
SEIU	Service Employees International Union	Bud Msg/Personnel
SORCC	Southern Oregon Rehabilitation Center and Clinics	HHS
SOREC	Southern Oregon Research and Extension Center	CAO

<b>TERM</b>	<b>STANDS FOR</b>	<b>USED BY</b>
SORED	Southern Oregon Regional Economic Development, Inc.	CAO
SORPP	Southern Oregon Regional Pilot Program	Dev Svcs
SRE	Snow Removal Equipment	Airport
STD	Sexually Transmitted Disease	HHS
STI	Sexually Transmitted Infection	HHS
STTL	Short Term Transitional Leave	CJ
TANF	Temporary Assistance for Needy Families	DA
TAY	Transition Age Youth Program	HHS
TCP	Transitional Care Program	CJ
TMDL	Total Maximum Daily Load	CAO
TPEP	Tobacco Prevention and Education Program	HHS
TSA	Transportation Security Administration	Airport
UGB	Urban Growth Boundary	Dev Svcs
URA	Urban Renewal Agency of Jackson County	Capital/Fiduciary
URL	Uniform Resource Locator	Assessor
USFS	United States Forest Service	Airport
VA	Veterans Affairs	HHS
VCT	Vinyl Composition Tile	Fiduciary
VSO	Veterans' Services Office	HHS
WCELED	White City Enhanced Law Enforcement District	Dev Svcs
WIC	Women, Infants, and Children	Bud Summary/HHS
WISE	Water for Irrigation, Stream and Economy	CAO/Fiduciary
YHOP	You Have Options Program	Sheriff