



ADOPTED 2020-2021 BUDGET

Jackson County
Oregon

Adopted Budget



Fiscal Year 2020-2021

BUDGET COMMITTEE MEMBERS

Board of Commissioners

Colleen Roberts, Chair

Rick Dyer

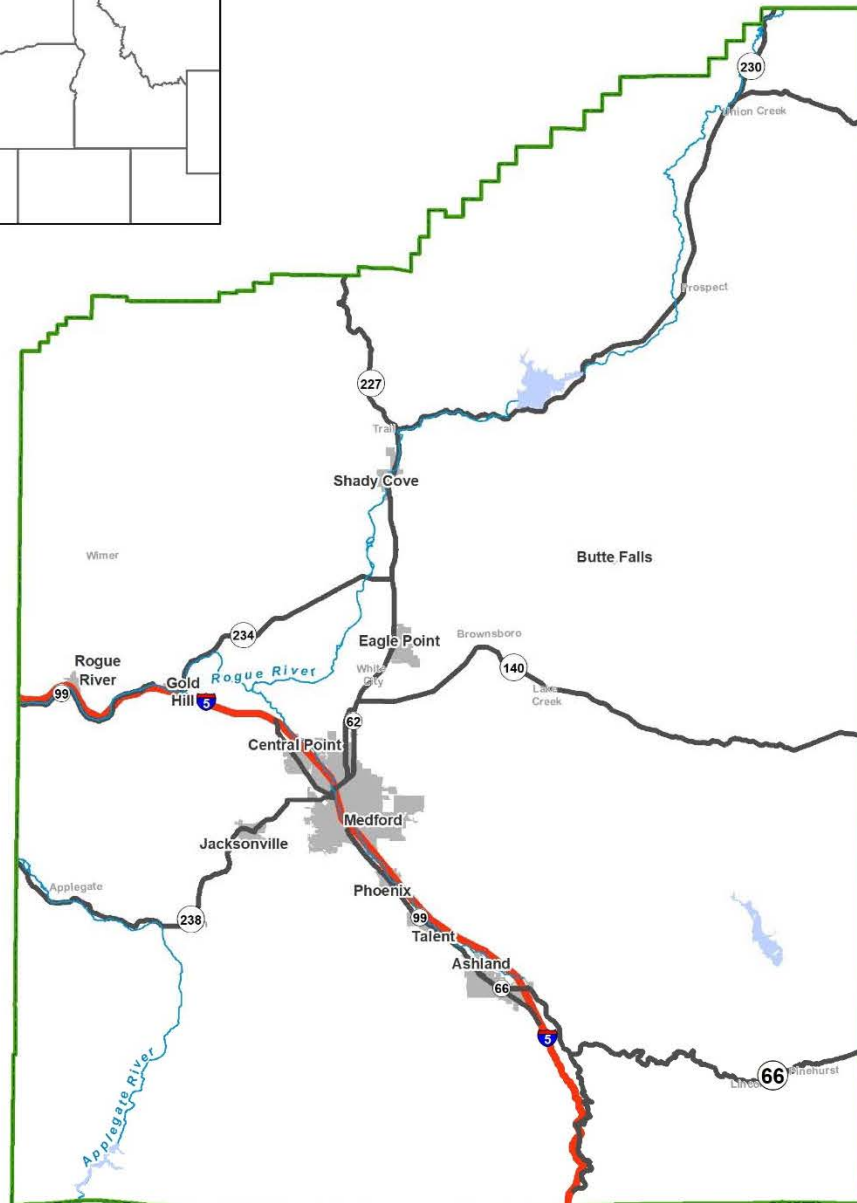
Bob Strosser

Citizen Budget Committee

Craig Morris, Presiding Officer

John Rachor

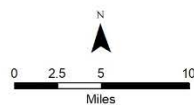
April Sevcik



Jackson County Oregon

Streets by Type

- Freeway
- State Highway



JACKSON COUNTY
GIS

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
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Oregon**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrell

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, 2019. 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

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JACKSON COUNTY

Oregon

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Budget Message Jackson County, Oregon Fiscal Year 2020-2021

July 1, 2020

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

It should be pointed out that this adopted budget was prepared prior to the coronavirus (COVID-19) outbreak. The financial impact to the County from this pandemic is impossible to anticipate at this time, but it is sure that all of our departments will be affected, and some much more than others. It is also impossible to project how long it will be for full recovery to take place.

Personal income tax makes up the largest share of the State's General Fund. It accounts for 89 percent of the projected revenues. Corporate income taxes are about 5 percent. Due to the business shutdowns and layoffs that have occurred, we anticipate State programs will be cut back to some degree. Since the County is an extension of the State, those County departments that rely on State funding, such as Health and Human Services, Community Justice, and the Sheriff's Office, will also most likely be cut back to some degree. Those departments that rely on fees for services will also be impacted, such as Expo, Surveyor, Clerk, Justice Court, Development Services, the Parks Program, and Community Justice. As these department's funding is impacted, internal services may also be impacted including Information Technology, Finance, County Counsel, County Administration, Human Resources, and Facility Maintenance. At this point it is impossible to determine the extent of the impacts and to make the potential necessary adjustments to this adopted budget.

The total adopted Jackson County budget for fiscal year 2020-2021 is \$429,811,647. The adopted budget for fiscal year 2019-2020 totaled \$383,567,367. The adopted budget for fiscal year 2020-2021 continues on the principles adopted in fiscal year 2019-2020.

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 \$28,281,840. 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.

At this point the revenue guarantees are sporadic; Senators and House Representatives have told us getting additional Federal guarantees will be very difficult. However, on December 20, 2019, the President signed Public Law 116-94 which includes an extension of the Secure Rural Schools (SRS) funding act through fiscal year 2020-2021. The Association of O&C Counties has also recently endorsed Federal legislation that was introduced by Senators Ron Wyden (D-OR) and Mike Crapo (R-ID) which would create a Secure Rural Schools Endowment Fund ensuring long-term financial certainty at levels not less than the Federal Fiscal Year 2017 payment. It should also be noted that after approximately 30 years of court cases, on November 15, 2019, Judge Leon of the United States District Court for the District of Columbia ruled that the 2016 Resource Management Plan (RMP) violates the O&C Act. "When a statute's language is plain, courts must enforce it according to its terms." The issue is that the O&C Act requires all 2,100,000 acres of O&C timberlands to be managed for sustainable yield timber production, and the RMPs did not do so. With this judgment, the RMP must be revised so logging can continue; but at this point, there is no timeframe on when the revised RMP will be written or approved.

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. There are no sales taxes in Oregon, and local government does not receive a direct allocation of the State income tax.

Through the last 30 years, as court battles have raged over timber harvests versus protecting endangered species, our forests have largely been left unmanaged. In their natural state, these areas support approximately 20 trees per acre; those areas that are planted for future harvest carry 500 to 1,000 trees per acre. As a result of neglect, under brush in tree stands that had been planted with the intent of being harvested have grown to the point that they are now an extreme fire hazard. While the Board of Commissioners does not control forest management, they continue to do everything they can to make this situation known to those who do, and have given voice to the citizens of Jackson County on this issue. Funds are included in this budget to continue this effort into fiscal year 2020-2021. The goal is full wildfire suppression during State-declared fire season. Our hope is that forests will be managed to reduce the fire danger, stop the smoke that has filled the valley for the last several years, and to improve the economy and reduce the tax burden by implementing a sustained yield on these O&C forest lands.

The Public Employees Retirement System (PERS) modifies their rates at the beginning of each biennium based on earnings and employer contributions from the third and fourth years prior. In order to make up a significant unfunded actuarial liability, they predicted large increases over a three biennium span beginning in the 2017-2019 State biennium. For fiscal year 2017-2018, the average increase was approximately 4.19 percent and for fiscal year 2019-2020, the average increase was approximately 4.3 percent of salaries. Further increases, projected to be in the 4 percent range, will hit in fiscal year 2021-2022 and, unless investment returns improve, there will likely be another increase in the following biennium due to the impacts of COVID-19. This adopted budget includes a hedge against the next increase; 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 four years. Some

relief was provided by the passage of Senate Bill 1566 which provided a 25 percent match (with limits) to local governments who had enough cash on hand to establish a PERS side account to offset PERS costs. Jackson County was able to take advantage of this offer. By making a payment in the amount of \$16,725,588, matched by the State in the amount \$4,181,397, rates were reduced by 3.62 percent of payroll effective February 1, 2020. The lifespan of this side account is 20 years.

Jackson County's jail has been at capacity for many years now and is too small for our current population. All of the city police departments, the County Sheriff patrols, the District Attorney's Office, the State court system, Community Justice, and mental health and addiction service agencies are experiencing significant workload impacts as a result. More importantly, our citizens are not getting the services they need and it is impacting the health and safety of our communities. Land has been acquired in the amount of approximately \$6,600,000 for a new facility. The final payment for the property is included in this adopted budget. In addition, if a service district is formed to build and operate a new facility, this adopted budget includes a match from the General Fund in the amount of \$60,000,000. The proposal for the formation of the new district will be on the May 2020 ballot. Ongoing operations of the new jail will also require the same level of continued General Fund support. The district is only meant to support additional costs of operations plus debt service on a 20-year, \$100,000,000 general obligation bond. This new facility will increase total capacity from approximately 300 to 700 and would be expandable at some point in the future. For more information, see <https://youtu.be/O5UAKcAwt0s>. Given the current state of the economy (COVID-19), it is anticipated that the proposed district will not receive voter approval on this attempt.

Non-represented employees (management and confidential) are budgeted to receive a 2.70 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) will expire June 20, 2022, and based on the negotiated salary schedule using the annual CPI-W, West Coast Index Annual Average, with a minimum of 2 percent and a maximum of 4 percent, the salary increase will be 2.60 percent. The CBA with the Jackson County Sheriff's Employees' Association (JCSEA) ends June 30, 2020, and is in negotiations.

The CBA with the Service Employees International Union (SEIU) ended June 30, 2019. After both parties made their respective final offers pursuant to the Public Employees Collective Bargaining Act, the County and representatives for SEIU reached a tentative agreement for a cost of living adjustment (COLA) increase in wages for SEIU-represented employees of 3.50 percent effective the first full pay period after ratification by both parties, and an additional COLA increase of wages, based on the annual CPI-W, West Coast Index Annual Average, with a minimum of 2 percent and a maximum of 4 percent, or 2.60 percent increase, effective the first full pay period of July 2020. The tentative agreement is still subject to ratification by the membership of the Union and the Board of Commissioners, on behalf of the County. If either party fails to ratify the tentative agreement, the parties will continue in negotiations.

In this adopted budget, full-time equivalent (FTE) positions are up from 878.05 adopted in fiscal year 2019-2020 to 899.85 in fiscal year 2020-2021.

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.

At this time, it should be noted that the narratives from each of the County's departments were prepared prior to the COVID-19 pandemic outbreak. The narratives do not reflect the expected impacts that COVID-19 will have on the operation of the departments into fiscal year 2020-2021.

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 2020-2021
- 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 ensure responsible development that both enhances and maintains the natural 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 seven more judges; however, the current facility lacks sufficient space. One new judge position was approved by the State at the end of the last legislative session. The County was told that the new judge would be in the position by July 2020 so work started immediately on a remodel project in the Justice Building that will effectively create two courtrooms out of one, and some space in the hall. However, if more positions are created, there is not sufficient space to accommodate them all in the current building.
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 221,290 in July 2019. Local correctional facilities to appropriately address needs for lodging, housing, and maintaining custody are being examined and addressed.
3. **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 to this letter.

Debt Service

Information specific to debt and planned projects is included in Appendix B to this letter.

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 2020-2021. As previously mentioned, the COVID-19 pandemic will affect every County department; however, the depth of that impact is impossible to project at this point. Impacts may continue beyond fiscal year 2020-2021. However, factors with a direct impact on this adopted budget that we are aware of are outlined below.

Contingency

The fiscal year 2020-2021 General Fund budget includes a contingency in the amount of \$10,000,000. 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 \$19,345,226; 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 \$11,543,537. Information can be found under General Fund Fiduciary on page 229 of this document.

Significant Departmental and Fund Highlights and Issues for 2020-2021

Airport

Passenger counts continued to climb until March 2020 when COVID-19 related restrictions were set in place. Reaching the 1,000,000 mark in fiscal year 2019-2020 caused increased workload and additional Federal Aviation Administration requirements. As a result, the Department added 0.75 FTE position by eliminating 0.05 FTE Airport Enforcement Officer, and bringing two other 0.60 FTEs to full-time.

County Administration

The Emergency Management Program received additional Title III funding to add 0.50 FTE to work on updating the County's Fire Plan.

Community Justice

A reorganization to get four more Senior Deputy Probation Officer FTEs will have the net effect of adding 0.50 FTE paid for by increased funding from the State.

Expo

The Governor's Executive Order No. 20-12 (Stay Home, Save Lives) eliminating social gatherings and closing certain types of businesses until further notice may have canceled the County Fair scheduled to be held July 15-19, 2020. Of course, the County Fair provides the vast majority of operating revenue needed to keep the grounds open year-round. At the time of this adopted budget, operations are in a holding pattern.

Finance

By increasing the level of responsibilities of the Customer Service Specialist, and reclassifying the position as an Accounting Clerk III, the Department was able to reduce FTEs by 0.95.

Health and Human Services

The Oregon Office of Developmental Disabilities Services (ODDS) continues to see statewide growth due to the K Plan and it is expected that growth will trickle down to the County; thus, the addition of 8.00

FTEs in the Developmental Disabilities Program. During fiscal year 2020-2021, the Jackson County Mental Health Team anticipates working with a local Coordinated Care Organization to create a Forensics Assertive Community Treatment Team to service the more acute individuals in the local population in a more intensive way; thus, adding an additional 12.00 FTEs. More than 5.00 FTEs will be reduced elsewhere within the Department to bring the total increase in FTEs to 19.50.

Information Technology

A decrease of 1.00 FTE is the result of consolidating the management of two divisions to enhance collaboration.

Roads and Parks

Due to the increased need for volunteer coordination, the Parks and Recreation Program is adding 0.50 FTE to bring a current position to full-time. Also, due to increased activity as a result of higher gas taxes, the Fleet Services Program is addition 1.00 FTE Equipment Services Worker I.

Sheriff

As previously mentioned, the Sheriff is working toward the need to build a new jail. A proposed district was on the May 2020 ballot, but the measure did not pass. Currently, the Sheriff's Office is using extra help to provide Public Information Officer duties; this budget makes that position full-time.

Processes Used to Develop the Budget and Organization

The Budget Committee was convened in a special public meeting on November 19, 2019, 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 by the County Administrator 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 13, 16, and 17, 2020. No public testimony was heard at these meetings.

The Budget Committee hearings on the recommended budget were held on April 14 and 16, 2020. Due to the Governor's Executive Order No. 20-12 (Stay Home, Save Lives), public hearings were more difficult so citizens were encouraged to review the recommended budget document posted on the County's website, and email or write any questions or concerns to the Board of Commissioners' Office for consideration by the Budget Committee. 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 16, 2020. 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 14, 2020, at 12:00 noon. At that meeting, they developed a recommendation for Elected Officials' salaries and presented it to the full Budget Committee for action.

Following approval and publication of the Budget Committee's approved budget, the Board of Commissioners adopted the budget on June 3, 2020. 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 19 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. As previously mentioned, the breadth and depth of the COVID-19 pandemic is yet to be determined. Through the coming fiscal year, we anticipate modifications to this service plan will be necessary. Rest assured that, as an organization, we will continue to monitor and adjust when it is most appropriate.

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 2020-2021. The total amount of property tax the County expects to levy on behalf of the General Fund is \$44,785,341. Of this amount, the County expects to collect 94 percent for a net of \$42,098,221.

The County expects to levy \$1,971,622 on behalf of its ECSO Debt Service Fund, and expects to collect 94 percent or \$1,853,325.

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 68 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 ECSO bonds is only 4.44 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 June 2018, the County redeemed the remaining principal due on these bonds totaling \$1,080,000. This resulted in an economic gain to the County of \$163,590.

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 fiscal year 2020-2021 includes debt service in the amount of \$893,630. 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 78 of this budget document.

Emergency Communications of Southern Oregon (ECSO)

Debt service for the ECSO bonds begins on page 227 of this budget document. In November 2019, voters approved bonds in the amount of \$28,000,000 to bring emergency communication towers and radios up to current standards. At the end of fiscal year 2019-2020, the County issued \$23,870,000 in bonds to finance the ECSO capital project. These bonds were issued at a premium with a coupon rate of 3.00 to 5.00 percent and an average of 3.964 percent. Net interest cost to the County is 2.48 percent.

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.

BUDGET SUMMARY

BUDGET DEVELOPMENT PROCESS BASICS

Calendar for Fiscal Year 2020-2021 Budget Preparation

Planning

October 2019	Budget Preparation Manual distributed to departments.
November 2019	Budget Committee meets to set goals and targets for fiscal year 2020-2021.

Preparation

December 9, 2019 - February 19, 2020	Budget submissions due from departments.
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Review

December 9, 2019 - March 12, 2020	Administrative staff reviews department-requested budgets.
March 13, 16, and 17, 2020	County Administrator reviews individual budgets by department with the Department Director and administrative staff; the budget committee is invited.

Approval

April 7, 14, and 16, 2020	Presentation of the Recommended Budget and Budget Committee public hearings are held.
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Adoption

June 3, 2020	The Jackson County Board of Commissioners' public hearing held to adopt the 2020-2021 fiscal year budget.
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Budget Preparation

Preliminary budget materials were distributed to the Department Directors and Program Managers in October 2019. 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 2019. 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 13, 16, and 17, 2020. 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 12, 2019. The County Administrator's recommended budget was prepared and presented to the public on April 7, 14, and 16, 2019. The recommended budget was printed and open to public inspection. Notice for the April meetings was published in



the *Mail Tribune* on March 24, 2020, 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 27, 2020, indicating the time and place of the Board of Commissioners' budget hearing—as required by Oregon Revised Statutes (ORS). On June 3, 2020, following the public hearing, the Board of Commissioners adopted the budget for fiscal year 2020-2021. 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 3, 2020. 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.)**

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.

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).

Difference Between “Actual” and “Adopted” Budget Numbers

Throughout the budget document there is a difference between the “actual” (FY 2016-2017 to FY 2018-2019) and “adopted” (FY 2019-2020 and FY 2020-2021) 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.

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

County staff and the Board of Commissioners regularly review County policies. The Budget Committee reviews fiscal policies annually at their November meeting.

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:

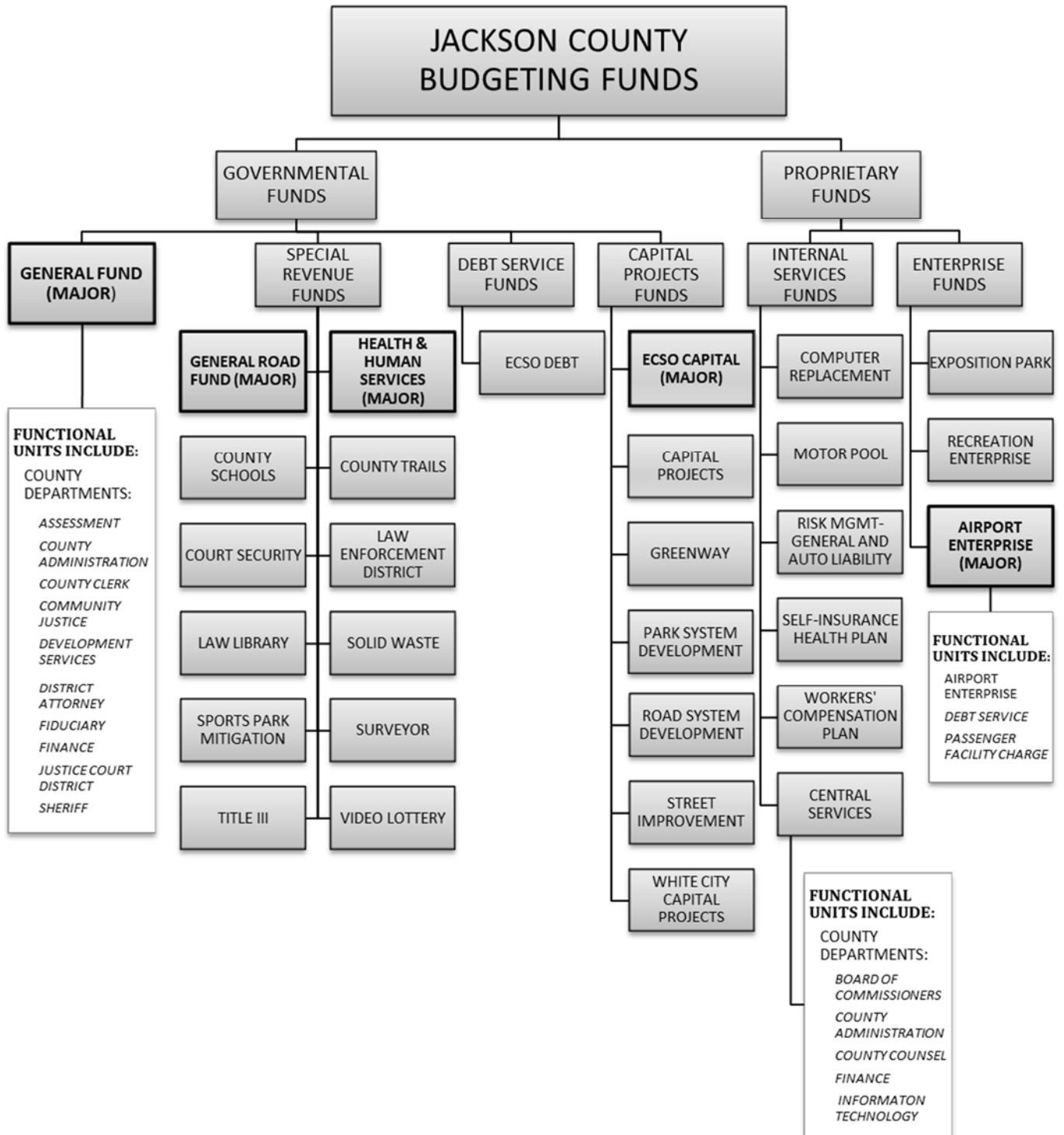
- Capital projects will be paid off completely during the project's expected useful life. Capital projects for this fiscal year are included in the Capital and Debt Schedules section of this budget.
Rationale: This policy is meant to assure that the County does not pay more in interest than is absolutely 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 2020-2021



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 2020-2021, the calculation would be the total appropriated budget less transfers $\{\$275,571,673 - \$8,718,890\} * 10\% = \$26,685,278$; any fund with an expenditure appropriation greater than \$26,685,278 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 many 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.
- *ECSO Capital Project Fund* – The ECSO Capital Project Fund provides a location through which bond proceeds will be used to upgrade and improve an outdated public safety emergency communications system.

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 ECSO Debt Service.

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 and Auto Liability, Self-Insurance Health Plan, Workers’ Compensation Plan, and Central Services.

Fiduciary Funds:

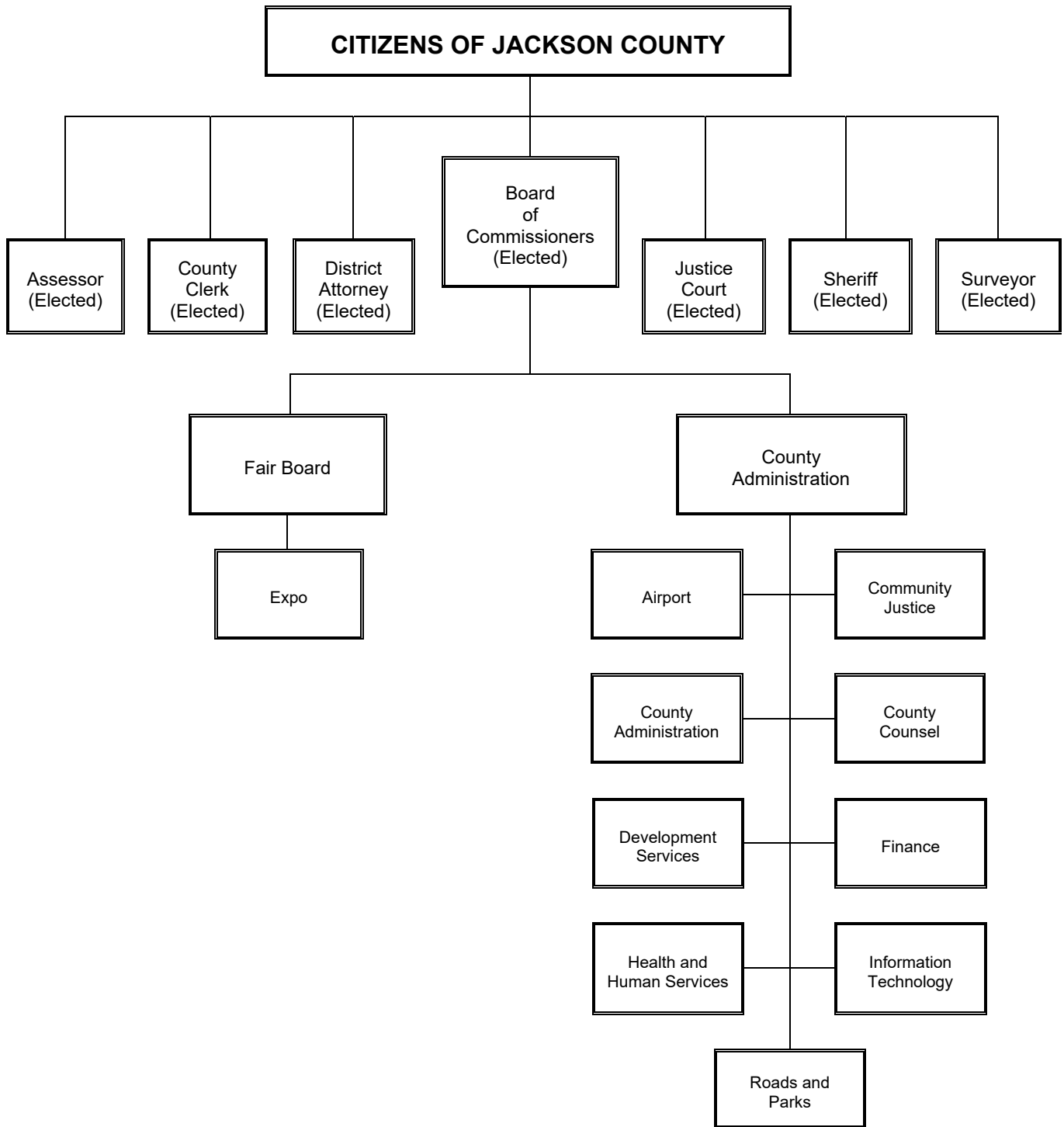
- *Trust and Agency Funds* – Trust and Agency Funds account for assets held for the County and non-County organizations and for non-tax resources held by Jackson County under specific trust instructions. Taxes collected for and later distributed to other governmental units are accounted for in these 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	ECSO CAPITAL PROJECT 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		X
Finance	X									X
Health and Human Services	X		X							
Information Technology										X
Justice Court District	X									
Roads and Parks		X				X	X		X	X
Sheriff	X					X				
Surveyor						X				

COUNTY ORGANIZATION CHART

Fiscal Year 2020-2021



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 assure responsible development that both enhances and maintains the natural 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:

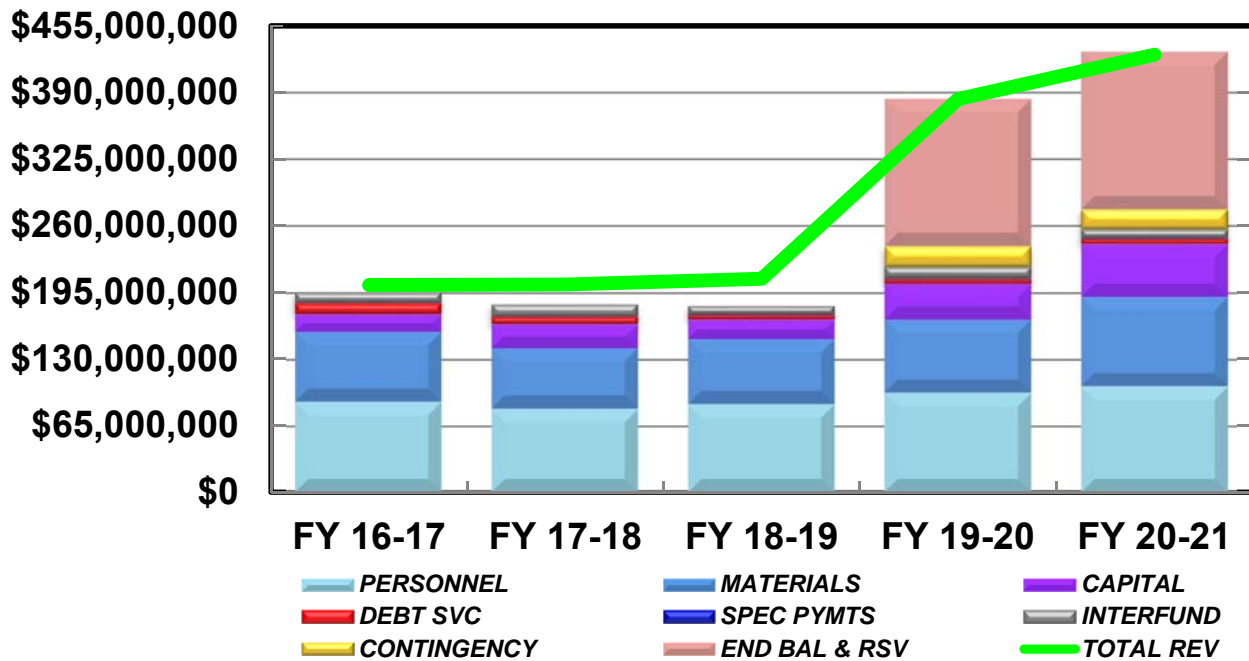
	Goals											
	1	2	3	4	5	6	7	8	9	10	11	12
Airport	✓	✓		✓	✓			✓	✓	✓		✓
Assessor		✓		✓		✓			✓		✓	✓
Board of Commissioners	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Community Justice	✓	✓		✓					✓	✓		✓
County Administration	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
County Clerk		✓		✓					✓		✓	✓
County Counsel	✓	✓		✓					✓	✓		✓
Development 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.



TOTAL REVENUES AND EXPENDITURES

2016-2017 TO 2020-2021



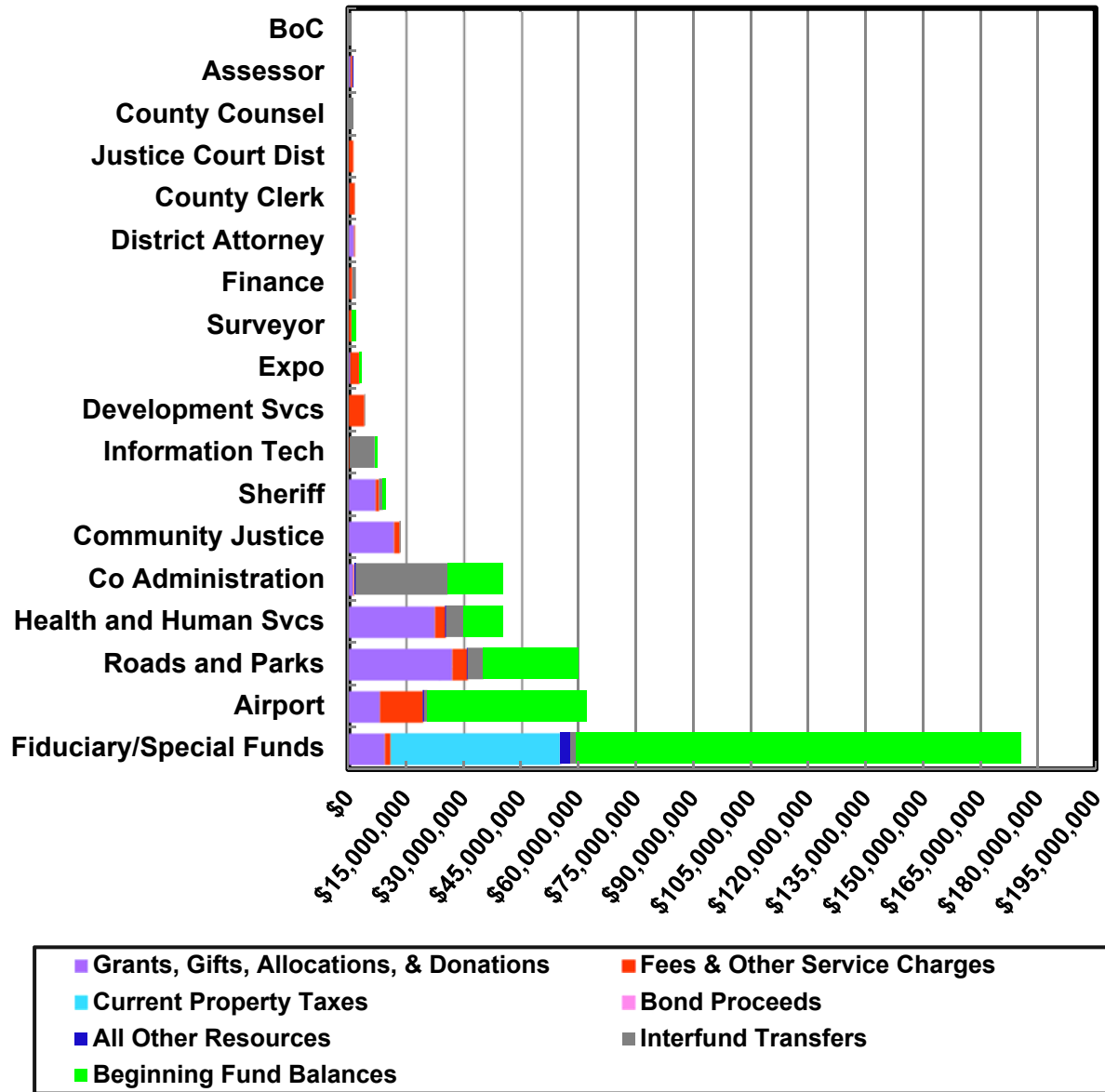
	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Adopted	FY 20-21 Adopted
PERSONNEL	\$88,422,658	\$81,507,003	\$86,017,415	\$97,221,048	\$103,390,555
MATERIALS	\$68,449,797	\$59,229,564	\$63,910,865	\$71,549,740	\$87,594,775
CAPITAL	\$17,106,225	\$23,486,914	\$18,851,371	\$34,727,554	\$50,779,785
DEBT SVC	\$10,679,624	\$6,994,782	\$3,972,019	\$4,377,549	\$4,827,923
SPEC PYMTS	\$371,736	\$474,680	\$532,934	\$689,184	\$914,519
INTERFUND	\$10,044,443	\$11,970,255	\$8,666,743	\$10,875,347	\$8,718,890
CONTINGENCY	\$0	\$0	\$0	\$20,291,866	\$19,345,226
END BAL & RSV	\$0	\$0	\$0	\$143,835,079	\$154,239,974
TOTAL EXP	\$195,074,483	\$183,663,198	\$181,951,347	\$383,567,367	\$429,811,647
TOTAL REV	\$202,073,043	\$202,658,849	\$208,306,719	\$383,567,367	\$429,811,647

There is an increase of 16.77 percent in operating expenses between FY 2019-2020 and FY 2020-2021 due to increases in materials (SEIU employee group moved to the Self-Insurance Health Plan) and capital expenses for the ECSO communications upgrade. Overall, the County's revenues and expenditures increased 12.06 percent between FY 2019-2020 to FY 2020-2021. 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 13 of this document.



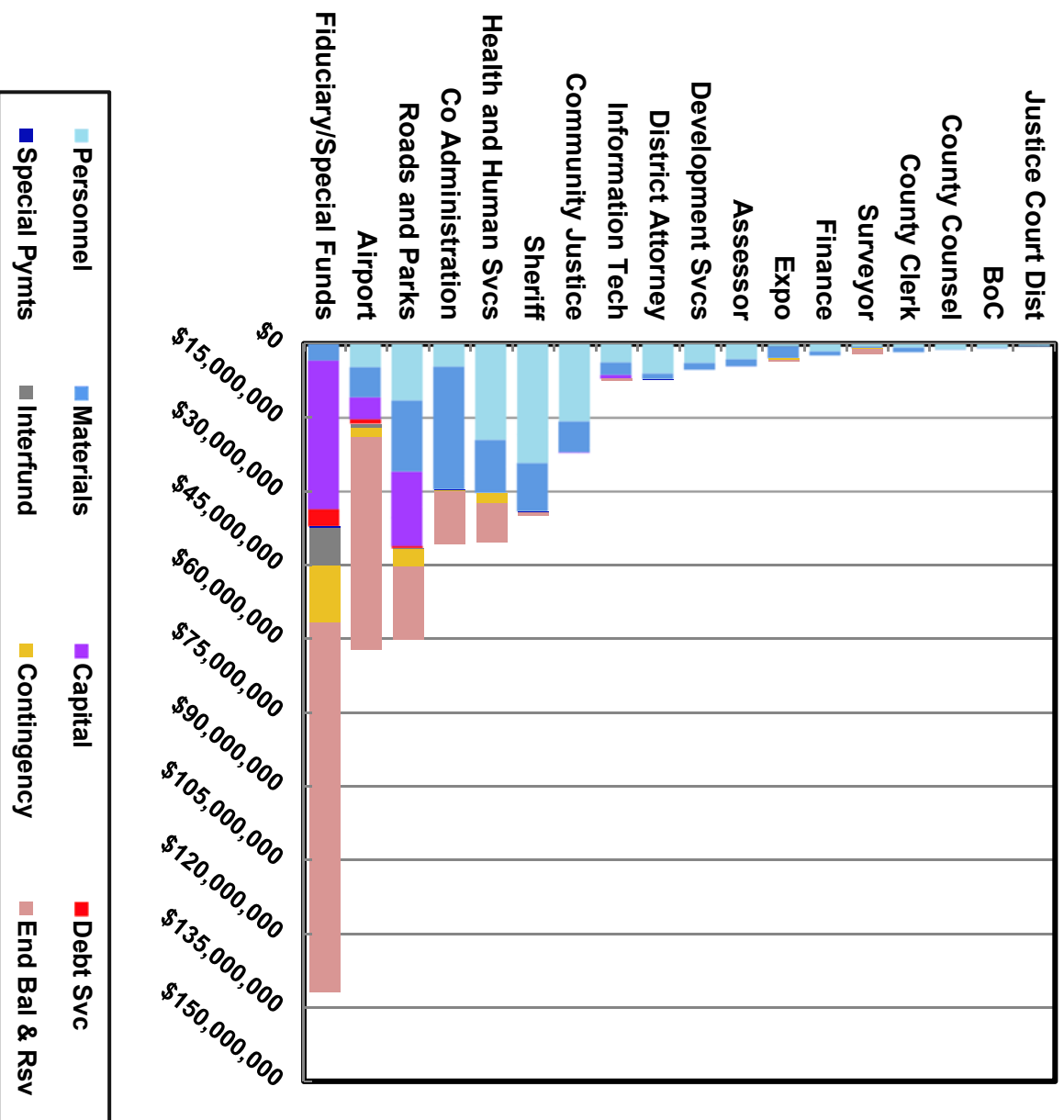
REVENUE BY DEPARTMENT

Fiscal Year 2020-2021



EXPENDITURES BY DEPARTMENT

Fiscal Year 2020-2021



CONSOLIDATED FINANCIAL SCHEDULES

REVENUE SUMMARY BY SOURCE Fiscal Year 2016-2017 to Fiscal Year 2020-2021

REVENUE CATEGORY REVENUE TYPE	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ADOPTED	2020-2021 ADOPTED	PERCENT CHANGE*
GRANTS, GIFTS, ALLOC & DONATIONS						
Donations/Sponsorships	\$761,810	\$516,006	\$550,907	\$547,157	\$567,755	3.76%
Federal Sources	\$15,571,808	\$26,180,043	\$15,066,375	\$13,937,293	\$13,505,098	-3.10%
Local Government Sources	\$4,161,756	\$4,969,182	\$4,535,381	\$4,592,512	\$4,943,911	7.65%
Private/NonProfit Sources	\$5,117,468	\$5,248,265	\$6,228,480	\$6,230,023	\$6,593,793	5.84%
State Sources	\$63,904,434	\$53,838,072	\$57,666,337	\$59,907,240	\$65,048,192	8.58%
SUB TOTAL =	\$89,517,276	\$90,751,568	\$84,047,480	\$85,214,225	\$90,658,749	6.39%
FEES & OTHER SERVICE CHARGES						
Fees	\$27,152,329	\$29,825,189	\$31,626,245	\$28,674,650	\$29,581,929	3.16%
Fines	\$1,518,347	\$1,485,466	\$1,554,176	\$1,659,663	\$1,708,668	2.95%
Forfeitures	\$13,830	\$22,915	\$82,970	\$15,000	\$15,000	0.00%
Licenses	\$1,553,124	\$1,620,453	\$1,603,932	\$1,651,230	\$1,921,150	16.35%
Sales	\$4,012,322	\$2,612,084	\$3,367,637	\$1,051,081	\$1,030,635	-1.95%
SUB TOTAL =	\$34,249,952	\$35,566,107	\$38,234,960	\$33,051,624	\$34,257,382	3.65%
PROPERTY TAX						
Current Property Tax Revenue	\$39,509,494	\$41,331,126	\$42,245,624	\$43,042,909	\$43,951,546	2.11%
SUB TOTAL =	\$39,509,494	\$41,331,126	\$42,245,624	\$43,042,909	\$43,951,546	2.11%
BONDS & OTHER DEBT						
Investment Revenue	\$4,385,806	\$0	\$4,969,262	\$326,843	\$262,500	-19.69%
SUB TOTAL =	\$4,385,806	\$0	\$4,969,262	\$326,843	\$262,500	-19.69%
ALL OTHER RESOURCES						
Interest Revenue	\$1,565,462	\$1,656,433	\$6,537,389	\$3,698,507	\$3,310,310	-10.50%
Miscellaneous Revenue	\$145,974	\$27,712	\$15,525	\$5,750	\$3,700	-35.65%
Prior Year Property Tax Revenue	\$902,734	\$689,451	\$949,001	\$696,000	\$650,000	-6.61%
Privilege & Severance Taxes	\$0	\$71,883	\$107,966	\$77,000	\$156,670	103.47%
SUB TOTAL =	\$2,614,170	\$2,445,479	\$7,606,881	\$4,477,257	\$4,120,680	-7.96%
INTERFUND TRANSFERS						
Interdepartmental Charges	\$21,751,902	\$20,594,312	\$22,535,767	\$24,054,366	\$37,324,540	55.17%
Interfund Transfers	\$10,044,443	\$11,970,255	\$8,666,743	\$10,875,347	\$8,718,890	-19.83%
SUB TOTAL =	\$31,796,345	\$32,564,567	\$31,202,510	\$34,929,713	\$46,043,430	31.82%
BEGINNING FUND BALANCE						
Beginning Fund Balance	\$0	\$0	\$0	\$182,524,796	\$210,517,360	15.34%
SUB TOTAL =	\$0	\$0	\$0	\$182,524,796	\$210,517,360	15.34%
GRAND TOTALS	\$202,073,043	\$202,658,847	\$208,306,717	\$383,567,367	\$429,811,647	12.06%

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



EXPENDITURE SUMMARY BY DEPARTMENT

Fiscal Year 2016-2017 to Fiscal Year 2020-2021

DEPARTMENT	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ADOPTED	2020-2021 ADOPTED	PERCENT CHANGE*
Airport	\$18,219,184	\$30,422,164	\$14,918,665	\$52,456,585	\$62,247,910	18.67%
Assessor	\$3,456,988	\$3,281,048	\$3,610,186	\$4,307,742	\$4,614,577	7.12%
Board of Commissioners	\$722,746	\$641,245	\$722,871	\$936,480	\$990,265	5.74%
Community Justice	\$15,522,123	\$17,089,894	\$18,985,081	\$20,945,771	\$22,201,068	5.99%
County Administration	\$14,538,692	\$13,437,987	\$13,149,006	\$30,801,880	\$40,748,016	32.29%
County Clerk	\$1,542,755	\$1,396,991	\$1,470,163	\$1,703,921	\$1,754,912	2.99%
County Counsel	\$872,471	\$851,428	\$954,354	\$1,232,576	\$1,274,696	3.42%
Development Services	\$3,822,106	\$3,828,046	\$4,179,456	\$4,910,573	\$5,293,369	7.80%
District Attorney	\$4,966,030	\$5,511,800	\$5,709,617	\$6,834,941	\$7,261,993	6.25%
Expo	\$2,091,393	\$2,454,132	\$3,023,249	\$3,502,437	\$3,548,332	1.31%
Fiduciary and Special Funds	\$21,368,220	\$14,648,826	\$19,392,374	\$112,054,101	\$131,796,679	17.62%
Finance	\$2,207,981	\$2,020,686	\$2,082,788	\$2,289,358	\$2,411,278	5.33%
Health and Human Services	\$46,826,561	\$27,212,009	\$27,786,074	\$40,292,386	\$40,339,853	0.12%
Information Technology	\$4,943,190	\$4,571,628	\$5,390,255	\$6,865,909	\$7,578,427	10.38%
Justice Court District	\$507,793	\$480,220	\$512,790	\$562,177	\$580,724	3.30%
Roads and Parks	\$24,643,915	\$24,863,239	\$27,193,130	\$56,848,260	\$60,077,337	5.68%
Sheriff	\$27,974,203	\$30,162,456	\$32,071,129	\$34,826,270	\$34,992,284	0.48%
Surveyor	\$848,134	\$789,399	\$800,158	\$2,196,000	\$2,099,927	-4.37%
GRAND TOTALS	\$195,074,485	\$183,663,198	\$181,951,346	\$383,567,367	\$429,811,647	12.06%

*NOTE: See Summary Explanation of Change



EXPLANATION OF CHANGE BETWEEN ADOPTED BUDGETS

The following is a general explanation of the percent change between the adopted budget for fiscal year 2019-2020 and the adopted budget for fiscal year 2020-2021 where the change is equal to or greater than 10 percent, as shown in the tables on the previous two pages.

Revenues

Licenses. The increase of 16.35 percent is due to an increase in the Environmental Public Health Program's inspection and licensing fees for lodging, food service, and swimming pools.

Investment Revenue. The decrease of 19.69 percent is due to an expected reduction in the Southern Oregon RV Park loan revenue.

Interest Revenue. The decrease of 10.50 percent is an anticipated decrease in the rate and amount of interest earned on fund balances as a result of the current market volatility.

Miscellaneous Revenue. The decrease of 35.65 percent is due to a decrease in the Taxation Program's miscellaneous revenues.

Privilege and Severance Taxes. The increase of 103.47 percent is due to an expected increase in marijuana taxes.

Interdepartmental Charges. The increase of 55.17 percent is mainly due to an increase in the health insurance charges as the members of the County's largest union group are anticipated to join the County's Self-Insurance Health Plan.

Interfund Transfers. The decrease of 19.83 percent is mainly due to a decrease in the transfer from the Road System Development Fund to the Roads program for road improvement projects.

Beginning Fund Balance. The increase of 15.34 percent is due to increases in the beginning fund balances in the Airport Fund, Emergency Communications of Southern Oregon (ECSO) Capital Project Fund, and Road Fund. The increases are reserves for upcoming Airport projects, the ECSO communications upgrade, and planned road projects that span several years.

Expenditures

Airport. The increase of 18.67 percent is due to an increase in the ending fund balance and reserves. The ending fund balance and reserves fluctuate as Airport projects are identified, planned, and completed.

County Administration. The increase of 32.29 percent is due to health insurance expenses as the members of the County's largest union group are anticipated to join the County's Self-Insurance Health Plan.

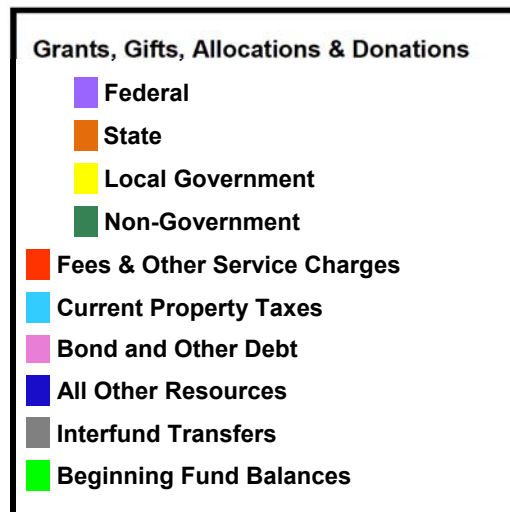
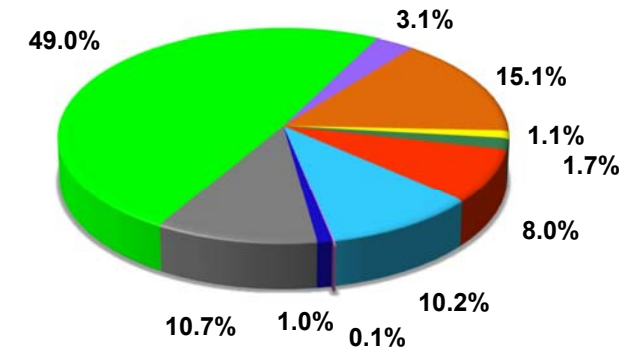
Fiduciary and Special Funds. The increase of 17.62 percent is due to an ECSO bond measure passed by voters in November 2019 to upgrade the emergency communications system for fire, law enforcement, emergency medical services, and dispatch services. The upgrade will include land acquisition and construction for new emergency communication towers, digital radios, and new IP Dispatch Radio Consoles.

Information Technology. The increase of 10.38 percent is due to the planned replacement of networked switches and ports.



EXPLANATION OF COUNTY REVENUES

REVENUE BY SOURCE OVERVIEW Fiscal Year 2020-2021



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 21 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.

REVENUE SOURCES

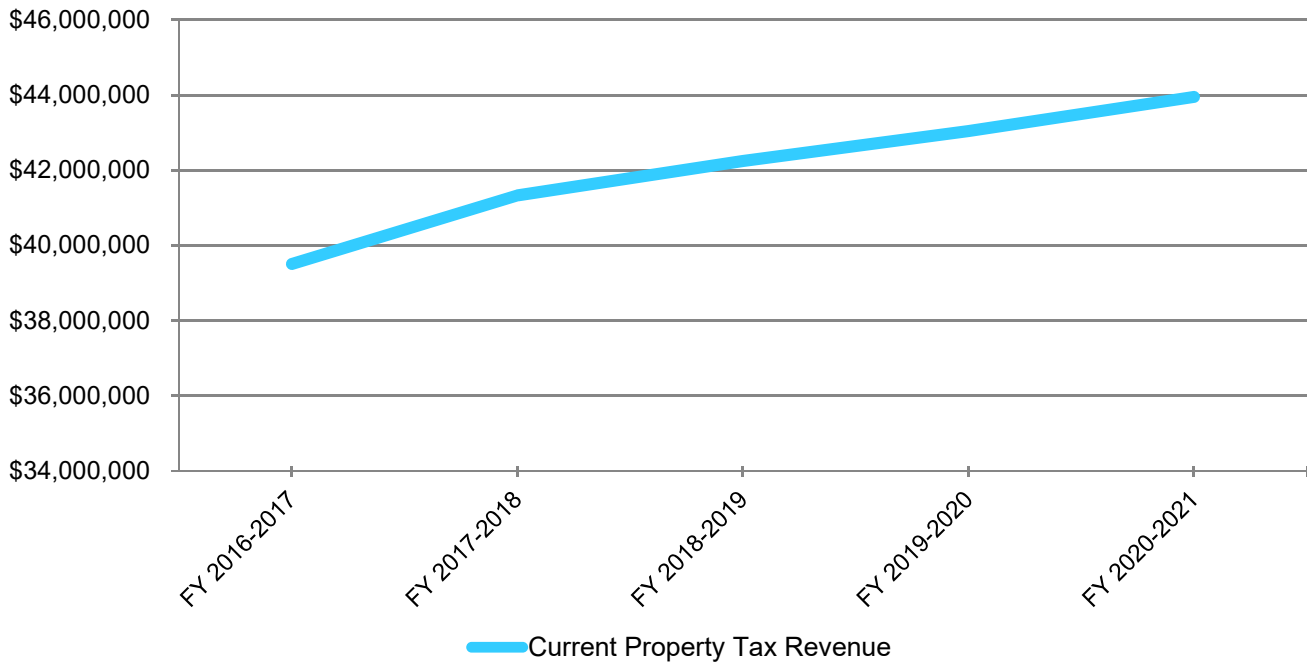
The table shown below identifies a minimum of the top 75 percent of the County's revenue sources, which are Beginning Fund Balance; Property Taxes; and Grants, Gifts, Allocations and Donations. Federal and State revenue sources make up the majority of the Grants, Gifts, Allocations and Donations category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

Major Revenue Sources			
Source	Fund Type	% of Total Revenue	Adopted Budget
Beginning Fund Balance	All	49.0%	\$210,517,360
Current Property Taxes	General	10.2%	43,951,546
State Motor Vehicle Taxes	Special Revenue	4.4%	19,103,500
State Public Safety Resources	General	3.3%	14,320,775
State Mental Health Resources	Special Revenue	1.7%	7,211,947
State Developmental Disabilities Resources	Special Revenue	1.2%	5,307,003
State Mental Health Medicaid Funding	Special Revenue	1.0%	4,490,969
Federal O&C Revenues	General	0.9%	3,833,000
State Public Health Resources	Special Revenue	0.7%	3,166,672
Federal Aviation Admin Airport Improvement Grants	Enterprise	0.7%	2,950,929
Oregon Department of Transportation Grants	Special Revenue	0.7%	2,800,000
Federal Public Safety Resources	General	0.6%	2,752,580
State Recreational Marijuana Tax Shares	General	0.5%	2,000,000
State Liquor Tax Revenues	General	0.3%	1,369,620
Federal Women, Infants, and Children Program	Special Revenue	0.2%	1,009,342
State Lottery Revenues	General	0.2%	945,000
Total Major Revenue Sources		<u>75.8%</u>	<u>\$325,730,243</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 49 percent of total revenues.

PROPERTY TAXES



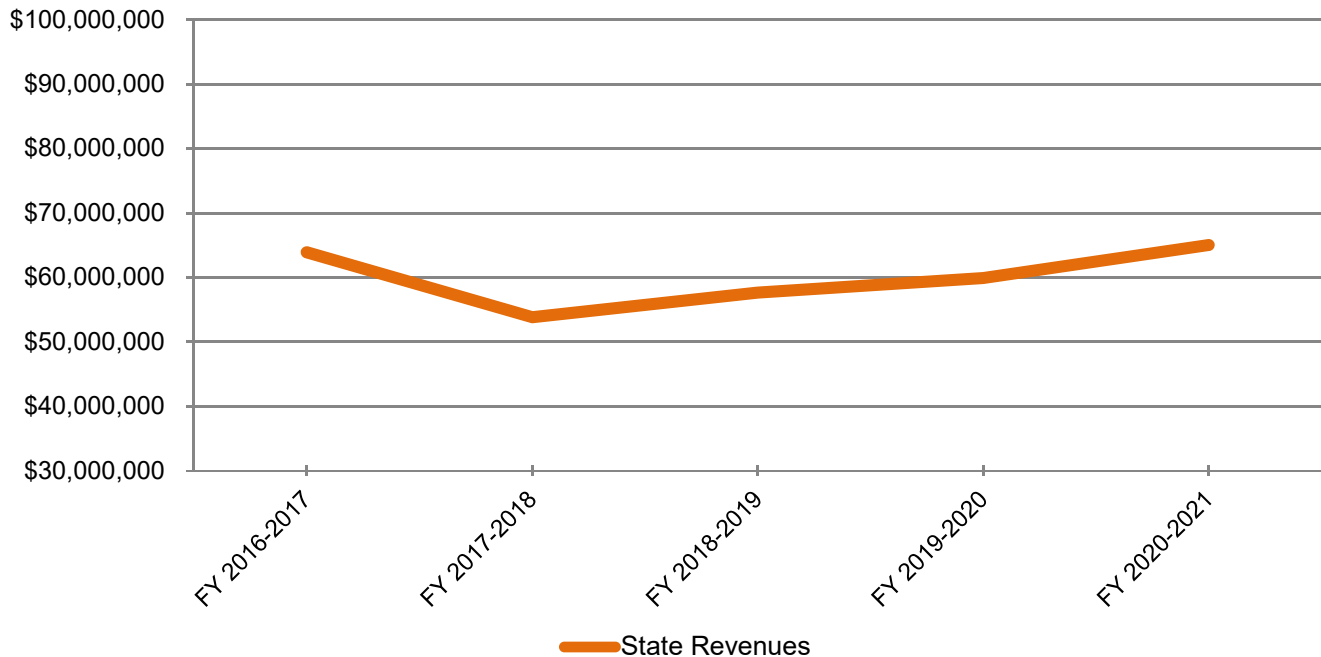
Revenues from current property taxes are budgeted at \$43,951,546 for fiscal year 2020-2021. In May of 1997, Oregon voters approved Ballot Measure 50, amending the Oregon Constitution to establish permanent property tax limits. As a result, Jackson County's permanent rate limit was set at \$2.0099 of 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 71.1 percent of real market value countywide (68 percent for new residential properties and 74.2 percent 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 is \$44,785,341 and reflects the current assessed value plus 3.5 percent. Of this amount, the County expects to collect 94 percent for a net of \$42,098,221. In November 2019, voters approved bonds in the amount of \$28,000,000; at the time this budget was prepared, the bonds had not been sold. The County expects to levy \$1,971,622 on behalf of its ECSO Debt Service Fund and expects to collect 94 percent, or \$1,853,325. 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.



GRANTS, GIFTS, ALLOCATIONS AND DONATIONS

State Revenues



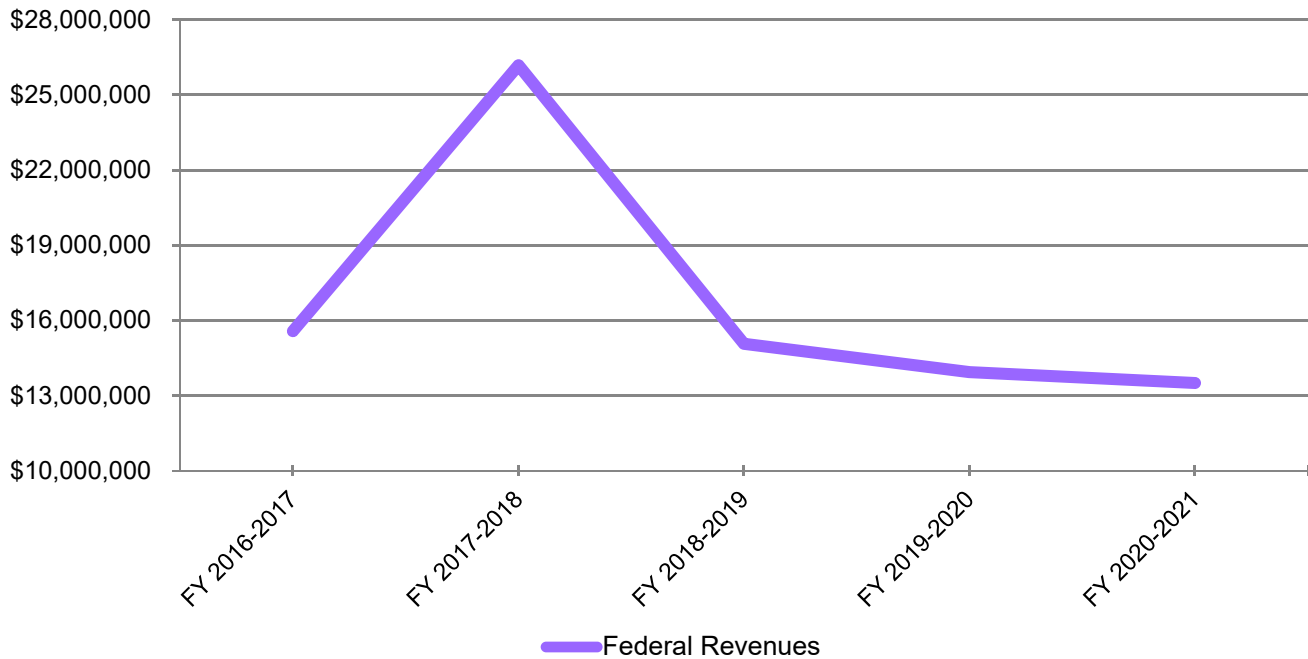
These revenues are generally dedicated grants and taxes provided by, or through, the State for specific County programs. Health and Human Services receives the majority of this revenue, to support State-mandated programs such as Developmental Disabilities, Mental Health, and Public Health. State public 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, along with HB 2017 passed in 2017, increased vehicle registration fees and added additional 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) reimbursement grant 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 and State marijuana 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 marijuana tax is a relatively new revenue with little historical payment information; the payments from the State have not been on a consistent basis and, therefore, this revenue source has been budgeted conservatively.

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 usually the largest recipient of Federal monies from the Federal Aviation Administration (FAA) dedicated to Airport improvements. The current Airport improvements are an update to the Master Plan and the development of a Wildlife Hazard Management Plan, a new Passenger Loading Bridge, Hangar Taxilane Reconstruction, replacement of the Terminal HVAC system, and perimeter road improvements. 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. On December 20, 2019, the President signed Public Law 116-94 which includes extension of the Secure Rural Schools and Community Self-Determination Act (SRS) for funding through fiscal year 2020-2021. The previous SRS renewal expired in 2019. For the years between SRS reauthorizations, the 1908 Act requiring 25 percent payments to states governs the distribution of Federal forest revenues. Due to the uncertain nature of this funding source, General Fund Fiduciary will receive this revenue.



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	\$79,499,211	\$30,000	\$450,000	\$358,281	\$10,322,329
Revenues					
GRANTS, GIFTS, ALLOC & DONATIONS	\$28,028,130	\$350,000	\$304,537	\$191,400	\$22,448,209
FEES & OTHER SERVICE CHARGES	\$11,165,906	\$0	\$0	\$0	\$2,826,501
PROPERTY TAX	\$42,098,221	\$0	\$0	\$0	\$0
BOND PROCEEDS	\$262,500	\$0	\$0	\$0	\$0
ALL OTHER RESOURCES	\$2,637,470	\$4,000	\$5,000	\$9,000	\$300,000
<i>Revenues Subtotal</i>	\$84,192,227	\$354,000	\$309,537	\$200,400	\$25,574,710
INTERFUND TRANSFERS & IS REIMB	\$2,326,857	\$0	\$15,000	\$0	\$4,442,814
Grand Total Revenues	\$166,018,295	\$384,000	\$774,537	\$558,681	\$40,339,853
Expenditures					
PERSONNEL SERVICES	\$54,422,096	\$0	\$129,622	\$0	\$19,533,456
MATERIALS & SERVICES	\$22,205,755	\$0	\$476,768	\$558,681	\$10,806,397
CAPITAL OUTLAY	\$111,853	\$0	\$0	\$0	\$0
DEBT SERVICE	\$1,650,000	\$0	\$0	\$0	\$0
SPECIAL PAYMENTS	\$530,519	\$384,000	\$0	\$0	\$0
<i>Expenditures Subtotal</i>	\$78,920,223	\$384,000	\$606,390	\$558,681	\$30,339,853
INTERFUND TRANSFERS	\$5,554,535	\$0	\$0	\$0	\$0
CONTINGENCY	\$10,000,000	\$0	\$90,000	\$0	\$2,000,000
ENDING FUND BALANCE & RESERVES	\$71,543,537	\$0	\$78,147	\$0	\$8,000,000
Grand Total Expenditures	\$166,018,295	\$384,000	\$774,537	\$558,681	\$40,339,853
CHANGE IN FUND BALANCE	(\$7,955,674)	(\$30,000)	(\$371,853)	(\$358,281)	(\$2,322,329)

Explanation of Change in Fund Balance:

- Property taxes are levied at \$2.0099 per thousand assessed value.
- General Fund: The change in the General Fund balance is -10 percent. This is due to the increase in Contingency for fiscal year 2020-2021.
- County Schools: The change in the County Schools Fund balance is -100 percent. The County Schools Fund is a pass-through fund for distribution of special revenues to local school districts. The fund balance will fluctuate based on the timing of when revenues are received for the County to distribute.
- County Trails Fund: The change in the County Trails Fund balance is -83 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 -100 percent. Revenues have fluctuated as Court Security projects are identified and implemented.
- Health and Human Services (HHS) Fund: The change in the HHS Fund balance is -22 percent. Approximately 56 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	\$826,085	\$63,060	\$20,500,000	\$3,633,000	\$30,000
Revenues					
GRANTS, GIFTS, ALLOC & DONATIONS	\$1,624,713	\$0	\$24,393,000	\$0	\$0
FEES & OTHER SERVICE CHARGES	\$0	\$202,196	\$724,275	\$1,207,600	\$0
PROPERTY TAX	\$0	\$0	\$0	\$0	\$0
BOND PROCEEDS	\$0	\$0	\$0	\$0	\$0
ALL OTHER RESOURCES	\$10,000	\$1,000	\$200,000	\$15,000	\$400
<i>Revenues Subtotal</i>	\$1,634,713	\$203,196	\$25,317,275	\$1,222,600	\$400
INTERFUND TRANSFERS & IS REIMB	\$0	\$0	\$560,000	\$0	\$0
Grand Total Revenues	\$2,460,798	\$266,256	\$46,377,275	\$4,855,600	\$30,400
Expenditures					
PERSONNEL SERVICES	\$1,018,552	\$0	\$9,338,723	\$0	\$0
MATERIALS & SERVICES	\$693,466	\$211,100	\$10,909,636	\$139,736	\$30,400
CAPITAL OUTLAY	\$0	\$0	\$12,818,000	\$0	\$0
DEBT SERVICE	\$0	\$0	\$0	\$0	\$0
SPECIAL PAYMENTS	\$0	\$0	\$0	\$0	\$0
<i>Expenditures Subtotal</i>	\$1,712,018	\$211,100	\$33,066,359	\$139,736	\$30,400
INTERFUND TRANSFERS	\$0	\$0	\$197,000	\$1,047,592	\$0
CONTINGENCY	\$100,000	\$15,000	\$2,500,000	\$100,000	\$0
ENDING FUND BALANCE & RESERVES	\$648,780	\$40,156	\$10,613,916	\$3,568,272	\$0
Grand Total Expenditures	\$2,460,798	\$266,256	\$46,377,275	\$4,855,600	\$30,400
CHANGE IN FUND BALANCE	(\$177,305)	(\$22,904)	(\$9,886,084)	(\$64,728)	(\$30,000)

Explanation of Change in Fund Balance:

- Law Enforcement District Fund: The change in the Law Enforcement District Fund balance is -21 percent. District expenses occasionally dip into the fund balance as services fluctuate.
- Law Library Fund: The change in the Law Library Fund balance is -36 percent. An intergovernmental agreement with the State of Oregon, Jackson County Circuit Court, was executed to provide facilitation services for self-represented individuals within the Law Library. Operating costs continue to be reduced and the fund is expected to stabilize in fiscal year 2021-2022 as legal research contracts will be due for renewal. Subscription changes are expected as more legal information is provided online for free.
- General Road Fund: The change in the General Road Fund balance is -48 percent. The budget includes work on several significant capital projects according to the Department's capital improvement schedule. The fund balance will fluctuate due to the work in progress of road construction projects.
- Sports Park Mitigation Fund: The change in the Sports Park Mitigation Fund balance is -100 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)			CAPITAL PROJECT FUNDS	
	Surveyor	Title III	Video Lottery	Capital Projects	ECSO Capital
BEGINNING FUND BALANCE	\$1,200,000	\$1,192,990	\$0	\$590,000	\$28,000,000
<u>Revenues</u>					
GRANTS, GIFTS, ALLOC & DONATIONS	\$0	\$397,300	\$945,000	\$175,000	\$0
FEES & OTHER SERVICE CHARGES	\$878,000	\$0	\$0	\$0	\$0
PROPERTY TAX	\$0	\$0	\$0	\$0	\$0
BOND PROCEEDS	\$0	\$0	\$0	\$0	\$0
ALL OTHER RESOURCES	\$15,500	\$10,000	\$8,500	\$0	\$0
<i>Revenues Subtotal</i>	\$893,500	\$407,300	\$953,500	\$175,000	\$0
INTERFUND TRANSFERS & IS REIMB	\$6,427	\$0	\$0	\$605,000	\$0
Grand Total Revenues	\$2,099,927	\$1,600,290	\$953,500	\$1,370,000	\$28,000,000
<u>Expenditures</u>					
PERSONNEL SERVICES	\$644,914	\$0	\$0	\$0	\$0
MATERIALS & SERVICES	\$306,795	\$1,600,290	\$9,406	\$660,000	\$0
CAPITAL OUTLAY	\$20,000	\$0	\$0	\$710,000	\$28,000,000
DEBT SERVICE	\$0	\$0	\$0	\$0	\$0
SPECIAL PAYMENTS	\$0	\$0	\$0	\$0	\$0
<i>Expenditures Subtotal</i>	\$971,709	\$1,600,290	\$9,406	\$1,370,000	\$28,000,000
INTERFUND TRANSFERS	\$0	\$0	\$944,094	\$0	\$0
CONTINGENCY	\$145,000	\$0	\$0	\$0	\$0
ENDING FUND BALANCE & RESERVES	\$983,218	\$0	\$0	\$0	\$0
Grand Total Expenditures	\$2,099,927	\$1,600,290	\$953,500	\$1,370,000	\$28,000,000
CHANGE IN FUND BALANCE	(\$216,782)	(\$1,192,990)	\$0	(\$590,000)	(\$28,000,000)

Explanation of Change in Fund Balance:

- Surveyor Fund: The change in the Surveyor Fund balance is -18 percent. Fluctuations in fund balance is normal as survey work is dependant upon the local economy.
- Title III Fund: The change in the Title III Fund balance is -100 percent. All funds will be obligated for projects during the fiscal year. There is the potential for the fund balance to be spent by June 30, 2021.
- Capital Projects Fund: The change in the Capital Projects Fund balance is -100 percent. This fluctuates from year to year as projects are identified, planned, and completed.
- ECSO Capital Project Fund: The change in the ECSO Capital Project Fund balance is -100 percent. Outdated public safety emergency communications infrastructure will be upgraded or replaced during the fiscal year.

	CAPITAL PROJECT FUNDS (cont)				
	Greenway	Parks System Development	Roads System Development	Street Improvement	White City Capital
BEGINNING FUND BALANCE	\$500,000	\$0	\$1,428,000	\$720,000	\$1,410,045
<u>Revenues</u>					
GRANTS, GIFTS, ALLOC & DONATIONS	\$0	\$0	\$0	\$80,000	\$0
FEES & OTHER SERVICE CHARGES	\$0	\$50,000	\$625,000	\$0	\$0
PROPERTY TAX	\$0	\$0	\$0	\$0	\$0
BOND PROCEEDS	\$0	\$0	\$0	\$0	\$0
ALL OTHER RESOURCES	\$6,000	\$0	\$5,000	\$10,500	\$28,200
<i>Revenues Subtotal</i>	\$6,000	\$50,000	\$630,000	\$90,500	\$28,200
INTERFUND TRANSFERS & IS REIMB	\$0	\$0	\$0	\$0	\$0
Grand Total Revenues	\$506,000	\$50,000	\$2,058,000	\$810,500	\$1,438,245
<u>Expenditures</u>					
PERSONNEL SERVICES	\$0	\$0	\$0	\$0	\$0
MATERIALS & SERVICES	\$0	\$0	\$63,000	\$0	\$0
CAPITAL OUTLAY	\$0	\$0	\$0	\$0	\$1,438,245
DEBT SERVICE	\$0	\$0	\$0	\$78,000	\$0
SPECIAL PAYMENTS	\$0	\$0	\$0	\$0	\$0
<i>Expenditures Subtotal</i>	\$0	\$0	\$63,000	\$78,000	\$1,438,245
INTERFUND TRANSFERS	\$0	\$50,000	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$11,700	\$0
ENDING FUND BALANCE & RESERVES	\$506,000	\$0	\$1,995,000	\$720,800	\$0
Grand Total Expenditures	\$506,000	\$50,000	\$2,058,000	\$810,500	\$1,438,245
CHANGE IN FUND BALANCE	\$6,000	\$0	\$567,000	\$800	(\$1,410,045)

Explanation of Change in Fund Balance:

- Roads System Development Fund: The change in the Roads System Development Fund balance is 40 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 2020-2021 if a White City Public Parks and Recreation Service District is approved at the May 2020 election.

	INTERNAL SERVICES FUNDS					
	Central Services	Computer Replacement	Motor Pool	Risk Mgmt-Gen Auto Liability	Self-Insurance Health Plan	Workers' Comp
BEGINNING FUND BALANCE	\$1,511,704	\$701,081	\$570,000	\$7,875,621	\$3,040,612	\$3,342,662
<u>Revenues</u>						
GRANTS, GIFTS, ALLOC & DONATIONS	\$738,672	\$0	\$40,000	\$0	\$0	\$0
FEES & OTHER SERVICE CHARGES	\$402,123	\$0	\$57,000	\$0	\$4,446	\$0
PROPERTY TAX	\$0	\$0	\$0	\$0	\$0	\$0
BOND PROCEEDS	\$0	\$0	\$0	\$0	\$0	\$0
ALL OTHER RESOURCES	\$60,000	\$25,700	\$16,000	\$206,010	\$50,000	\$107,500
<i>Revenues Subtotal</i>	\$1,200,795	\$25,700	\$113,000	\$206,010	\$54,446	\$107,500
INTERFUND TRANSFERS & IS REIMB	\$14,986,607	\$1,130,087	\$3,118,521	\$1,724,287	\$15,161,666	\$656,220
Grand Total Revenues	\$17,699,106	\$1,856,868	\$3,801,521	\$9,805,918	\$18,256,724	\$4,106,382
<u>Expenditures</u>						
PERSONNEL SERVICES	\$10,682,673	\$0	\$335,889	\$120,988	\$0	\$99,457
MATERIALS & SERVICES	\$5,306,729	\$781,500	\$1,360,267	\$2,770,536	\$17,147,516	\$1,282,263
CAPITAL OUTLAY	\$238,000	\$653,940	\$1,152,000	\$0	\$0	\$0
DEBT SERVICE	\$0	\$0	\$0	\$0	\$0	\$0
SPECIAL PAYMENTS	\$0	\$0	\$0	\$0	\$0	\$0
<i>Expenditures Subtotal</i>	\$16,227,402	\$1,435,440	\$2,848,156	\$2,891,524	\$17,147,516	\$1,381,720
INTERFUND TRANSFER	\$0	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$1,471,704	\$0	\$303,365	\$0	\$0	\$0
ENDING FUND BALANCE & RESERVES	\$0	\$421,428	\$650,000	\$6,914,394	\$1,109,208	\$2,724,662
Grand Total Expenditures	\$17,699,106	\$1,856,868	\$3,801,521	\$9,805,918	\$18,256,724	\$4,106,382
CHANGE IN FUND BALANCE	(\$1,511,704)	(\$279,653)	\$80,000	(\$961,227)	(\$1,931,404)	(\$618,000)

Explanation of Change in Fund Balance:

- Central Services Fund: The change in the Central Services Fund balance is -100 percent. This fluctuates from year to year according to services provided by County departments and the true-up for unused services.
- Computer Replacement Fund: The change in the Computer Replacement Fund balance is -40 percent. This fluctuates from year to year according to replacement needs.
- Motor Pool Fund: The change in the Motor Pool Fund balance is 14 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 -12 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 -64 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 -18 percent. The fund balance will fluctuate based on the number of claims in a year.

	DEBT SVC	ENTERPRISE FUNDS		
	ECSO Debt	Airport Enterprise	Expo Park	Recreation Enterprise
BEGINNING FUND BALANCE	\$0	\$41,583,165	\$539,514	\$600,000
<u>Revenues</u>				
GRANTS, GIFTS, ALLOC & DONATIONS	\$0	\$8,253,937	\$569,922	\$2,118,929
FEES & OTHER SERVICE CHARGES	\$0	\$11,179,539	\$2,409,296	\$2,525,500
PROPERTY TAX	\$1,853,325	\$0	\$0	\$0
BOND PROCEEDS	\$0	\$0	\$0	\$0
ALL OTHER RESOURCES	\$14,300	\$340,600	\$20,000	\$15,000
<i>Revenues Subtotal</i>	\$1,867,625	\$19,774,076	\$2,999,218	\$4,659,429
INTERFUND TRANSFERS & IS REIMB	\$0	\$890,669	\$9,600	\$409,675
Grand Total Revenues	\$1,867,625	\$62,247,910	\$3,548,332	\$5,669,104
<u>Expenditures</u>				
PERSONNEL SERVICES	\$0	\$4,779,166	\$559,270	\$1,725,749
MATERIALS & SERVICES	\$14,300	\$6,152,546	\$2,450,248	\$1,657,440
CAPITAL OUTLAY	\$0	\$4,454,682	\$0	\$1,183,065
DEBT SERVICE	\$1,853,325	\$893,630	\$0	\$352,968
SPECIAL PAYMENTS	\$0	\$0	\$0	\$0
<i>Expenditures Subtotal</i>	\$1,867,625	\$16,280,024	\$3,009,518	\$4,919,222
INTERFUND TRANSFERS	\$0	\$925,669	\$0	\$0
CONTINGENCY	\$0	\$1,799,657	\$301,800	\$507,000
ENDING FUND BALANCE & RESERVES	\$0	\$43,242,560	\$237,014	\$242,882
Grand Total Expenditures	\$1,867,625	\$62,247,910	\$3,548,332	\$5,669,104
CHANGE IN FUND BALANCE	\$0	\$1,659,395	(\$302,500)	(\$357,118)

Explanation of Change in Fund Balance:

- Expo Park Enterprise Fund: The change in the Expo Park Enterprise Fund balance is -56 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 -60 percent. The fund balance fluctuation is normal based on current projects and reserves set aside for future projects.

TOTAL ALL FUNDS	
	FY 2020-2021
BEGINNING FUND BALANCE	\$210,517,360
<u>Revenues</u>	
GRANTS, GIFTS, ALLOC & DONATIONS	\$90,658,749
FEES & OTHER SERVICE CHARGES	\$34,257,382
PROPERTY TAX	\$43,951,546
BOND PROCEEDS	\$262,500
ALL OTHER RESOURCES	\$4,120,680
<i>Revenues Subtotal</i>	\$173,250,857
INTERFUND TRANSFERS & IS REIMB	\$46,043,430
Grand Total Revenues	\$429,811,647
<u>Expenditures</u>	
PERSONNEL SERVICES	\$103,390,555
MATERIALS & SERVICES	\$87,594,775
CAPITAL OUTLAY	\$50,779,785
DEBT SERVICE	\$4,827,923
SPECIAL PAYMENTS	\$914,519
<i>Expenditures Subtotal</i>	\$247,507,557
INTERFUND TRANSFERS	\$8,718,890
CONTINGENCY	\$19,345,226
ENDING FUND BALANCE & RESERVES	\$154,239,974
Grand Total Expenditures	\$429,811,647
CHANGE IN FUND BALANCE	(\$56,277,386)

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	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ADOPTED	2020-2021 ADOPTED
ASSESSMENT AND APPRAISAL					
Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$673,572	\$672,040	\$630,717	\$683,826	\$689,925
Local Resources	\$2,686,367	\$2,454,571	\$2,789,843	\$3,249,228	\$3,534,691
Other Resources	\$97,049	\$154,437	\$189,626	\$374,688	\$389,961
Total Revenues	\$3,456,988	\$3,281,048	\$3,610,186	\$4,307,742	\$4,614,577
Total Expenditures	\$3,456,988	\$3,281,048	\$3,610,186	\$4,307,742	\$4,614,577
BOARD OF COMMISSIONERS					
Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$0	\$0	\$0	\$0	\$0
Video Lottery Resources	\$26,130	\$12,399	\$30,748	\$39,726	\$44,094
Local Resources	\$0	\$0	\$0	\$0	\$0
Other Resources	\$637,958	\$608,884	\$777,218	\$896,754	\$946,171
Total Revenues	\$664,088	\$621,283	\$807,966	\$936,480	\$990,265
Total Expenditures	\$722,746	\$641,245	\$722,871	\$936,480	\$990,265
COMMUNITY JUSTICE – ADULT SUPERVISION AND PROGRAMS					
Federal Resources	\$46,660	\$0	\$0	\$0	\$0
State Resources	\$3,545,495	\$4,113,908	\$4,584,629	\$4,794,360	\$4,690,573
Local Resources	\$293,768	\$346,777	\$5,000	\$408,016	\$868,306
Other Resources	\$975,675	\$1,134,479	\$1,048,098	\$990,200	\$1,009,350
Total Revenues	\$4,861,598	\$5,595,165	\$5,637,728	\$6,192,576	\$6,568,229
Total Expenditures	\$4,861,598	\$5,595,165	\$5,461,718	\$6,192,576	\$6,568,229
COMMUNITY JUSTICE – TRANSITION CENTER					
Federal Resources	\$862,476	\$492,314	\$440,766	\$474,000	\$377,000
State Resources	\$1,976,598	\$2,080,599	\$2,285,390	\$2,267,881	\$2,342,193
Local Resources	\$511,487	\$1,100,502	\$926,766	\$1,563,078	\$2,263,722
Other Resources	\$773,656	\$760,463	\$1,065,409	\$902,250	\$726,250
Total Revenues	\$4,124,216	\$4,433,878	\$4,718,331	\$5,207,209	\$5,709,165
Total Expenditures	\$4,124,216	\$4,433,878	\$4,718,331	\$5,207,209	\$5,709,165



DEPARTMENT - PROGRAM	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ADOPTED	2020-2021 ADOPTED
COMMUNITY JUSTICE – JUVENILE SERVICES					
Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$1,322,406	\$1,312,991	\$1,494,174	\$1,574,397	\$1,326,954
Local Resources	\$4,186,329	\$4,365,020	\$4,569,548	\$5,208,340	\$5,498,338
Other Resources	\$64,783	\$57,335	\$57,199	\$68,200	\$57,700
Total Revenues	\$5,573,519	\$5,735,346	\$6,120,921	\$6,850,937	\$6,882,992
Total Expenditures	\$5,573,519	\$5,735,345	\$6,120,921	\$6,850,937	\$6,882,992
COUNTY ADMINISTRATION – COMMUNITY DEVELOPMENT BLOCK GRANT					
Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$220,626	\$79,374	\$0	\$300,000	\$300,000
Local Resources	\$0	\$0	\$0	\$0	\$0
Other Resources	\$3,198	\$0	\$26,713	\$10,000	\$10,000
Total Revenues	\$223,824	\$79,374	\$26,713	\$310,000	\$310,000
Total Expenditures	\$223,824	\$79,374	\$26,713	\$310,000	\$310,000
DISTRICT ATTORNEY					
Federal Resources	\$748,301	\$733,646	\$800,342	\$859,374	\$966,512
State Resources	\$400,726	\$409,601	\$367,031	\$275,027	\$283,728
Local Resources	\$3,549,652	\$4,064,695	\$4,092,987	\$5,486,844	\$5,798,153
Other Resources	\$267,350	\$303,859	\$435,936	\$213,696	\$213,600
Total Revenues	\$4,966,030	\$5,511,800	\$5,696,296	\$6,834,941	\$7,261,993
Total Expenditures	\$4,966,030	\$5,511,800	\$5,696,296	\$6,834,941	\$7,261,993
FINANCE – TAXATION OFFICE					
Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$124,575	\$119,250	\$108,547	\$130,000	\$100,000
Local Resources	\$295,895	\$314,488	\$333,095	\$388,432	\$474,138
Other Resources	\$221,469	\$216,850	\$198,758	\$216,727	\$196,300
Total Revenues	\$641,939	\$650,588	\$640,400	\$735,159	\$770,438
Total Expenditures	\$641,939	\$650,548	\$640,400	\$735,159	\$770,438
HEALTH AND HUMAN SERVICES – ENVIRONMENTAL PUBLIC HEALTH					
Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$114,312	\$105,099	\$106,386	\$118,000	\$120,000
Local Resources	\$27,780	\$11,256	\$43,976	\$66,675	\$62,000
Other Resources	\$837,394	\$893,685	\$892,006	\$853,900	\$1,109,400
Total Revenues	\$979,486	\$1,010,040	\$1,042,368	\$1,038,575	\$1,291,400
Total Expenditures	\$768,458	\$831,940	\$886,011	\$1,038,575	\$1,291,400



DEPARTMENT - PROGRAM	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ADOPTED	2020-2021 ADOPTED
HEALTH AND HUMAN SERVICES – MENTAL HEALTH					
Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$27,773,443	\$11,585,928	\$10,315,265	\$9,593,969	\$11,702,916
Local Resources	\$323	\$10	\$4,032	\$0	\$0
Other Resources	\$282,175	\$145,737	\$145,901	\$749,601	\$728,581
Total Revenues	\$28,055,941	\$11,731,675	\$10,465,198	\$10,343,570	\$12,431,497
Total Expenditures	\$32,236,431	\$9,926,051	\$9,853,676	\$10,343,570	\$12,431,497
HEALTH AND HUMAN SERVICES – PUBLIC HEALTH					
Federal Resources	\$1,419,583	\$1,394,747	\$1,397,185	\$1,370,045	\$1,359,342
State Resources	\$3,417,956	\$3,556,785	\$3,938,485	\$2,975,050	\$3,166,672
Local Resources	\$20	\$0	\$60	\$0	\$0
Other Resources	\$1,029,539	\$1,375,061	\$733,244	\$1,351,403	\$1,459,473
Total Revenues	\$5,867,098	\$6,326,594	\$6,068,974	\$5,696,498	\$5,985,487
Total Expenditures	\$5,828,345	\$6,241,173	\$5,876,680	\$5,696,498	\$5,985,487
HEALTH AND HUMAN SERVICES – VETERANS' SERVICES					
Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$118,566	\$195,863	\$194,279	\$206,093	\$206,351
Local Resources	\$0	\$0	\$0	\$0	\$0
Other Resources	\$353,813	\$268,445	\$402,721	\$452,160	\$452,160
Total Revenues	\$472,379	\$464,308	\$597,000	\$658,253	\$658,511
Total Expenditures	\$472,379	\$464,293	\$597,000	\$658,253	\$658,511
ROADS AND PARKS					
Federal Resources	\$586,388	\$1,543,923	\$1,263,523	\$540,000	\$1,728,283
State Resources	\$15,252,187	\$17,361,263	\$19,188,584	\$24,189,161	\$24,188,746
Local Resources	\$437,946	\$1,064,797	\$647,632	\$339,537	\$529,537
Other Resources	\$26,272,765	\$25,975,332	\$30,069,805	\$31,779,562	\$33,630,771
Total Revenues	\$42,549,286	\$45,945,314	\$51,169,544	\$56,848,260	\$60,077,337
Total Expenditures	\$24,643,915	\$24,863,239	\$27,193,130	\$56,848,260	\$60,077,337
SHERIFF – CORRECTIONS					
Federal Resources	\$1,026,100	\$747,031	\$770,115	\$1,028,000	\$1,028,000
State Resources	\$1,808,391	\$1,812,831	\$1,811,807	\$1,803,648	\$1,803,648
Video Lottery Resources	\$961,000	\$959,766	\$920,000	\$900,000	\$900,000
Local Resources	\$7,712,046	\$7,758,235	\$8,900,039	\$9,429,324	\$10,246,710
Other Resources	\$191,347	\$196,427	\$256,905	\$356,000	\$326,000
Total Revenues	\$11,698,883	\$11,474,290	\$12,658,866	\$13,516,972	\$14,304,358
Total Expenditures	\$11,698,883	\$11,474,290	\$12,658,866	\$13,516,972	\$14,304,358



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 221,290 – an increase of 2,090 in 2019 with an average growth rate of approximately 0.68 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 81,465, 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 20,960), 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 our 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 15 inches of rainfall a year. While the weather can be mild – average temperature in January is 36° and 89° 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 \$348,003 in 2019. In 2018 (the latest figure available), the median household income in Jackson County was \$55,511 and the per capita personal income was \$46,603.

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 Acreage Statistics

ZONING/OWNERSHIP

	Private		State		Federal		Regional*		TOTAL
	Acreage	%	Acreage	%	Acreage	%	Acreage	%	ACREAGE
Residential	41,881	98.47	98	0.23	42	0.10	510	1.20	42,531
Commercial/Industrial	3,671	84.63	45	1.04	151	3.48	472	10.88	4,339
Aggregate	6,349	93.67	142	2.10	7	0.10	280	4.13	6,778
Exclusive Farm Use	235,774	96.31	2,029	0.83	3,626	1.48	3,376	1.38	244,805
Forest Resource	393,746	31.66	1,641	0.13	842,244	67.73	5,894	0.47	1,243,525
Open Space Reserve	21,855	58.50	1,223	3.27	10,964	29.35	3,318	8.88	37,360
Woodland Resource	90,576	57.26	498	0.30	71,086	42.15	506	0.30	168,666
Other**	380	42.29	0	0.00	0	0.00	391	50.71	771
TOTAL OWNERSHIP	800,232	45.76	5,676	0.32	928,120	53.07	14,747	53.09	1,748,775

* Regional ownership includes lands owned by the County, cities, water commissioners, urban renewal agencies, special districts, etc.

** Other zoning types include "Limited Use" and "Rural Use."



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: (2019) \$33,334,294,053
Annual Precipitation: 15.32"
Principle Industries: Retail, Medical
Tourism, Manufacturing, Agriculture, Lumber

VOTERS

Democrat	45,464
Independent	7,563
Republican	48,302
Non-Affiliated	51,315
All Others	3,053
Total Registered Voters	155,697

PER CAPITA INCOME

2009	\$33,310
2010	\$34,168
2011	\$34,602
2012	\$36,289
2013	\$36,861
2014	\$37,637
2015	\$40,698
2016	\$41,852
2017	\$44,360
2018	\$46,603

AGE	POPULATION	PERCENT
0-9	23,780	10.7%
10-19	25,130	11.4%
20-29	24,177	10.9%
30-39	26,512	12.0%
40-49	26,089	11.8%
50-59	28,436	12.9%
60-69	32,548	14.7%
70-79	22,901	10.3%
80+	11,717	5.3%
TOTAL	221,290	100.0%

POPULATION

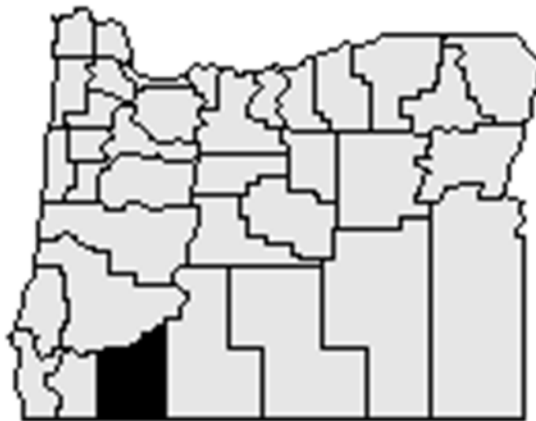
	7/1/18	7/1/19	Percent Change
Total Jackson County	219,200	221,290	0.95%
Ashland	20,815	20,960	0.70%
Butte Falls	440	460	4.55%
Central Point	17,895	18,365	2.63%
Eagle Point	9,105	9,260	1.70%
Gold Hill	1,220	1,220	0.00%
Jacksonville	2,980	3,015	1.17%
Medford	80,375	81,465	1.36%
Phoenix	4,620	4,650	0.65%
Rogue River	2,245	2,235	-0.45%
Shady Cove	3,105	3,145	1.29%
Talent	6,380	6,465	1.33%
Unincorporated	70,020	70,050	0.04%



COMPARISONS

Fiscal Year	Population	School Enrollment	Unemployment Rate
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	9.7%
2013-2014	208,375	28,722	8.4%
2014-2015	210,975	29,396	6.8%
2015-2016	213,765	29,889	5.7%
2016-2017	216,900	30,293	4.7%
2017-2018	219,200	30,470	4.7%
2018-2019	221,290	30,545	4.4%

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 ADOPTED FOR FISCAL YEAR 2020-2021

Any items which are \$5,000 or more and have a useful life that exceeds a year are budgeted in the department's Capital Outlay or in the Capital Projects Fund. Capital improvements that add value to an asset are included in Capital Outlay. Repairs and maintenance that retain value of an asset and preserves or avoids shortening the asset's useful life are budgeted in Materials and Services.

RECURRING CAPITAL PROJECTS AND CAPITAL OUTLAY

Recurring Capital Outlay have a regular replacement cycle, are generally included in the department's budget each year, and have no significant impact on the operating budget. Recurring Capital Outlay for fiscal year 2020-2021 are listed in the table below.

Item	Fund	Replace	Add'l	Cost	Dept Total
AIRPORT					
Sectional Push Plow	Enterprise		1	\$15,000	
Upgrade Sanitary Sewer	Enterprise	1		\$15,000	
Server	Enterprise	1		\$22,000	
Utility Bed (2 Units)	Enterprise		2	\$24,000	
De-Icing Applicator	Enterprise	1		\$25,000	
Firefighting Testing System	Enterprise	1		\$25,000	
Switches – SISCO	Enterprise	2		\$30,000	
Forklift	Enterprise	1		\$40,000	
Terminal Seating	Enterprise		1	\$40,000	
Security Projects	Enterprise	1		\$80,000	
Maintenance Truck (2 Units)	Enterprise	2		\$90,000	
Truck With Loader	Enterprise	1		\$105,000	
Perimeter Road Improvements	Enterprise	1		\$150,000	\$661,000
ASSESSMENT					
Office Remodel	General	1		\$5,000	\$5,000
FIDUCIARY & SPECIAL FUNDS					
Central Services Fiduciary					
Servers Replacement	Internal Services	7		\$100,000	\$100,000
INFORMATION TECHNOLOGY					
Perimeter Defense ASA	Internal Services	2		\$12,000	
WIFI Controllers Replacement	Internal Services	2	1	\$14,000	
Applications/Business Systems Server Hardware	Internal Services	3		\$48,000	
Applications/Software Test Servers	Internal Services	5		\$78,000	\$152,000
ROADS AND PARKS					
Fleet Services					
Floor Scrubber Machine	Special Revenue	1		\$10,000	
Tire Changing Machine	Special Revenue	1		\$45,000	



Item	Fund	Replace	Add'l	Cost	Dept Total
Motor Pool					
Pickup – Full-Size	Internal Services	1		\$32,000	
Pickup – 4x4 Extended Cab	Internal Services	1		\$35,000	
SUV – Mid-Size	Internal Services		1	\$35,000	
Pickup – 4x4	Internal Services	1	1	\$40,000	
SUV – Full-Size	Internal Services	1		\$40,000	
Pickup – 4x4 Extended Cab	Internal Services	1		\$40,000	
Pickup – 4x4 Extended Cab	Internal Services	1		\$45,000	
Pickup – 4x4 Super Cab	Internal Services	1		\$45,000	
Pickup – 1 Ton Crew Cab	Internal Services	1		\$50,000	
Pickup – 1 Ton Flatbed	Internal Services	2		\$90,000	
Full-Size Cab/Chassis Transport	Internal Services	1		\$90,000	
Pickup – 4x4 Crew Cab Equipped	Internal Services	2		\$120,000	
SUV – Full-Size Equipped	Internal Services	7		\$490,000	
Road Maintenance					
Slide-In Water Tank	Special Revenue	1		\$25,000	
Flail Mower – Truck Mounted	Special Revenue	1		\$100,000	
Dump Truck – F-Axle	Special Revenue	1		\$200,000	
Distributor – 3,000 Gallon	Special Revenue	1		\$375,000	
Paint Striper	Special Revenue	1		\$425,000	\$2,302,000
SURVEYOR					
RTK GPS Receiver	Special Revenue	1		\$20,000	\$20,000

NON-RECURRING CAPITAL PROJECTS AND CAPITAL OUTLAY

The projects listed below, adopted for fiscal year 2020-2021, are those non-recurring Capital Projects and Capital Outlay items which are \$10,000 and over and generally not budgeted each year on a replacement cycle. To see a five-year plan of these projects as well as other future projects for all departments, please refer to the Five-Year Projections section beginning on page 377 of this document.

✳ AIRPORT

Purchase Item	<i>KC-97 Elevator Replacement</i>
Source of Funding	Operating Revenue/Airport Enterprise Fund
FY 2020-2021 Budget	\$45,000
Total Project Cost	\$45,000
Purpose	To repair the existing elevator at the KC-97 plane to maintain ADA compliance and elevator downtime due to repairs.
Operating Impact	Slight reduction in maintenance costs.
Estimated Completion	2021
Purchase Item	<i>Environmental Assessment</i>
Source of Funding	FAA Grants and Operating Revenue/Airport Enterprise Fund
FY 2020-2021 Budget	\$51,546
Total Project Cost	\$537,250
Purpose	To complete the 2018 Environmental Assessment on file with the Federal Aviation Administration.
Operating Impact	Minimal ongoing operation expenses once the assessment is completed.
Estimated Completion	2021



Purchase Item **Passenger Boarding Bridge**
Source of Funding FAA Grants and Operating Revenue/Airport Enterprise Fund
FY 2020-2021 Budget \$104,894
Total Project Cost \$1,125,000
Purpose To improve safety and enhance the passenger experience at the Airport by adding a second boarding bridge to the terminal.
Operating Impact Annual maintenance for the new bridge should be minimal and can be performed in the same timeframe as the existing bridge.
Estimated Completion 2021

Purchase Item **Baggage Handling System**
Source of Funding Operating Revenue/Airport Enterprise Fund
FY 2020-2021 Budget \$150,000
Total Project Cost \$150,000
Purpose To repair and replace parts on the existing system, thereby extending the useful life.
Operating Impact Maintenance costs are expected to be reduced by approximately \$20,000 per year.
Estimated Completion 2021

Purchase Item **Terminal HVAC Systems**
Source of Funding Operating Revenue/Airport Enterprise Fund
FY 2020-2021 Budget \$250,000
Total Project Cost \$250,000
Purpose To add additional units to improve HVAC service in the terminal.
Operating Impact Annual operating costs are expected to be \$10,000 per year.
Estimated Completion 2021

Purchase Item **Master Plan and Wildlife Plan**
Source of Funding FAA Grants and Operating Revenue/Airport Enterprise Fund
FY 2020-2021 Budget \$252,954
Total Project Cost \$1,125,000
Purpose To update the Airport's Master Plan and establish a Wildlife Plan as required by the Federal Aviation Authority.
Operating Impact The Master Plan revision is an expense that occurs approximately every 10 years.
Estimated Completion 2021

Purchase Item **Hangar Taxilane Reconstruction (Phase 2): Pavement Condition Index Study; Detention Pond Design**
Source of Funding FAA Grants and Operating Revenue/Airport Enterprise Fund
FY 2020-2021 Budget \$2,939,288
Total Project Cost \$2,939,288
Purpose To complete the 2020 projects listed on the Airport's 2020 Capital Improvement Plan programmed with the Federal Aviation Authority.
Operating Impact Ongoing repair/maintenance costs will be reduced by approximately \$10,000 annually.
Estimated Completion 2021

* **COMMUNITY JUSTICE**

Purchase Item **Security Camera System Upgrade**
Source of Funding Operating Revenue/General Fund
FY 2020-2021 Budget \$106,853
Total Project Cost \$106,853
Purpose To update the aging security system at the Transition Center.



Operating ImpactSlight reduction in maintenance costs.
 Estimated Completion.....2021

✳ FIDUCIARY AND SPECIAL FUNDS

CAPITAL PROJECTS

Purchase Item***US Hotel Roof Replacement***
 Source of FundingOperating Revenue/General Fund
 FY 2020-2021 Budget\$50,000
 Total Project Cost.....\$50,000
 PurposeReplace the aging roof of the historic US Hotel.
 Operating ImpactNone until the roof has met its useful life.
 Estimated Completion.....2021

Purchase Item***Roads Fleet Building Roof Replacement***
 Source of FundingOperating Revenue/General Fund
 FY 2020-2021 Budget\$100,000
 Total Project Cost.....\$100,000
 PurposeReplace the aging roof of the Roads Fleet Building #901.
 Operating ImpactNone until the roof has met its useful life.
 Estimated Completion.....2021

Purchase Item***Sheriff – Jail Chiller Replacement***
 Source of FundingOperating Revenue/General Fund
 FY 2020-2021 Budget\$160,000
 Total Project Cost.....\$160,000
 PurposeReplace existing chiller equipment.
 Operating ImpactSmall energy savings are expected with new, more efficient, equipment.
 Estimated Completion.....2021

Purchase Item***Justice Building Courtroom Renovations***
 Source of FundingOperating Revenue/General Fund
 FY 2020-2021 Budget\$400,000
 Total Project Cost.....\$400,000
 PurposeUnder State Statute, counties are responsible for housing the State courts. Jackson County was approved for a new judge position in the last legislative session and, to accommodate the new position, one current courtroom will be remodeled into two smaller courtrooms.
 Operating ImpactSlight increase in facility operating costs.
 Estimated Completion.....2021

ECISO CAPITAL PROJECT

Purchase Item***ECISO Communications Infrastructure Upgrade***
 Source of FundingFund Balance/ECISO Capital Project Fund
 FY 2020-2021 Budget\$28,000,000
 Total Project Cost.....\$28,000,000
 PurposeEmergency Communications of Southern Oregon (ECISO) is a combined emergency dispatch facility and Public Safety Answering Point (PSAP) for 9-1-1 lines that serve the citizens of Jackson County. In November 2019, voters passed a bond measure to upgrade the outdated public safety emergency communication system. Capital expenditures are expected to include: modernized P25 digital radios with improved voice communications for public safety users (Fire, EMS, Police), new IP Dispatch Radio consoles for communication on the radio system, paging, fire station alerting, emergency calls, and alarms;



updated microwave radios on tower sites throughout Jackson County for public safety users; mobile radios in emergency vehicles as well as hand-held radios for Fire, EMS, and Police; and tower acquisition, construction, and related land acquisition/site improvements providing improved radio coverage.

Operating ImpactOngoing operating costs and repairs will be the responsibility of ECSO, a standalone public entity.
Estimated Completion.....2021

WHITE CITY CAPITAL PROJECTS

Purchase Item*Land*
Source of FundingFund Balance/General Fund
FY 2020-2021 Budget\$1,438,245
Total Project Cost.....\$1,438,245
PurposeUpon 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 ImpactNone after initial purchase.
Estimated Completion.....2021

✴ INFORMATION TECHNOLOGY

Purchase Item*Network Infrastructure Replacement*
Source of FundingOperating Revenue/Internal Services Fund
FY 2020-2021 Budget\$106,853
Total Project Cost.....\$106,853
PurposeTo update the aging infrastructure to include 48 port switches, 2 blades, and 6 aggregate switches.
Operating ImpactAnnual maintenance costs are expected to be approximately \$25,000.
Estimated Completion.....2021

✴ ROADS AND PARKS

ADMINISTRATION

Purchase Item*Bulk Water Station Facility – Phase II*
Source of FundingGeneral Road Fund
FY 2020-2021 Budget\$250,000
Total Project Cost.....\$250,000
PurposeIncrease the efficiency of water sales to the public.
Operating ImpactThe water station facility is paid for by water sales revenue.
Estimated Completion.....2021

ENGINEERING

Purchase Item*Land for Right-of-Way*
Source of FundingGeneral Road Fund
FY 2020-2021 Budget\$600,000
Total Project Cost.....\$600,000
PurposeHazard eliminations and modernizations on the County road system.
Operating ImpactLand acquisitions are necessary for the completion of some capital projects.
Estimated Completion.....2023



Purchase Item **Road Improvement Projects**
Source of Funding Grant Funds and General Road Fund
FY 2020-2021 Budget \$10,818,000
Total Project Cost \$17,518,000
Purpose To make road improvements and necessary repairs to maintain a safe road system. The following maps and photos identify projects for: asphalt overlays (portions of Agate Road, Airport Road, East Pine Street from I-5 northbound ramps to Bear Creek Bridge, Hamrick Road from East Pine Street to 90-degree corner, Merry Lane); East Vilas Road (Crater Lake Avenue to Foothill Road) to complete remaining project engineering and construction; Elder Mill Bridge #640 (replace the deteriorated timber bridge with a concrete structure); Foothill Road Extension (Corey Road to Atlantic Avenue and Foothill Road/Highway 140 roundabout) to complete construction; Foothill Road Improvement/Delta Waters Road to Dry Creek Road (realign and straighten the roadway, provide seven foot shoulders, and add turn lanes at all intersections); Foothill Road Improvement/East Vilas Road to Corey Road (reconstruction, widening, and add pavement shoulders); and surface gravel roads (Campbell Road, Charlene Street, Cork Drive, Ferry Fishers Road, Steelhead Place, Worthington Road).
Operating Impact Capital investment in these projects will provide a combination of reduced annual maintenance costs and increased safety.
Estimated Completion 2024

PARKS

Purchase Item **Emigrant Lake Parking Lot Repairs**
Source of Funding Bureau of Reclamation Grant and Operating Revenue/Recreation Enterprise Fund
FY 2020-2021 Budget \$205,000
Total Project Cost \$205,000
Purpose Repave parking lots at Emigrant Lake.
Operating Impact Additional ongoing operational costs are expected to be less than those in recent years due to less repairs.
Estimated Completion 2021

Purchase Item **Howard Prairie Marina**
Source of Funding Federal/State Grants and Operating Revenue/Recreation Enterprise Fund
FY 2020-2021 Budget \$978,065
Total Project Cost \$5,478,065
Purpose To replace, redesign, and move the Howard Prairie Marina to a deeper section of the lake.
Operating Impact During low water years, the boat docks and ramp are on dry land. As a result, public usage and revenues are greatly reduced. Once completed, public usage throughout the summer months, and revenues from the Howard Prairie Marina, are expected to increase.
Estimated Completion 2024



Project Title

Agate Road Overlay

Project Location

Leigh Way to Rogue Valley Expressway

Project Purpose

Asphalt Overlay

Expected Completion Date

2020



Existing Condition

Looking North

Existing Condition

Looking South



Project Title

Airport Road Overlay

Project Location

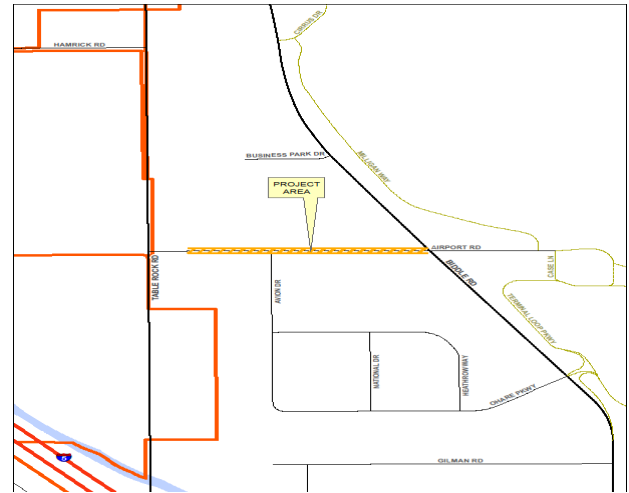
350 Feet West of Avion Drive
To Biddle Road

Project Purpose

Asphalt Overlay

Expected Completion Date

2020



Existing Condition

Looking East

Existing Condition

Looking West



Project Title

Campbell Road Surfacing

Project Location

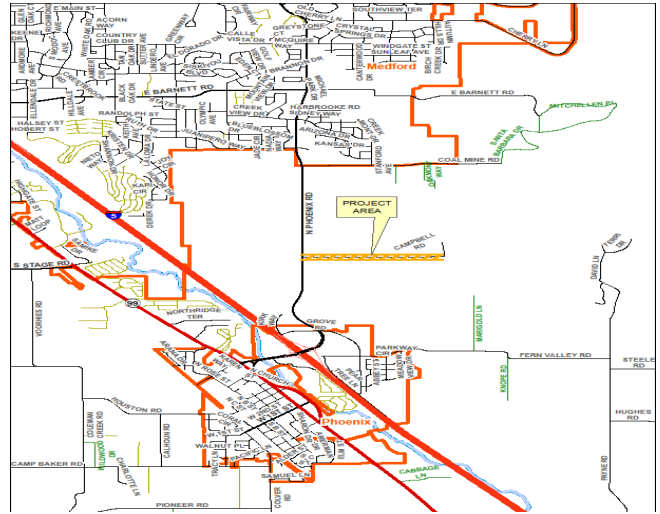
North Phoenix Road to End
Of County Maintenance

Project Purpose

Convert Gravel Road
To Chip Seal Surface

Expected Completion Date

2020



Existing Condition

Looking East

Existing Condition

Looking West



Project Title

Charlaine Street Surfacing

Project Location

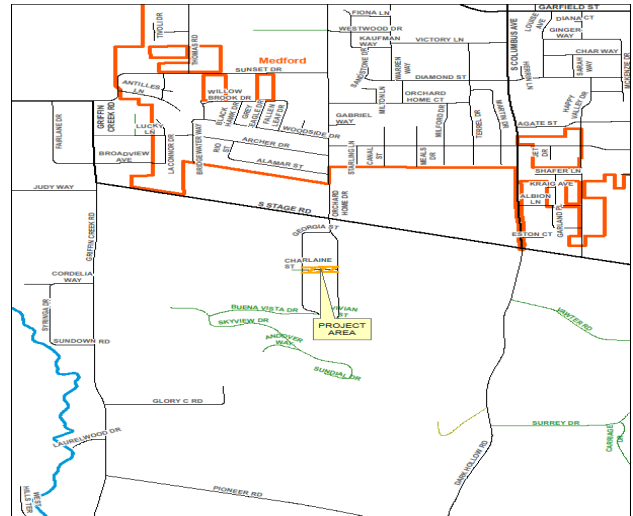
Orchard Home Drive to Georgia Street

Project Purpose

Convert Gravel Road
To Chip Seal Surface

Expected Completion Date

2020



Existing Condition
Looking West

Existing Condition
Looking West



Project Title

Cork Drive Surfacing

Project Location

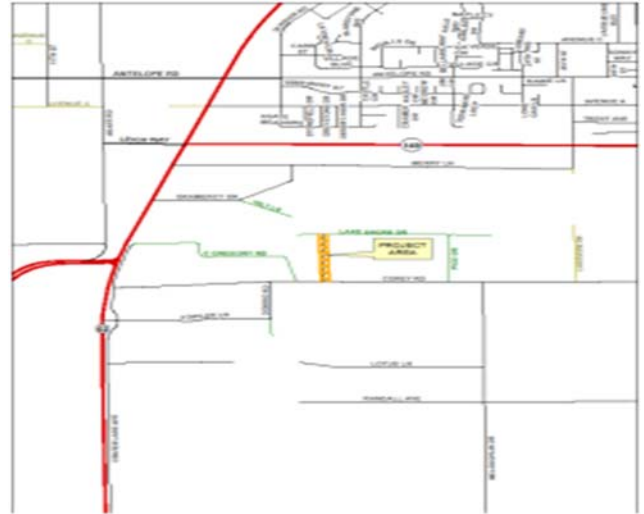
Corey Road to Lake Shore Drive

Project Purpose

Convert Gravel Road
To Chip Seal Surface

Expected Completion Date

2020



Existing Condition

Looking North

Existing Condition

Looking North



Project Title

East Pine Street Overlay

Project Location

I-5 Northbound Ramps
To Bear Creek Bridge

Project Purpose

Asphalt Overlay

Expected Completion Date

2020



Existing Condition

Looking East

Existing Condition

Looking West



Project Title

East Vilas Road Improvement

Project Location

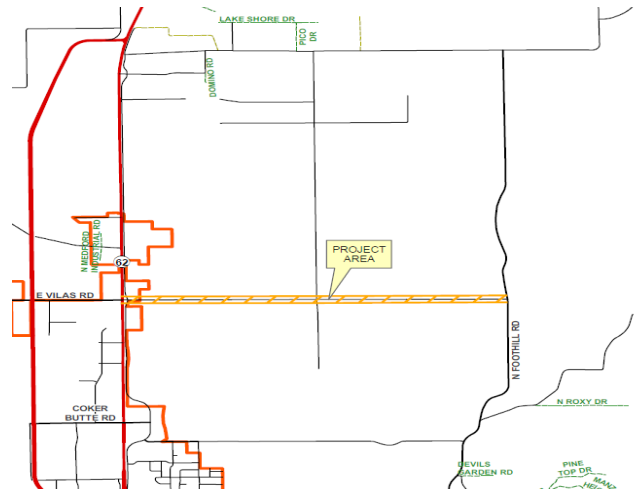
Crater Lake Avenue to Foothill Road

Project Purpose

Reconstruct and Widen Existing Narrow Two Lane Rd to Include Two Travel Lanes, Seven Foot Shoulders; Turn Lanes at Intersections

Expected Completion Date

2021



Existing Condition

Narrow Roadway With Minimal Shoulder and Deep Ditches

Existing Condition

Inadequate Base Support For Heavy Truck Traffic



Project Title

Elder Mill Bridge #640

Project Location

Elder Mill Road Over Trail Creek

Project Purpose

Replace the Deteriorated Timber
Bridge With Concrete Structure

Expected Completion Date

2020



Existing Condition
Narrow Wooden Structure

Existing Condition
Wooden Structure



Project Title

Fishers Ferry Road Surfacing

Project Location

John Day Drive to John Day Drive
Including Bison Place Intersection

Project Purpose

Covert Gravel Road
To Chip Seal Surface

Expected Completion Date

2020



Existing Condition

Looking East

Existing Condition

Looking West



Project Title

Foothill Road Extension

Project Location

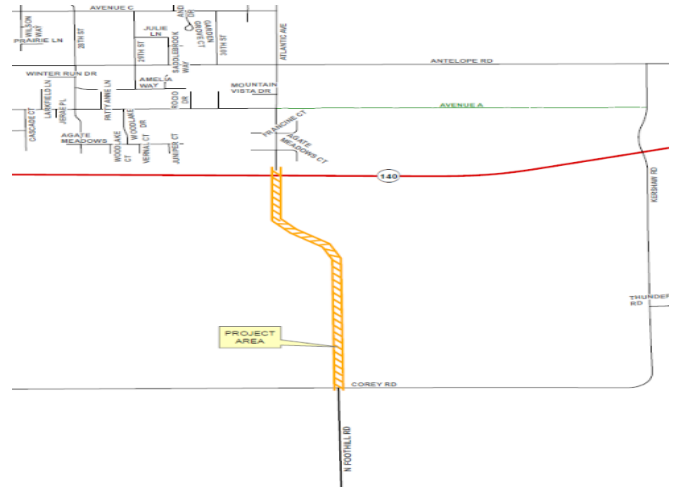
Corey Road to Atlantic Avenue

Project Purpose

Extend Foothill Rd Across Corey Rd;
Connecting to New Atlantic Ave/
Foothill Rd/Highway 140 Roundabout

Expected Completion Date

2020



Existing Condition

Foothill Rd Ends at Corey Rd
No Turn Lanes

Existing Condition

Atlantic Ave Ends at Highway 140



Project Title

Foothill Road Improvement

Project Location

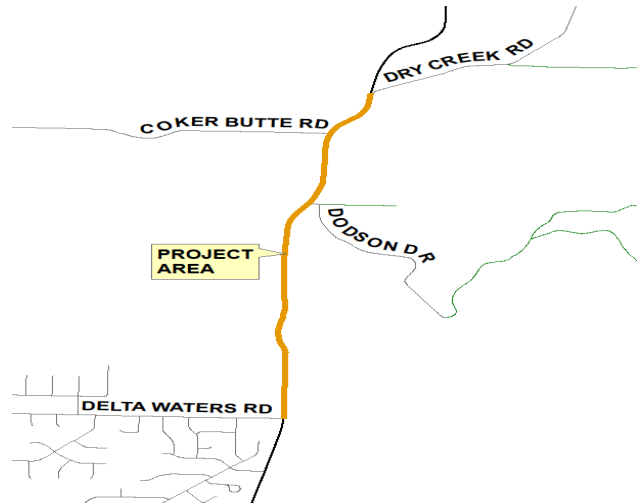
Delta Waters Road to Dry Creek Road

Project Purpose

Realign and Straighten Roadway,
Provide Seven Foot Shoulders, Add
Turn Lanes at All Intersections

Expected Completion Date

2022

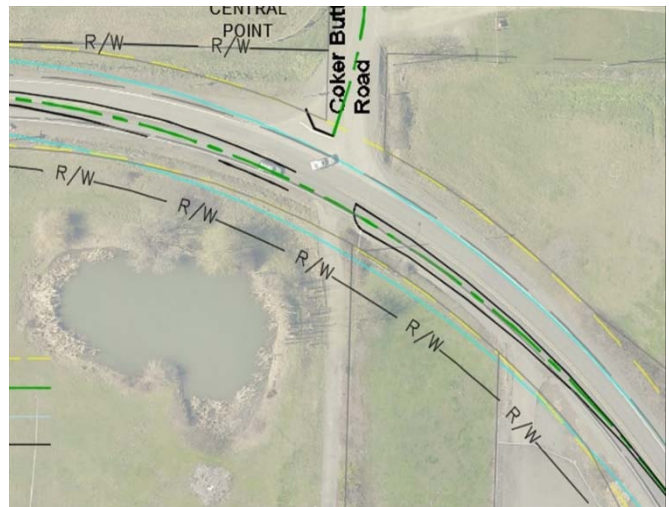


Existing Condition

Foothill Rd at Coker Butte Rd

Proposed Condition

Realignment Showing Dedicated
Turn Lane Design



Project Title

Foothill Road Improvement

Project Location

East Vilas Road to Corey Road

Project Purpose

Reconstruction, Widening,
Add Pavement Shoulders

Expected Completion Date

2023



Existing Condition

Looking North

Existing Condition

Looking South



Project Title

Hamrick Road Overlay

Project Location

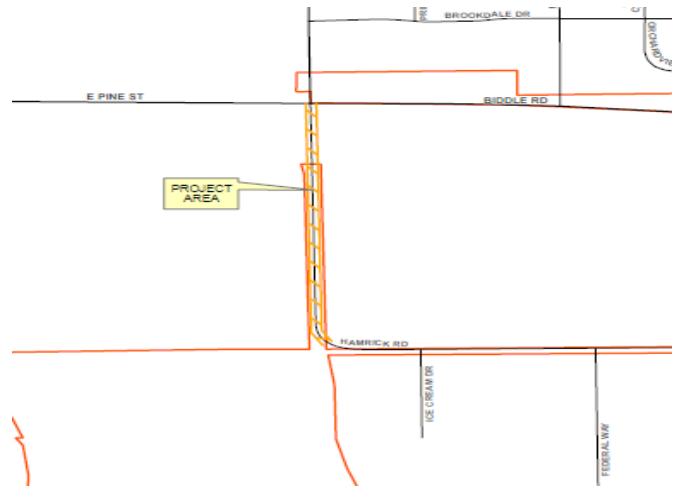
East Pine Street to 90-Degree Corner

Project Purpose

Asphalt Overlay

Expected Completion Date

2020



Existing Condition

Deteriorating Surface

Existing Condition

Deteriorating Surface



Project Title

Merry Lane Overlay

Project Location

Highway 62 to Gramercy Drive

Project Purpose

Asphalt Overlay

Expected Completion Date

2020



Existing Condition

Looking West

Existing Condition

Looking East



Project Title

Steelhead Place Surfacing

Project Location

John Day Drive to Cul-de-Sac

Project Purpose

Convert Gravel Road
To Chip Seal Surface

Expected Completion Date

2020



Existing Condition
Looking West

Existing Condition
Looking West



Project Title

Worthington Road Surfacing

Project Location

End of Asphalt to Bridge #675

Project Purpose

Covert Gravel Road
To Chip Seal Surface

Expected Completion Date

2021



Existing Condition

Looking East

Existing Condition

Looking West



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 \$631,068,454. The County’s bonded debt for the ECSO Bonds is only 3.78 percent of this \$631,068,454 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 Aa1. 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 refunded, thereby lowering the rate of interest. In April 2017, the County issued \$4,385,806 in General Obligation Refunding Bonds-Series 2017 with the principal due in varying annual installments through June 2020. The proceeds of these bonds were used to extinguish the outstanding 2006 bonds. **These bonds were paid in full on June 1, 2020.**

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. **These bonds were paid in full on June 1, 2020.**

\$23,870,000 General Obligation Bonds

At the election on November 5, 2019, the citizens of Jackson County approved a general obligation bonded indebtedness in the amount not to exceed \$28,000,000 to finance capital costs to be leased to Emergency Communications of Southern Oregon (ECSO) through an Intergovernmental Agreement. The project will replace three disparate public safety radio systems within Jackson County. The radio system will provide an interoperable, mission critical radio system to support the mission and safety of law enforcement, fire, and emergency medical services (EMS) personnel in providing emergency services to the citizens and visitors in Jackson County.

During fiscal year 2019-2020, the County issued \$23,870,000 in bonds to finance this project. These bonds were issued at a premium with a coupon rate of 3.00 to 5.00 percent and an average of 3.964 percent. Net interest cost



to the County is 2.48 percent. Interest is payable on December 1 and June 1 of each year, with the first payment due on December 1, 2020. Principal payments are payable on June 1 of each year. The bonds are on a level debt structure. Below are the projected Maturity and Payment Schedules.

Maturity Schedule – Series 2020

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2021	\$720,000	4.00%	0.97%
2022	\$820,000	4.00%	1.00%
2023	\$855,000	4.00%	1.01%
2024	\$885,000	4.00%	1.02%
2025	\$925,000	4.00%	1.09%
2026	\$960,000	4.00%	1.12%
2027	\$1,000,000	4.00%	1.14%
2028	\$1,040,000	4.00%	1.20%
2029	\$1,080,000	4.00%	1.25%
2030	\$1,120,000	4.00%	1.32%
2031	\$1,165,000	5.00%	1.41%
2032	\$1,225,000	5.00%	1.53%
2033	\$1,285,000	5.00%	1.63%
2034	\$1,350,000	5.00%	1.67%
2035	\$1,420,000	5.00%	1.72%
2036	\$1,490,000	4.00%	2.03%
2037	\$1,550,000	4.00%	2.09%
2038	\$1,610,000	3.00%	2.35%
2039	\$1,660,000	3.00%	2.39%
2040	\$1,710,000	3.00%	2.42%

Payment Schedule for Fiscal Year 2020-2021

Total Payment	Principal	Interest	Remaining Principal
\$1,759,466	\$720,000	\$1,039,466	\$23,150,000

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)]	\$631,068,454
Less General Obligation Bonds Outstanding Principal Beginning of FY	– 23,870,000
Jackson County’s Total Debt Margin – General Obligation Bonds	\$607,198,454

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

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
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 2020-2021

Total Payment	Principal	Interest	Remaining Principal
\$393,086	\$360,000	\$33,086	\$985,000

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
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 2020-2021

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.

Debt Margin for Revenue

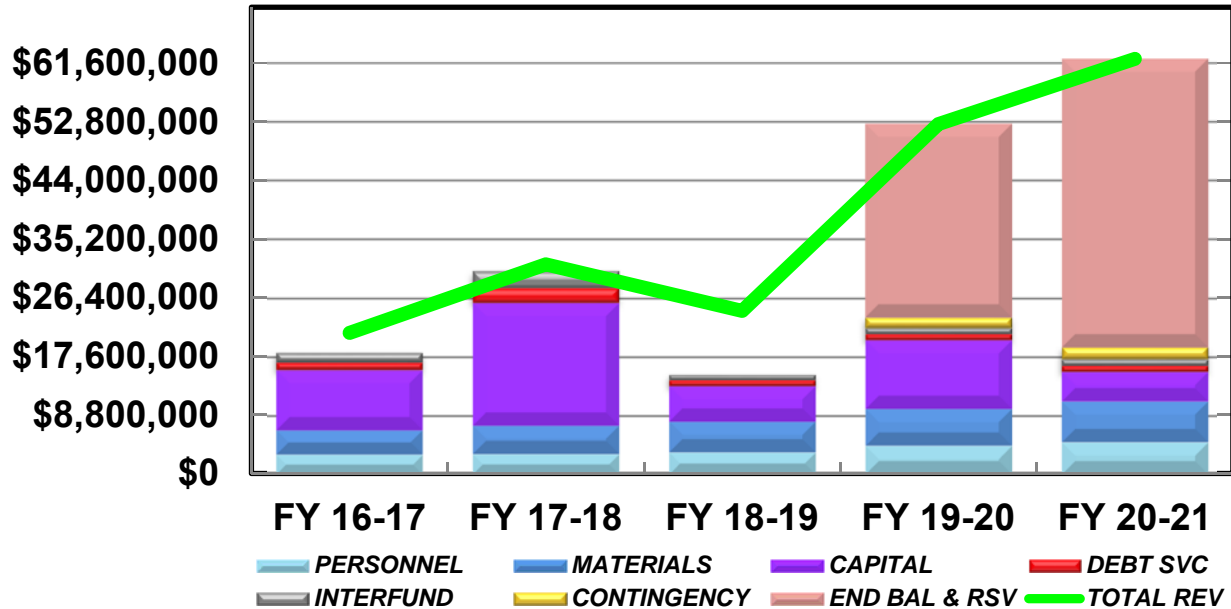
Sometimes referred to as “borrowing power,” debt margin is the difference between the amount of debt limit calculated as prescribed by law and the net amount of outstanding indebtedness subject to limitation. Jackson County’s debt margin for revenue and full faith and credit bonds is calculated as follows:

Jackson County’s Legal Debt Limit	\$301,303,547
Less Airport Revenue Bonds Outstanding Principal	– 13,155,000
Less Roads Bancroft Bonds Outstanding	– <u>253,017</u>
Jackson County’s Total Debt Margin – Revenue Bonds	\$287,895,530



AIRPORT

2016-2017 TO 2020-2021

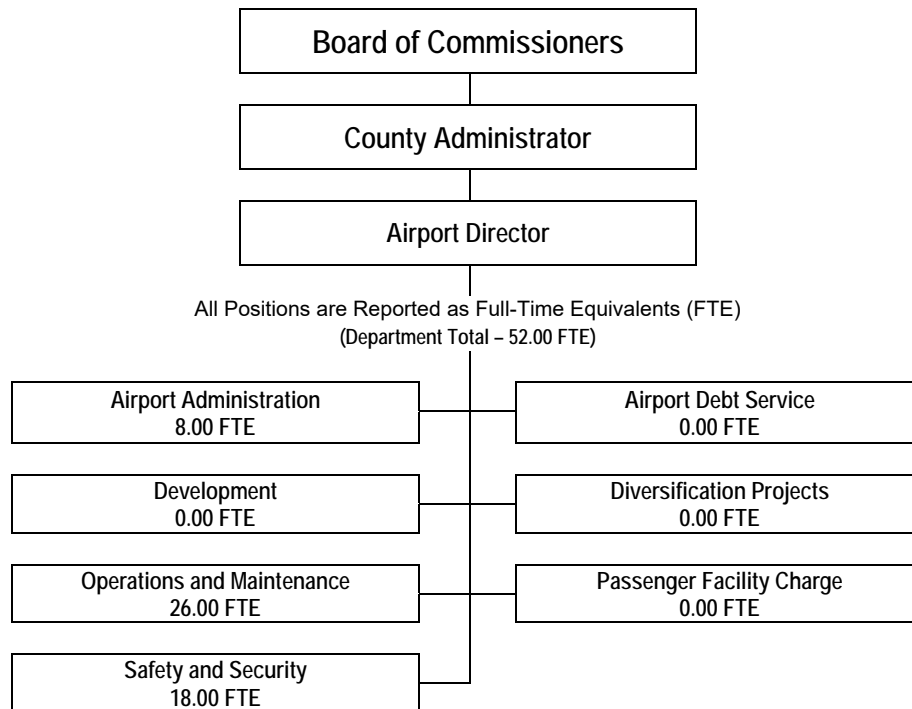


	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Adopted	FY 20-21 Adopted
PERSONNEL	\$2,934,904	\$3,007,921	\$3,279,384	\$4,261,889	\$4,779,166
MATERIALS	\$3,666,484	\$4,302,943	\$4,618,712	\$5,547,191	\$6,152,546
CAPITAL	\$9,044,749	\$18,388,621	\$5,345,780	\$10,314,990	\$4,454,682
DEBT SVC	\$1,112,192	\$2,211,978	\$874,724	\$890,669	\$893,630
INTERFUND	\$1,460,855	\$2,510,701	\$800,064	\$890,669	\$925,669
CONTINGENCY	\$0	\$0	\$0	\$1,598,262	\$1,799,657
END BAL & RSV	\$0	\$0	\$0	\$28,952,915	\$43,242,560
TOTAL EXP	\$18,219,184	\$30,422,164	\$14,918,664	\$52,456,585	\$62,247,910
TOTAL REV	\$21,112,310	\$31,388,058	\$24,403,593	\$52,456,585	\$62,247,910
FTEs	47.25	48.25	48.25	51.25	52.00

The reduction in Capital and increase in Ending Fund Balance and Reserves is a normal cycle for the Airport as projects are identified, planned, and executed. For FY 20-21, the Department made position changes to bring two part-time positions to full-time resulting in a 0.75 increase 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 13 of this document.

AIRPORT

Organization Chart



Department Summary

Purpose Statement: To provide exemplary facilities for the purpose of air transportation and economic development for the benefit of the community and its users.

Major Issues and Service Level Goals for Fiscal Year 2020-2021

- Finding new sources of revenue to remain sustainable and self-sufficient.
- Maintaining current air service of daily flights to various destinations.
- Attracting new airlines and/or new routes to destinations not currently served.
- Securing and maximizing Federal, State, and local grants.
- Utilizing grants and local funds to successfully complete our 2020 projects for the betterment of the Airport and local citizens.

Major Issues and Service Level Accomplishments for Prior Year

- Obtained additional flights from Denver (DEN) with United Airlines.
- Maintained compliance with all Federal Security and Compliance requirements.
- Exceeded all previous years' passenger numbers.
- Surpassed 1,000,000 passengers in 2019.
- Completed Phase 1 of the Hangar Taxilane Rehabilitation project and acquired a high-speed snow broom.
- Awarded four Federal Aviation Administration (FAA) grants totaling \$3,070,631 for completion of a Master Plan and a Wildfire Hazard Management Plan, construction of a new Passenger Boarding Bridge, and reimbursement of a property previously purchased with Airport funds.

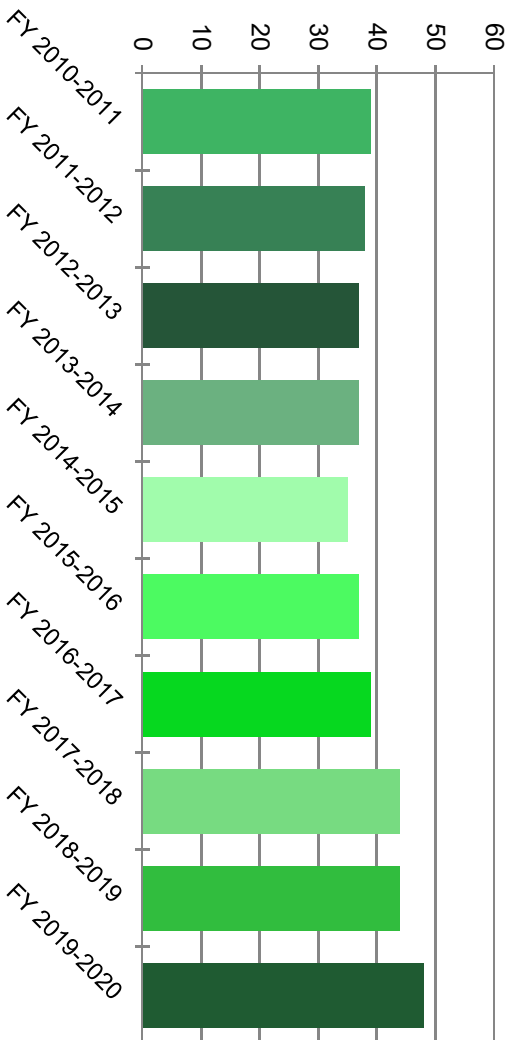


AIRPORT

Benchmark

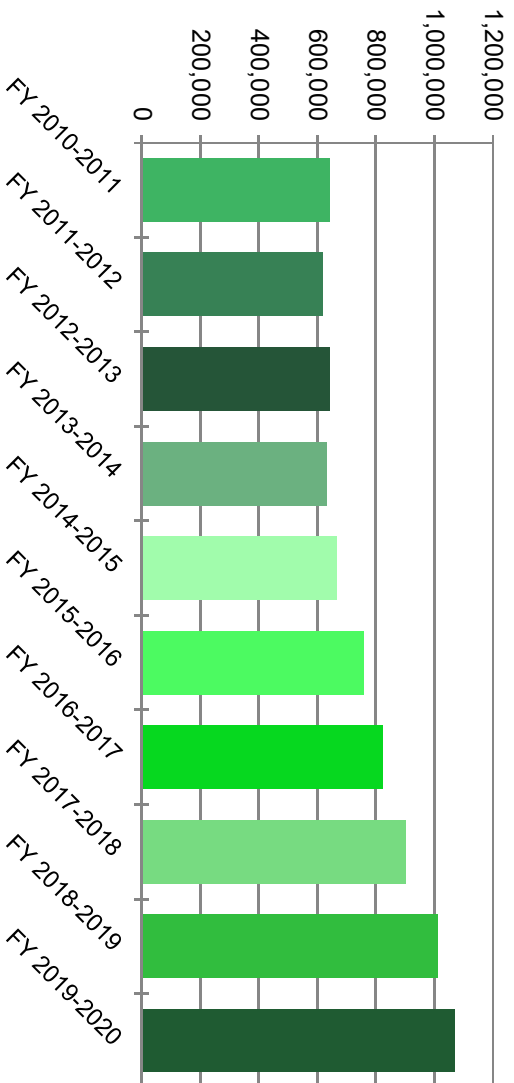
Maintain the scheduled daily flights at the Rogue Valley International-Medford Airport. By maintaining the average daily flights, customers will continue to have the best possible air service. The average daily flights rose to 48 with additional daily flights to Portland, Los Angeles, and Seattle. Larger aircraft continue to increase the number of available seats. These factors contributed to the Airport reaching over 1,000,000 passengers again in 2019.

Flights Per Day



Current service includes direct flights to Denver, Las Vegas, Los Angeles, Mesa, 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Land available for aviation purposes that is actually leased at the Airport	23%	23%	24%	28%	30%

The table, above, shows how much of the leasable airfield property is actually leased. Interest in airfield property is increasing. A new economic development manager was hired in late 2018 and has actively pursued new tenants. An updated advertising strategy is planned for fiscal year 2020-2021 which should increase the amount of leased airfield land.

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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Annual CPI increase	0.01%	1.30%	2.10%	2.40%	1.75%

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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Expected operational revenues	\$10,957,520	\$12,327,740	\$14,407,712	\$13,141,342	\$13,330,831

The Airport is consistently working to generate new revenues for the operational side of the Airport through rates and charges. The fiscal year 2020-2021 projected revenues are a result of this work and an increase from the fiscal year 2019-2020 expected revenues.

Significant Issues in the Year Ahead

The most significant issues in the upcoming year will be the Hangar Taxilane Reconstruction – Phase 2 project, and the ongoing Master Plan work. 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	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$3,747,920	\$4,244,785	\$5,043,700	\$5,048,699	\$5,208,733
Fees & Other Service Charges	\$6,653,347	\$7,894,654	\$8,496,604	\$7,671,807	\$7,821,498
All Other Resources	\$175,289	\$188,302	\$820,687	\$275,600	\$300,600
Interfund Transfers	\$380,965	\$0	\$46,720	\$0	\$0
Total	\$10,957,521	\$12,327,741	\$14,407,711	\$12,996,106	\$13,330,831
EXPENDITURES					
Personnel Services	\$605,223	\$600,640	\$640,104	\$930,616	\$1,053,603
Materials & Services	\$1,424,235	\$1,742,735	\$2,311,052	\$2,224,817	\$2,104,088
Capital Outlay	\$0	\$102,595	\$14,904	\$15,000	\$15,000
Total	\$2,029,458	\$2,445,970	\$2,966,060	\$3,170,433	\$3,172,691
Full-Time Equivalent	8.10	7.10	7.20	7.20	8.00



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 assure responsible development that both enhances and maintains the natural 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. In June 2018, the County redeemed the remaining principal due on these bonds totaling \$1,080,000. This resulted in an economic gain to the County of \$163,590.

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

Maturity Schedule – Refunding Series 2013

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
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 2020-2021

Total Payment	Principal	Interest	Remaining Principal
\$393,086	\$360,000	\$33,086	\$985,000

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.



Airport Debt Service Fund

Maturity Schedule – Refunding Series 2016

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
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 2020-2021

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 mainly funded by the Passenger Facility Charge Program with approximately 30 percent paid from Airport funds.

Airport Debt Service Fund

Program: 010201	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Interfund Transfers	\$1,079,890	\$2,082,517	\$753,344	\$890,669	\$890,669
Fund Balance	\$0	\$0	\$0	\$574,497	\$451,617
Total	\$1,079,890	\$2,082,517	\$753,344	\$1,465,166	\$1,342,286
EXPENDITURES					
Materials & Services	\$0	\$2,375	\$1,500	\$0	\$0
Debt Service	\$1,112,192	\$2,211,978	\$874,724	\$890,669	\$893,630
Ending Balance and Reserves	\$0	\$0	\$0	\$574,497	\$448,656
Total	\$1,112,192	\$2,214,353	\$876,224	\$1,465,166	\$1,342,286
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

Development

Program Purpose

The Development Program is responsible for the coordination and the development of the Airport to enhance air carrier service, corporate aviation, 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 assure responsible development that both enhances and maintains the natural 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Active Federal grants included in budget	3	3	3	4	1

In fiscal year 2020-2021, the number of Airport Improvement Program (AIP) grants that may be awarded or active is unknown. The Airport has budgeted for one: AIP 50 to fund the Hangar Taxilane Reconstruction – Phase 2 project, and to complete a pavement condition inspection as required by the FAA.

Significant Issues in the Year Ahead

Coordination of construction efforts related to the Hangar Taxilane Reconstruction – Phase 2 project. Progress will continue to be made on the Airport's Master Plan that was started this past year, and begin design work on an anticipated Stormwater Detention Facility that will be constructed the following year. The Development Program



Development

will continue to pay a portion of the debt service payment for the ineligible expenses under Passenger Facility Charge (PFC) Application #9 related to the new terminal construction.

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. PFCs will provide the remaining match for the Federal projects.

Program: 010105	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$6,730,463	\$13,811,718	\$4,128,910	\$4,163,076	\$3,045,204
Fees & Other Service Charges	\$612,260	\$747,912	\$2,949,235	\$755,445	\$800,000
Interfund Transfers	\$0	\$428,184	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$27,518,398	\$36,143,193
Total	\$7,342,723	\$14,987,814	\$7,078,145	\$32,436,919	\$39,988,397
EXPENDITURES					
Materials & Services	\$0	\$189,540	\$0	\$0	\$0
Capital Outlay	\$8,792,374	\$17,968,318	\$5,191,728	\$9,408,990	\$3,348,682
Interfund Transfers	\$0	\$961,909	\$0	\$281,984	\$282,921
Contingency	\$0	\$0	\$0	\$1,598,262	\$1,799,657
Ending Balance and Reserves	\$0	\$0	\$0	\$23,605,857	\$36,077,697
Total	\$8,792,374	\$19,119,767	\$5,191,728	\$34,895,093	\$41,508,957
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00



Diversification Projects

Program Purpose

The Airport's Diversification Projects Program is responsible for promoting special programs to allow for diversification of Airport-owned property. The Federal Aviation Administration challenges airports to remain diversified to maintain a constant cash flow. The Diversification Projects Program is helping to meet County goals: (8) Provide and maintain multiple transportation systems; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Diversification Projects Program provides the service listed below.

Property Leasing

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

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Land available for non-aviation related purposes actually leased at the Airport	6.7%	9.7%	10.2%	10.5%	11.0%

The Airport now has approximately 192 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: BM2W, 0.97 acres; Frito-Lay, 1.90 acres; Emergency Communications of Southern Oregon (ECSO), 2.40 acres; the Car Rental Maintenance Facility, 1.70 acres; and the City of Medford, 6.20 acres. The fiscal year 2020-2021 projection reflects new leases which are anticipated for approximately 6 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	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Fees & Other Service Charges	\$73,450	\$75,096	\$73,500	\$117,148	\$187,441
Total	\$73,450	\$75,096	\$73,500	\$117,148	\$187,441
EXPENDITURES					
Materials & Services	\$2,800	\$2,873	\$2,948	\$3,400	\$33,400
Total	\$2,800	\$2,873	\$2,948	\$3,400	\$33,400
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00



Operations and Maintenance

Program Purpose

The Operations and Maintenance Program proactively ensures a safe and efficient commercial air transportation service by maintaining runway and taxiway systems and apron areas that accommodate the landing and takeoff of aircraft. This Program coordinates and supervises all operational and maintenance activities of the Airport. The Operations and Maintenance Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Cost per enplaned passenger	\$7.35	\$8.37	\$8.16	\$8.07	\$7.88

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 2019 was another record year with the Airport reaching close to 1,100,000 passengers for the first time. The number of projected passengers in fiscal year 2020-2021 is expected to keep trending 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Noted airfield discrepancies	0	0	3	0	0

The Airport completed its annual certification inspection and the result was zero discrepancies out of the over 120 elements evaluated. The annual three day inspection evaluates compliance with airfield marking, lighting, and signage; Aircraft Rescue and Firefighting (ARFF) services; fueling operations; construction safety; and record keeping, among other elements. At the conclusion of the three day inspection, the Airport was commended for the overall condition of the airfield and its ability to meet, if not exceed, all required Federal Aviation Administration (FAA) mandates.



Operations and Maintenance

Significant Issues in the Year Ahead

Allocate and/or re-allocate resources to effectively manage the ramifications of unprecedented growth. The Hangar Taxilane Reconstruction – Phase 2 project, and completing an FAA required pavement condition inspection. Completing the wildlife assessment to develop a new Wildlife Hazard Management Plan which will satisfy new FAA requirements.

Financial Condition

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

Program: 010103	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$206	\$0	\$0
Total	\$0	\$0	\$206	\$0	\$0
EXPENDITURES					
Personnel Services	\$1,469,822	\$1,566,356	\$1,599,368	\$2,099,065	\$2,374,069
Materials & Services	\$2,005,386	\$2,109,698	\$2,066,267	\$2,886,403	\$3,148,317
Capital Outlay	\$186,946	\$284,898	\$99,079	\$841,000	\$1,011,000
Interfund Transfers	\$0	\$0	\$0	\$0	\$35,000
Total	\$3,662,154	\$3,960,952	\$3,764,714	\$5,826,468	\$6,568,386
Full-Time Equivalent	21.00	23.00	23.00	26.00	26.00

Passenger Facility Charge

Program Purpose

The Passenger Facility Charge (PFC) was established by Federal legislation 49 USC SS 40117 to allow airports to meet money match requirements of Federal grants for aviation-related capital improvement. Through this Program the Airport receives \$4.50 for each enplaned passenger. Expenditures of these funds must be approved by the Federal Aviation Administration (FAA). The Passenger Facility Charge Program is helping to meet County goals: (4) Strengthen cooperation between public agencies; (8) Provide and maintain multiple transportation systems; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Passenger Facility Charge Program provides the service listed below.

Financially Complete, Federally-Approved Projects

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

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Collection year approvals	10	10	9	18	17

The FAA previously approved collections of PFCs for the proposed revenue match required for the new terminal building, an Airport firefighting truck, a Master Plan update, painting taxiway centerline markings, design of the Taxiway C rehabilitation, construction of the Taxiways B and C rehabilitation, a rotary snow plow, taxilane improvements, the design of the Runway 14/32 rehabilitation, and the relocation of a portion of perimeter fence. As match requirements are funded, the number of approval years will decrease. As eligible projects are further identified, additional years of approved collection may increase. PFC Application #9 was amended in 2019 and provides PFC collection authority on the terminal debt service to 2037.

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 facility charges to pay for the project. This Program is self-funded.

Passenger Facility Charge

Program: 010301	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Fees & Other Service Charges	\$1,646,775	\$1,892,430	\$1,994,568	\$2,228,417	\$2,370,600
All Other Resources	\$11,952	\$22,460	\$96,120	\$40,000	\$40,000
Fund Balance	\$0	\$0	\$0	\$3,172,829	\$4,988,355
Total	\$1,658,727	\$1,914,890	\$2,090,688	\$5,441,246	\$7,398,955
EXPENDITURES					
Materials & Services	\$2,529	\$0	\$0	\$60,000	\$75,000
Interfund Transfers	\$1,460,855	\$1,548,792	\$800,064	\$608,685	\$607,748
Ending Balance and Reserves	\$0	\$0	\$0	\$4,772,561	\$6,716,207
Total	\$1,463,384	\$1,548,792	\$800,064	\$5,441,246	\$7,398,955
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

Safety and Security

Program Purpose

This Program is responsible for providing and maintaining the security and safety of the Airport by meeting all Federal, State, and County requirements. Federal requirements specifically include the ability to pass all security inspections. The Safety and Security Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; and (9) Promote employee pride, high standards of performance, and productivity.

Program Information

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

Security

Strategic Objective: Compliance with all Transportation Security Administration's (TSA) regulations and security guidelines; producing a safe environment for air travel; and maintaining life safety, incident stabilization, and property conservation to the Airport community and its consumers.

The Safety and Security Program is committed to providing a safe and secure, as well as a pleasant, environment to all who travel through the Rogue Valley International-Medford Airport. Staff is committed to incorporating safe practices, teamwork, dedication, competence, and a commitment to excellence. Understanding that the safety and security of the Airport, its tenants, and passengers is the underlying goal of this Program. Through the continued aspects of training, observation, and communication, the Airport staff is committed to the development and fostering of a security-minded culture.

Significant Issues in the Year Ahead

The aviation industry remains the number one target of terrorists worldwide, as evidenced through multiple attacks on foreign soil. While domestic transportation systems continue to do their best to safeguard passengers, everyone must not become complacent. The United States is dealing with an adaptive, emerging adversary and the threat space is not constant, so it is essential for the Rogue Valley International-Medford Airport (MFR) to have an equally dynamic and adaptive security program that can deal with whatever adversaries throw at it. Terrorist tactics have continued to evolve in response to changing security methods. To combat these methods, the Transportation Security Administration (TSA) took action by increasing expectations with airports to properly vet aviation workers, and to reduce access points into secured areas to an operational minimum. MFR's Security Team will continue to improve the Airport's current access control system, upgrade or install additional surveillance cameras as needed, and emphasize recurrent training. The Airport's partnership with TSA management and local employees remains strong through day-to-day conversations, and through monthly stakeholder meetings; this ensures that communication remains fluid between all local and Federal agencies.

Bearing in mind the current threat level, TSA may consider requiring law enforcement officers to be present at the Airport during TSA screening times. Taking this into consideration, it is prudent for the Airport to consider the cost of such a requirement. Therefore, the Safety and Security Program budget will reflect an increase in order to accommodate this requirement, should it be mandated by TSA. The Security Team's resolute commitment to excellence in safety and security, while providing exemplary customer service in the process, is what makes MFR a cut above the rest!

Financial Condition

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



Safety and Security

Program: 010102	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Total	\$0	\$0	\$0	\$0	\$0
EXPENDITURES					
Personnel Services	\$859,859	\$840,925	\$1,039,912	\$1,232,208	\$1,351,494
Materials & Services	\$231,534	\$255,723	\$236,945	\$372,571	\$791,741
Capital Outlay	\$65,429	\$32,810	\$40,070	\$50,000	\$80,000
Total	\$1,156,822	\$1,129,458	\$1,316,927	\$1,654,779	\$2,223,235
Full-Time Equivalent	18.15	18.15	18.05	18.05	18.00

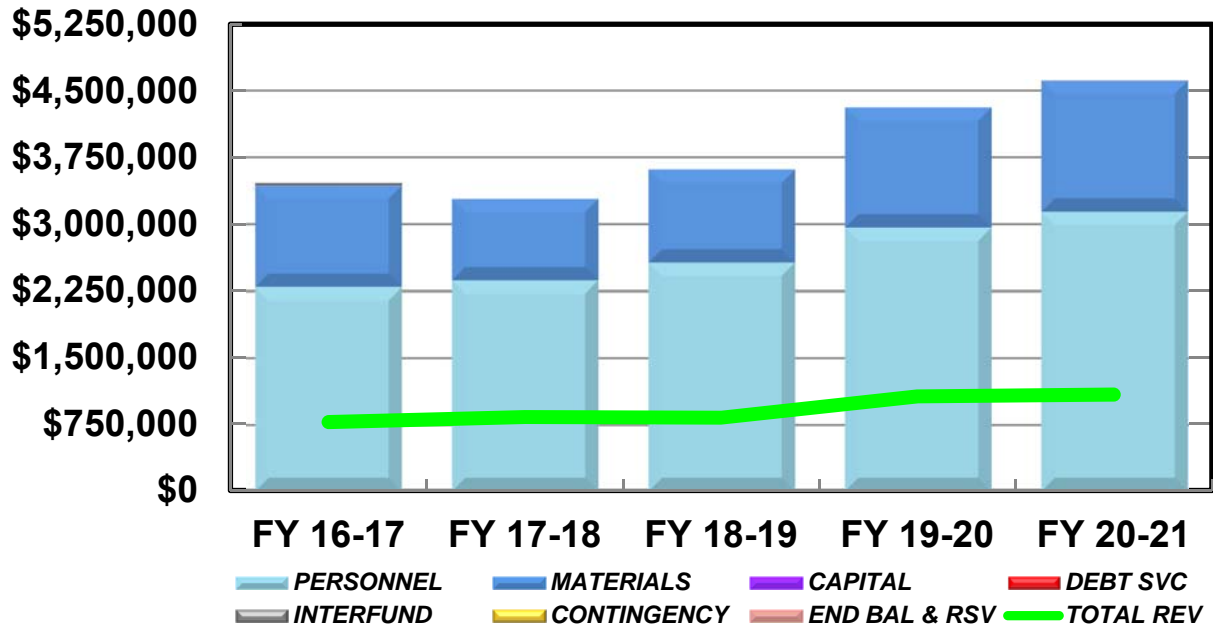


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ASSESSOR

2016-2017 TO 2020-2021

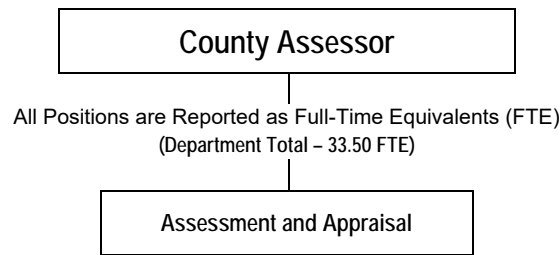


	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Adopted	FY 20-21 Adopted
PERSONNEL	\$2,291,293	\$2,364,939	\$2,565,615	\$2,958,102	\$3,135,992
MATERIALS	\$1,139,502	\$916,109	\$1,044,571	\$1,349,640	\$1,473,585
CAPITAL	\$0	\$0	\$0	\$0	\$5,000
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$26,193	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$3,456,988	\$3,281,048	\$3,610,186	\$4,307,742	\$4,614,577
TOTAL REV	\$770,631	\$826,477	\$820,343	\$1,058,564	\$1,079,886
FTEs	31.50	33.50	33.50	33.50	33.50

Between FY 19-20 and FY 20-21, there were 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 13 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 plants 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 2020-2021

- The clerical staff will mail out and process approximately 6,500 annual personal property returns.
- The cartography staff will process approximately 10,000 documents.
- Staff will continue to reappraise/recalculate residential, commercial, and industrial properties, and process exemptions and special assessment programs on approximately 87,000 accounts.
- The Assessor's Office will continue to update real market trending percentages through the ratio study and recalculation procedures to maintain accurate Real Market Value estimates on all properties in Jackson County.
- The appraisal inventory will be updated for all accounts that change due to new construction, remodeling, renovation, partitions, etc. This may include physical reappraisals of some properties that cannot be standardized or brought into standard compliance by other means.

Major Issues and Service Level Accomplishments for Prior Year

- Oregon Department of Revenue mandates that the Assessor's Office submit an annual ratio study report, and also for the Assessor to certify the tax roll and turn it over to the Tax Collector. Both requirements were successfully completed.
- Year after year, steady growth has been experienced in most aspects of this Office. Staff handled the increased workload professionally and received many compliments from the public.
- A daily panel composed of appraisers and management met to review values after certification, and prior to the end of the year, to address 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.

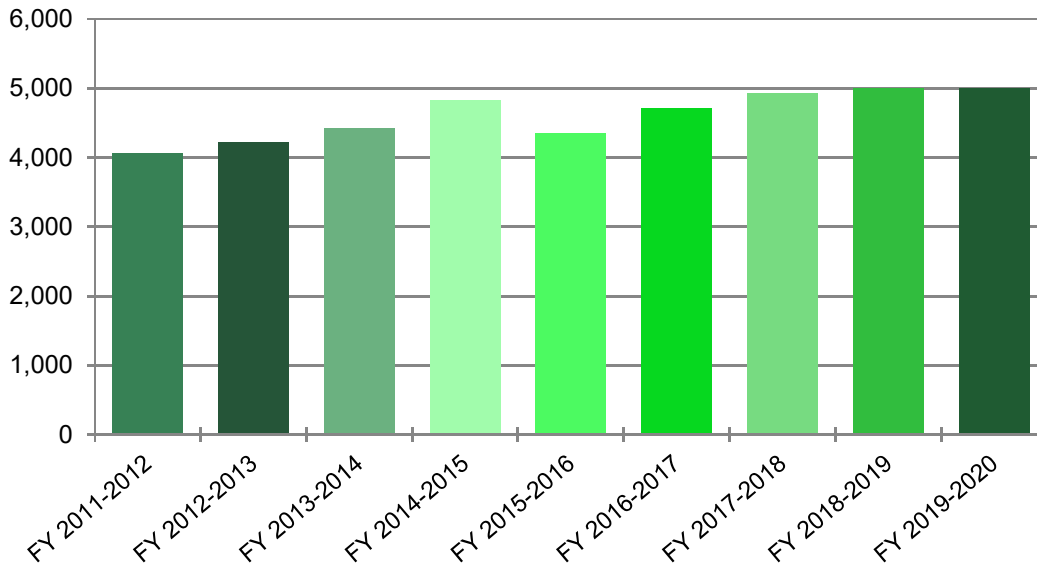
Benchmark

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.



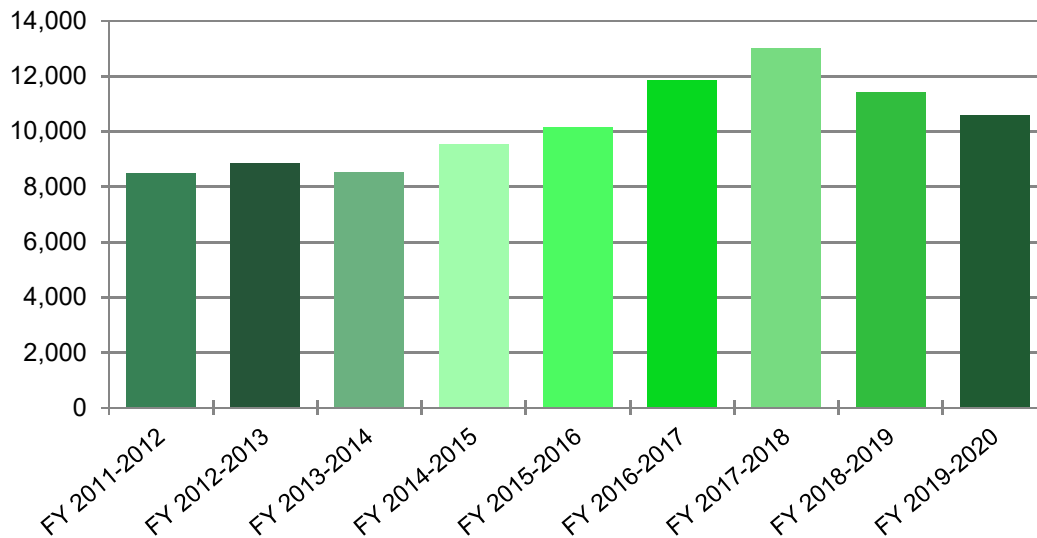
ASSESSOR

New Construction Permits



Property sales and other related real estate activity in Jackson County has remained steady, as has the workload for staff 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 volume of work in the number accounts that the cartographers and supporting staff must update each year.

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.

Appraisal of Real Property Exceptions, Special Assessments, and Exemptions

Strategic Objective: To appraise fairly and accurately all new construction, zone changes, subdivisions, segregations, consolidations, omitted properties, special assessment qualifications and disqualifications, and exemption accounts.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
New property accounts appraised	5,317	5,621	6,769	6,325	6,500
Change from prior year	-13.2%	5.7%	20.0%	-6.6%	1.0%

For tax years beginning July 1, 1997, all new property must have a maximum assessed value in addition to a real market value. The Oregon Constitution, Article XI, Section 11 identifies the types of new properties, such as new construction and new subdivisions, required to be appraised. The projected fiscal year 2020-2021 number of new property accounts is an increase of over 175 accounts from the prior year due, in part, to increased construction permit activity based on the local economy and available buildable lots.

Defend and Process Board of Property Tax Appeals

Strategic Objective: Maintain fair and accurate tax roll records upon which to base tax assessments for all taxing districts in Jackson County and reducing the number of appeals requiring tax roll correction.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Tax appeals per appraiser	6.3	3.2	4.4	5.8	5.0



Assessment and Appraisal

The number of taxpayers appealing their tax bill real market valuations has varied slightly year over year. The projected number of appeals for fiscal year 2020-2021 is expected to level off and be consistent with the prior fiscal year.

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 revalue properties that have not been inspected for many years and to capture real market value changes such as omitted property and to improve the ratios calculated from sold properties.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Inventory reviewed accounts per appraiser	236	187	210	230	210

Recalibration is the process of analyzing all sales in a given area and reestablishing base values and guidelines for appraising that area. Inventory Review is the process in which a defined area is chosen to have all properties physically visited or reviewed by aerials, then revalued based on new data.

Fiscal year 2019-2020 saw a slight increase in accounts worked. Fiscal year 2020-2021 is projected to fall within a range of 190 and 230.

Significant Issues in the Year Ahead

The Assessment and Appraisal Program will work on the following issues in fiscal year 2020-2021: continue to identify omitted property and add this value to the tax roll and assess the associated back taxes; continue to provide the public with fair and accurate appraisals of all property types; continue to provide excellent customer service and maintain a positive image with the public; fill vacancies with highly qualified employees and train and cross train staff; and to work in partnership with our appraisal software vendor to solve issues and enhance the software's capabilities.

Financial Condition

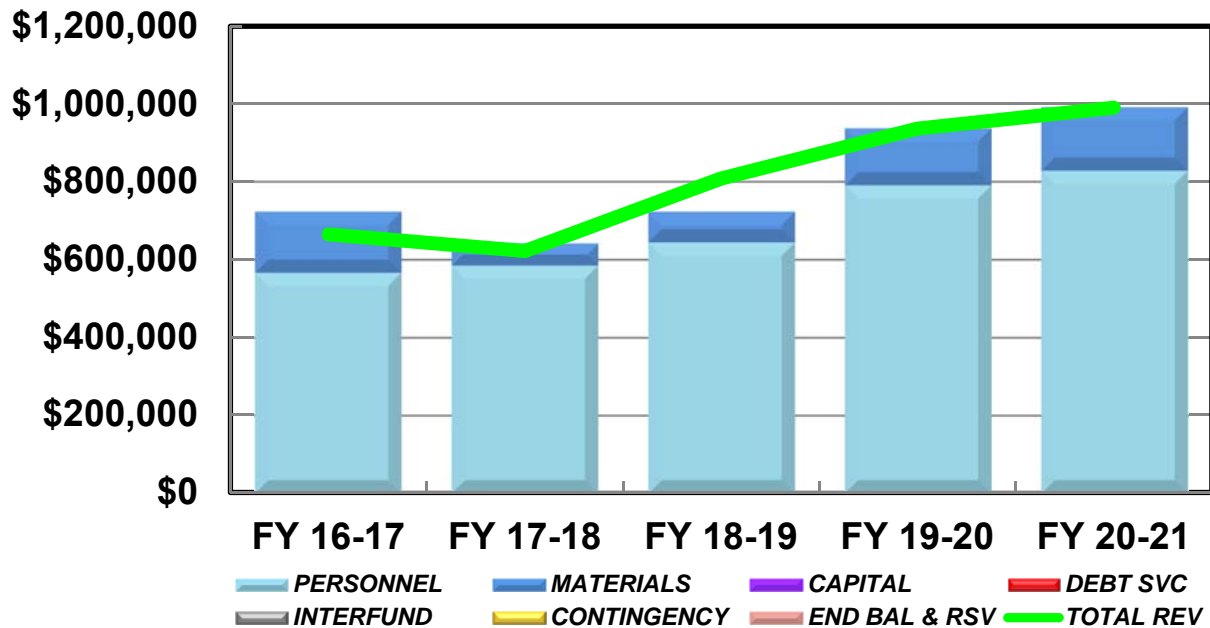
The Assessment and Appraisal Program receives approximately 15 percent of its funding from the County Assessment Function Funding Assistance (CAFFA) grant; this funding source is generated by fees collected on recorded documents and 25 percent of the interest on delinquent taxes. The Program collects service late filing fees that represent 8 percent of the total budget; the remaining 77 percent is funded by the County's General Fund.

Assessment and Appraisal

Program: 050101	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$673,582	\$672,040	\$630,717	\$683,876	\$689,925
Fees & Other Service Charges	\$97,019	\$153,466	\$189,591	\$374,188	\$389,461
All Other Resources	\$30	\$971	\$35	\$500	\$500
Total	\$770,631	\$826,477	\$820,343	\$1,058,564	\$1,079,886
EXPENDITURES					
Personnel Services	\$2,291,293	\$2,364,939	\$2,565,615	\$2,958,102	\$3,135,992
Materials & Services	\$1,139,502	\$916,109	\$1,044,571	\$1,349,640	\$1,473,585
Capital Outlay	\$0	\$0	\$0	\$0	\$5,000
Interfund Transfers	\$26,193	\$0	\$0	\$0	\$0
Total	\$3,456,988	\$3,281,048	\$3,610,186	\$4,307,742	\$4,614,577
Full-Time Equivalent	31.50	33.50	33.50	33.50	33.50

BOARD OF COMMISSIONERS

2016-2017 TO 2020-2021



	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Adopted	FY 20-21 Adopted
PERSONNEL	\$565,667	\$584,215	\$643,613	\$789,904	\$827,216
MATERIALS	\$157,079	\$57,030	\$79,258	\$146,576	\$163,049
CAPITAL	\$0	\$0	\$0	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$722,746	\$641,245	\$722,871	\$936,480	\$990,265
TOTAL REV	\$664,088	\$621,283	\$807,966	\$936,480	\$990,265
FTEs	5.55	5.55	5.50	5.50	5.50

Between FY 19-20 and FY 20-21, the increase in Materials is due to a methodology change in allocating insurance costs. There are no changes to the number of FTEs between FY 19-20 and FY 20-21. 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 13 of this document.

BOARD OF COMMISSIONERS

Organization Chart



All Positions are Reported as Full-Time Equivalents (FTE)
(Department Total – 5.50 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 districts such as the Jackson County 4-H, Master Gardener and Agricultural Extension Service District; the White City Enhanced Law Enforcement District; and the White City Lighting District. In addition, the Jackson County Board of Commissioners, 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 2020-2021

- Identify and address areas to help restore our regional economic vitality, and assist business and industry efforts to rebound, from the detrimental effects experienced as a result of the coronavirus (COVID-9) pandemic.
- Continue to lobby and advocate for full wildfire suppression policies and resources.
- Continue exploring solutions to public safety and jail capacity issues.
- 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.
- Continue to support the Fairgrounds/Expo Park toward a secure financial base.
- Provide leadership in economic development issues.
- Seek more public input.



BOARD OF COMMISSIONERS

- 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 these lands.
- Continue with the wildfire and smoke campaign providing public awareness, support, and engagement for Jackson County's citizens.
- 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).
- Began a wildfire and smoke campaign to provide public awareness, support, engagement, and action for the citizens of Jackson County.
- 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.
- Held a countywide-noticed (Ballot Measure 56) public hearing on, and adopted, an Ordinance making text amendments to the Jackson County Land Development Ordinance that provide clear and consistent land use standards, provide for safe and reliable transportation facilities, and allow flexibility for development of affordable housing within the White City Urban Unincorporated Community Boundary (UUCB).
- Established priorities for future County expenditures.

Board of Commissioners

Program Purpose

The Board of Commissioners supports and ensures, through the interpretation and persistent examination of County policy, that value is added to all 12 of the 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 assure responsible development that both enhances and maintains the natural 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; and (12) Plan for the future.

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.*



Board of Commissioners

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.

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 2020-2021: continue to work diligently to influence and coordinate with State and Federal agencies to appropriately manage lands under their respective control for the prevention of, and lessening the intensity of, wildfires and related smoke, and to fully suppress wildfires on those lands which occur during the official State-declared wildfire season; 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 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

This is a Central Services program that is funded by interfund transfers. Approximately 45 percent of the charges are to the County's General Fund.



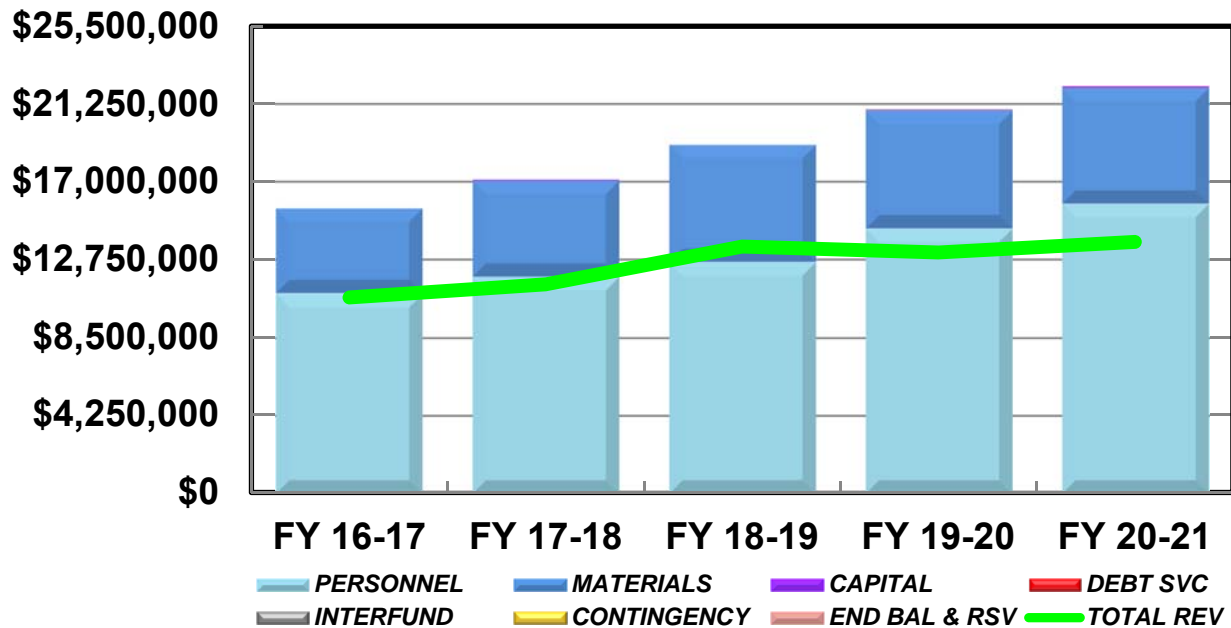
Board of Commissioners

Program: 020101	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Fees & Other Service Charges	\$199	\$44	\$69	\$100	\$100
Interfund Transfers	\$663,889	\$621,239	\$807,897	\$936,380	\$990,165
Total	\$664,088	\$621,283	\$807,966	\$936,480	\$990,265
EXPENDITURES					
Personnel Services	\$565,667	\$584,215	\$643,613	\$789,904	\$827,216
Materials & Services	\$157,079	\$57,030	\$79,258	\$146,576	\$163,049
Total	\$722,746	\$641,245	\$722,871	\$936,480	\$990,265
Full-Time Equivalent	5.55	5.55	5.50	5.50	5.50



COMMUNITY JUSTICE

2016-2017 TO 2020-2021

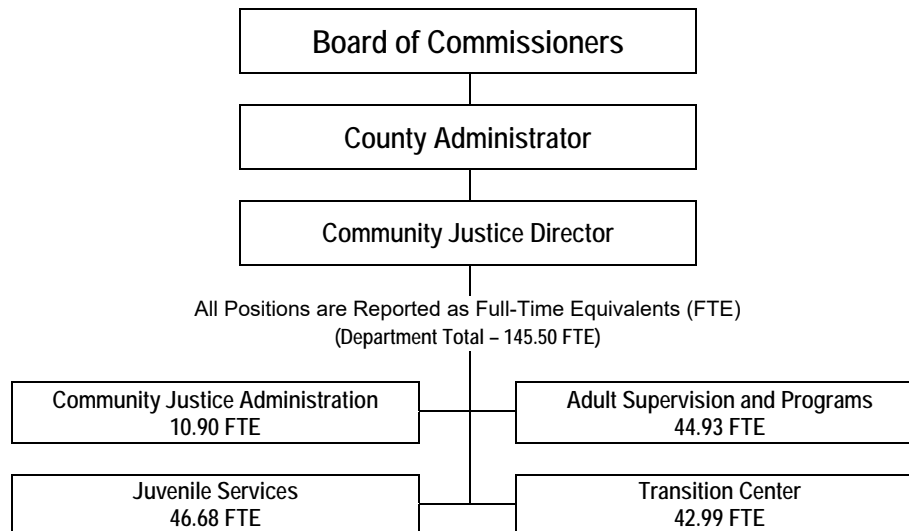


	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Adopted	FY 20-21 Adopted
PERSONNEL	\$10,880,315	\$11,776,303	\$12,580,688	\$14,408,429	\$15,770,911
MATERIALS	\$4,634,558	\$5,250,719	\$6,404,393	\$6,442,352	\$6,323,304
CAPITAL	\$7,250	\$62,872	\$0	\$42,990	\$106,853
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$52,000	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$15,522,123	\$17,089,894	\$18,985,081	\$20,945,771	\$22,201,068
TOTAL REV	\$10,664,509	\$11,382,361	\$13,449,765	\$13,128,313	\$13,700,526
FTEs	139.00	146.00	145.50	145.00	145.50

For FY 20-21, the Department reorganized staffing to add four more Senior Deputy Probation Officer positions with the net effect of a 0.50 FTE increase from FY 19-20. The increase in Capital Outlay is due to an upgrade of the closed circuit monitoring system. 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 13 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 justice-involved individuals.

Major Issues and Service Level Goals for Fiscal Year 2020-2021

- The Community Justice Resource Center served 3,788 individuals in its first year of operation. This innovative approach to providing integrated wraparound services for justice-involved individuals has transformed the way people are released from custody in Jackson County.
- Community Justice partnered with the Addictions Recovery Center to provide evidence-based treatment for correctional clients with substance use disorders. Over the past year, 334 individuals on supervision received specialized treatment through this partnership.
- Community Justice is partnering with the Jackson County Sheriff's Office to provide medication-assisted treatment for individuals in jail and on supervision with an opioid use disorder. This groundbreaking and innovative project will serve as a vital local intervention in combatting the opioid epidemic and assisting individuals in rebuilding their life.
- The Community Justice Transition Center dispatched 24 crews to fight fire locally. In addition to this, the Center dispatched 1,660 work crews to the community to provide vital community improvement work.
- Juvenile Services saw the successful implementation of the STEV (School, Transition, Employment, Vocation) Program aimed at working with justice-involved youth to successfully transition them between custody placements and the community. There is an increased focus in vocational training, with an emphasis on preparing youth for careers in trades. Local partnerships around vocational training through non-profits and the school district will provide further opportunities for youth to participate in this important focus on preparing for their future.

COMMUNITY JUSTICE

Major Issues and Service Level Accomplishments for Prior Year

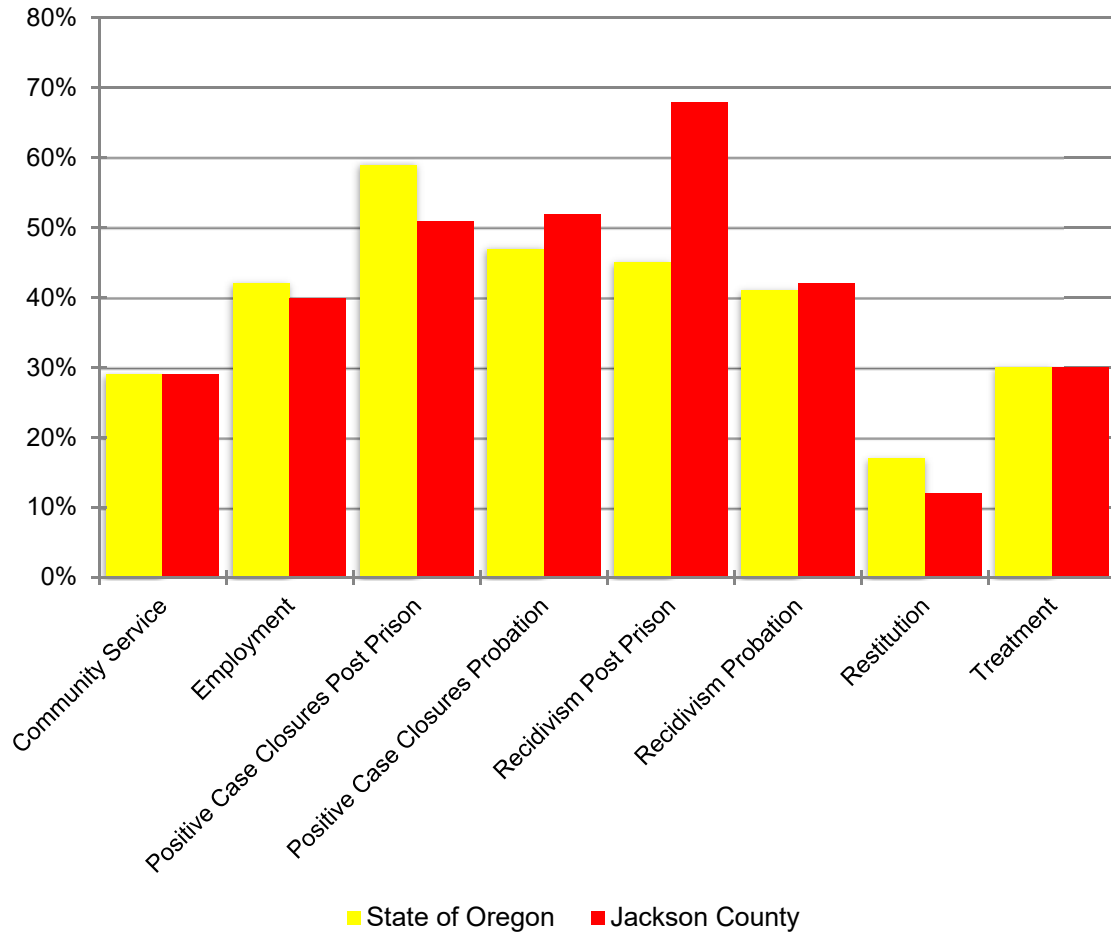
- Jackson County Juvenile Services has provided education to local law enforcement to provide better understanding and systems alignment regarding the services provided throughout the juvenile justice system. The Department continues to partner with Health and Human Services to provide threat assessment and mitigation strategies for youth who pose a threat of violence in our community.
- There is an increased local need for workers to be ready to complete forestry and firefighting work. To this end, Community Justice remains committed to being a resource for fuels reduction and firefighting locally. The Department will provide training and job experience for clients on supervision in partnership with local providers to mitigate the effects of wildfire in our community, while providing valuable employment training for clients.
- Community Justice is combatting homelessness in our community by providing transitional housing for justice-involved clients on supervision. Clients in transitional housing receive case management and employment supports as they look to become self-sufficient. Over the past year, the Transition Center provided 15,986 days of transitional housing for clients on supervision who were otherwise homeless.
- 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 residents.

Benchmark

On a statewide comparison, the benchmarks for adult community corrections in Jackson County are comparable with the State average on all comparisons with the exception of recidivism, where the Department is above the State average. This exception is arguably a sign that the local criminal justice system is performing well in its respective roles as local jurisdictions work together to track and hold justice-involved individuals accountable. In addition, Jackson County continues to improve in getting clients exposed to treatment and, with the improved economy, many more justice-involved individuals are finding employment. Giving justice-involved individuals the tools to deal with chemical addictions, addressing mental health issues, enhancing ways to find gainful employment, finding housing, and changing patterns of criminal thinking will also reduce recidivism over time. The Department continues to make payment of fines, fees, and restitution a part of the case plan and a focus on supervision.

COMMUNITY JUSTICE

Adult Services Outcomes



Community Justice Administration

Program Purpose

Community Justice Administration serves to ensure partnerships with local providers in the Criminal Justice System can effectively communicate, collaborate, and work together. These programs focus on public safety and victim support while holding individuals 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 justice-involved individuals 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.

In fiscal year 2020-2021, Community Justice will continue its focus on being data-driven and research-based. This will be done through statewide dashboards of relevant data, the Oregon Data Warehouse, as well as an in-house Program Analyst position. In fiscal year 2020-2021, this position will continue to gather statistics that can be analyzed to ensure efficiency and effectiveness in the services provided by the Department. Community Justice will utilize this data to make the best use of resources within the criminal justice system while protecting the health, safety, and well-being of citizens.

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 provide integrated and collaborative service delivery.

In fiscal year 2020-2021, this Department will continue to communicate and collaborate with partner agencies that share outcomes and goals for helping and serving adult and juvenile justice-involved populations. All three Community Justice Programs will continue to involve partner agencies in creating policy and collaborative problem solving. In addition, in fiscal year 2020-2021, Community Justice plans to sponsor several community resource fairs and integrated training opportunities for the partner agencies.

Training

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

In fiscal year 2020-2021, Community Justice continues to be involved in ongoing criminal justice ethics and leadership training. Cultural agility training will continue with the goal of all staff being trained and competent. Probation Officers will continue to be trained in cutting edge case planning, use of force and officer safety, use of evidence-based risk assessments, gender responsive concepts, addiction and mental health issues, and case management. All staff will be trained on maintaining a safe workplace, harassment, and safety as well as trainings and education on personal wellness.



Community Justice Administration

Significant Issues in the Year Ahead

In the next year, Community Justice Administration will work with ever changing State and local budgets and funding streams to maintain effective service levels and deliver meaningful and efficient services. Staff will continue to work collaboratively with local agencies and community partners to create a comprehensive system to provide services and programming to criminally involved youth and adults.

Financial Condition

The Community Justice Administration Program receives the majority of funding from the Justice Reinvestment Initiative (JRI) grant (54 percent). Other funding streams include Community Corrections Act (17 percent), the Measure 57 grant (12 percent), the Recovery Opportunity Treatment Court (ROC) grant (8 percent), the Family Sentencing Alternative Program (4 percent), and fees (5 percent). A small remainder (less than 0.5 percent) of funding comes from the County's General Fund.

Program: 480105	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$1,022,585	\$1,351,460	\$886,949	\$1,872,725	\$2,972,456
Fees & Other Service Charges	\$48,868	\$54,011	\$39,460	\$39,000	\$48,000
All Other Resources	\$534	\$0	\$0	\$500	\$250
Interfund Transfers	\$19,772	\$19,800	\$19,800	\$19,800	\$19,800
Total	\$1,091,759	\$1,425,271	\$946,209	\$1,932,025	\$3,040,506
EXPENDITURES					
Personnel Services	\$513,755	\$415,272	\$859,972	\$954,230	\$1,253,910
Materials & Services	\$441,786	\$910,234	\$1,175,815	\$1,740,819	\$1,786,772
Capital Outlay	\$7,250	\$0	\$0	\$0	\$0
Total	\$962,791	\$1,325,506	\$2,035,787	\$2,695,049	\$3,040,682
Full-Time Equivalent	3.89	6.47	3.06	9.29	10.90



Adult Supervision and Programs

Program Purpose

The Adult Supervision and Programs serve to protect the community through the supervision and reformation of justice-involved individuals 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, justice-involved individuals. 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 Justice-Involved Supervision

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

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Positive case closures/probation	66%	63%	64%	65%	66%
Positive case closures for post-prison	66%	74%	77%	77%	77%

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

In fiscal year 2020-2021, Jackson County will continue to utilize effective treatment practices and referrals, prioritize client accountability and community reparations, utilize supervision strategies that are shown to be evidence-based, and work collaboratively with clients on case planning and positive goal setting. Also, staff will utilize current resources in mental health and addictions to identify and refer clients for treatment. Staff will strive to increase positive behavior change by using client centered case management and interviewing techniques that address client beliefs, social peer relationships, attitudes towards criminality, and motivation to change. In fiscal year 2020-2021, staff will continue to use the Resource Center to help clients returning to the community from the County jail and Transition Center to connect with housing, mental health, employment and self-sufficiency resources.

Justice-Involved Clients Participating and Enrolled in Treatment Services

Strategic Objective: Increase percentage of medium/high risk supervised justice-involved clients with chemical dependency issues who are engaged in treatment services.



Adult Supervision and Programs

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Clients referred to forensic outpatient treatment	n/a*	n/a*	410	560	600

*New service in 2018; no data available.

Current research in client supervision is clear that in addition to swift and sure sanctions, clients must be involved in evidence-based treatment programs to reduce their probability of re-offending as well as dealing with addictive and self-destructive behavior. In Jackson County, evidence-based assessments and treatment programs are used to provide treatment to those individuals who present with an alcohol or drug addiction or a co-occurring disorder.

Community Justice will provide comprehensive behavioral health services for clients on supervision. In addition to mental health and physical health interventions, addiction services will be an integral part of case planning and intervention. Staff will match intensive outpatient services to clients while on supervision as well as assess the need for residential and medical-assisted treatment. In 2018, Jackson County contracted with the Addictions Recovery Center to provide intensive forensic outpatient services through the use of the Community Justice Resource Center, as well as Probation Officer direct referrals. Over 73.3 percent of all medium and high risk referrals end up receiving services to address their addiction needs. In this process, clinicians and peer support professionals are paired with clients to help navigate and move toward treatment engagement.

Client Accountability for Supervision Costs

Strategic Objective: Increase supervision fee collection as measured by total amounts collected during fiscal year.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Supervision fees collected	\$447,784	\$527,153	\$524,579	\$575,000	\$600,000

Payment of Court-ordered financial obligations, such as restitution and supervision fees, is an important part of rehabilitation. Community Justice has increased efforts to improve fee collections and increase justice-involved client accountability for supervision costs. In fiscal year 2020-2021, Jackson County will continue to focus on individual client accountability and increase outcomes by targeting the supervised clients who have demonstrated the ability to pay their fines and fees. Probation Officers will utilize case planning and in-house employment services to motivate clients and increase employment, thus helping to give individuals the ability to pay fines and fees owed.

Mental Health Services

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

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Treatment hours provided to clients presenting with mental health issues	527	1,443	1,300	1,470	1,500



Adult Supervision and Programs

Providing mental health services to justice-involved individuals is vital to rehabilitation and continuity of care. In fiscal year 2020-2021, Community Justice will continue to have mental health providers on site to provide services to correctional clients. This allows timely access to care and crisis management services, relieves the stress on the local mental health office, and allows joint case planning with the Probation Officer to occur. In the past year, Mental Health Officers have provided evidence-based groups and curriculum on site for referral by probation clients. In addition, mental health and crisis services are available to clients releasing from the jail and Community Justice Transition Center each day in the Resource Center.

Significant Issues in the Year Ahead

In fiscal year 2020-2021, Community Justice will continue grow the Resource Center for all clients releasing from the County jail and Transition Center. All released individuals are taken to the Resource Center where local providers will be waiting to provide information, referrals, and basic health and wellness supplies. Representatives from Community Justice, Addictions Recovery Center, Jackson County Mental Health, Access, the Department of Human Services-Self Sufficiency, Cutting Edge Employment, and other community agencies will be waiting to aid with treatment, counseling, the Oregon Health Plan, housing, and self-sufficiency needs. The Resource Center is available for supervised clients during the day with the goal of connecting clients to services to help them move to a functional and productive life. In fiscal year 2020-2021, Community Justice will host quarterly community resource fairs for adults on supervision to access community resources and services.

Community Justice will continue to focus and provide services for justice-involved clients who also have mental health and dual diagnosis conditions. Qualified mental health professionals are imbedded at the jail, Transition Center, and at probation to assist clients. Clinicians and case managers are available for crisis management, full mental health screenings and assessment, medication referral and management, as well as ongoing counseling and treatment. In addition, mental health staff provide ongoing cognitive behavioral groups within Community Justice that will serve as an adjunct to individual counseling and other interventions. Community Justice will provide direct referral and assessments for drug and addiction issues, working closely with local providers. The Department is establishing a MAT (medical-assisted treatment) program in collaboration with the jail and local medical providers to allow opioid addicted clients to received medical treatment, along with intensive counseling and supervision.

With the adoption of the statewide Justice Reinvestment Initiative (JRI), counties were again 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 justice-involved individuals while on supervision; and to enhance pretrial release efforts that identify risk and provide information to the Courts and jail. In fiscal year 2020-2021, Community Justice will continue to enhance and improve pre-trial services to provide information and resources to the Court for inmates waiting criminal trial, along with in-house resources to monitor and supervise clients pending their Court appearance. Community Justice has fully implemented its 416 Programs to increase assessment, supervision, and treatment for downward departure clients; increased gender specific case planning and intervention; and determined the appropriate referral to Treatment Courts. The ultimate goal is to prevent cases from going to prison, reduce the impact on families and Oregon Department of Human Services' (DHS) involvement, 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 (72 percent). Other funding streams include fees (15 percent) and grants (8 percent), which include Measure 57 and the Family Sentencing Alternative Program. The remaining 5 percent is from the County's General Fund.



Adult Supervision and Programs

Program: 480101	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$3,597,155	\$4,118,908	\$6,116,824	\$4,919,360	\$4,820,573
Fees & Other Service Charges	\$863,493	\$949,412	\$1,043,793	\$990,200	\$1,009,350
All Other Resources	\$0	\$5	\$0	\$0	\$0
Interfund Transfers	\$112,182	\$185,062	\$0	\$0	\$0
Total	\$4,572,830	\$5,253,387	\$7,160,617	\$5,909,560	\$5,829,923
EXPENDITURES					
Personnel Services	\$3,851,545	\$4,212,280	\$4,332,962	\$4,996,439	\$5,365,900
Materials & Services	\$1,010,053	\$1,360,012	\$1,777,080	\$1,196,137	\$1,202,329
Capital Outlay	\$0	\$22,873	\$0	\$0	\$0
Total	\$4,861,598	\$5,595,165	\$6,110,042	\$6,192,576	\$6,568,229
Full-Time Equivalent	46.11	47.15	47.75	44.46	44.93

Juvenile Services

Program Purpose

The Juvenile Services Program provides community safety and juvenile 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 juvenile recidivism rates.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Juveniles, overall, who do not re-offend	70%	75%	75%	76%	76%
Juveniles on diversion who do not re-offend	88%	79%	80%	80%	80%
Juveniles on probation who do not re-offend	75%	88%	77%	78%	85%

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 juveniles who re-offend.

Strategic Objective: Reduce the risk level to re-offend for juveniles at the time of probation closure.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Reduction in risk level of juveniles at time of probation closure	83%	97%	92%	90%	92%

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, juveniles 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Community service hours completed by juveniles	3,572	2,853	2,400	2,000	2,000
Average number of community service hours completed per juvenile	31	29	26	26	26

State statute requires the development of opportunities for juveniles 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 juveniles the opportunity to complete this obligation.

Significant Issues in the Year Ahead

Strengthen service delivery options of the residential program to ensure that youth are receiving the highest level of services possible by assisting them to build new skills and reconnect with the community in a positive manner.

Conduct service delivery and data audits of probation services to ensure that resources are being provided at the highest level and are consistent with supervision levels and needs.

Financial Condition

The Juvenile Services Program receives 80 percent of its funding from the County's General Fund and the remaining 20 percent from other sources.

Program: 480109	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$1,323,537	\$1,319,804	\$1,496,052	\$1,575,397	\$1,327,454
Fees & Other Service Charges	\$63,652	\$50,522	\$55,322	\$66,700	\$56,700
All Other Resources	\$0	\$0	\$0	\$500	\$500
Total	\$1,387,189	\$1,370,326	\$1,551,374	\$1,642,597	\$1,384,654
EXPENDITURES					
Personnel Services	\$3,829,230	\$4,044,769	\$4,211,638	\$4,823,221	\$4,961,507
Materials & Services	\$1,744,289	\$1,690,576	\$1,909,283	\$2,027,716	\$1,814,632
Capital Outlay	\$0	\$0	\$0	\$0	\$106,853
Total	\$5,573,519	\$5,735,345	\$6,120,921	\$6,850,937	\$6,882,992
Full-Time Equivalent	49.88	49.22	46.90	49.26	46.68



Transition Center

Program Purpose

The Transition Center Program provides justice-involved individuals the opportunity to make positive changes through treatment and employment services in a structured living environment. The Program protects the community by holding individuals 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 individuals 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 individual 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; (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 individuals sentenced or sanctioned in Jackson County.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Individuals who complete the program without absconding or returning to jail	81.3%	81.5%	82.0%	82.5%	82.5%

The Transition Center offers a cost-effective means to hold individuals 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 individuals 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 directed job search.

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 individuals' preparedness for work. Offset the cost of providing correctional services by creating client-generated revenue.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Revenue earned by crews dispatched into the community	\$673,636	\$625,000	\$645,000	\$690,000	\$620,000



Transition Center

The work restitution program enables justice-involved individuals 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 individuals to good work habits, valuable skill building, teamwork, and a realistic understanding of employer expectations, all of which contribute to their success. The work restitution program partners with Federal and State agencies; other County departments such as the Airport, Expo, Roads and Parks, and the Sheriff's Office; municipalities; and private entities serving the public to make economically viable and tangible contributions throughout Jackson County.

Transitional Housing

***Strategic Objective:** Offer housing for justice-involved individuals transitioning to this community from prison, and homeless individuals on supervision. Provide the ability for individuals 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Individuals successfully transitioning to community housing	51.0%	65.0%	69.0%	69.0%	70.0%

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 individual's chances for success. The number of individuals transitioning to the community has been steadily increasing.

The Transition Center offers beds for indigent individuals on supervision in Jackson County as they work toward obtaining sustainable housing in the community. The individual must agree to abide by their supervision conditions and Transition Center rules to remain in the program. Individuals 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 (such as financial planning to help individuals pay child support, Court fines and department of motor vehicle fines, as well as assistance with obtaining Oregon Health Plan coverage, a birth certificate, identification card, and transportation). Transitional housing directly increases the safety of Jackson County as individuals 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Individuals successfully completing TCP	64.5%	74.0%	70.0%	70.0%	73.0%

The Transitional Care Program (TCP) is designed to provide individuals on supervision the opportunity to engage in cognitive behavioral and substance abuse groups, employment counseling, mental health services and housing assistance. Participants receive, on average, 20 to 25 hours of cognitive behavioral and substance abuse groups per week, 6 to 12 hours of employment-based curriculum per week, and mental health services as needed. As participants move through the three phases of the program, they obtain medical, dental, and vision services and



Transition Center

reintegrate into the community in a guided job search to obtain gainful employment. After obtaining employment, participants continue to receive all treatment and case management services to assist them with obtaining sustainable housing. Participants are guided through this program with the assistance of a case manager, mental health clinician, employment specialist, and certified alcohol and drug counselors that deliver the University of Cincinnati Corrections Institute curriculum.

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 substance-abusing individuals released from Federal prison. Case managers develop an Individualized Program Plan for each individual, 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 individual via monthly progress meetings to discuss each individual's progress and needs and how to better serve them as well as the community. The Transition Center is a key partner in this innovative partnership between local, State and Federal jurisdictions to provide more effective community safety. Federal Reentry Court includes some of the Bureau of Prisons (BOP) individuals residing at the Transition Center who are receiving transitional services along with Federal pretrial individuals. The Transition Center is positioned to expand, as the need requires, to become a moderate-sized facility by the BOP. Over the past year, under contract with Federal Probation and Federal Pre-Trial, the Transition Center began collecting urine specimens for walk-in Federal individuals on supervision.

The Transition Center participates 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 individuals participating in the STTL program have reduced reliance on State prison beds while more successfully transitioning into this community.

While the client workforce at the Transition Center has changed over the past decade, the new generation of individuals receiving services need valuable work skills around forestry, landscaping, and other technical and trade-based jobs that not only fit the needs of the program, but prepare justice-involved individuals for the workforce.

Financial Condition

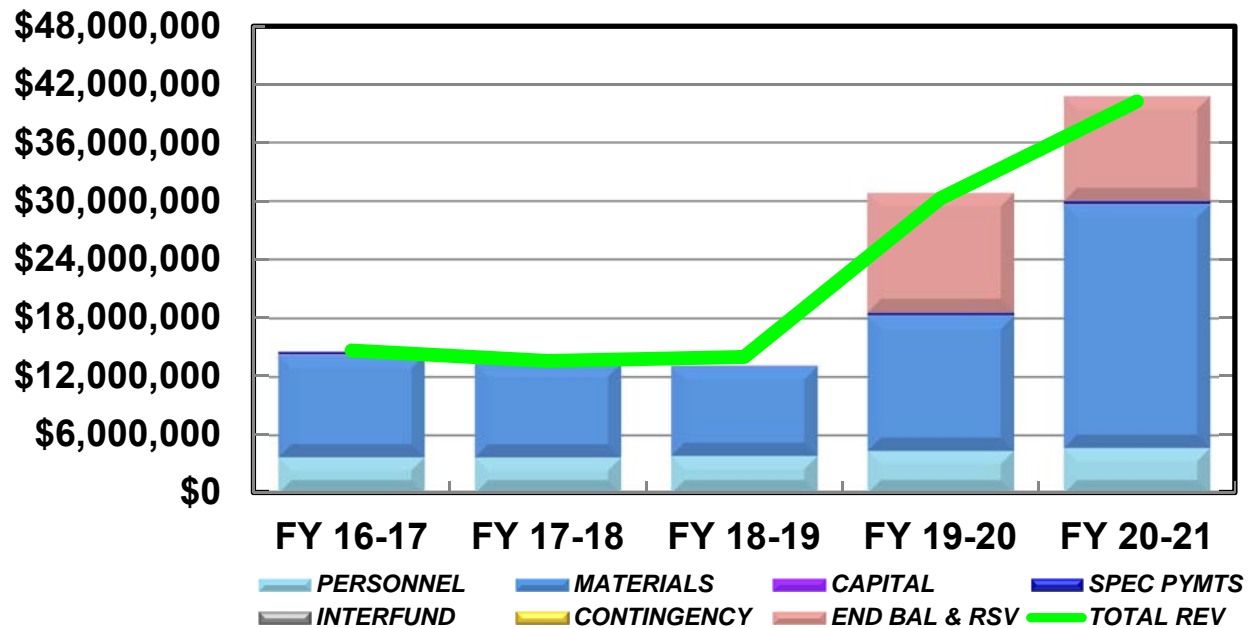
A central tenet of the Transition Center is to shift the financial burden of incarceration from the local tax base to the justice-involved individual. The Transition Center Program receives the majority of funding (45 percent) from the Community Corrections Act (CCA) and other Oregon Department of Corrections' programs (7 percent). Other funding streams (11 percent) include contracts completed by the clientele, including fighting fires, as well as client fees (2 percent). The remaining 35 percent is from the County's General Fund.

Transition Center

Program: 480104	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$2,855,540	\$2,590,194	\$2,744,937	\$2,751,881	\$2,736,193
Fees & Other Service Charges	\$480,796	\$398,238	\$693,535	\$546,500	\$388,500
All Other Resources	\$1,118	\$502	\$7	\$750	\$750
Interfund Transfers	\$275,276	\$344,443	\$353,086	\$345,000	\$320,000
Total	\$3,612,730	\$3,333,377	\$3,791,565	\$3,644,131	\$3,445,443
EXPENDITURES					
Personnel Services	\$2,685,786	\$3,103,982	\$3,176,115	\$3,634,539	\$4,189,594
Materials & Services	\$1,438,430	\$1,289,897	\$1,542,215	\$1,477,680	\$1,519,571
Capital Outlay	\$0	\$39,999	\$0	\$42,990	\$0
Interfund Transfers	\$0	\$0	\$0	\$52,000	\$0
Total	\$4,124,216	\$4,433,878	\$4,718,330	\$5,207,209	\$5,709,165
Full-Time Equivalent	39.11	43.17	47.79	41.99	42.99

COUNTY ADMINISTRATION

2016-2017 TO 2020-2021

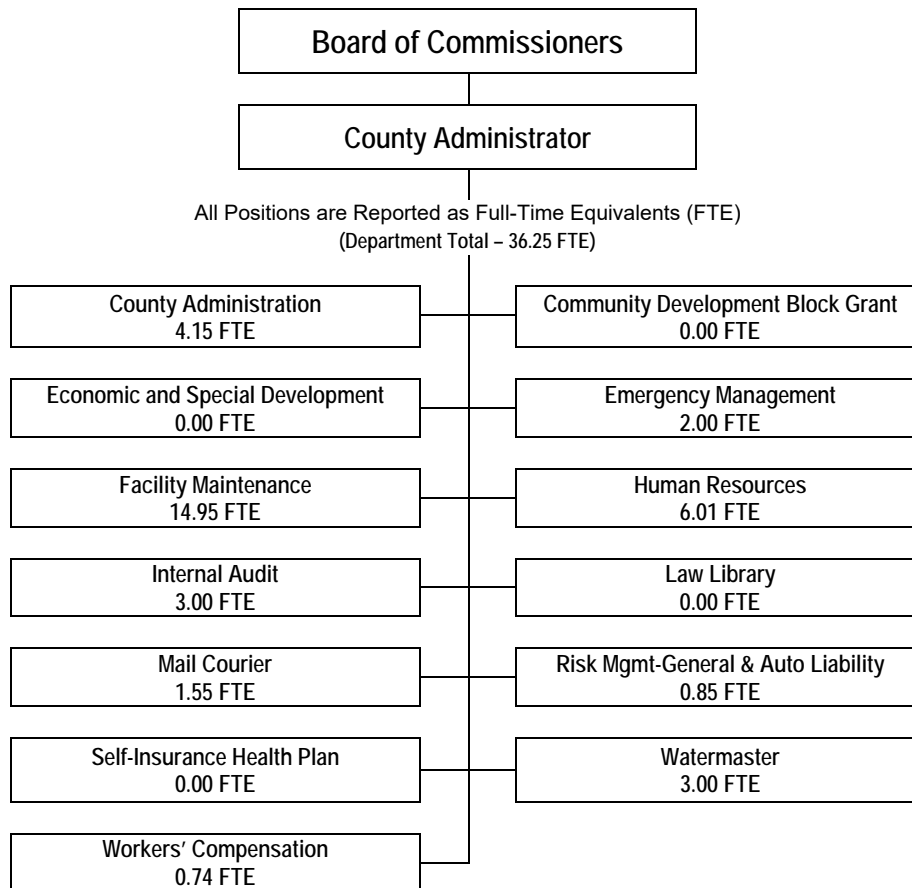


	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Adopted	FY 20-21 Adopted
PERSONNEL	\$3,710,717	\$3,697,499	\$3,859,729	\$4,371,501	\$4,665,227
MATERIALS	\$10,506,622	\$9,661,114	\$9,233,595	\$13,878,252	\$24,969,369
CAPITAL	\$65,540	\$0	\$28,969	\$0	\$0
SPEC PYMTS	\$223,823	\$79,374	\$26,713	\$310,000	\$310,000
INTERFUND	\$31,990	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$10,000	\$15,000
END BAL & RSV	\$0	\$0	\$0	\$12,232,127	\$10,788,420
TOTAL EXP	\$14,538,692	\$13,437,987	\$13,149,006	\$30,801,880	\$40,748,016
TOTAL REV	\$14,611,525	\$13,544,481	\$13,950,936	\$30,267,539	\$40,243,301
FTEs	40.70	39.87	37.50	35.75	36.25

For FY 20-21, the increase in Materials is due to the County's largest union group, with 508 employees, joining the County's Self-Insurance Health Plan. Between FY 19-20 and FY 20-21, FTEs increased by 0.50 FTE with the Emergency Management Program receiving a Title III grant to fund a position that will assist with updating the County's Fire Plan. 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 13 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, Emergency Management, Facility Maintenance (including the management of capital projects), Human Resources, Internal Audit, Law Library, Mail Courier, Risk Management and Self-Insurance, and support for the Watermaster's Office.

Major Issues and Service Level Goals for Fiscal Year 2020-2021

- 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.
- In fiscal year 2020-2021, Emergency Management will work closely with community partners, including private and public, to develop a Local Emergency Planning Committee (LEPC) to better coordinate response and



COUNTY ADMINISTRATION

mitigation activities. In the first year, the LEPC will focus on identifying facilities and transportation routes of extremely hazardous substances (EHS) and create a plan detailing facility/on-site and County emergency response procedures. The LEPC will additionally serve as an all hazards information sharing forum for awareness and planning for all types of hazards, exercise, and training. The membership will represent a wide cross section of the community. An update of the County Emergency Operations Plan, to include specific city annexes, will also commence in fiscal year 2020-2021.

- Facility Maintenance will continue moving forward on projects that will have a measurable impact, including energy management, safety, and Americans with Disabilities Act (ADA) accessibility.
- In fiscal year 2020-2021, the Jackson County Library District will be under a new Agreement with Jackson County to provide maintenance services for all 15 libraries.
- Market conditions are driving a rise in construction costs, and the demand for labor and materials have been outpacing supply. It will continue to be a challenge for Facility Maintenance to find qualified contractors to bid, stay in budget, and finish projects on time. As a result, there will be an increased need in project management time to deliver these projects.
- With contracted labor costs continuing to rise, utilizing in-house skilled labor to mitigate the cost gap will be a priority whenever possible. Facility Maintenance will continue efforts to hire and retain skilled tradesmen, and promote training as it becomes available.
- Attracting qualified applicants for job openings will continue to be a priority. Human Resources will expand reporting on qualified applicants to help departments make data-informed decisions regarding outreach and recruitment. Human Resources will continue to partner with departments to expand outreach to prospective applicant groups, particular for hard-to-fill jobs and high volume needs for seasonal jobs.
- Remaining competitive in attracting and retaining talent will also continue to be a priority for Human Resources. A classification and compensation study will begin on several employee groups. The study will help to determine that job classifications accurately reflect the work being done by employees and determine what the market suggests for comparable classifications and pay in relation to comparable-sized counties.
- To enhance employee competence and readiness, Human Resources will expand training offerings for supervisors, for those employees who manage projects, and for all employees to increase skills in the new updated version of the County's operating software, and in identifying types of active threats that may occur in the workplace and responding for their and other's safety.
- To improve efficiency, Human Resources, in partnership with Information Technology (IT), will seek to automate the process to review County policies. The goal is to eliminate 95 percent of the paper in this process that is currently being printed, routed, and scanned into personnel files.
- In the coming year, the staff from the Watermaster's Office will increase the amount of flow measurements from selected streams to create hydrographic records for forecasting weather availability and predicting trends; and will increase the number of dam inspections performed on structures needing inspection.
- The Watermaster's Program will work to achieve compliance on new water right permit conditions issued within Jackson County.

Major Issues and Service Level Accomplishments for Prior Year

- Internal Audit produced a report to aid in public discussion regarding the proposal jail district; aided Development Services in its analysis of organizational needs and structure; ensured that the jail healthcare provider is compliant with its contractual obligations; and produced other audits and studies to aid in the administration of County operations.
- Emergency Management has successfully built multiple jurisdictional partnerships with counties, cities, and numerous public and private organizations. Working closely to educate and provide curriculum to volunteers and partners has enable Emergency Management to expand public outreach in preparing citizens for disaster. Most of 2019-2020 was focused around the Pacific Power planning and education for planned public safety shut off of electricity during high hazard days, with special focus on people who are considered "at risk" populations with medical and/or mobility challenges.
- During fiscal year 2019-2020, Facility Maintenance expects to complete over 9,100 work tickets throughout the County, over 50 mid-year department-requested projects, and capital improvement projects totaling over \$2,000,000.



COUNTY ADMINISTRATION

- Facility Maintenance staff effectively maintains 1,440,625 square feet of buildings at 144,062 square feet per maintenance worker. Other Oregon counties of similar size or larger maintain 80,000 square feet or less per maintenance worker.
- Facility Maintenance completely restructured their budget chargeback process, and tracking of revenue and expenses. This has proven to be highly successful and allows for more transparency and accuracy.
- Human Resources launched a new development program for regular employees with three years or more of continuous employment and with an interest in furthering their career at the County. This six-session program included 20 participants from 12 different departments. The curriculum included leadership development, supervision, resolving conflict, self-management, and topics specific to the County such as financial stewardship and managing the County's complex workforce.
- To improve process efficiency, Human Resources, in partnership with IT and other departments, created and implemented a new automated form and routing process for personnel action administration that all departments are now using. In utilizing this new system, 95 percent of the paper and manual routing in this process was eliminated from the approximately 2,000 personnel actions that are processed each year.
- In continuing to improve process efficiency, Human Resources, and again in partnership with IT and other departments, created and implemented a new automated Incident Report Form and routing process for recording incidents that all departments are using. With the implementation of this new system, 99 percent of the paper and manual routing of this process was eliminated from the approximately 700 incidents that are reported each year throughout the County. Automation also created easy and immediate access to reports and analytics on incidents and trends over time.
- Human Resources conducted an HR Service Satisfaction Survey to solicit feedback from department management, liaisons, and supervisors. In response to feedback, Human Resources expanded opportunities for recognizing employees with continuous tenure at the County. In addition, Human Resources launched a Supervisor-Human Resources Update Forum for brainstorming on, and sharing, ways to attract and retain talent, and for updates on new legislative and policy requirements and their impact on managing employees.
- In fiscal year 2019-2020, staff from the Watermaster's Office volunteered at Loving the Lands and provided information to local 4th and 5th graders on the importance of protecting stream flows and watersheds in order to ensure the long-term sustainability of Oregon's ecosystem; and also participated in seven community outreach opportunities to educate the public on water rights and promoting responsible water management.
- The Watermaster's Program was able to renew multiple commitments with other agencies that include: the Rogue River Basin Streamgaging Contract with the Bureau of Reclamation for five years to define low, medium, and high flows, and maintain accurate water records, and continue operation and maintenance of 18 gages within the Rogue River Basin; the Medford Water Commission Streamgaging Station Agreement for a period of five years to continue operation and maintenance of the four gages within the Medford Watershed to ensure reliability of near real time stream flow data through the internet that allows transparent water management for all water users and stakeholders; and the Eagle Point Irrigation District Agreement for five years to continue operation and maintenance of the streamgaging station at the Eagle Point Cobleigh Canal which will allow for more transparent and efficient management of water resources in the Big Butte Watershed.
- With the use of the streamgaging network, the Watermaster's Office was able to reduce and mediate water use complaints among landowners to protect senior water rights.
- In fiscal year 2019-2020, the Watermaster's Office adapted to County staff changes and to the hiring of a new Regional Manager for the Southwest Region of Oregon Water Resources; and staff also attended trainings to enhance hydrographic data collection and safety in high risk situations when measuring stream flows.
- Jackson County was awarded the Government Finance Officers Association's prestigious "distinguished budget presentation" award for fiscal year 2019-2020 and the distinguished financial reporting award for fiscal year 2018-2019.

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: (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 assure responsible development that both enhances and maintains the natural 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; and (12) Plan for the future.

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.



County Administration

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.

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. County Administration is also working toward a resolution of jail overcrowding.

Financial Condition

County Administration is a Central Services program that is funded by interfund transfers. Approximately 45 percent of the charges are to the County's General Fund.

Program: 080101	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Fees & Other Service Charges	\$5,713	\$8,772	\$1,452	\$5,800	\$2,300
Interfund Transfers	\$941,559	\$836,776	\$978,360	\$1,026,224	\$1,057,586
Total	\$947,272	\$845,548	\$979,812	\$1,032,024	\$1,059,886
EXPENDITURES					
Personnel Services	\$889,498	\$869,942	\$906,984	\$967,368	\$991,657
Materials & Services	\$40,846	\$46,047	\$37,121	\$64,656	\$68,229
Total	\$930,344	\$915,989	\$944,105	\$1,032,024	\$1,059,886
Full-Time Equivalent	4.80	4.80	4.15	4.15	4.15



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 assure responsible development that both enhances and maintains the natural 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Active CDBG grants	1	1	0	0	1
Change in housing rehabilitation waiting list	-50%	-25%	0%	100%	-25%
Low/moderate income homeowners receiving zero interest loan	14	16	0	0	4
Total project homeowner loans completed	87%	100%	0%	0%	25%
Rehabilitation projects completed	14	16	0	0	4
Total grant rehabilitation projects completed	87%	100%	0%	0%	25%

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 year 2019-2020 represents the year the waiting list was reopened to apply for new rehabilitation grant. 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 were completed during fiscal year 2017-2018. During fiscal years 2018-2019 and 2019-2020, Affordable Housing Solutions received several loan payoffs and maintained enough money in their revolving loan fund to assist local citizens. As a result, the participating agencies were not eligible for this CDBG program during those years. The County expects to apply for a new grant during fiscal year 2020-2021.



Community Development Block Grant

House CDBG Pass-Through Dollars According to State Standards

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

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Grant monitoring findings cleared	100%	100%	n/a*	n/a*	100%
Requests for payments processed within five days of receipt of State funds	100%	100%	n/a*	n/a*	90%

*No measures to report.

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. During fiscal years 2018-2019 and 2019-2020, the County did not have an open grant and, as a result, there are no measures to report on.

Significant Issues in the Year Ahead

The County, in coordination with Affordable Housing Solutions and the Housing Authority of Jackson County (HAJC), are expected to reapply for the CDBG program during the summer of 2020. It is anticipated that the new grant will provide \$400,000 in zero-interest loans to approximately 20 low and moderate income homeowners in need of vital housing rehabilitation during the grant period. From the initial application to final grant closeout, current Community Development Block Grants average a three year cycle. When eligible for funding in the years ahead, the County, Affordable Housing Solutions, and HAJC will continue to participate in, and apply for, housing rehabilitation programs for low and moderate income citizens.

Financial Condition

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

Program: 080303	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$223,824	\$79,374	\$26,713	\$310,000	\$310,000
Total	\$223,824	\$79,374	\$26,713	\$310,000	\$310,000
EXPENDITURES					
Special Payments	\$223,824	\$79,374	\$26,713	\$310,000	\$310,000
Total	\$223,824	\$79,374	\$26,713	\$310,000	\$310,000
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00



Economic and Special Development

Program Purpose

The purpose of the Economic and Special Development Program is threefold: (a) to attract, retain, and expand industries that provide a broad range of employment opportunities; (b) to sponsor contributions to programs not operated by the County which provide economic development, cultural awareness, education, and agricultural development; and (c) to provide staff support with the Jackson County organization on economic development issues. The Economic and Special Development Program is helping to meet County goals: (2) Serve all citizens fairly and ensure access to County government; (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Total contributions made according to adopted budget	71%	51%	74%	91%	98%

For fiscal year 2020-2021, the County will continue to contribute \$24,954 to the Rogue Valley Council of Governments (RVCOG). Of that amount, \$10,929 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 Bear Creek Watershed Non-Point Source Pollution (Total Maximum Daily Loads/TMDL) sampling project will receive \$7,210. 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 remaining \$6,421 will be for the Metropolitan Planning Organization, a Federally-mandated transportation policy-making organization made up of representatives from local governments and governmental transportation authorities.

The County will contribute \$50,000 to Southern Oregon Regional Economic Development, Inc. (SORED). SORED 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.

Provide Administration for Taylor Grazing Fees

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

Under State law, the County is required to receive funds from the Bureau of Land Management as the result of rancher-paid grazing fees. The County is then required to approve expenditures for range land improvements such as fences and gates.



Economic and Special Development

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 \$13,461 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

The region's economy has been diversifying from its traditional timber products foundation. The region has seen an increase in medical and retail businesses. The County will continue to work with regional partnerships to assist in economic development in the area.

Financial Condition

The County's continued support of the regional partnerships is dependent upon financial resources being available in future years. This Program is funded 81 percent by the County's General Fund, with the remaining 19 percent dedicated to land improvements as part of the Taylor Grazing fees.

Program: 080302	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$0	\$500	\$500
Total	\$0	\$0	\$0	\$500	\$500
EXPENDITURES					
Materials & Services	\$274,659	\$128,203	\$213,789	\$175,808	\$122,229
Total	\$274,659	\$128,203	\$213,789	\$175,808	\$122,229
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00



Emergency Management

Program Purpose

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

Program Information

The Emergency Management Program provides the services listed below.

Collaborative Planning

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

The actual number of plans maintained by the Emergency Management Program in fiscal year 2020-2021 is driven by mandates from the Department of Homeland Security and Oregon Emergency Management, combined with National Incident Management System (NIMS) compliance. 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 Jackson and Josephine Counties' Rogue Valley Integrated Wildfire Protection Plan (RVIWPP). In 2018, the Natural Hazards Mitigation Plan (NHMP) was adopted by the County and approved by the Federal Emergency Management Agency (FEMA). In addition, the Oregon Department of Energy and Jackson County developed a plan for fuel storage and distribution in a catastrophic incident. The County's Emergency Operations Plan (EOP) and Continuity of Operations Plan (COOP) are due to be updated in fiscal year 2020-2021. Reviews with department heads will resume and all feedback will be incorporated into an updated document to be submitted for promulgation. Jackson County Emergency Management will work collaboratively to formalize a countywide Local Emergency Planning Committee (LEPC), including disciplines as detailed in the EOP Emergency Support Functions (ESFs).

Promoting a Coordinated Disaster Response

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

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Multi-agency disaster trainings held	3	3	3	4	5
Critical agencies participating in exercises	70%	80%	80%	80%	80%

The number of multi-agency exercises is expected to remain constant. Although the County plans three exercises per year (which can include actual occurrences), unexpected requests from other organizations require the County Emergency Manager to participate in multiple, unscheduled, exercises. Ongoing training to County department heads and other County EOC staff will continue throughout the year.



Emergency Management

Public Outreach and Education

Strategic Objective: Conduct public outreach programs for residents of all ages and abilities to educate them on individual roles and responsibilities in the event of an emergency. Involve interested stakeholders, community leaders, and volunteers to foster collaboration within communities to reach goals for greater preparedness. Develop and maintain relationships with residents, non-profits, and faith-based groups within vulnerable populations to be able to provide outreach, education, and coordination of emergency preparedness services to assist in the event of an emergency.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Community, organization, and conference preparedness presentations	n/a*	n/a*	2	20	12

*New measurement; data not available.

Improving Emergency Communications

Strategic Objective: Improving emergency communications with the public as well as other agencies during emergencies.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Population enrolled in "Citizen Alert" system	14,500*	20,000*	34,485*	38,000*	41,800*
Increase in population enrolled	5%	7%	53%	9%	10%

*Jackson and Josephine Counties.

Improve emergency communications with the public by utilizing the emergency notification (Citizen Alert) system. Run a media campaign annually for opt-in enrollment. Continue communicating with the public about individual disaster preparedness for individuals and family by public speaking and radio and television interviews. The Emergency Manager partners with Josephine County, Rogue Valley Fire Chiefs Association, Rogue Valley Fire Prevention Co-Op, and Ashland Fire & Rescue on education and outreach related to the Citizen Alert program.

Reorganize Jackson County Amateur Radio Emergency Service (JCARES) volunteer program to collaborate with Jackson County Search and Rescue (SAR) to attract additional volunteers trained to communicate with other agencies (including Oregon Emergency Coordination Center) during emergencies.

Significant Issues in the Year Ahead

Oregon's focus on preparation for a Cascadia Subduction Zone earthquake and recent catastrophic wildfires have influenced Emergency Management to direct 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, the COOP, and an updated EOP. The Emergency Management Program continues to spend significant time on plans, alert and warning systems, grant management and administration, collaboration and partnerships, and public awareness for preparedness.



Emergency Management

Emergency Management will work diligently to increase whole community planning with outreach to private and non-governmental organizations; and improve the County's emergency structure to include training, organization, and planning through development of the LEPC.

Financial Condition

Since 2001, Jackson County and other organizations have successfully obtained millions of dollars in grant funding to support countywide emergency management planning, training, and equipment. Over the past several years, available Homeland Security grant dollar amounts have diminished and requirements to obtain those funds have increased (albeit, not proportionally). Jackson County Emergency Management continues to be the conduit in which all other Jackson County agencies submit requests for these funds to Oregon Emergency Management. Several attempts have been made at the Executive Branch to reduce Federal funding for the Emergency Management Performance Grant (EMPG) program, however it continues to provide adequate funding to assist the Emergency Management Program. Generally, this Program receives approximately \$120,000 in EMPG grant funds to offset program costs.

The Emergency Management Program receives approximately 43 percent of its funding from grants and reimbursement from cities for use of the mass notification/reverse 911 system, and 14 percent from Title III funds. The remaining 43 percent is funded from the County's General Fund.

Program: 080301	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$84,046	\$101,623	\$90,000	\$178,600	\$183,297
Fees & Other Service Charges	\$0	\$1,298	\$0	\$80,000	\$60,021
Total	\$84,046	\$102,921	\$90,000	\$258,600	\$243,318
EXPENDITURES					
Personnel Services	\$135,604	\$117,954	\$87,869	\$195,239	\$249,177
Materials & Services	\$71,119	\$63,835	\$103,139	\$236,792	\$174,728
Total	\$206,723	\$181,789	\$191,008	\$432,031	\$423,905
Full-Time Equivalent	2.50	1.67	1.50	1.50	2.00



Facility Maintenance

Program Purpose

The purpose of the Facility Maintenance Program is to maintain the County buildings in order to preserve their integrity and provide comfortable, functional, and safe facilities for the public and employees. The Facility Maintenance Program is responsible for maintaining all County facilities (with the exception of the Airport) 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 assure responsible development that both enhances and maintains the natural 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 County facilities (approximately 1,440,625 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 planned maintenance, five-year projects, capital projects, and maintenance tasks on schedule.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Annual square footage costs	\$2.08	\$2.16	\$2.46	\$2.52	\$2.65

A housing unit that had previously been utilized by Health and Human Services has been sold; thereby removing it from the group of buildings maintained by Facility Maintenance. The Roads and Parks Department added three buildings (new equipment shed for the sign shop, sand equipment shed, and new water station) that will be maintained by Facility Maintenance. Overall, the impact to the total square footage of County facilities is minimal and does not dramatically affect the budget. Facility Maintenance 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 architectural firms to ensure that projects are designed to meet building codes, Oregon State law, and County ordinances. Any contracted 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. This includes 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Total buildings cleaned	28	26	21	21	23
Buildings receiving service five times per week	64%	65%	67%	68%	65%
Buildings receiving service four times per week	0%	0%	0%	0%	0%
Buildings receiving service three times per week	12%	12%	10%	9%	9%
Buildings receiving service two times per week	8%	8%	10%	9%	9%
Buildings receiving service one time per week	16%	15%	14%	18%	17%

Facility Maintenance manages the County's contract to minimize customer complaints. They also 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, at the same time, providing Jackson County a needed service. The total number of buildings being cleaned went up by two; the Jackson County Justice Court and the Rogue Family Center have been added to the County's contract.

Safety

***Strategic Objective:** Provide administrative support and assist the County Safety Committee as well as the Human Resources Office to ensure all 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 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. Training is provided to employees to promote awareness 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 construction oversight, capital improvements, and projects while sustaining oversight of normal and planned maintenance. 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

Facility Maintenance is a Central Services program that is funded by interfund transfers. Approximately 72 percent of the charges are to the County's General Fund.

Program: 080103	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$657,755	\$820,652	\$627,941	\$575,487	\$611,916
Fees & Other Service Charges	\$2,836	\$1,673	\$1,550	\$0	\$0
All Other Resources	\$0	\$0	\$0	\$0	\$0
Interfund Transfers	\$3,299,275	\$3,070,258	\$2,840,133	\$3,334,692	\$3,566,609
Total	\$3,959,866	\$3,892,583	\$3,469,624	\$3,910,179	\$4,178,525
EXPENDITURES					
Personnel Services	\$1,092,697	\$1,127,749	\$1,225,224	\$1,402,388	\$1,511,608
Materials & Services	\$2,737,575	\$2,785,777	\$2,211,580	\$2,507,791	\$2,666,917
Capital Outlay	\$65,540	\$0	\$18,439	\$0	\$0
Total	\$3,895,812	\$3,913,526	\$3,455,243	\$3,910,179	\$4,178,525
Full-Time Equivalent	15.90	15.90	14.90	14.90	14.95



Human Resources

Program Purpose

Human Resources is a team of professionals in the County Administrator's Office (CAO) committed to recruiting, developing, recognizing, and retaining the workforce needed for Jackson County is successful in its mission. To execute this commitment, Human Resources partners with County departments to foster a work environment that maximizes the potential and performance of its greatest asset – County employees.

Human Resources oversees and provides consultative services to departments related to compliance with employment policies, and employee and labor relations. In addition, it supports departments in delivering decentralized services, such as recruitment and selection, new hire onboarding, personnel action administration, and performance management. It also provides information to the public upon request. Human Resources' oversight role helps ensure consistent and equitable treatment of employees and the public in accordance with labor contracts, State and Federal law, and County Ordinances and policies.

The Human Resources 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.

Workforce Outreach, Recruitment, and Selection

Strategic Objective: To increase the number of qualified applicants for hard-to-fill job openings and high volume seasonal jobs.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Total applicants	6,634	5,891	7,972	6,122	6,654
Total posted job openings	163	159	184	228	183
Average applicants per job opening	41	37	43	26	36

Note: A four-year average was used to project for fiscal year 2020-2021.

An important role of Human Resources is to assist departments in ensuring there is an adequate supply of qualified applicants for job openings. A review of annual applicant data revealed only about 45 percent of total applicants met minimum job qualifications and, therefore, were passed on to the hiring manager for consideration. In response, Human Resources provided annual job opening and applicant data and analytics to departments to support data-informed decisions regarding outreach plans.

To broaden outreach efforts for specific applicant needs, Human Resources promoted County job openings and career opportunities at community job fairs. For fiscal year 2019-2020, Human Resources represented the County and specific departments with job openings at events sponsored by the Oregon Department of Transportation; the WorkSource Rogue Valley; and the business, communications, human resources, and information technology programs at Southern Oregon University. Human Resources also worked with two departments on focused outreach efforts in anticipation of a high volume of extra help seasonal openings.



Human Resources

For fiscal year 2020-2021, an expanded set of analytics will be developed to compare qualified applicant data across several years to better identify trends in low numbers of qualified applicants for certain kinds of job openings. Another focus will be on updating and simplifying the posted instructions to applicants. A review of total applicant data found that 15 percent of applicants had to be rejected because their application did not meet completion requirements (i.e., did not have all of the required information or supporting documents). Clarifying application instructions will help internal and external applicants.

In addition, a classification and compensation study will begin on several employee groups to help the County retain the talent needed to successfully deliver services to the community. The study's purpose is to determine that job classifications accurately reflect the work being done by employees and what the market suggests for comparable classification and pay.

Employee Retention

Strategic Objective: To encourage and enable employee development.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Average number of years of service for those retiring from the County	20.2	27.6	19.4	22.3	22.3
Average number of years of service for those employees who voluntarily leave the County	3.8	4.6	4.2	4.2	4.2

Note: A four-year average was used to project for fiscal year 2020-2021.

Another important role of Human Resources is to help departments ensure that employees have the skills, knowledge, and experiences needed to deliver services to the community. To better understand employee satisfaction with the employment experience at the County, Human Resources reviewed countywide data on employee terminations. The analysis suggested a need to focus more on the engagement and development of early tenure employees. In response, Human Resources updated the New Employee Orientation to better complement department and job onboarding. Human Resources also launched a new Employee Development Program to better support and enhance development of those regular non-supervisor employees with three years or more of continuous tenure and an interest in furthering their career with the County. The first cohort of the program included non-supervisor employees from 12 departments.

Workforce demographics data also revealed retirements will continue to be a significant contributing factor in annual turnover through the next decade. This finding suggested that employee development should be a priority to ensure readiness for changes in work and organization needs. In response, Human Resources expanded its fall and spring training offerings to include a new series to help supervisors develop skills in leadership and managing performance, a new course for employees who manage projects, and new courses for all employees on the latest version of the County's word processing software, and one-on-one appointments with deferred compensation representatives to help with their retirement planning.

To better gauge department management and supervisor satisfaction with delivery of services, Human Resources conducted an HR Services Survey. Sixty-one managers, supervisors, and administrative liaisons responded to the survey. Two themes emerged: a general concern about the ability to attract and retain employees, and the need for more efficiency in processes given that some of the County's HR services are centralized and some decentralized.

To support employee retention, Human Resources expanded opportunities for recognizing employees with continuous tenure at the County. In addition, the Supervisor-Human Resources Update Forum was launched to



Human Resources

create an opportunity for supervisors and Human Resources to get together twice a year to brainstorm and share ideas on improvements in attracting and retaining employees and to discuss new legislation, requirements, and their impact on managing employees.

To improve process efficiencies, Human Resources, in partnership with the Information Technology Department, launched a new automated form and routing process for personnel action administration. Approximately 2,000 employee pay and employment-related changes are processed each year and were being completed and routed on paper. This new automated system eliminated most of the paper creation and routing in this process.

In addition, contract negotiations were completed with the Federation of Oregon Parole and Probations Officers.

For fiscal year 2020-2021, Human Resources will continue to support departments in different ways to attract and retain the talent needed to carry out the County's mission. To support retention, a focus will be on employee safety. Human Resources, in coordination with departments, will launch an effort to increase employee awareness on potential threats that may occur in the workplace and responses for protecting themselves and others. As part of that effort, a new course will be offered by the Sheriff's Office entitled "Workplace Active Threat Awareness and Response." Participants in the first offering of the training will be representatives from the countywide Safety Committee, departments, and Human Resources. It will then be added to the fall and spring training schedules moving forward, and all employees will be eligible to attend.

Automating processes will continue to be a priority. Human Resources expects to launch a new automated review and routing process for policies. This improvement will strive to eliminate about half of the paper generated for each new hire and 95 percent of the paper generated when a policy is updated and must be reviewed by employees.

Significant Issues in the Year Ahead

The Rogue Valley continues to have a relatively low unemployment rate. In this competitive environment, it will remain imperative that applicant and employee experiences with the County are positive and that this remains a focal point for efforts of departments and Human Resources. Human Resources will continue to monitor new Federal and State legislation that will impact the County as well as rule-making legislation that was passed in 2019.

Contract negotiations with two of the County's bargaining units, Service Employees International Union and the Federation of Oregon Parole and Probation Officers, are expected to be completed in calendar year 2020.

Financial Condition

Human Resources is a Central Services program that is funded by interfund transfers. Approximately 58 percent of the charges are to the County's General Fund.

Human Resources

Program: 080104	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Fees & Other Service Charges	\$1,442	\$3,616	\$1,190	\$0	\$0
All Other Resources	\$0	\$0	\$2	\$0	\$0
Interfund Transfers	\$805,071	\$695,636	\$782,859	\$1,028,452	\$1,060,102
Total	\$806,513	\$699,252	\$784,051	\$1,028,452	\$1,060,102
EXPENDITURES					
Personnel Services	\$559,363	\$540,465	\$747,906	\$832,078	\$835,855
Materials & Services	\$145,490	\$148,057	\$146,183	\$196,374	\$224,247
Total	\$704,853	\$688,522	\$894,089	\$1,028,452	\$1,060,102
Full-Time Equivalent	5.71	5.92	6.40	6.40	6.01

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 a 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Departments audited and/or collaborated with on medium to large projects	50%	50%	63%	50%	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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Individuals attending trainings conducted by the audit team	164	168	163	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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Maintain stability of audit costs relative to County expenditures	.26%	.30%	.30%	.30%	.30%

In fiscal year 2018-2019, Internal Audit revised this outcome to reflect actual expenditures rather than budgeted. 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

Given current population trends, alternative employment opportunities resulting from low unemployment rates, and nationwide salary trends, Internal Audit has identified high employee turnover rates among County departments as a potential to change the operating environment of the County. Turnover decreases operational stability which in turn increases the risk of non-compliance by departments operating with strict Federal or State programmatic requirements. Should this potential scenario occur, Internal Audit will prioritize compliance-related audits in order to decrease the risk of the County operating in non-compliance with Federal and/or State funding requirements.

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. Internal Audit is a Central Services program that is funded by interfund transfers. Approximately 42 percent of the charges are to the County's General Fund.

Program: 080102	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
All Other Resources	\$40	\$0	\$0	\$0	\$0
Interfund Transfers	\$493,419	\$498,767	\$598,056	\$605,174	\$620,269
Total	\$493,459	\$498,767	\$598,056	\$605,174	\$620,269
EXPENDITURES					
Personnel Services	\$410,037	\$433,331	\$448,449	\$489,308	\$500,701
Materials & Services	\$104,617	\$111,189	\$104,873	\$115,866	\$119,568
Total	\$514,654	\$544,520	\$553,322	\$605,174	\$620,269
Full-Time Equivalent	3.05	3.05	3.00	3.00	3.00



Law Library

Program Purpose

Help make the legal system work effectively in Jackson County by providing access to legal research materials. The Law Library Program 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; (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 citizens, lawyers, and judges to answer their legal research questions.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Expenditures for collection	\$115,058	\$114,918	\$115,735	\$124,300	\$126,300
Collection purchases made according to adopted budget	92.05%	101.70%	98.08%	93.32%	95.01%

The Law Library provides a collection of research materials from web-based access to printed publications. For fiscal year 2020-2021, the Law Library will be in the final year of two five-year contracts for online and printed legal subscriptions. Contract renewals will begin during fiscal year 2020-2021 with more of an emphasis being placed on electronic research options. Additional research materials not available through the reduced contracted rates are purchased separately as updates become available. 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.

Access to Computer Research Services

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

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Computers available for public use	3	3	2	2	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. Beginning in fiscal year 2020-2021, the Law Library will add additional computer workstations to better assist the public with legal research and completing Court forms in an electronic format.



Law Library

Court Facilitation Program

Strategic Objective: Provide assistance to self-represented individuals through the Jackson County Circuit Court Facilitation Program.

House Bill (HB) 4097, passed in 2018, permits counties to use up to one-half of the State Law Library distribution on Family Law Facilitation Services. As a result of HB 4097, Jackson County and the Jackson County Circuit Court (Court) entered into an Intergovernmental Agreement for a Court Facilitation Program. The Court pays for one facilitator and the County provides funding for the second Court Facilitator. In January 2020, the Court moved the facilitators to the Law Library location, thereby providing more resources to self-represented individuals.

Significant Issues in the Year Ahead

The relocation of the Court Facilitators to the Law Library location will increase usage of the facilities. The Law Library Program will need to monitor the usage to ensure that a sufficient number of computers are available for legal research. The print collection inventory will be reviewed more frequently to ensure adequate procedures are in place to secure the collection.

Financial Condition

Several large legal research contracts will be renegotiated for fiscal year 2021-2022 to focus more on electronic research options and to reduce dependence on printed collections that are not available through less expensive online services. These changes will reduce reliance upon the fund balance to support operations. A portion of Court filing fees, as specified by Oregon Statute and Jackson County Codified Ordinances, provides 99.5 percent of the Law Library revenue. The remaining revenue is generated interest on the fund balance. The Law Library Program receives no General Fund support.

Program: 080601	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Fees & Other Service Charges	\$215,475	\$208,983	\$208,579	\$208,400	\$202,196
All Other Resources	\$2,663	\$1,936	\$5,708	\$1,000	\$1,000
Fund Balance	\$0	\$0	\$0	\$65,190	\$63,060
Total	\$218,138	\$210,919	\$214,287	\$274,590	\$266,256
EXPENDITURES					
Personnel Services	\$81,197	\$85,367	\$6,245	\$0	\$0
Materials & Services	\$165,642	\$168,694	\$178,638	\$209,400	\$211,100
Contingency	\$0	\$0	\$0	\$10,000	\$15,000
Ending Balance and Reserves	\$0	\$0	\$0	\$55,190	\$40,156
Total	\$246,839	\$254,061	\$184,883	\$274,590	\$266,256
Full-Time Equivalent	1.06	1.05	0.80	0.00	0.00



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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Items prepared	266,180	231,705	211,677	206,000	211,000
Change in items prepared	11.8%	-13.0%	-8.6%	-2.7%	2.4%

Outgoing mail can fluctuate widely from year to year as volume is largely dependent on election activity in the County Clerk's Office.

Significant Issues in the Year Ahead

Courier staff and management continually examine routes and practices to ensure efficiency of the County's mail room.

Financial Condition

The Mail Courier Program is supported by the services that it provides to County departments. The amount of each department's chargeback is based on the volume of outgoing mail from the department, delivery locations, and number of service days.

Mail Courier is a Central Services program that is funded by interfund transfers. Approximately 71 percent of the charges are to the County's General Fund.



Mail Courier

Program: 080105	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Interfund Transfers	\$96,149	\$116,604	\$121,294	\$133,123	\$141,287
Total	\$96,149	\$116,604	\$121,294	\$133,123	\$141,287
EXPENDITURES					
Personnel Services	\$88,634	\$93,530	\$99,674	\$107,627	\$116,888
Materials & Services	\$21,023	\$23,790	\$23,172	\$25,496	\$24,399
Total	\$109,657	\$117,320	\$122,846	\$133,123	\$141,287
Full-Time Equivalent	1.54	1.55	1.55	1.55	1.55

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.*

<i>Outcome(s)</i>	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Change of excess general liability insurance coverage cost	4.1%	0.7%	5.7%	3.5%	2.6%

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

Manage Claims' Expenditures

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

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.

Significant Issues in the Year Ahead

An actuarial valuation of the County's general liability and auto liability programs was conducted in fiscal year 2018-2019 to project for adequate and stable reserve funding, as well as cost allocation distributions through fiscal year 2020-2021. The next actuarial valuation will be completed during fiscal year 2020-2021 for budget years 2021-2022 and 2022-2023.



Risk Management-General and Auto Liability

Financial Condition

The Risk Management-General and Auto Liability Fund remains in sound financial condition. Insurance policy premiums are expected to increase due to the large number of environmental events such as the California and Oregon wildfires. This budget is built on the assumption that the County continues at an 80 percent confidence level for general liability and auto liability. Expenditures reflect the recommended reserve funding as outlined in the actuarial evaluation. This Program is funded by chargebacks to departments within the County's General and Operating Funds.

Program: 080201	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$599	\$845	\$552	\$500	\$0
All Other Resources	\$74,119	\$81,930	\$285,869	\$160,000	\$206,010
Interfund Transfers	\$2,432,968	\$2,097,229	\$2,026,878	\$1,907,128	\$1,724,287
Fund Balance	\$0	\$0	\$0	\$8,531,869	\$7,875,621
Total	\$2,507,686	\$2,180,004	\$2,313,299	\$10,599,497	\$9,805,918
EXPENDITURES					
Personnel Services	\$293,850	\$234,609	\$113,645	\$121,934	\$120,988
Materials & Services	\$1,313,507	\$2,215,641	\$1,052,772	\$2,864,694	\$2,770,536
Ending Balance and Reserves	\$0	\$0	\$0	\$7,612,869	\$6,914,394
Total	\$1,607,357	\$2,450,250	\$1,166,417	\$10,599,497	\$9,805,918
Full-Time Equivalent	3.14	2.93	1.85	0.90	0.85

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 goals: (9) Promote employee pride, high standards of performance, and productivity; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Health care claims loss ratio	96.5%	79.8%	91.6%	100.0%	100.0%

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 maintaining benefit 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Prescription claims	15.30%	20.80%	23.80%	20.00%	20.00%

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

<i>Outcome(s)</i>	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Change in health insurance premium	0.0%	6.8%	3.1%	4.1%	5.0%

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 April 2019, the County's employer-sponsored Wellness Center changed vendors. For fiscal year 2020-2021, the focus will be on emphasizing various communication methods to drive utilization of the Wellness Center and continue to reduce the cost of health care to both the County and its participating employees.

The Wellness Center currently has two other participating self-insured companies with the capacity to obtain a third self-insured partner. With these partnerships in place, the County's operational and overhead expenses are reduced.

There is also the potential for the County's largest union to join the Self-Insurance Health Plan during fiscal year 2020-2021 and, as a result, this budget is based on the addition of 508 union employees to the Plan. The County will continue to monitor the effectiveness of the Self-Insurance Health Plan, along with the Wellness Center, both of which have been a benefit to the County by stabilizing the rising costs of health care and continuing to provide low insurance premiums to employees.

Financial Condition

The County's Self-Insurance Health Plan Fund remains in sound financial condition. 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. The employee contribution has not changed since the inception of the Self-Insurance Health Plan.

Self-Insurance Health Plan

Program: 080401	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Fees & Other Service Charges	\$17,813	\$16,281	\$16,938	\$22,584	\$4,446
All Other Resources	\$19,156	\$16,232	\$63,462	\$30,000	\$50,000
Interfund Transfers	\$4,291,566	\$3,969,092	\$4,175,080	\$4,258,308	\$15,161,666
Fund Balance	\$0	\$0	\$0	\$2,598,000	\$3,040,612
Total	\$4,328,535	\$4,001,605	\$4,255,480	\$6,908,892	\$18,256,724
EXPENDITURES					
Materials & Services	\$5,114,173	\$3,216,935	\$4,445,223	\$6,056,252	\$17,147,516
Ending Balance and Reserves	\$0	\$0	\$0	\$852,640	\$1,109,208
Total	\$5,114,173	\$3,216,935	\$4,445,223	\$6,908,892	\$18,256,724
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

Watermaster

Program Purpose

The Watermaster Program manages and protects the use of Jackson County's surface and ground water resources under Oregon Water Law. The responsibility of the Watermaster Program is to assure that sufficient and sustainable water supplies are available to meet current and future needs of Jackson County. The primary functions of the Watermaster Program are to serve the public by practicing and promoting responsible water management, to provide water right and well log records, to provide accurate and accessible water resource data, to address Jackson County's water supply needs, and to restore and protect stream flows 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 assure responsible development that both enhances and maintains the natural 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.

Address Jackson County's Water Supply Needs and Provide Accurate and Accessible Water Resource Data

Strategic Objective: Monitor and record Jackson County's water supply and assure sufficient and sustainable water supplies are available to meet current and future needs.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Stream flow measurements made	422	460	410	420	420
Stream flow measurements made per full-time equivalent (FTE) position	140	184	137	120	120
Flow measurement data processed on average five days or less	78%	86%	79%	85%	85%

Stream flow measurements are made to fulfill gaging station network contractual agreements and to ensure that residents and irrigation districts are adhering to the specific parameters of their water rights under Oregon Water Law. Flow measurements are also made for in-stream water rights to protect habitat for fish in streams that have been identified as critical habitat for endangered fish species. Data collected from making flow measurements is used to calibrate the gaging station network and to create hydrographic record for forecasting water availability and predicting trends.

Strategic Objective: Ensure water storage facilities in Jackson County are maintained per Oregon State law.



Watermaster

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Storage facilities inspected annually	98%	95%	93%	100%	100%

The Watermaster Program partners 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. State law requires storage facilities to be visited annually for the safety of all citizens, which is taken seriously, so staff strives to meet a goal of 100 percent. The number of inspections required each year is dependent upon the hazard rating; therefore, only 12 reservoirs required inspection during 2018. Staff was denied access to two of the reservoirs and they were not inspected; these sites will be added to the list needing inspection for the next fiscal year.

Provide Efficient Customer Service and Promote Responsible Water Management

Strategic Objective: Process water right research requests within 10 business days.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Water right research completed within 10 business days	78%	71%	64%	70%	75%

Water right research can be complicated and may require records from the Oregon Water Resources Department or accessing archived files. This outcome has been affected since the passing of Measure 91 and changes to State regulatory agencies for growing marijuana and hemp. The volume of requests to meet water requirements for commercial production continue to increase and complaints, field work priorities, and customer activity level at the counter and over the phone directly affect this outcome.

Strategic Objective: Investigate water use complaints within four days.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Water use complaints investigated within four days or less	75%	83%	82%	85%	85%

The Watermaster Program serves all citizens fairly by responding to complaints relating to water use. Fluctuations in staffing and the volume of complaints directly related to marijuana and hemp activity have affected this outcome.

Outreach and Education

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

The Watermaster Program maintains set office hours Monday through Friday providing customer service, research on water rights, and well log information for properties. This promotes the economic development of land and helps to maintain public records for historical and statistical information in planning for the future.



Watermaster

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 about Oregon's water resources by speaking to Southern Oregon University and the Southern Oregon Research and Extension Center (SOREC) students. This will be achieved 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 gaging station installations, operation and maintenance, data collection, water quality, and partnerships.

The Watermaster Program will seek prospective contract opportunities through experience in water quality collection, water measurements, operation and maintenance of stream gaging equipment, collecting data for analysis, and by networking with local water users (for example, the agricultural community and stakeholders). The Watermaster Program is pursuing funding from other sources to increase the County's stream gaging network capacity, service level, and to continue the operation and maintenance of the gaging station network.

Significant Issues in the Year Ahead

Jackson County's water resources will continue to be a significant issue in the year ahead. The Watermaster Program continues to be forward-looking in its efforts to anticipate water issues in the upcoming season. The most recent Oregon Water Conditions Report implies the region's snow pack and precipitation is below normal. If this trend continues, compounded with current low reservoir levels, it may result in increased regulation and monitoring of water use throughout Jackson County.

Commercial cannabis and increased hemp production continue to impact workload and the number of calls, complaints, new water right application requests, and water right researches.

Financial Condition

The Watermaster Program currently receives 34 percent of its funding from the Bureau of Reclamation's service contract; 15 percent is funded from irrigation districts, service contracts, and various fees for service; and 51 percent is funded from the County's General Fund.

Watermaster

Program: 080305	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$162,329	\$163,705	\$167,551	\$193,553	\$190,605
Fees & Other Service Charges	\$7,709	\$5,248	\$2,764	\$3,025	\$3,529
Total	\$170,038	\$168,953	\$170,315	\$196,578	\$194,134
EXPENDITURES					
Personnel Services	\$159,836	\$194,552	\$189,738	\$218,260	\$238,896
Materials & Services	\$88,136	\$116,552	\$117,308	\$163,920	\$157,637
Capital Outlay	\$0	\$0	\$10,530	\$0	\$0
Interfund Transfers	\$31,990	\$0	\$0	\$0	\$0
Total	\$279,962	\$311,104	\$317,576	\$382,180	\$396,533
Full-Time Equivalent	3.00	3.00	3.00	3.00	3.00

Workers' Compensation

Program Purpose

The Workers' Compensation Program is an integral part of the County's safety program to support a safe and healthy workplace. The County actively seeks to identify emerging threats and incident patterns in order to prevent employee accidents and injuries, and to minimize loss for the County.

The Workers' Compensation Program is coordinated by Human Resources (HR) and provides claims management and return-to-work assistance in-house to departments and employees, and in partnership with a contracted Third-Party Administrator and Agent-of-Record. The Program ensures that all employees and Elected Officials who are injured on the job are treated promptly and properly, and within the regulations and guidelines contained in Oregon law.

The Workers' Compensation Program also provides loss control functions through self-insurance and loss financing to all County operations. 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 service listed below.

Administer and Manage Workers' Compensation Claims

Strategic Objective: Enhance reporting and communications to improve capabilities for monitoring injuries and trends.

All workers' compensation claims were reviewed by the workers' compensation Third-Party Administrator and Human Resources for accuracy, timely processing, and adequate outstanding reserve balances. To improve capabilities for monitoring the status of workers' compensation claims, Human Resources, with the Third-Party Administrator, distributed new annual and quarterly reports to departments on injuries and costs, and provided a three-year comparison of injuries countywide by department.

To improve efficiency in monitoring trends in the types of incidents that tend to lead to injuries, Human Resources, in partnership with the Information Technology Department, launched a new automated Incident Report Form and routing process that enabled data on worker injuries to be tracked in relation to data on types and causes of incidents. Each year, approximately 700 incidents are reported throughout the County and were being reported and routed on a paper form. While many incidents do not result in employee injury, the Occupational Safety and Health Association (OSHA) requires the County, and all organizations, to record and track safety incidents particularly those that result in injuries. The new automated system eliminated most paper and manual routing in the incident reporting process and created easy and immediate access to reports and analytics on incidents that lead to employee injuries.

For fiscal year 2020-2021, Human Resources will continue to expand the reporting capabilities of the new incident reporting system. An incident and worker injury trend analysis will be available by County and by departments. This reporting will help department management and safety committees identify trends and make data-informed decisions on where to focus efforts on incident and injury prevention and risk awareness.

Strategic Objective: Improve communication to increase awareness on working safely and avoiding injuries.



Workers' Compensation

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Workers' compensation claims filed	62	66	51	52	58
Total workforce – regular employees and extra help	1,103	985	1,092	1,138	1,080

Note: A four-year average was used to project for fiscal year 2020-2021.

To increase awareness of working safely, the countywide Safety Committee met each month and discussed incidents, with a focus on those that resulted in an injury. The Committee launched a monthly safety article campaign focused on tips for avoiding common types of injuries that are sometimes preventable with increased awareness and reminders (e.g., slips/trips/falls, motor vehicle, ergonomics, lifting). A special section on the County's intranet site was created to post the monthly safety articles, with 12 different articles posted during the year. Representatives on the countywide Committee reviewed the tips each month at their respective department safety committee meetings in order to discuss the tips in the context of their unique workplace injury risks.

For fiscal year 2020-2021, the new integrated reporting on types of incidents and worker injuries will enable more focused communication and discussions between supervisors and employees to increase awareness on where safety improvements are needed to lower injury risks in their particular work environment.

Strategic Objective: Reduce the number of lost work days through an effective return-to-work program.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Lost days per claim	18.3	17.2	10.4	5.0	12.7
Modified duty days per claim	31.0	11.5	11.2	27.1	20.2

Note: A four-year average was used to project for fiscal year 2020-2021.

Lost and modified duty days can fluctuate from year to year based upon the number and severity of injuries. While fiscal year 2019-2020 is expected to have a significant improvement in lost days per claim, monitoring this over the next few years will indicate if this was an improvement trend or just a one-year fluctuation. Human Resources continued to utilize the Employer-at-Injury Program (EAIP) to encourage early return-to-work through development of transitional work for injured employees who are released for work with restrictions for temporary modified duty. EAIP benefits provided a wage subsidy that repays the County for 45 percent of early return-to-work gross wages and sometimes included the purchase of equipment and/or resources that support the employee in doing the work. EAIP benefits are considered best practice for assisting employees in returning to work early and for lowering an employer's claim costs. Department administrative liaisons and supervisors and managers were reminded through several forums on the importance of identifying return-to-work opportunities whenever possible.

In fiscal year 2019-2020, Human Resources also designated a back-up to the Workers' Compensation Coordinator. This HR professional ensures return-to-work efforts and claims administration continue to be addressed in a timely manner, even when the Coordinator is out of the office.

For fiscal year 2020-2021, Human Resources will continue to focus the efforts of the Workers' Compensation Program on lowering the number of lost work days through enhanced return-to-work efforts. Human Resources, departments, and the Third-Party Administrator will continue to partner to proactively identify transitional work duties



Workers' Compensation

within the injured employee's department and to consider the full range of EAIP benefits and resources available for the employee and the County.

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 2019-2020 to project for adequate and stable reserve funding. A cost allocation distribution was made in fiscal year 2020-2021 to ensure adequate funding.

Financial Condition

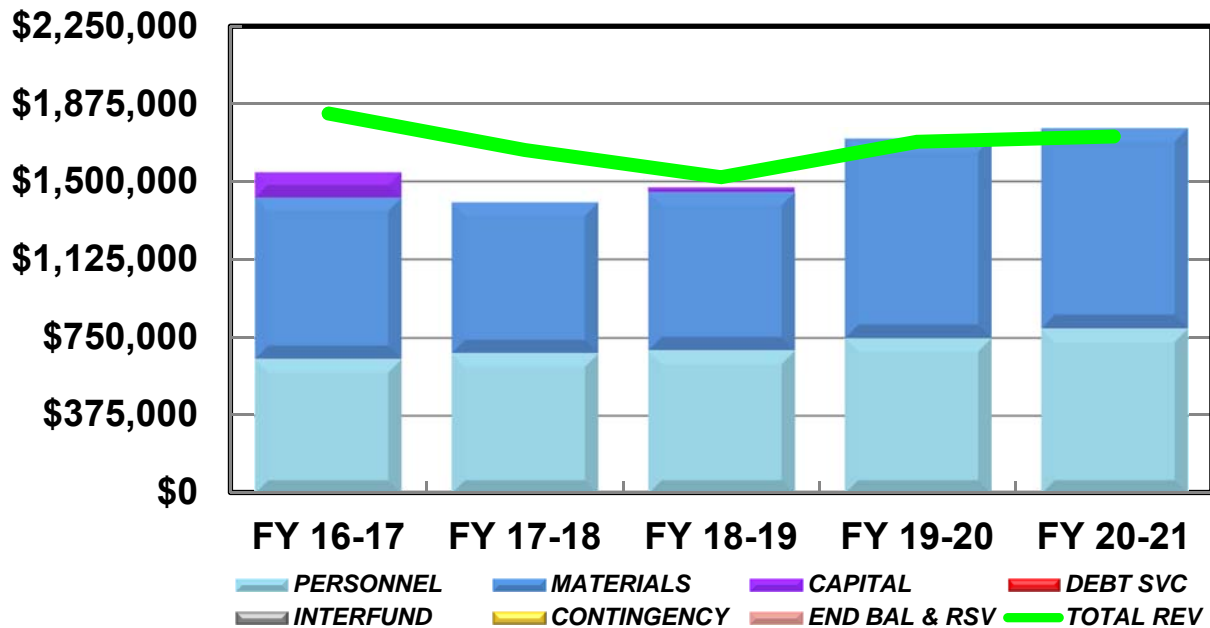
The County's Workers' Compensation Fund remains in sound financial condition. For fiscal year 2020-2021, chargebacks to departments will reflect the recommended reserve funding as outlined in the fiscal year 2019-2020 actuarial valuation. This budget is based on the forecast that the County continues at a 75 percent confidence level for workers' compensation claims. This Program is funded by charges to the County's General and Operating Funds.

Program: 080501	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$26,723	\$35,294	\$66,075	\$0	\$0
All Other Resources	\$34,694	\$38,215	\$139,754	\$86,200	\$107,500
Interfund Transfers	\$714,583	\$674,443	\$722,176	\$615,302	\$656,220
Fund Balance	\$0	\$0	\$0	\$4,308,428	\$3,342,662
Total	\$776,000	\$747,952	\$928,005	\$5,009,930	\$4,106,382
EXPENDITURES					
Personnel Services	\$0	\$0	\$33,995	\$37,299	\$99,457
Materials & Services	\$429,835	\$636,393	\$599,797	\$1,261,203	\$1,282,263
Ending Balance and Reserves	\$0	\$0	\$0	\$3,711,428	\$2,724,662
Total	\$429,835	\$636,393	\$633,792	\$5,009,930	\$4,106,382
Full-Time Equivalent	0.00	0.00	0.35	0.35	0.74



COUNTY CLERK

2016-2017 TO 2020-2021

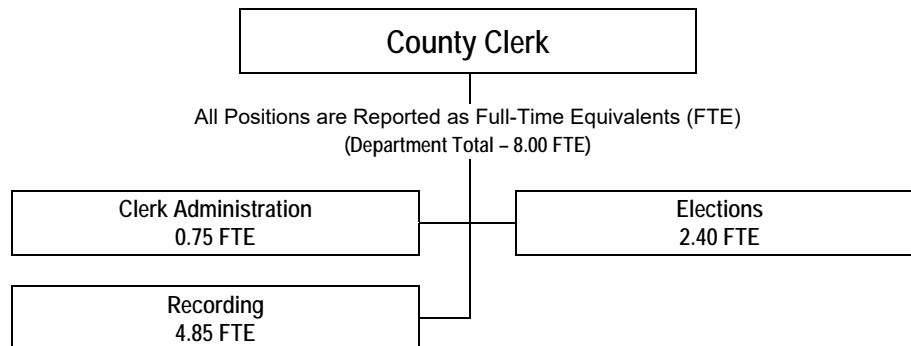


	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Adopted	FY 20-21 Adopted
PERSONNEL	\$645,514	\$673,086	\$686,836	\$746,518	\$792,275
MATERIALS	\$774,664	\$723,905	\$760,208	\$957,403	\$962,637
CAPITAL	\$122,577	\$0	\$23,118	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$1,542,755	\$1,396,991	\$1,470,162	\$1,703,921	\$1,754,912
TOTAL REV	\$1,828,498	\$1,652,041	\$1,521,403	\$1,692,704	\$1,718,130
FTEs	9.00	8.00	8.00	8.00	8.00

Between FY 19-20 and FY 20-21, 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 13 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 2020-2021

- Conduct two to four regularly scheduled elections which will include a Presidential General Election in November 2020; a Special Districts Election in May 2021 with filings that will include State and local measures, candidates for Congress, State Representatives and Senators, County Commissioners, and City Council members among other positions; and subsequent administrative or mandatory recounts to follow as required by State law.
- Record approximately 41,000 documents and issue approximately 1,400 marriage licenses.
- Process approximately 75 petitions, conduct hearings, and issue orders 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.
- Security upgrades to the Oregon Centralized Voter Registration (OCVR) system with ongoing monitoring and continual upgrades. Help America Vote Act (HAVA) funding is available to states.
- Continue training of support staff and upgrades on the ballot sorter as new platform and computer replacement takes place.
- Process and/or update 155,000 plus voter registration cards in paper or digital formats.
- Continued success in the eRecording program while increasing percentages of eRecordings by adding government partners and new submitters from around the country.
- Continue monitoring of workload, performance, processes and procedures, and revenue (ongoing).
- Continue to encourage the State of Oregon Employment Division and Department of Revenue to deploy eRecording of State-issued tax liens as they develop and implement new computer systems (ongoing).
- Continued success with 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. The Elections Program will experience ongoing and continued increases each year related to increasing voter registration in Jackson County and the State of Oregon. As the County's registered voter numbers move upward, there will be additional funds needed for election costs related to temporary staff, workload, ballots, envelopes, voter notification cards, postage, etc.

COUNTY CLERK

- The ballot tabulation solution has provided efficiencies within the Elections Program and streamlined processes and procedures while lessening staff resources needed to conduct elections. Staff will continue to assess and evaluate opportunities for further efficiencies within the Elections Program.
- Upgrades to server, operating system, and computers on the ballot sorter including installation and training.
- Continue a multi-year project concerning digitizing, preserving, and restoring historical indexes (books) within the Clerk's records including both the Recording and Elections Programs.
- Legislative changes during the 2020 short session and the 2021 full legislative session will have affects on both the Elections and Recording Programs.

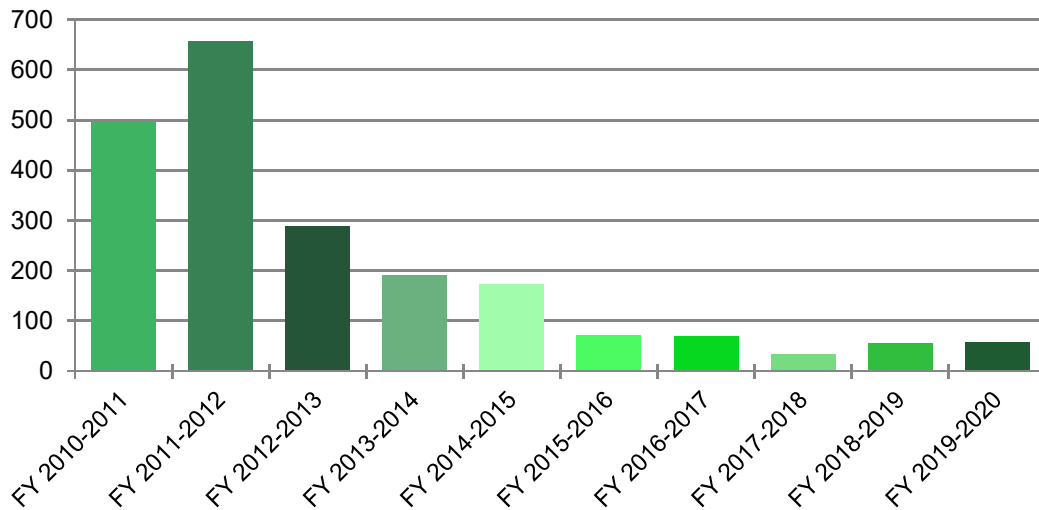
Major Issues and Service Level Accomplishments for Prior Year

- Successfully conducted countywide elections including the November 2019 Special Election, a May 2020 Presidential Primary Election, and possible April/May Recall Election for a local fire district.
- Continued successful use of a high-speed ballot sorter for all elections with the exception of the recall 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 HAVA funds. The ongoing licensing and maintenance costs are the responsibility of Jackson County.
- Continued training, updates, and testing of the OCVR election management system including the fully functioning new Oregon Motor Voter law.
- Processed, updated, scanned, and maintained approximately 155,000 plus voter registration cards both electronically or paper format.
- Recorded approximately 42,000 documents and issued approximately 1,400 marriage licenses.
- Processed 59 BoPTA petitions requesting a reduction in property values and held appropriate hearings and issued orders. Also includes 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.
- Successful recording of 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.
- Recording fund revenues remain steady and stable as interest rates remain low. Closely watching the Federal prime rate increase which could, and will, slow the secondary mortgage market (refinances).
- Jackson County received approximately \$19,000 during fiscal year 2019-2020 as payment from the Secretary of State, as approved by the Oregon Legislature, to recover a portion of costs due to approval of the new Oregon Motor Voter law. Yearly payments will continue to be received for up to three more years as long as the legislature approves the Secretary of State's expenditure.
- The Jackson County Clerk was appointed to serve as a Government Coordinating Council member by the Department of Homeland Security to represent the elections-specific sector on cybersecurity. This appointment was possible because one of the 24 election professional positions on the Council was provided to the International Association of Government Officials (iGO), which is a clerks, recorders, election officials, and treasurers' professional organization that educates and develops professionals through educational opportunities. As the immediate past President and a current Board member of iGO, and an election professional, the position was offered to the Jackson County Clerk and accepted. There are few election professionals on the Council, and it is an honor and privilege for the County Clerk to represent Oregon and Jackson County in this capacity.

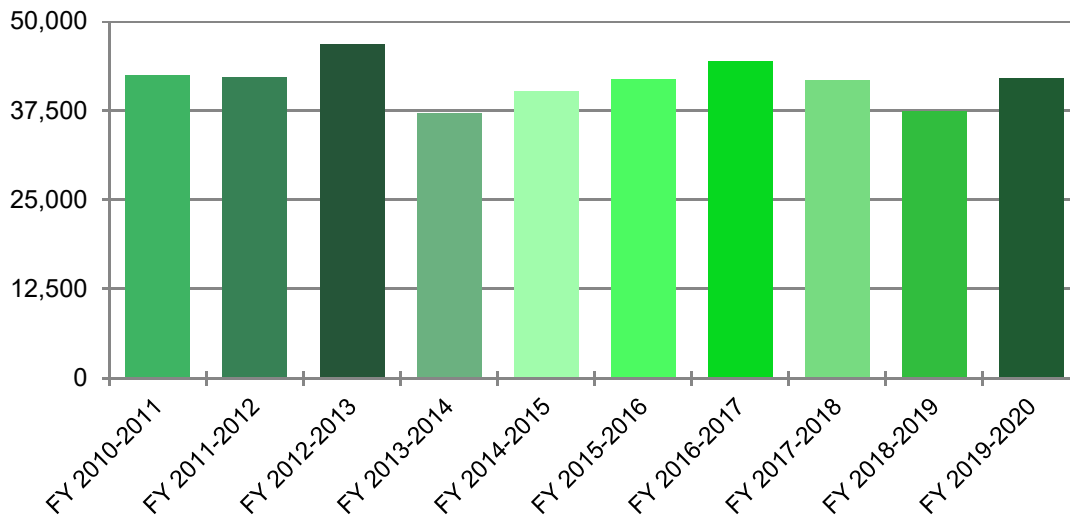
COUNTY CLERK

Benchmark

BoPTA Petitions Filed

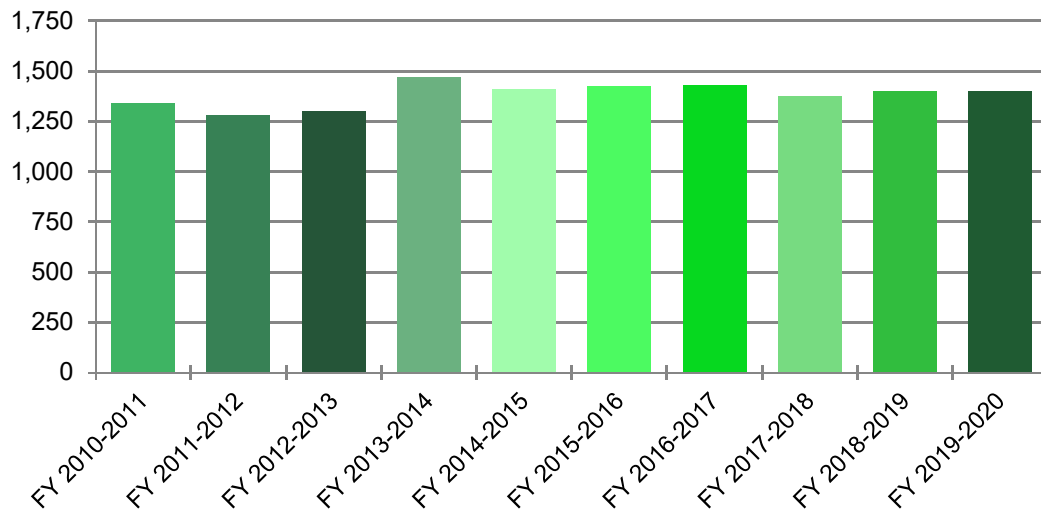


Documents Recorded



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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Presentations and participation	n/a*	n/a*	n/a*	60	60

*New measurement; data not available.

Issue press releases, hand out brochures and flyers, operate a website, provide presentations, and give frequent 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; girl scouts; Southern Oregon University; Rogue Community College; legal secretaries; genealogical research library; assisted living facilities; Oregon Association of County Clerks (OACC), President 2018; Oregon Municipal Records Association; International Association of Government Officials (iGO), President 2019; Property Records Industry Association (PRIA), Government Sector Board Member; Department of Homeland Security Government Coordinating Council Member; and related conferences, webinars, and stakeholder meetings.

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 and upgrade 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 purchasing cards, whenever possible, to pay department billings. Use of scanners producing digital images in both Recording and Elections has saved



Clerk Administration

thousands of dollars in paper costs along with the implementation of eRecording, electronic voter registration, and automatic voter registration. Vote by mail, App, and online voting will further reduce costs.

Use of County procurement policy and seek bids on outsourced jobs. Continually challenge staff to utilize more cost efficient ways in the performance of daily office operations. Staff has worked with the post office to reduce election-related mailing costs and ongoing negotiations with the State to keep down the cost of preparing the voters' pamphlet. The purchase of a new ballot tabulation system in fiscal year 2016-2017 provided increased efficiencies in the Elections Program's processes while reducing time and staffing requirements during elections.

Significant Issues in the Year Ahead

A scheduled Presidential General Election will be held in November 2020, and a Special Districts Election in May 2021. Given the political climate at the national level, and foreign players in the social media world, the Clerk's Office is on heightened awareness and working with Federal, State, and local partners to ensure the integrity of elections.

The Clerk's Office continually trains staff as Oregon Centralized Voter Registration (OCVR) is modernized over several years, including the new Oregon motor voter law that began in January 2016; all planned phases of implementation are complete.

The Clerk's Office will purchase replacement computers for the Elections' ballot sorter (six-year replacement) as well as upgrades to the computer operating system. Staff is working with the Fluence mail team as well as working closely with the County's Information Technology staff to accomplish the transition in a timely manner.

Jackson County has realized an increase in voter registration of approximately 32,000 new voters since January 2016 with the passage of the Automatic Voter Registration. 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.

The 2019 legislature has approved, and the Governor signed into law, that postage-paid ballot return envelopes will start in January 2020. The United States Postal Service has already approved new envelopes as well as postage affixation for each Oregon County. The costs for all elections will be billed directly to the Secretary of State.

Continued expansion of eRecording to various vendors, State and Federal offices as well as continued eRecording of Jackson County warrants with a goal of 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 updated, the Clerk's Office will see improvements to the BoPTA program functionality.

Continue the historic preservation project with the Clerk's programs to preserve historic deed indexes as well as digitizing the indexes. Convert marriage licenses already on external hard drives into marriage licensing software and create an index to quickly find licenses.

Property data online and the Clerk's inquiry functions and the ability to maintain these are obsolete. The Information Technology Department has given notice that the product will not be serviceable in the near future. The Recording Office plans to migrate over to a document search program that is offered in the recording suite of products.

Economic conditions make the Clerk's Office sensitive to financial market conditions. As the Federal Reserve increases short-term interest rates, there may be a reduction in trust deed recordings. The housing market remains healthy. New construction sales show continued increases, and subdivisions continue at a steady pace and shows the need for housing in Jackson County. The Clerk's Office will continue to monitor its revenues and expenditures, and make adjustments when necessary.



Clerk Administration

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 2.4 percent of its funding from the County's General Fund.

Program: 150101	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
All Other Resources	\$661	\$1,148	\$476	\$0	\$0
Total	\$661	\$1,148	\$476	\$0	\$0
EXPENDITURES					
Personnel Services	\$104,653	\$109,556	\$112,662	\$119,761	\$122,386
Materials & Services	\$210,403	\$212,204	\$219,563	\$31,235	\$20,361
Total	\$315,056	\$321,760	\$332,225	\$150,996	\$142,747
Full-Time Equivalent	0.75	0.75	0.75	0.75	0.75

Elections

Program Purpose

The Elections Program conducts all elections, tallies 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

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 are able to track and maintain active/inactive and cancelled voters more efficiently and in a more timely manner. The OCVR system also eliminates voters casting ballots in more than one Oregon county. Enhancements are continuous and ongoing throughout the year with collaboration, direction, and resources from 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. As of January 2020, there are currently 29 states and the District of Columbia (DC) 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Registered voters	144,500	149,200	153,900	158,500	165,000
Fluctuation of voters from prior year	18.50%	3.25%	3.15%	3.00%	4.20%

Registered voters in fiscal year 2020-2021, and future years, are projected to continually increase as a result of House Bill (HB) 2177 (new Oregon motor voter law). This law automatically registers eligible citizens applying for, or updating, their driver's license or identification card either online or at an Oregon Department of Motor Vehicles office.

Posting Election Results

Strategic Objective: Increase proficiency in designing tables and queries to retrieve desired information in table and chart format depicting election results. Transfer results to the Secretary of State for cumulative results.



Elections

The new County web page gives voters a fresh look at election results by posting results to the web faster and more efficiently than the media. During an election, the page 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, statutory, and administrative 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 monitoring as these requirements change periodically; ongoing training and upgrades will take place continually. There will be four regularly scheduled election dates during fiscal year 2020-2021, including a November 2020 Presidential General Election as well as a Special Districts Election in May 2021.

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 ballots has become more efficient. With ongoing anticipated increases in voter 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 voting processes. There will be continued 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 2020-2021 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 from 122,000 in fiscal year 2015-2016 to 153,000 in fiscal year 2018-2019; equal to 26 percent additional voters. This is a solid 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.

Upgrades of computers, server, and operating system (including training) for the mail ballot sorter as current technology is outdated and obsolete.

Allow those citizens covered by the Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) to participate in the pilot program for a new smartphone voting app for the 2020 May Primary Election and the 2020 General Election.

Computer software and hardware upgrades for the ballot tabulation system occurred in fiscal year 2016-2017 and have been fully implemented and in operation since that time. With technology improvements realized by the tabulation system and a commitment to serving the citizens with transparency and integrity, Jackson County has embraced a proactive, rather than reactive, approach to elections and the new ballot system technology has assisted Elections to 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 1.2 percent of its funding from the County's General Fund.



Elections

Program: 150103	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$192,939	\$187,473	\$207,615	\$199,000	\$219,000
Fees & Other Service Charges	\$19,381	\$5,008	\$15,244	\$21,000	\$21,000
All Other Resources	\$50,371	\$0	\$0	\$0	\$0
Interfund Transfers	\$549	\$1,032	\$626	\$1,200	\$1,200
Total	\$263,240	\$193,513	\$223,485	\$221,200	\$241,200
EXPENDITURES					
Personnel Services	\$196,041	\$200,222	\$218,507	\$235,811	\$254,104
Materials & Services	\$485,298	\$427,999	\$462,190	\$658,132	\$684,123
Capital Outlay	\$122,577	\$0	\$15,223	\$0	\$0
Total	\$803,916	\$628,221	\$695,920	\$893,943	\$938,227
Full-Time Equivalent	3.25	2.50	2.40	2.40	2.40



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 workload.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Documents recorded	44,379	41,807	37,459	42,000	42,000
Documents recorded per staff hour worked	5.85	5.77	6.17	6.32	6.32

Property recordings are highly sensitive to the overall economy/market. The market seems to be steady 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

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Marriage licenses issued	1,429	1,375	1,399	1,400	1,400
Marriage licenses processed per full-time equivalent position	336	344	341	341	341

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.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Partnership forms received	5	4	1	2	2

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

Board of Property Tax Appeals (BoPTA)

Strategic Objective: Provide administrative assistance to BoPTA.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
BoPTA petitions filed	69	35	56	59	50

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



Recording

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

Continue the historic preservation project with the Clerk's programs to preserve historic deed indexes as well as digitizing the indexes. Covert marriage licenses already on external hard drives into marriage licensing software and create an index to quickly find licenses.

Convert the Clerk's public inquiry online from the County's Information Technology-developed program to the property data online inquiry. The Clerk's inquiry program and the ability to maintain it is obsolete and the Information Technology Department has given notice that the product will not be serviceable in the near future. The Recording office plans to migrate over to the data online based document search program as offered by the recording suite of products.

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 revenues vulnerable to financial market conditions. The Recording Program has proven to be steady in recordings during the 2019-2020 fiscal year. Potential increases in interest rates have shown effects on the secondary mortgage market either upward or downward but a steady flow of refinances and housing purchases is anticipated. The Recording Program is seeing a level off of property sales and newly plated subdivisions and partition plats. With a very low percent vacancy rate in Jackson County, the need for new homes and affordable housing will continue to be a priority.

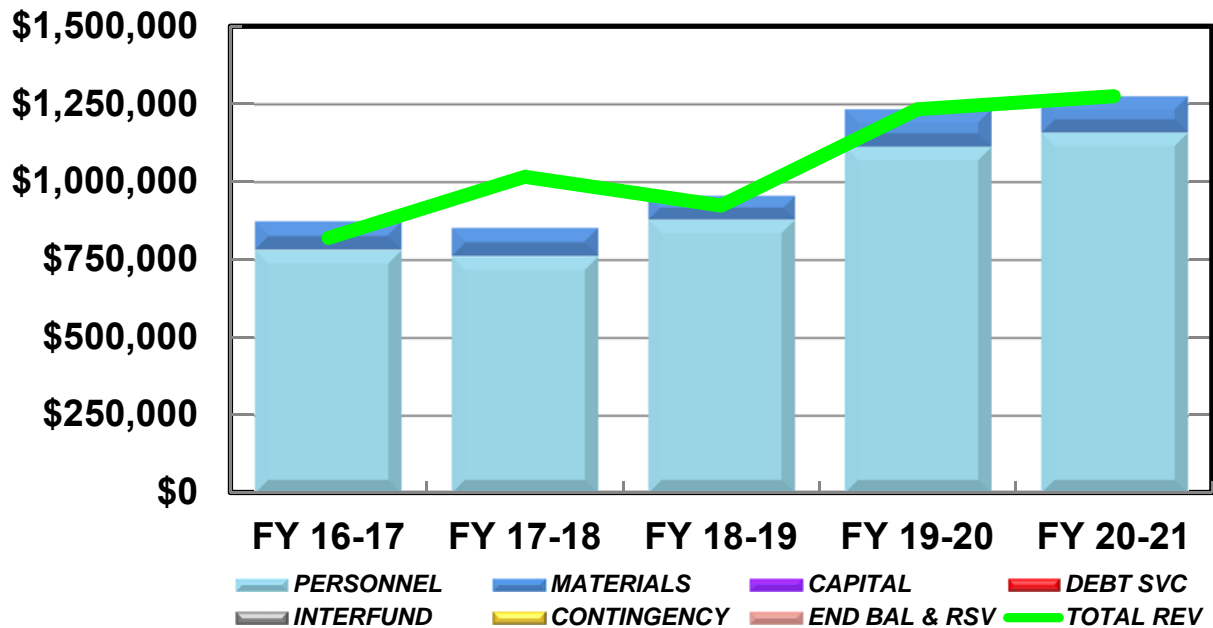
Revenues in this Program are dependent upon mortgage interest rates and the general state of the economy, especially concerning the housing market. The primary users are title insurance companies; the banking and mortgage industry; Federal, State, and local governments; and the general public. The Recording Program is 96.2 percent funded by charges to users, and receives 3.8 percent of its funding from the County's General Fund.

Program: 150102	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$13,977	\$13,756	\$12,771	\$13,500	\$13,000
Fees & Other Service Charges	\$1,549,420	\$1,443,624	\$1,284,571	\$1,458,004	\$1,463,930
All Other Resources	\$1,200	\$0	\$100	\$0	\$0
Total	\$1,564,597	\$1,457,380	\$1,297,442	\$1,471,504	\$1,476,930
EXPENDITURES					
Personnel Services	\$344,820	\$363,308	\$355,668	\$390,946	\$415,785
Materials & Services	\$78,964	\$83,702	\$78,455	\$268,036	\$258,153
Capital Outlay	\$0	\$0	\$7,895	\$0	\$0
Total	\$423,784	\$447,010	\$442,018	\$658,982	\$673,938
Full-Time Equivalent	5.00	4.75	4.85	4.85	4.85



COUNTY COUNSEL

2016-2017 TO 2020-2021

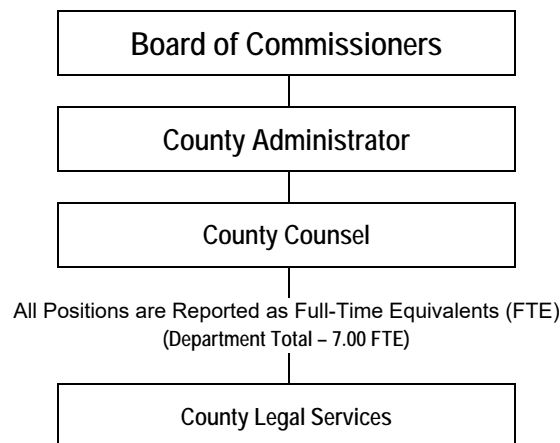


	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Adopted	FY 20-21 Adopted
PERSONNEL	\$781,305	\$760,550	\$878,043	\$1,112,507	\$1,157,899
MATERIALS	\$91,166	\$90,878	\$76,311	\$120,069	\$116,797
CAPITAL	\$0	\$0	\$0	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$872,471	\$851,428	\$954,354	\$1,232,576	\$1,274,696
TOTAL REV	\$818,849	\$1,015,590	\$922,894	\$1,232,576	\$1,274,696
FTEs	6.00	6.00	7.00	7.00	7.00

Between FY 19-20 and FY 20-21, 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 13 of this document.

COUNTY COUNSEL

Organization Chart



Department Summary

Purpose Statement: To be dedicated advocates and trusted advisors to Jackson County's elected and appointed officials, and department personnel in achieving their goals and resolving their disputes through competent and responsive service by: understanding our clients' business needs; being accessible, responsive, and timely to our clients; ensuring the efficient and economical delivery of our services; proactively helping our clients guard against risk; providing sound advice and counsel to all of our clients; providing creative solutions and viable alternatives to achieve our clients' goals; and acting in a responsible, professional, and ethical way.

Major Issues and Service Level Goals for Fiscal Year 2020-2021

- Provide proactive, comprehensive, and timely legal advice to Jackson County's elected and appointed officials and its department personnel.
- Represent the County and its officials, using in-house attorneys as much as possible, in litigation and other contested cases in State and Federal trial and appellate courts and in administrative proceedings.
- Closely manage outside counsel handling litigation and other specialty issues when in-house attorneys are unable to perform those duties.
- Review, negotiate, and provide counsel regarding all County contracts as well as a broad range of other transactions concerning County business.
- Leading negotiations with employee unions for successor collective bargaining agreements.
- Attend and advise the County in public hearings and meetings.
- Provide training and briefings on legal issues for County officials and employees.
- Codify changes to the County's Codified Ordinances 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.
- Represented the County in various matters before the Courts, the Oregon Bureau of Labor and Industries, and the Oregon Land Use Board of Appeals.

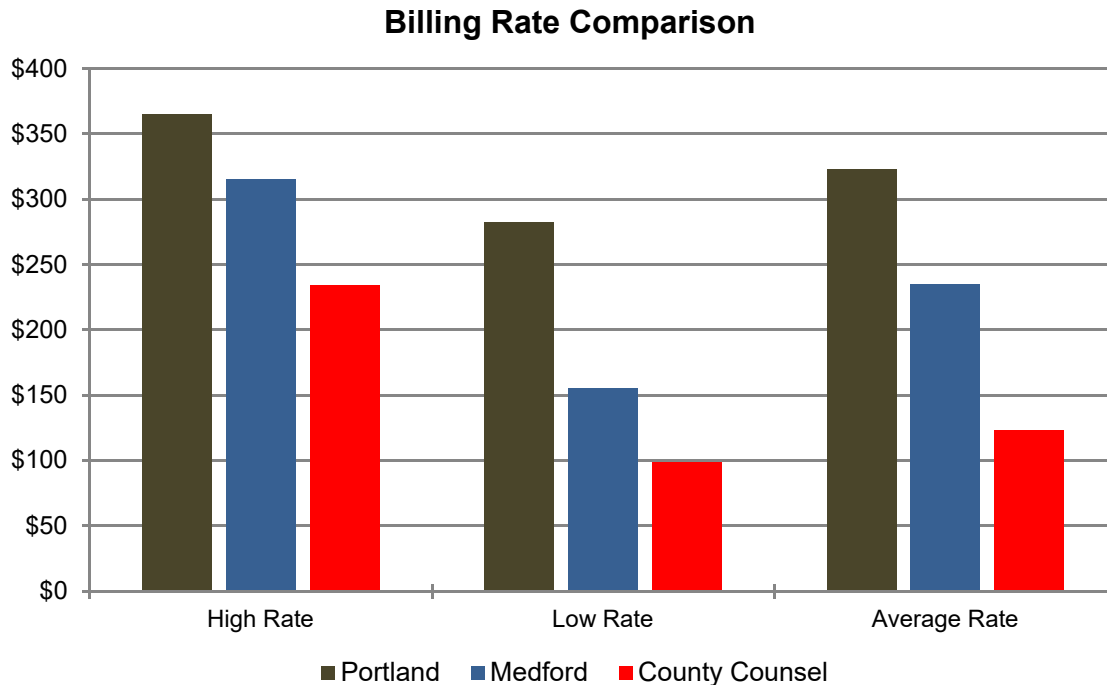


COUNTY COUNSEL

- Presented a variety of pertinent trainings and briefings to the Board of Commissioners, advisory committees, and departments.

Benchmark

The following chart shows the variance of billing rates for Portland law firms, Medford law firms, and the County Counsel's Office. County Counsel rates are based on fiscal year 2020-2021 budget numbers. *(Note: Based upon experience, one in-house Counsel would be billed at the High Rate and the remaining four in-house Counsel would be billed at the Average Rate.)*



County Legal Services

Program Purpose

The County Counsel Office serves as advocates and advisors to Jackson County's elected and appointed officials and departments in achieving their goals and resolving their legal issues. The Office handles, either directly or through contracted outside counsel, providing advice to and representing the County in litigation and administrative proceedings. The Office also proactively works with County 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 Office provides the services listed below.

Legal Counsel

***Strategic Objective:** Achieve 90 percent client satisfaction with the quality of the legal advice and services provided to the County's elected and appointed officials and department personnel.*

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Client satisfaction with quality of legal advice and services provided by Counsel	n/a*	90%	90%	90%	90%

*New measurement; data not available.

Providing legal advice and representation to the County's elected and appointed officials and department personnel allows the County Counsel attorneys to develop the relationships necessary to provide advice and advocate for the County's long-term business needs, be accessible and responsive, and provide creative solutions and viable alternatives to achieve the County's goals.

Review and Negotiation of Contracts and Transactions

***Strategic Objective:** Review, negotiate, and provide counsel for all County contracts as well as a broad range of other transactions concerning County business.*

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Contracts reviewed within three working days	97%	92%	95%	92%	92%

Drafting, reviewing, and negotiating contracts on behalf of all County departments through the attorneys in the County Counsel Office allows the attorneys to develop the skills and experience to efficiently review contracts and other agreements on a broad range of topics impacting either the County as a whole or individual departments within the County.



County Legal Services

Litigation

Strategic Objective: Directly represent the County in at least 85 percent of litigation involving the County in State and Federal Courts and other tribunals.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
County-related litigation handled by attorneys in Counsel's Office	n/a*	92%	97%	90%	90%

*New measurement; data not available.

Represent the County through in-house counsel on litigation matters, to the maximum extent possible. Court proceedings provide for efficient and cost effective County representation while developing the skills and experience of the attorneys within the County Counsel Office.

Legal Representation in Public Meetings and Administrative Proceedings

Strategic Objective: Attend and advise the County in public hearings.

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

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: increased land development; County capital improvements; various County operational issues; implementation of the Federal Coordination Policy; risk management activities; coordinating the County's response to public records requests; 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 interfund transfers based on the department's percentage of use of Counsel's legal services as well as chargebacks to Risk Management on particular litigation matters. Approximately 50 percent of the charges are to the County's General Fund.

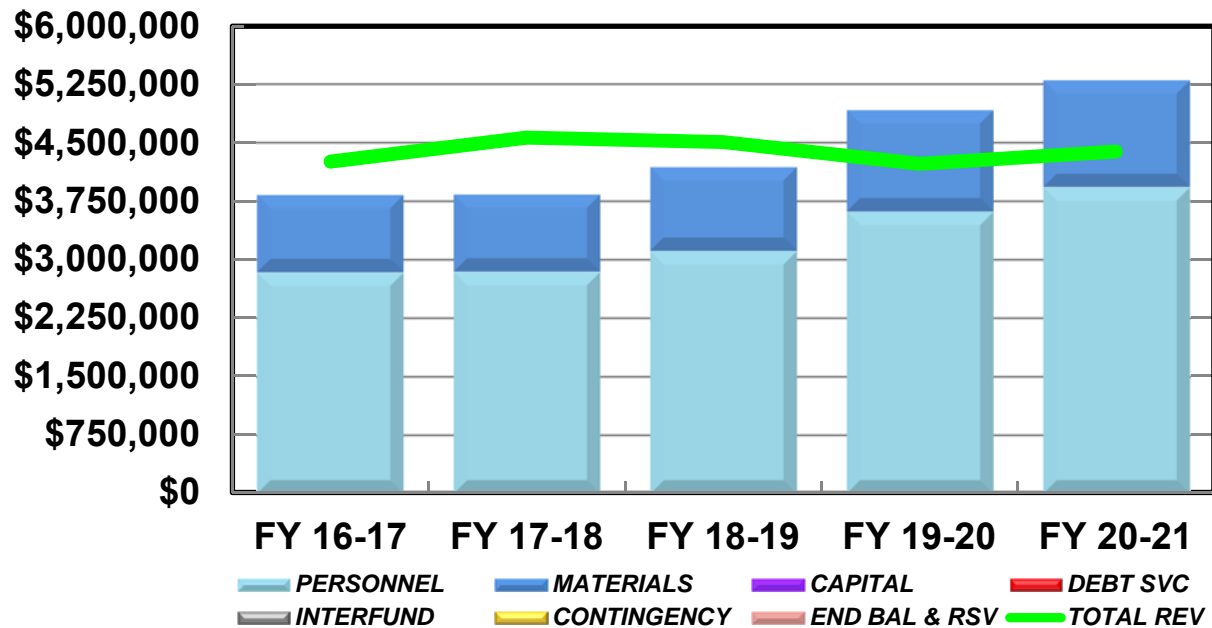
County Legal Services

Program: 070101	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Fees & Other Service Charges	\$1,317	\$1,540	\$2,159	\$200	\$200
Interfund Transfers	\$817,532	\$1,014,050	\$920,735	\$1,232,376	\$1,274,496
Total	\$818,849	\$1,015,590	\$922,894	\$1,232,576	\$1,274,696
EXPENDITURES					
Personnel Services	\$781,305	\$760,550	\$878,043	\$1,112,507	\$1,157,899
Materials & Services	\$91,166	\$90,878	\$76,311	\$120,069	\$116,797
Total	\$872,471	\$851,428	\$954,354	\$1,232,576	\$1,274,696
Full-Time Equivalent	6.00	6.00	7.00	7.00	7.00



DEVELOPMENT SERVICES

2016-2017 TO 2020-2021



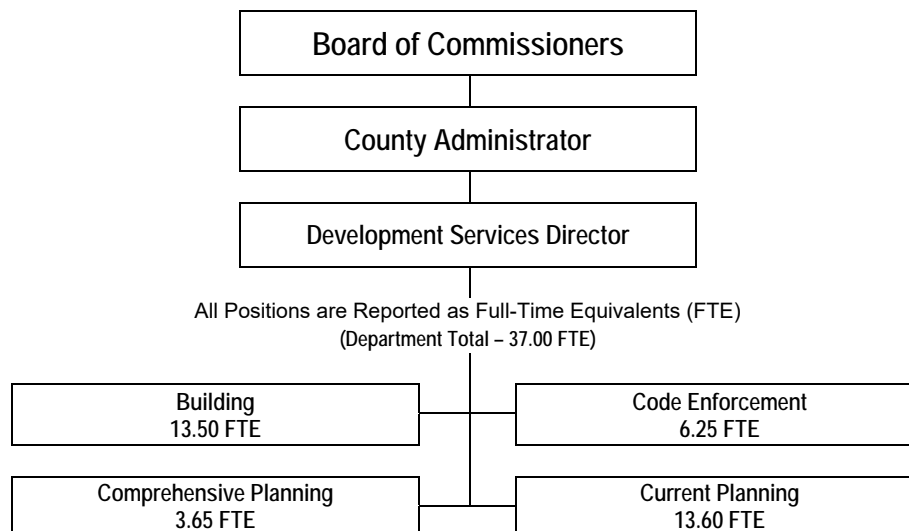
	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Adopted	FY 20-21 Adopted
PERSONNEL	\$2,832,117	\$2,839,971	\$3,106,966	\$3,610,972	\$3,924,550
MATERIALS	\$989,989	\$988,075	\$1,072,490	\$1,299,601	\$1,368,819
CAPITAL	\$0	\$0	\$0	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$3,822,106	\$3,828,046	\$4,179,456	\$4,910,573	\$5,293,369
TOTAL REV	\$4,256,950	\$4,567,099	\$4,509,805	\$4,229,264	\$4,388,282
FTEs	33.00	36.00	37.00	37.00	37.00

Between FY 19-20 and FY 20-21, 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 13 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 2020-2021

- The Department has projected revenues conservatively with a slight 2 percent increase in the Community Development Fee over what was budgeted for fiscal year 2019-2020. The Department continues to rely on the General Fund and was allocated \$327,263 in General Fund revenue for fiscal year 2020-2021 to cover increased personnel-related costs. There is also a \$577,824 transfer from the Solid Waste Fund to help support the Code Enforcement Program.
- Efforts to contain or reduce costs will continue to be exercised during fiscal year 2020-2021. While the Department had a 7 percent decrease in customers at both the planning and building counters from fiscal year 2017-2018 to fiscal year 2018-2019, the number of customers served through webmail increased by 59 percent. The budget for the Department, as a whole, has been increased by just under 8 percent from fiscal year 2019-2020. This is primarily due to a 9 percent increase in personnel-related expenses.
- During fiscal year 2020-2021, 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 continue the update to the Land Development Ordinance (LDO). The goal of this update is to incorporate State legislative changes into the LDO.
- Current Planning staff, in conjunction with Comprehensive Planning staff, will continue to work on special projects as time allows, including: creating an Accessory Dwelling Unit Application and standards update that will allow for more user-friendly intake and processing; and completing and implementing amendments to Chapter 4 and Chapter 13 of the LDO making it more consistent with State law and legislative updates.
- The State-hosted ePermitting software has resulted in improved communication between the construction inspectors and the Department's customers. As the permit tracking software system evolves over time, improvement of functionality and report writing will continue to involve staff time to ensure the best use of the

DEVELOPMENT SERVICES

system. 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 2020-2021 to pay for 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. Beginning in fiscal year 2017-2018 and continuing into fiscal year 2020-2021, the Comprehensive Planning staff will use the results of the project to update the rural use provisions of the LDO and the Comprehensive Plan.
- Comprehensive Planning staff will continue to work on the Regional Problem Solving (RPS) Plan with participating jurisdictions who come forward with Urban Growth Boundary (UGB) expansion amendments. The County completed processing a UGB expansion with the City of Medford at the beginning of fiscal year 2017-2018, and anticipates processing a UGB expansion with the City of Central Point beginning in fiscal year 2019-2020 and continuing into fiscal year 2020-2021. It is also anticipated that other RPS participating jurisdictions will come forward with UGB expansion applications. These applications will constitute a substantial portion of the Comprehensive Planning Program's work schedule during fiscal year 2020-2021.
- Continue to monitor performance measures for all land use application processes in the Current Planning Program, and performance measures in the Building Program as well as the Code Enforcement Program.
- Continue to support and promote staff training within the constraints of the budget.

Major Issues and Service Level Accomplishments for Prior Year

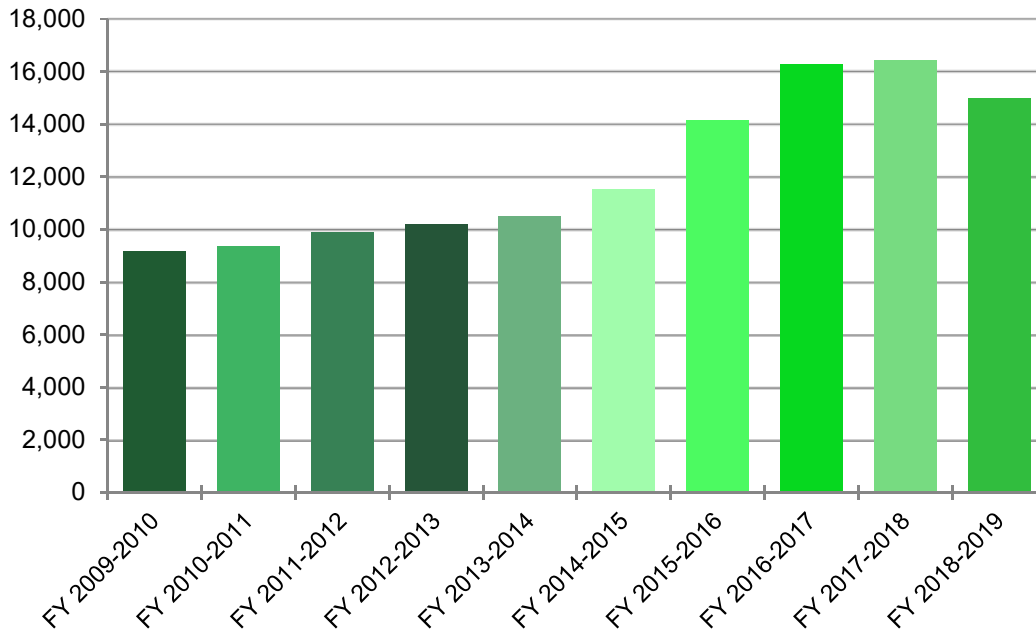
- The total number of new code enforcement cases opened continues to remain stable, although the number of marijuana-related cases have begun to decline. As market forces continue to level, and the marijuana industry becomes more mature, a gradual decrease in marijuana-related code enforcement cases is expected to continue into fiscal year 2020-2021. In 2018, the Code Enforcement Program's cases increased by 10 percent, with 24 percent of the cases being marijuana related. In 2019, the total number of code enforcement cases decreased slightly by 2 percent, with 20 percent being marijuana related. Overall, the Program has seen a 64 percent increase in total number of cases since the 2016 adoption of land use regulations relating to marijuana.
- Work continues on improving the reporting capabilities and functionality of the permit tracking software requiring a considerable amount of staff time. Staffing resources were used to ensure the best use of the system and to verify report data. An outside consultant was contracted with to assist in creating reports and custom scripting.
- As a result of an internal audit, the Current Planning Program is now reporting completion data by the date an application is deemed complete, not the date of intake since several days could pass waiting for additional information from customers in order to complete the review. Internal performance measures are set at between 50 and 95 days as compared to the statutory timelines of 120 to 150 days. The internal performance measures were met between 30 percent of the time to 92 percent of the time in fiscal year 2018-2019. This is an increase in percentages of performance measure success, primarily resulting from the change in reporting from the date an application is deemed complete and not when it is submitted. This performance increase was accomplished with the following challenges present: 1) the necessity of training new and reassigned Planning staff, and existing staff compensating for vacancies; 2) continued administration of the permit tracking software system; and 3) the land use aspects of marijuana and hemp-related applications.
- While the Regional Problem Solving Plan was acknowledged by the Land Conservation and Development Commission (LCDC) in 2012, staff continued to work with cities on fulfilling the conditions associated with the RPS Plan.
- Current Planning staff have been developing public outreach and awareness projects as part of the Federal Emergency Management Agency (FEMA) Community Rating System (CRS). One of the projects was the addition of a floodplain informational web page, including availability of existing elevation certificates. These projects will allow for reduced insurance rates per the CRS.
- The Building Program exceeded statutory requirements for building inspections completed.

DEVELOPMENT SERVICES

Benchmark

During fiscal year 2018-2019 there was a slight decrease of less than 0.5 percent in the total number of customers served. These numbers represent customers helped at the counter and through ePermitting. Not included in the numbers are the customers served through approximately 18,479 phone calls and over 6,817 emails, which brings the total to roughly 40,304 customers.

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; (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; 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. Also, as required under Oregon Revised Statutes (ORS) Chapter 455, inspectors do routine license checks in the field as necessary and warranted. 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 an incentive to 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 require rigorous continuing education to maintain. This ensures that inspectors are knowledgeable and up to date on ever changing building technology and new products used in the construction industry.

Plan Review

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

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Time residential plan review is completed within a 10-day period	40%	54%	58%	60%	60%

The addition of a full-time plans examiner at the end of fiscal year 2016-2017 has helped stabilize and improve the Program's plan review cycle times. With the Building Program now fully staffed, it is anticipated that the percentage of plans reviewed within a 10-day period will increase to 60 percent or better, and that inspector overtime will be reduced.

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 Rule (OAR) 918-271-0020. Inspections in remote areas will be made within a reasonable time period, not to exceed seven calendar days.*

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Building inspections completed in less than 24 hours	99.9%	99.5%	99.6%	99.9%	100.0%
Mechanical inspections completed in less than 24 hours	100.0%	99.8%	99.5%	100.0%	100.0%
Electrical inspections completed in less than 24 hours	99.9%	99.5%	99.8%	99.9%	100.0%
Plumbing inspections completed in less than 24 hours	99.9%	100.0%	99.8%	100.0%	100.0%

Construction inspections have continued to be within the State-mandated inspection timeframe of 48 hours. This includes the inspections to the remote areas of Jackson County as defined by OAR 918-271-0020. 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 the goal of staff is to always have 100 percent of the inspections done within 24 hours, the 0.1 percent to 0.5 percent deviations from that goal are the result of unforeseen occurrences such as unsafe weather or road conditions and/or employee illnesses.

***Strategic Objective:** Refine and improve upon the 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 are increasingly 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, to improve functionality.

Significant Issues in the Year Ahead

The permit tracking software system is a continual work in progress and improving the system is ongoing. For this reason, an outside consultant has been contracted with to create and refine reports and to write additional custom scripting as needed. Jackson County Development Services was instrumental in helping facilitate a State advisory board for the permitting 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 able to track the progress of both building permits and certain planning applications online, in real-time. The mobile office application portion of the implementation process is continuing to be refined. The inspector smart phone application is proving especially efficient in its usefulness to both inspectors and contractors. Inspectors are able to identify corrections that are necessary on a construction job and upload that information to the permit tracking software system without having to return 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 can include photographs of the area in question and is all done in real-time.



Building

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

Financial Condition

It appears that the economy will remain flat with predictions of a slight downward trend. This has an impact 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. With the construction industry remaining steady with estimates of growth in the related job market, staff is not recommending any additional building fee increases for fiscal year 2020-2021.

The Program's revenue is made up entirely from permit fees. This Program receives no support from the County's General Fund.

Program: 370102	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Fees & Other Service Charges	\$1,589,748	\$1,849,186	\$1,874,531	\$1,754,176	\$1,953,126
Total	\$1,589,748	\$1,849,186	\$1,874,531	\$1,754,176	\$1,953,126
EXPENDITURES					
Personnel Services	\$1,051,852	\$1,129,071	\$1,206,623	\$1,351,551	\$1,517,632
Materials & Services	\$334,754	\$359,316	\$379,006	\$402,625	\$435,494
Total	\$1,386,606	\$1,488,387	\$1,585,629	\$1,754,176	\$1,953,126
Full-Time Equivalent	12.80	11.57	13.05	13.30	13.50

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 assure responsible development that both enhances and maintains the natural 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. By first using a Warning of Violation, the goal is 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
White City code enforcement code cases closed with compliance	35%	62%	58%	55%	55%
White City code enforcement active cases at year end	65%	38%	33%	32%	30%

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. Using "closed with compliance" as a performance measure for White City code enforcement, these cases increased in fiscal year 2017-2018 from fiscal year 2016-2017. This was largely due to strategic focuses by the Program to disposition older cases. As expected, the "closed with compliance" cases decreased slightly in fiscal year 2018-2019 and into fiscal year 2019-2020, and is projected to stabilize at or near this point in fiscal year 2020-2021. Staff continues to perform at a high level in meeting expectations, and they excel at working with violators to reach compliance.

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

Code Enforcement

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Code cases closed due to compliance	45%	62%	55%	52%	50%
Code cases closed - unfounded	31%	20%	25%	21%	20%
New code cases opened	1,112	1,229	1,148	1,183	1,218
Code enforcement hearings held	334	191	108	110	115

The total number of new code cases opened continues to remain stable. As expected, the performance measure of all County code cases closed due to compliance decreased slightly in fiscal year 2018-2019 from fiscal year 2017-2018. This was largely due to a decrease in marijuana-related cases. As market forces continue to level, and the marijuana industry becomes more mature, a gradual decrease in marijuana-related code enforcement cases is expected to continue into fiscal year 2020-2021. Also related to a leveling of marijuana-related cases, the number of code enforcement hearings held decreased in fiscal year 2018-2019 from fiscal year 2017-2018 and is anticipated to remain level in fiscal year 2020-2021.

Increase Rate of Compliance

***Strategic Objective:** Achieve compliance through voluntary means, civil fines, and penalties as well as prosecution of cases where 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

The Code Enforcement Program worked extensively with a contracted consultant to develop improved methods of recording case details to gather enhanced statistics relating to performance measures through the State hosted permitting system. Many new reports have been created that have made statistical tracking available in real-time. Statistical reporting has greatly improved, and continued monitoring with adjustments will only improve accuracy of case reporting and tracking.

The biggest significant issue continues to be marijuana and hemp-related code enforcement cases. While local jurisdictions cannot regulate hemp in the same manner as marijuana, many of the issues related to this crop similarly affect citizens. The Program continues to work effectively and collaboratively with partner agencies to provide a well-rounded and multi-agency approach to address the unique enforcement challenges presented by this product. It is anticipated that in fiscal year 2020-2021, Code Enforcement will see a similar number of cases and enforcement activities related to the production of hemp.

Financial Condition

The Program funding structure remains consistent with that of previous years. The Program continues to be funded with financial help from solid waste franchise fees. The nexus between this funding and the duties of the Program is that the majority of non-marijuana or hemp cases are solid waste related. This continues to be a positive and



Code Enforcement

stable funding mechanism. The Program also receives funding 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 contracts with a private firm. This method of collections is 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. Collection rates have decreased slightly over the past two years, mostly due to a reduction in the number of new accounts referred for collection and an increase in the number of cases where compliance is accomplished.

The Program's revenue is made up of WCELED funding, which accounts for approximately 14 percent; and fines, which account for 2 percent of the budgeted revenue. The remaining 84 percent of the Program's funding comes from the County's General Fund with \$577,824 as a transfer from the Solid Waste Fund and the remainder as General Fund support.

Program: 370105	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$60	\$30	\$0	\$0	\$0
Fees & Other Service Charges	\$130,580	\$125,486	\$123,476	\$122,304	\$19,310
Interfund Transfers	\$88,463	\$98,516	\$113,449	\$113,449	\$117,452
Total	\$219,103	\$224,032	\$236,925	\$235,753	\$136,762
EXPENDITURES					
Personnel Services	\$316,937	\$317,822	\$405,726	\$514,476	\$560,374
Materials & Services	\$178,849	\$191,828	\$203,998	\$276,877	\$278,212
Total	\$495,786	\$509,650	\$609,724	\$791,353	\$838,586
Full-Time Equivalent	4.35	4.93	5.75	6.25	6.25

Comprehensive Planning

Program Purpose

The Comprehensive Planning Program maintains a Comprehensive Plan and Land Development Ordinance designed for Jackson County's unique environment that complies with State and Federal laws. The Comprehensive Plan results from updates and revisions to the County's first Comprehensive Plan adopted in 1972 and is the official long-range land use policy document for Jackson County. As required by State law (Oregon Revised Statute 197.175), the County's Comprehensive Plan has been developed in accordance with the Statewide Planning Goals. The Comprehensive Plan addresses 14 statewide goals that plan for preservation of agriculture and timber resources while providing for the proper siting of residential, commercial, and industrial development. It also includes inventories of natural, historic, and scenic resources, along with economic and land use projections. The primary responsibility of the Comprehensive Planning Program is to provide timely updates to the Comprehensive Plan and ensure that it maintains consistency with the Land Development Ordinance and any applicable legislative updates. The Program is also responsible for the processing of any Urban Growth Boundary expansions or updates, as well as providing 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 assure responsible development that both enhances and maintains the natural 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 (LDO). As such, the Comprehensive Plan continues to guide the policies and processes affecting current planning applications.

Strategic Objective: Reach a final decision on amendments to the Rural Use section of the Comprehensive Plan within 12 months.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Final decision on any quasi-judicial amendment within 12 months	100%	100%	100%	100%	100%

The Regional Plan provides Urban Reserve areas for the cities of Eagle Point, Central Point, Medford, Phoenix, and Talent. It is anticipated that the City of Central Point will be submitting an Urban Growth Boundary (UGB) amendment in fiscal year 2019-2020, with work continuing into fiscal year 2020-2021. The presence of Urban Reserves should make the UGB process more expedient.

Land Development Ordinance Update

Strategic Objective: Continue to implement the Land Development Ordinance and prepare an annual Ordinance update, ensuring consistency with State law and the policies of the Comprehensive Plan, and incorporating new applicable legislative changes.



Comprehensive Planning

The County continues to utilize the LDO when processing current planning land use applications. It is anticipated that during fiscal year 2020-2021, amendments to the LDO through a grant from the Department of Land Conservation and Development (DLCD) will be completed, bringing the LDO current with State law and case law.

Significant Issues in the Year Ahead

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

During fiscal year 2016-2017, the Southern Oregon Regional Pilot Program, authorized by the Governor's Executive Order 12-07, was completed. Beginning in fiscal year 2017-2018 and continuing through fiscal year 2020-2021, the Comprehensive Planning staff will use the results of the project to update the rural use provisions of the LDO and the Comprehensive Plan. While staff expended significant time on the adoption of legislative changes to Chapters 4 and 13 of the LDO during fiscal year 2019-2020, it is anticipated that implementing those updates will constitute a significant portion of staff's work schedule during fiscal year 2020-2021.

Due to the County's Regional Problem Solving (RPS) Plan, the RPS participating cities will continue, in future years, to apply to the County for UGB expansions. The County anticipates processing a UGB expansion with the City of Central Point beginning in fiscal year 2019-2020 and continuing into fiscal year 2020-2021, and anticipates that other RPS participating jurisdictions will come forward with UGB expansion applications. These applications will constitute a substantial portion of the Comprehensive Planning Program's work schedule throughout fiscal year 2020-2021.

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 Program will also create an Accessory Dwelling Unit application and standards update, based on recent legislative changes, during fiscal year 2020-2021 that will allow for more user-friendly intake and processing.

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. Beyond the technical training aspect, an emphasis on customer service is part of that training program.

Financial Condition

It appears that the economy will remain flat with predictions of a slight downward trend. This is particularly important because the Comprehensive Planning Program relies on a portion of the Community Development Fee as operational costs always far exceed fees collected. Fees for service make up only 6 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 policy and strategic decisions from the Board of Commissioners and does not yield a fee.

In 2003, the Budget Committee's direction to the Department was to reduce its reliance on the General Fund and become supported by fees. As a result, the Community Development Fee was adopted. The fee is a percentage of certain types of commercial and residential building permit fees. The Department has budgeted a slight decrease of 3 percent in the portion of the Community Development Fee necessary to cover costs in fiscal year 2020-2021 from the amount necessary during fiscal year 2019-2020. During fiscal year 2020-2021, 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.



Comprehensive Planning

The Comprehensive Planning Program receives 73 percent of its funding from the Community Development fee; 11 percent from the Roads and Parks Department for transportation planning services; and 6 percent from application fees. The Program will receive the remaining 10 percent of its funding from the County's General Fund, which is an increase from fiscal year 2019-2020 due to increases in personnel-related costs.

Program: 370101	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$92,338	\$0	\$0	\$0	\$0
Fees & Other Service Charges	\$662,192	\$630,581	\$449,432	\$445,967	\$430,366
All Other Resources	\$51,237	\$0	\$0	\$0	\$0
Interfund Transfers	\$0	\$54,259	\$57,090	\$57,116	\$62,002
Total	\$805,767	\$684,840	\$506,522	\$503,083	\$492,368
EXPENDITURES					
Personnel Services	\$479,683	\$346,509	\$325,965	\$409,903	\$412,975
Materials & Services	\$110,155	\$100,506	\$94,158	\$130,893	\$135,104
Total	\$589,838	\$447,015	\$420,123	\$540,796	\$548,079
Full-Time Equivalent	4.89	5.97	4.15	3.85	3.65

Current Planning

Program Purpose

The Current Planning Program facilitates development on residential, commercial, and industrial lands while mitigating impacts to resource lands via implementation of 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; (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; (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.

Review and Issuance of Land Use Permits

***Strategic Objective:** Render a staff decision on Type 1 administrative land use permits within 20 days from the date that the application is deemed complete. There is no statutory timeline for a decision on a Type 1 application. The Program goal is to determine the completeness of the application within 30 days, consistent with the required timelines for application Types 2-4.*

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Type 1 administrative land use permits completed in 20 days or less	90%	87%	92%	89%	89%
Average number of processing days	6.5	8.9	6.4	6.4	7.3

***Strategic Objective:** Render a staff decision on Type 2 discretionary land use permits within 50 days from the date the application is deemed complete. The statutory timeline for a final decision on a Type 2 application is 120 days if the property is located within the Urban Growth Boundary (UGB) and 150 days if the property is located outside of the UGB, based on criteria in the Land Development Ordinance (LDO).*

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Type 2 discretionary land use permits completed in 50 days or less	36%	36%	50%	38%	38%
Average number of processing days	66	67	64	62	65

***Strategic Objective:** Render a staff decision on complex Type 2 discretionary land use permits within 65 days from the date the application is deemed complete. The statutory timeline for a final decision on a Type 2 application is either 120 or 150 days based on the location of the property and on criteria in the LDO.*



Current Planning

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Complex Type 2 discretionary land use permits completed in 65 days or less	55%	50%	42%	45%	49%
Average number of processing days	67	66	64	65	65

***Strategic Objective:** Render a staff decision on Type 3 discretionary land use permits within 95 days from the date the application is deemed complete. The statutory timeline for a final decision on a Type 3 application is either 120 or 150 days based on the location of the property.*

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Type 3 discretionary land use permits completed in 95 days or less	47%	55%	30%	45%	46%
Average number of processing days	100	88	104	106	105

All statistical data is now being calculated from the date an application is deemed complete, not the date of intake since several days could pass waiting for additional information from customers in order to complete review. 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, the volume of customer requests, and staff not receiving timely information from applicants. During fiscal year 2020-2021, the Program, with the assistance of the County's Internal Audit Committee, will be reviewing performance measures from other statewide jurisdictions in order to evaluate and compare the performance measures being reported.

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 88 and 106 days are below the statutory timeline requirements of 120 to 150 days.

During fiscal year 2019-2020, along with the customary land use applications, the Program experienced a significant number of applications requesting approval for the production, preparation, and processing of industrial hemp. During a 9-month period, staff processed a total of 371 hemp-related cases. It is believed this number is low and, as a result, the permitting system has been updated in order to track hemp-specific cases moving forward. Also during fiscal year 2019-2020, staff's workload increased due to several factors such as the continued training of new staff and reassigned staff, increased volume of work assigned to existing staff due to vacancies, and an increase in counter permits as well as the audit of, and revisions to, Chapters 4 and 13 of the LDO. Counter permits or Zoning Information Sheets (ZIS) provide information regarding the status of development, ensure compliance with all of the standards and procedures of the current LDO, and authorize Type I uses.

Floodplain Management

***Strategic Objective:** Continue to manage floodplain development within Jackson County through the National Flood Insurance Program and the issuance of floodplain permits.*



Current Planning

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Number of floodplain permits issued	56	68	64	62	62

Another critical element of the Current Planning Program is floodplain management. A central part of the Flood Manager's workload is assisting applicants obtain floodplain permits. Floodplain regulations are similar in nature and function to zoning regulations in that both involve land use regulations, have benefits and performance expectations, and are often implemented under the same legislative authorities at the local and State levels. However, floodplain regulations differ from zoning regulations because they specifically address human safety and property protection in relation to a known and defined hazard.

Public Information and Education

Strategic Objective: Provide detailed and instructive land use information to the citizens of Jackson County.

The Current Planning Program provides the citizens of Jackson County with the following educational and informational services: responses to land use inquiries via telephone and email; the creation and provision of land use maps from available mapping data; pre-application conferences to assist in the processing of detailed, intricate projects; individualized appointments for specific and general questions; and counter service to provide process guidance, policy interpretation, and application in-take. Counter staff are also able to provide the public with a variety of informational land use brochures, Program applications, user-friendly checklists, and general zoning and permitting assistance.

Significant Issues in the Year Ahead

During fiscal year 2020-2021, it is anticipated that a number of procedural and organizational changes, based chiefly upon findings from a recent internal audit, will be explored and implemented. This paradigm shift will undoubtedly create challenges as staff members adjust to new Program policies and procedures. This shift will be closely monitored and modified as necessary to meet and exceed Program goals.

It is also anticipated that, during fiscal year 2020-2021, the Program will continue to experience increased demands on staff due in part to workload increases, sustained training of new staff, and continued efforts to implement the permit tracking software.

As the permit tracking software system continues to evolve 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 system. There are still reports to complete and enhancements to the system necessary to increase processing time and data tracking and, to this end, the Program will again contract with an outside consultant to accelerate these upgrades. Monies have been budgeted in fiscal year 2020-2021 to pay for additional custom scripting and report writing.

Training of the Current Planning Program's most valuable resource, staff, will continue throughout fiscal year 2020-2021. Much of the staff training will be focused toward legislative updates as they pertain to land use, Oregon Revised Statutes, Oregon Administrative Rules, the Jackson County Comprehensive Plan, Land Use Board of Appeals (LUBA) case law as they pertain to implementation of the LDO, land use law, floodplain management, and enhanced customer service, both internally and externally.

Financial Condition

It appears that the economy will remain flat with predictions of a slight downward 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



Current Planning

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.

In 2003, 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. During fiscal year 2020-2021, 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.

Fees make up 44 percent of the Current Planning Program's revenue while allocation of the Community Development Fee makes up 48 percent of the budgeted amount. The Program receives 8 percent of its funding from the County's General Fund.

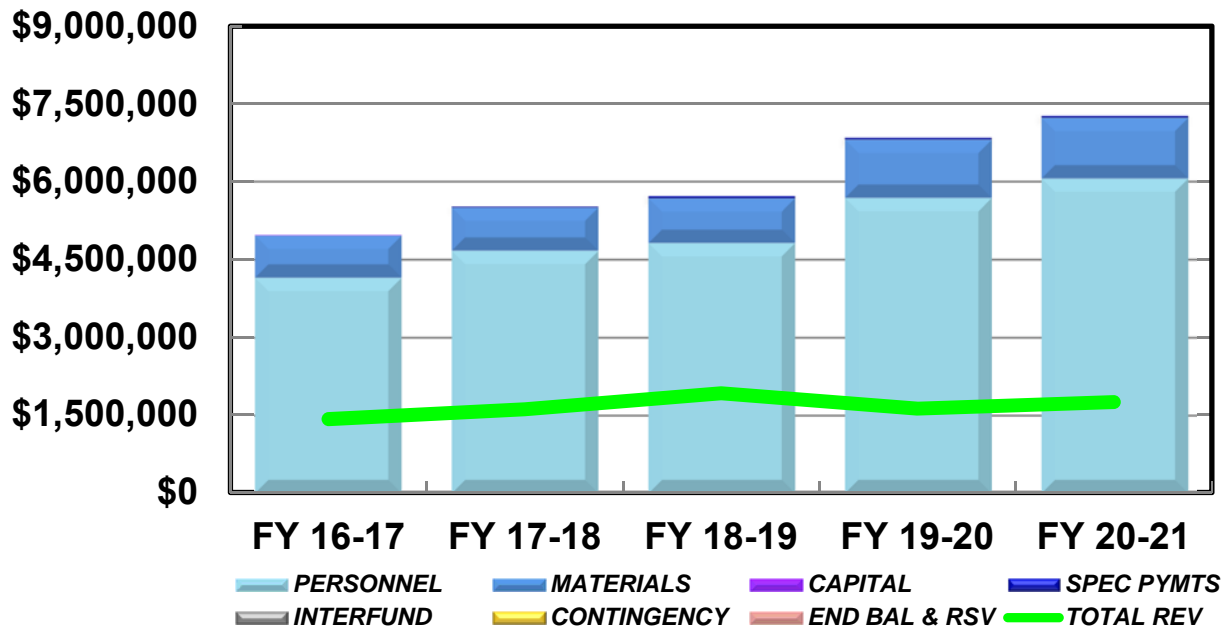
Program: 370104	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Fees & Other Service Charges	\$1,642,332	\$1,809,041	\$1,891,827	\$1,736,252	\$1,806,026
Total	\$1,642,332	\$1,809,041	\$1,891,827	\$1,736,252	\$1,806,026
EXPENDITURES					
Personnel Services	\$983,645	\$1,046,570	\$1,168,652	\$1,335,042	\$1,433,569
Materials & Services	\$366,187	\$333,534	\$395,329	\$489,206	\$520,009
Total	\$1,349,832	\$1,380,104	\$1,563,981	\$1,824,248	\$1,953,578
Full-Time Equivalent	10.96	13.53	14.05	13.60	13.60

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DISTRICT ATTORNEY

2016-2017 TO 2020-2021

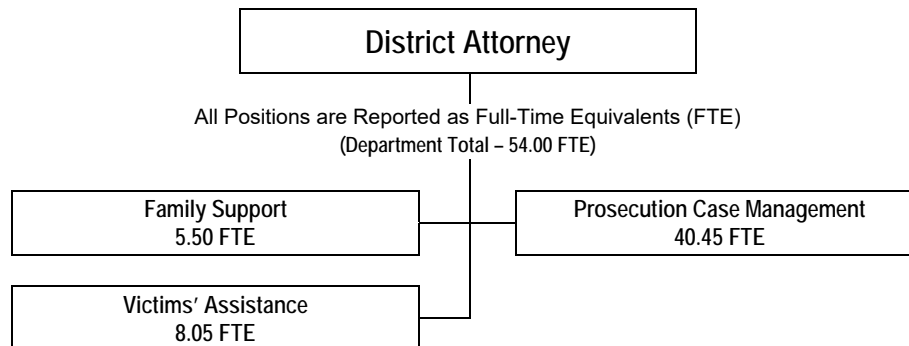


	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Adopted	FY 20-21 Adopted
PERSONNEL	\$4,145,978	\$4,664,680	\$4,812,264	\$5,679,427	\$6,054,786
MATERIALS	\$811,652	\$830,528	\$861,414	\$1,121,345	\$1,166,729
CAPITAL	\$8,400	\$0	\$0	\$0	\$0
SPEC PYMTS	\$0	\$16,592	\$35,939	\$34,169	\$40,478
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$4,966,030	\$5,511,800	\$5,709,617	\$6,834,941	\$7,261,993
TOTAL REV	\$1,416,378	\$1,604,674	\$1,914,191	\$1,617,646	\$1,745,337
FTEs	50.00	52.50	52.50	54.00	54.00

Between FY 19-20 and FY 20-21, 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 13 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 2020-2021

- The Office has continued to see an increase in petitions to expunge or set aside a conviction and the trend is expected to continue. 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. When it has been determined that the defendant is not eligible for set aside, the attorney files a motion objecting and the Court sets the case for a hearing. The District Attorney's Office is attempting to review and process these petitions within 30 days. These are labor intensive for both the staff and the attorney. In 2019, staff handled 305 set aside motions; an increase of approximately 25 percent over 2018.
- The legislature made some very significant changes to the criminal code in the 2019 legislative session. Those included waiver hearings for juveniles charged under Measure 11 and changes to the aggravated murder and murder statutes. The Office will continue to evaluate cases and procedures to comply with the legislative changes. Another legislative change requires the District Attorney's Office to develop and adopt policies relating to discovery, charging decisions, sentence recommendations, and other decisions that are made in a prosecution. This law requires each county to make the policies available no later than December 1, 2020, but the District Attorney's Office expects to post its policy manual on the website a few months prior to that.
- The legislature provided a new judicial position for Jackson County bringing the total to 10 judicial positions. This will mean additional Court appearances for attorneys and staff. The Court is still determining how the new judicial position will be utilized.
- The District Attorney's Office continues to work closely with the Court and Sheriff's Office to hold chronic failure to appear offenders accountable. This program has operated since February 2018. In 2019 the program identified and arrested 106 defendants. Those 106 defendants represented 502 cases in Jackson County and over 2,573 failures to appear. Most defendants, when held in custody, resolved the cases in less than 23 days.
- The Family support office has now completely converted to Origin (Division of Child Support Main System). Staff will have to continue training themselves on the weekly changes occurring in the system. Some of those updates may cause internal errors when generating documents and intermittent system outages. This will cause a slight delay in order generation for the program as we have already seen in the previous fiscal year. Case managers will have to make these orders a priority during productive system days to be able to stave off

DISTRICT ATTORNEY

backlog. Currently the Office is averaging 90 percent of all incentive monies even with the challenges over the last year. The challenge will be to continue to maintain this average through the remainder of the transition into Origin.

- It is anticipated that a new Deputy District Attorney will transition into the Family Support office. This person will work half of their time in the family support office and half of their time doing juvenile prosecutions.
- The Victim Assistance Program continues to work closely with Community Works Inc., the Jackson County Sexual Response Team, the Department of Human Resources, Children's Advocacy Center, Resolve, the Oregon Department for Justice, and other agencies to ensure that crime victims receive the wraparound services they need. It is critical for crime victims to get the assistance they need to put their lives back together in the aftermath of crime.

Major Issues and Service Level Accomplishments for Prior Year

- The Prosecution Case Management Program expects to file 6,757 cases in fiscal year 2019-2020, which is a decrease of almost 9 percent of cases filed with the Jackson County Circuit Court.
- The District Attorney's Office expects to handle 196 juvenile delinquency cases in fiscal year 2019-2020.
- The District Attorney's Office collaborated with community partners to present a preventative program for seventh grade students in Jackson County. The program, called Rule Out, is presented by a Jackson County Circuit Court Judge, a Deputy District Attorney, and a drug/alcohol counselor from Addictions Recovery Center. The presentation to seventh grade students and parents covers issues with drugs, sexting, criminal laws, and social media.
- In fiscal year 2019-2020, consultation has been provided on about 300 cases with Health and Human Services and prepared for civil commitment hearings on 37 individual cases. The Court started a new docket for defendants who cannot aid and assist in the case. The Deputy District Attorney assigned as a mental health attorney attends the Court hearings and works closely with the defense and mental health representatives to find resources for these individuals.
- The 416 Program continues to successfully identify participants. This Program is a collaboration between Community Justice and the District Attorney's Office to identify defendants who would benefit from an intensive supervision program instead of a sentence directly to the Oregon Department of Corrections. In 2019, the District Attorney's Office had 77 participants plead into the Program. In addition to the 416 Program, Jackson County has a Drug Court, Family Court, and Mental Health Court; the District Attorney's Office participates in each of these programs.
- Volunteers provided just over 2,635 hours of service to the Victims' Assistance Program. The Program averaged five 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 and provides a valuable work experience to college students.
- The Victims' Assistance Program provided services to 4,368 crime victims in fiscal year 2018-2019. That included 645 domestic violence victims, 34 victims of adult sexual abuse, 199 children who were sexually or physically assaulted by adults, and 20 family members of manslaughter or homicide victims. The Program also assisted victims in 275 cases where the offender was under the age of 18.
- In fiscal year 2018-2019, Family Support was successful in collecting \$9,175,483 in actual dollars that went to families in Jackson County, throughout Oregon, and in other States who requested services. For those parents who failed to pay their child support, 124 new Court actions were filed for Contempt of Court and probation violations. On cases with arrears, 74.6 percent received payments on those arrears.
- Family Support staff had issues with Origin, the new statewide software program. Those issues included system outages (statewide) and documentation errors when generating orders (statewide). Overall, Jackson County managed to maintain its tasks to a significantly small backlog compared to other District Attorney offices in the State.
- The Victims' Assistance Program prepared 1,160 restitution orders in fiscal year 2018-2019 totaling \$5,078,617 in restitution for the citizens and companies of Jackson County. The District Attorney's Office collected \$84,331 in restitution prior to sentencing.

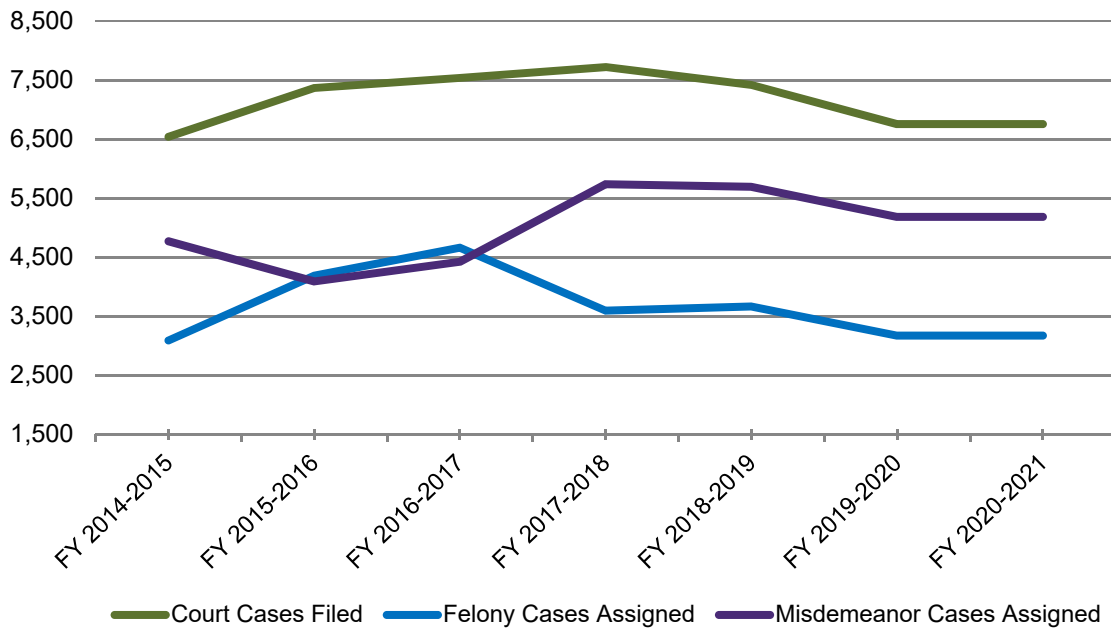


DISTRICT ATTORNEY

Benchmark

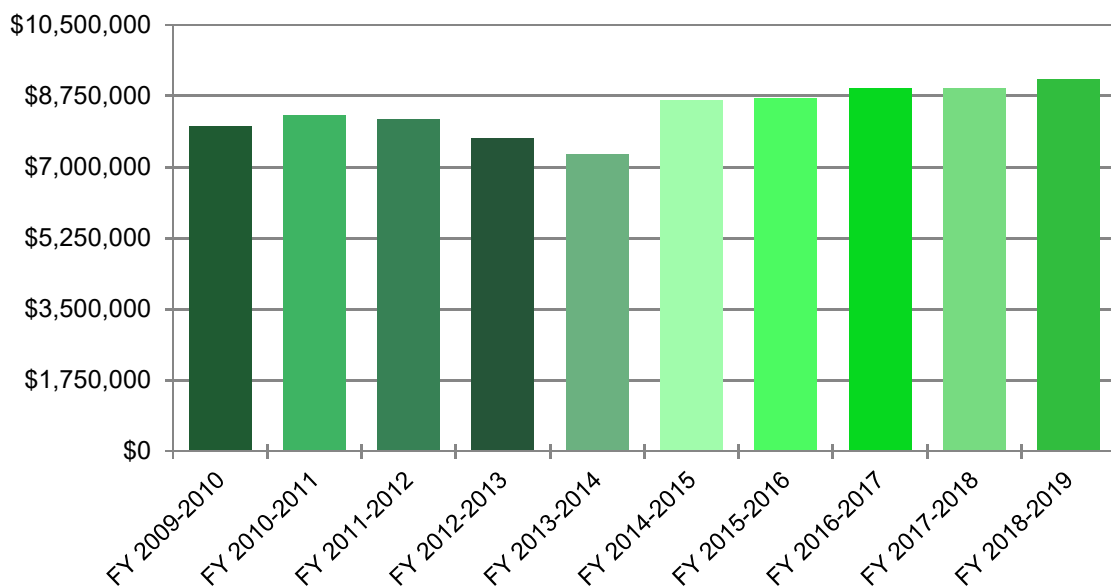
Caseloads in the Prosecution Case Management Program (criminal division) are currently leveling out. The caseloads for felony attorneys are at a manageable level; the caseloads for misdemeanor attorneys are decreasing, but still high.

Criminal Division Caseload



The total actual dollars collected by the Family Support Program (child support division), as opposed to weighted collections (previous TANF and basis for funding), are shown below.

Child Support Division Collections



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 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 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Child support collected (weighted*)	\$11,145,151	\$11,142,470	\$11,253,927	\$11,125,000	\$11,125,000
Unweighted/actual dollars	\$8,938,414	\$8,933,962	\$9,175,483	\$9,000,000	\$9,000,000
Cases with current/ongoing collections	72.66%	73.89%	71.08%	75.00%	75.00%
Cases with arrears receiving payment on the arrears	75.85%	75.76%	74.60%	78.00%	78.00%

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

Collecting child support is an ongoing effort of strategizing ways to facilitate regular payments. For parents with new child support orders, Family Support intervenes early in an attempt to build compliance and payment consistency so parents do not accumulate a high debt that will be challenging to pay. To meet this need, all case managers are trained and specialized in the establishment and enforcement of child support orders. Family Support's Deputy District Attorney deploys enforcement practices primarily around the contempt process; bringing people to Court who are delinquent and are beyond other enforceable remedies. Collections on cases with current support decreased by 2.81 percent over the prior year; however, the number of actual child support dollars collected and distributed to families increased to \$9,175,483. The increase in dollars collected, compared to last year, was over 2.7 percent.

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.



Family Support

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
New Court actions (contempt and probation violations)	276	280	124	200	200
Actual number of Court appearances	862	876	598	600	600
Pre-contempt/probation violation payment agreements signed	74	98	72	90	90
Days of jail time ordered by the Court	265	79	295	250	250

The State of Oregon, Division of Child Support, implemented a new software program (Origin) to better assist in enforcement and collections. Origin automated many tasks that once required manual input. One aspect that still required manual intervention is the contempt process. With the assistance of the Family Support Deputy District Attorney, Origin attempts to work with the non-paying parent to understand their circumstances and help them find a means to pay their child support. Due to Origin's implementation, the previous way of executing enforcement remedies had to be revamped. During the process evaluation period, there was a downturn in Court actions; this was expected going into the new program since there would be new actions available for enforcement. The current focus, and going forward, are non-paying parents that fail to meet the terms of their child support orders. The Family Support Office starts a pre-contempt process where the non-paying parent was required to enter into a stipulated judgment of contempt that places the non-paying parent on a term of probation. For the most part, jail sanctions are not requested up-front with these judgments which is reflected in the reduced numbers. However, if the non-paying parent failed to meet their obligations under the judgment, the Family Support Deputy District Attorney requests that the judge impose a jail sanction. Historically, the obligated parents end up paying and the imposition of jail time is not needed, but is still there if needed. Origin will be monitoring all contempt actions that are filed and will provide real time data collections, Court dates, and follow up requirements. Family Support's own internal processes will continue to be monitored during this time to ensure that the success with the new program is sustained.

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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Cases with child support orders	96.25%	98.12%	94.82%	96.00%	96.00%

Federal requirements mandate that all applications for services must be processed within two days of receipt, which immediately begins the process to establish new child support orders. Origin, the State's new software program, automates this process by now allowing digital applications to be submitted and making it easier to apply for services by all constituents. Due to the new availability, there has been an increase in cases worked and needed services ordered. The expected timeline that Origin sets, from beginning to the final order stage, is usually a three to six month window, sometimes longer if a party cannot be located for service of papers, new information is obtained requiring the legal action to be amended, an administrative hearing is requested, or other variables that arise. Family Support ended the fiscal year with child support orders on 2,711 cases, that is an increase of 9 percent from



Family Support

last year's 2,490 cases. The Program again received 100 percent of available Federal funding on this measure's performance.

Significant Issues in the Year Ahead

In April 2019, Family Support, as well as the rest of the State, transitioned to the new software program, Origin. Upon its implementation, many items that once required case manager input transitioned to automated processes. During these automated processes, some issues were identified and are continuing to be worked out. Family Support anticipated some of these delays, which helped keep some backlog from accumulating. However, not all issues or system errors could be foreseen, so the backlog that was created will need to be addressed by creating new work flow processes for case managers based on Origin's capabilities.

With every new program there is an acclamation period for staff as they get to know it. With the knowledge of existing legal processes, navigating the Origin system has been progressing but guidance is still needed. This slows the process of the establishment and enforcement of an order in the Origin system. Ongoing training will be taking place on a monthly basis. Trainings will be presented by the Program Director during monthly meetings in addition to State-led calls that happen every month as well. Additional hours may be required to fill the need for these trainings; overtime has been built into the budget to possibly facilitate this need if it arises. Since Origin's implementation, these and other actions have been taking place and are starting to speed up the processes among the staff.

The Family Support Program Director continues to monitor case intake and report all obscurities that arise from Origin's new programming. Verifying these reports will require time and effort from the Director to verify with the State Analysis for their accuracy to ensure incentives are reported correctly. Reports are being pulled bi-monthly to ensure accuracy based on the data they report.

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, which may be as much as \$341,647 depending on actual expenses. The State and Federal governments also provide performance-based "incentive funds" anticipated at \$93,000 and State General Funds at \$61,000. Approximately 18 percent of the Family Support Program is funded by the County's General Fund.

Family Support

Program: 170102	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$482,409	\$481,163	\$431,855	\$477,924	\$495,647
Fees & Other Service Charges	\$0	\$10,872	\$8,763	\$9,096	\$9,000
All Other Resources	\$9,556	\$0	\$0	\$0	\$0
Interfund Transfers	\$419	\$612	\$612	\$612	\$612
Total	\$492,384	\$492,647	\$441,230	\$487,632	\$505,259
EXPENDITURES					
Personnel Services	\$440,987	\$461,996	\$415,858	\$462,843	\$492,532
Materials & Services	\$121,085	\$107,630	\$98,237	\$122,628	\$121,481
Total	\$562,072	\$569,626	\$514,095	\$585,471	\$614,013
Full-Time Equivalent	5.80	5.80	6.67	5.50	5.50

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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
DDAs assigned felony cases	11	11	13	13	13
Average of new felony cases assigned per DDA	424	327	282	244	244
DDAs assigned misdemeanor cases	6.2	6.2	6.0	6.0	6.0
Average of new misdemeanor cases assigned per DDA	714	926	949	864	864
Total cases filed with the Court	7,543	7,726	7,423	6,757	6,757
Change/fluctuation in total cases filed with the Court	2.30%	2.40%	-3.92%	-8.97%	0.00%
Civil commitments/revocations	45	36	37	45	45

Jackson County law enforcement agencies submitted over 9,114 cases to the office in the 2018-2019 fiscal year. Of the cases submitted to the District Attorney's Office, 81.5 percent were filed with the Jackson County Circuit Court. The cases filed with the Court in fiscal year 2019-2020 are projected to decrease by almost 9 percent. The District Attorney's Office, in collaboration with Jackson County Mental Health, handles civil commitment hearings. The assigned attorney consults with Mental Health on approximately 300 cases annually and in fiscal year 2018-2019, the attorney prepared for hearings on 37 civil commitments. The District Attorney's Office will continue to strive for reviewing submitted cases within 60 days of receiving the completed report. In 2019, the Office tried 65 jury trials; the overall conviction rate was 83 percent.



Prosecution Case Management

Advise Local Law Enforcement Agencies and Community Partners 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Hours of training provided	90	50	66	70	70

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, social media use, and Grand Jury testimony. The Office has also increased outreach to schools, in collaboration with the Jackson County Circuit Court, in a program aimed at middle school students to inform them about controlled substances, social media, and the criminal justice system.

Adjudication of Cases Involving Minors in Juvenile Court

Strategic Objective: Ensure that juvenile offenders are held accountable.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Delinquency cases opened with the Court	222	198	190	196	196
Change/fluctuation in delinquency cases opened with the Court	-22.6%	-10.8%	-4.0%	+3.2%	0.0%

The juvenile delinquency cases remain relatively consistent in the amount of petitions filed with the Court in the last few years; the legislative changes to waiver may result in a few more petitions. The Office currently has a 0.50 full-time equivalent attorney handling juvenile delinquency.

Significant Issues in the Year Ahead

The number of jail beds that are available in Jackson County continues to dictate how cases are handled. The Office works closely with the Sheriff's Office and the Court on managing the chronic failure to appear defendant. The workload that is created by not being able to hold an offender affects everyone in the criminal justice system. The District Attorney's Office also works collaboratively with Community Justice to identify defendants who are appropriate for the many alternative programs that are available. Success in those alternative programs relies on jail bed space for short sanctions when appropriate, rather than revocation and a prison sentence.

The number of defendants who are unable to aid and assist is increasing. The legislature passed a new law on when a person can be sent to the State hospital. If a person is ineligible to go to the State hospital, this community has few alternatives, other than jail, to stabilize the defendant so the case can proceed. The Court has developed a new docket to monitor those cases and try and find alternative services to resolve those cases. The mental health

Prosecution Case Management

attorney works closely with the Court; defense and mental health to try and find creative solutions where resources are lacking.

The number of cases submitted to the Office by law enforcement was slightly higher, but the cases this Office filed with the Court were almost 9 percent less. The Office has two positions funded by grants. The funding for a Justice Reinvestment Initiative attorney position was obtained through a collaborative grant with Community Justice. This position will identify appropriate cases for increased supervision on probation where the defendant would otherwise be sent to prison. The Probation Officer and the attorney do work closely to fast track the appropriate cases. The marijuana grant position was obtained in collaboration with the Sheriff's Office and Medford Police Department. The grant funded one-half of the attorney's salary. The attorney will concentrate on marijuana cases submitted by the new interagency marijuana enforcement team as well as money laundering and other related cases.

Financial Condition

The Prosecution Case Management Program receives revenue from fees for discovery and two grants that provide funding for 1.50 Deputy District Attorney positions. Approximately 90 percent of the Prosecution Case Management Program is funded by the County's General Fund.

Program: 170101	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$158,099	\$312,594	\$486,231	\$334,478	\$357,127
Fees & Other Service Charges	\$254,276	\$285,278	\$422,358	\$200,000	\$200,000
Interfund Transfers	\$1,959	\$2,383	\$2,607	\$2,376	\$2,376
Total	\$414,334	\$600,255	\$911,196	\$536,854	\$559,503
EXPENDITURES					
Personnel Services	\$3,160,203	\$3,646,862	\$3,812,573	\$4,572,693	\$4,854,079
Materials & Services	\$571,739	\$603,676	\$639,635	\$871,211	\$896,456
Capital Outlay	\$8,400	\$0	\$0	\$0	\$0
Total	\$3,740,342	\$4,250,538	\$4,452,208	\$5,443,904	\$5,750,535
Full-Time Equivalent	36.15	38.65	38.12	40.45	40.45



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 to 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 are notified of their rights in accordance with Oregon Revised Statutes and that they are provided with information about programs that may help them in the aftermath of a crime.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Clients who report that the services they received helped them better understand the criminal justice system*	95%	77%	89%	87%	90%

*As evidenced by a satisfaction survey.

According to the Karpel database system, the Victims' Assistance Program provided services to 4,368 crime victims during fiscal year 2018-2019. This included 645 victims of domestic violence, 34 adult victims of sexual abuse, 199 children who were sexually or physically assaulted by adults, and 20 family members of manslaughter or homicide victims. The Program also assisted over 275 people who were victims of youth offenders. Crime victims continue to express their gratitude for the services they receive; however, they do not always fill out the formal survey so it may be difficult to capture outcome information.

Prepare Restitution Orders

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

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Restitution orders completed by the time of sentencing	79%	78%	79%	80%	82%

The Victims' Assistance Program had 2.00 full-time equivalent (FTE) employees dedicated to restitution during fiscal year 2018-2019. There were 1,160 restitution orders prepared by the Program in fiscal year 2018-2019. These orders included \$5,078,617 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 \$84,331 in restitution, prior to sentencing, by using civil compromise and other negotiation tools. These dollars went directly to victims.



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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Escorts provided to citizens subpoenaed to Grand Jury	98%	99%	99%	96%	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 priority. The Program escorted 715 victims and witnesses to Grand Jury in 716 cases during fiscal year 2018-2019. Approximately 65 percent of these services were provided by Program volunteers.

Community Outreach/Collaboration

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

The Program works closely with Community Works, the Jackson County Sexual Assault Response Team, the Department of Human Resources, Children's Advocacy Center, Resolve, the Oregon Department of Justice, 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. In fiscal year 2019-2020, the Program was awarded a continuation of a grant which provides funding that allows the District Attorney's Office to work with Community Works. This has been an amazing partnership, ensuring that crime victims' needs are met both in the Criminal Court and the Civil Court where they are receiving help with obtaining protective orders.

Volunteers

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

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Obtain the donation 2,500 volunteer hours each year	90%	98%	105%	100%	100%

The Program has a strong volunteer force and utilized an average of five volunteers per month during fiscal year 2018-2019. Volunteers are a vital part of the Program as well as a requirement of many of the Program's grants. Volunteers provided 2,636 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 will strive to continue to recruit and retain volunteers and student interns in the years to come.



Victims' Assistance

Significant Issues in the Year Ahead

The Jackson County Victims' Assistance Program is doing well with adequate staffing and resources. The Program is continuing to compete for and receive grant funding to secure positions. In October 2019, the Program was awarded a competitive grant that will fund a juvenile advocate for the next three years. Then, in January 2020, the program began working under another competitive grant that will fund a domestic violence/sexual assault advocate for the next three years. The Program continues to have strong partnerships with community agencies such as Community Works and the Children's Advocacy Center of Jackson County. The current and upcoming fiscal years show promise as the Program continues to provide quality service to the community.

Financial Condition

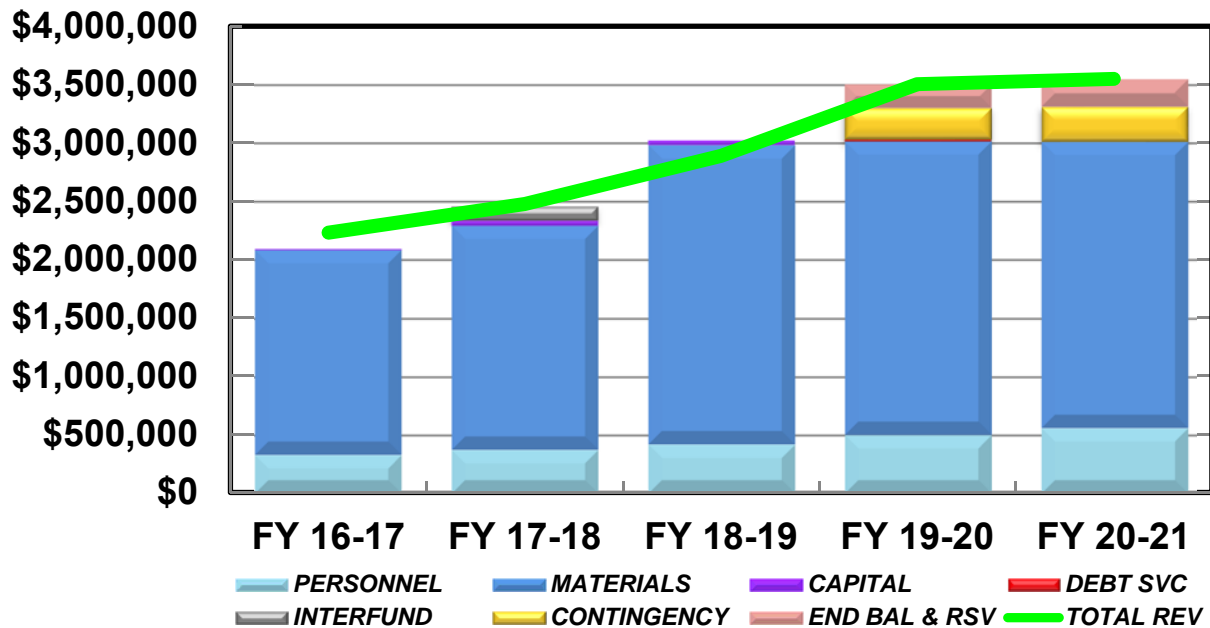
There are currently eight staff in the Victims' Assistance Program; seven of those staff are State or Federally-funded through competitive and non-competitive grant opportunities. Two full-time equivalent positions are funded by competitive grants which were awarded this year as part of a competitive application process. These funds will allow the Program to maintain current staffing levels for the next two years. The District Attorney's Office is always looking for funding opportunities to increase, or maintain, current levels of service. The Victims' Assistance Program will continue to provide services for each and every crime victim in Jackson County regardless of staffing levels. Approximately 22 percent of the Victims' Assistance Program is funded by the County's General Fund.

Program: 170103	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$509,313	\$511,167	\$561,384	\$592,548	\$679,963
Interfund Transfers	\$348	\$605	\$381	\$612	\$612
Total	\$509,661	\$511,772	\$561,765	\$593,160	\$680,575
EXPENDITURES					
Personnel Services	\$544,788	\$555,822	\$583,832	\$643,891	\$708,175
Materials & Services	\$118,829	\$119,222	\$123,543	\$127,506	\$148,792
Special Payments	\$0	\$16,592	\$35,939	\$34,169	\$40,478
Total	\$663,617	\$691,636	\$743,314	\$805,566	\$897,445
Full-Time Equivalent	8.05	8.05	7.72	8.05	8.05



EXPO

2016-2017 TO 2020-2021

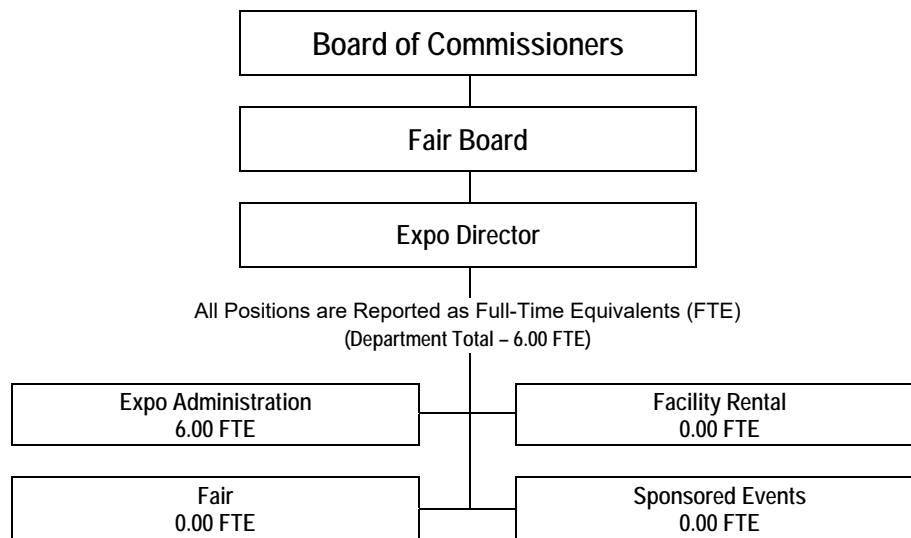


	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Adopted	FY 20-21 Adopted
PERSONNEL	\$327,882	\$371,507	\$418,454	\$499,357	\$559,270
MATERIALS	\$1,753,611	\$1,919,372	\$2,562,103	\$2,513,833	\$2,450,248
CAPITAL	\$9,900	\$45,000	\$42,119	\$0	\$0
DEBT SVC	\$0	\$742	\$573	\$16,889	\$0
INTERFUND	\$0	\$117,512	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$270,000	\$301,800
END BAL & RSV	\$0	\$0	\$0	\$202,358	\$237,014
TOTAL EXP	\$2,091,393	\$2,454,133	\$3,023,249	\$3,502,437	\$3,548,332
TOTAL REV	\$2,229,350	\$2,475,031	\$2,888,365	\$3,502,437	\$3,548,322
FTEs	6.00	6.00	6.00	6.00	6.00

Between FY 19-20 and FY 20-21, the increase in Personnel is due to increases in wages and benefits which were offset by a decrease in Materials. The increase in Contingency and Ending Fund Balance and Reserves is due to projected increases in Revenue. There is no change to the number of FTEs for FY 20-21. 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 13 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, Brew Fest, Wild Rogue Pro Rodeo, Holiday Market, Christmas Showcase, and concerts. 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 2020-2021

- Maximize patron experience through operational aesthetic improvements and Expo brand marketing program. Develop a reliable model for producing concerts as efficiently as possible with a reasonable profit.
- Enhance sponsorship options by using visibility at major events and at the Expo Park campus.
- Recruit outside promoters to provide year-round entertainment in the Event Center and Amphitheater.
- Diversify funding sources to boost income for operational expenses and future improvements.
- Actively recruit other shows and events to replace the reduction in equestrian events.

Major Issues and Service Level Accomplishments for Prior Year

- A successful and profitable 2019 County Fair, even with the timing so close to the 4th of July holiday.
- Implemented a new community-wide event, "BoomFest" on the 4th of July. This replaced the "Red, White, and Boom" event produced by the Chamber of Medford and Jackson County.
- Clean up of invasive species throughout the Expo Park and along Bear Creek to improve the aesthetics of the grounds.



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 service 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Standard cost per day – Event Center	\$944	\$964	\$1,512	\$1,050	\$1,143
Standard cost per day – barns	\$894	\$595	\$1,040	\$1,020	\$1,115
Standard cost per day – Padgham	\$661	\$554	\$869	\$650	\$1,016
Standard cost per day – Isola	\$894	\$583	\$911	\$650	\$1,068
Standard cost per day – Olsrud	\$1,009	\$581	\$914	\$650	\$1,114
Standard cost per day – amphitheater	\$1,150	\$788	\$1,236	\$850	\$1,092
Standard cost per day – Mace	\$1,142	\$663	\$993	\$750	\$1,019
Standard cost per day – grounds	\$649	\$663	\$520	\$750	\$787

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.

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.



Expo Administration

Financial Condition

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

Program: 210103	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$129,847	\$104,156	\$135,003	\$145,478	\$165,000
Fees & Other Service Charges	\$127,993	\$172,476	\$150,771	\$155,500	\$170,000
All Other Resources	-\$257,840	-\$280,633	-\$243,374	-\$300,978	-\$335,000
Total	\$0	\$4,001	\$42,400	\$0	\$0
EXPENDITURES					
Personnel Services	-\$9,900	-\$30,057	-\$50,000	\$0	\$0
Materials & Services	\$0	\$78,875	\$44	\$0	\$0
Capital Outlay	\$9,900	\$45,000	\$42,119	\$0	\$0
Debt Service	\$0	\$742	\$573	\$16,889	\$0
Interfund Transfers	\$0	\$117,512	\$0	\$0	\$0
Total	\$0	\$212,072	\$7,264	\$16,889	\$0
Full-Time Equivalent	5.50	5.02	6.00	6.00	6.00



Facility Rental

Program Purpose

The Facility Rental 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 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Total possible rented days (all venues)	3,040	3,040	3,040	3,040	3,040
Total rented days	665	990	932	950	950
Rented percentage	21.88%	32.57%	30.66%	31.25%	31.25%
Increase over prior year	11.00%	48.87%	-5.86%	19.31%	0.00%

In 2019, the Expo entered into the third three-year sponsorship agreement for the naming of the Seven Feathers Event Center (formerly the Compton Arena). In 2017, Bi-Mart sponsored the Amphitheater in an agreement that includes marketing support and cash; they have already infused capital into the venue.

Significant Issues in the Year Ahead

The Expo is focusing marketing efforts on venue rentals to continue to attract new events. With the departure of the Country Crossings Music Festival as well as reduced equestrian events, the Expo has the challenge of attracting other events to fill these days. Customers have many competing options and ultimately the pricing must be competitive in the market place. This is challenging with County insurance requirements which adds a layer of costs to potential customers. 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, and concession revenue collected from the public.



Facility Rental

Program: 210102	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$20,303	\$35,820	\$27,239	\$25,500	\$22,000
Fees & Other Service Charges	\$634,671	\$595,677	\$623,333	\$565,918	\$616,046
All Other Resources	\$238,505	\$191,016	\$209,712	\$257,707	\$287,037
Total	\$893,479	\$822,513	\$860,284	\$849,125	\$925,083
EXPENDITURES					
Personnel Services	\$259,579	\$296,399	\$373,678	\$413,154	\$467,354
Materials & Services	\$774,912	\$591,991	\$724,695	\$779,583	\$809,085
Contingency	\$0	\$0	\$0	\$60,000	\$92,500
Total	\$1,034,491	\$888,390	\$1,098,373	\$1,252,737	\$1,368,939
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

Fair

Program Purpose

The Fair Program encompasses the annual County Fair. The Program purpose is to produce a fiscally sound event that focuses on youth activities and development in the agricultural setting, that connects with the interests of community members, and that encourages participation by all segments of the population. 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 provides the service listed below.

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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Attendance	74,500	70,000	75,000	65,000	68,000
Increase over prior year	-8.72%	-6.04%	6.00%	-16.67%	6.00%

Attendance for the 2019 County Fair was down from 2018 due to a number of factors including changes in gate pricing as well as the dates being earlier and closer to the 4th of July holiday. The Expo is refining the ability to accurately count attendance at the gates. While the new ticketing system is more accurate, there is still the challenge of people associated with youth clubs (4H/FFA) entering at Gate 4 and not being counted accurately. Regardless, the event still remains popular and had well attended evening events including concerts and a super family friendly ventriloquist from the "America's Got Talent" show. The 2019 Fair was the fifth year benefiting the West Family Foundation sponsorship that allowed children 12 and under into the fair for free. In addition, parking for the 2019 Fair was sponsored for the fifth year by Butler Automotive. These two benefits were well received by the public and both parties have committed for the 2020 Fair.

Significant Issues in the Year Ahead

The fair-going experience is constantly improving and changing to attract people every year. A new ticketing system was implemented in 2018 which provides better analytical information to management to assist in making decisions. A focus in 2020 will be to refine attendance tracking.

With the Country Crossing Music Festival still in the recent past, the community is clamoring for quality artists for entertainment. The entertainment industry is continuing to raise their performance prices, which is pricing themselves out of reach for most fairs, including Jackson County.

Animals were notably missing in the 2019 Fair due to processing schedules. The Expo has modified its schedule for the 2020 Fair in order to host animals throughout the fair for patrons and potential buyers to be able to enjoy.



Fair

A Request for Proposals for a carnival provider is complete and Paul Maurer Shows was selected. It will be exciting to bring them to the 2020 Jackson County Fair.

The County Fair is still the primary revenue generator for the Expo and it relies primarily on gate admissions, carnival revenue, and food concession percentages as the major source of revenue; all are inherently unpredictable. The County also receives lottery funds for the Expo which helps in offsetting some costs.

Financial Condition

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

Program: 210101	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$326,737	\$220,315	\$200,463	\$209,647	\$188,167
Fees & Other Service Charges	\$662,229	\$818,669	\$794,314	\$850,550	\$1,015,500
All Other Resources	\$14,320	\$77,472	\$37,052	\$43,599	\$29,789
Interfund Transfers	\$4,729	\$3,707	\$4,704	\$7,380	\$7,380
Fund Balance	\$0	\$0	\$0	\$470,982	\$539,514
Total	\$1,008,015	\$1,120,163	\$1,036,533	\$1,582,158	\$1,780,350
EXPENDITURES					
Personnel Services	\$53,877	\$71,581	\$57,790	\$69,895	\$41,493
Materials & Services	\$696,229	\$771,399	\$874,653	\$847,860	\$851,267
Contingency	\$0	\$0	\$0	\$110,000	\$125,000
Ending Balance and Reserves	\$0	\$0	\$0	\$202,358	\$237,014
Total	\$750,106	\$842,980	\$932,443	\$1,230,113	\$1,254,774
Full-Time Equivalent	0.23	0.48	0.00	0.00	0.00



Sponsored Events

Program Purpose

The Sponsored Events Program includes the Expo-produced rodeo and Spring Fair, Harvest Fair, Holiday Market, Christmas Showcase, and internally produced concerts. 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Paid attendance	6,604	6,709	6,800	6,100	6,250
Increase over prior year	16.82%	1.59%	1.36%	-10.00%	2.00%

The rodeo is an entertainment event with a maximum capacity for three nights of 7,454 with Thursday being historically low in attendance. It historically competes with high school graduations and other spring events. Attendance has remained relatively flat and the event continues to break even. The overall maximum capacity has also gone down due to the retirement of two major sets of bleachers that cannot be repaired.

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.

Southern Oregon BrewFest

Strategic Objective: Increase attendance and attract exhibitors.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Glasses purchased	3,112	2,773	4,303	5,200	5,000
Increase over prior year	9.12%	-10.90%	55.17%	20.84%	-3.84%

The goal is to continue growing the Southern Oregon BrewFest as a region-wide tasting event while increasing opportunities with partners including, but not limited to, the City of Central Point's "Battle of the Bones." This partnership continues to be refined and will continue in fiscal year 2020-2021. With the help of the Cow Creek Tribe



Sponsored Events

in both fiscal years 2018-2019 and 2019-2020, concerts were hosted that were well attended and, thus, added to the overall weekend success.

Holiday Market

Strategic Objective: *Attract a variety of talented crafters to offer a unique shopping experience to the public.*

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Spaces rented	198	201	203	255	260
Increase over prior year	-2.50%	1.52%	1.00%	20.00%	1.00%

The Holiday Market offers crafters the opportunity to display their handmade crafts in this “crafters only” event. In 2019, the Holiday Market expanded to three days and four buildings to incorporate both artisans and franchise/direct sales companies in one weekend. The event is known as “Southern Oregon’s largest Holiday Market” and is scheduled to be the annual kick-off weekend for holiday shopping. Attendees rave over the uniqueness of this shopping experience.

Bacon and Barrels

Strategic Objective: *Attract a variety of connoisseurs, enthusiasts, and product distributors to offer a unique tasting experience to the public.*

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
General admission tickets	n/a*	n/a*	n/a*	750	1,500
Increase over prior year	n/a*	n/a*	n/a*	n/a*	100%

*New event; no data available.

The Bacon and Barrels event was added in fiscal year 2019-2020 to mimic the pairing and success of the Southern Oregon BrewFest in the winter months. Unlike the Southern Oregon BrewFest that focuses on backyard barbecue and local and regional microbrews, this new event will focus on the specialty of distilled spirits and bacon connoisseurs. This is a nationwide trend that is currently missing in this region, thus allowing Bacon and Barrels to set the tone and pace for Southern Oregon.

Significant Issues in the Year Ahead

The rodeo continues to be a challenge to increase attendance due to competing events. Continued focus on this event’s profitability is a key initiative for the Fair Board and associated committees.

The Southern Oregon BrewFest continues to expand into a more robust event with the partnership with the City of Central Point’s “Battle of the Bones.” Each year, the Expo and its partners refine this event to maximize the growth opportunities and the profitability for all parties. In 2020, Sunday is expected to be paired down to a smaller “Growl and Go” event due to three years of evidence that shows sales dramatically decline on Sundays for all parties.



Sponsored Events

The Expo has expanded its production of concerts and is planning on producing two concerts in fiscal year 2020-2021, likely one in the Event Center and one in the Amphitheater.

Financial Condition

Funding for the Sponsored Events Program is primarily through sponsorships, gate receipts, and concession revenue; all of which are highly unpredictable.

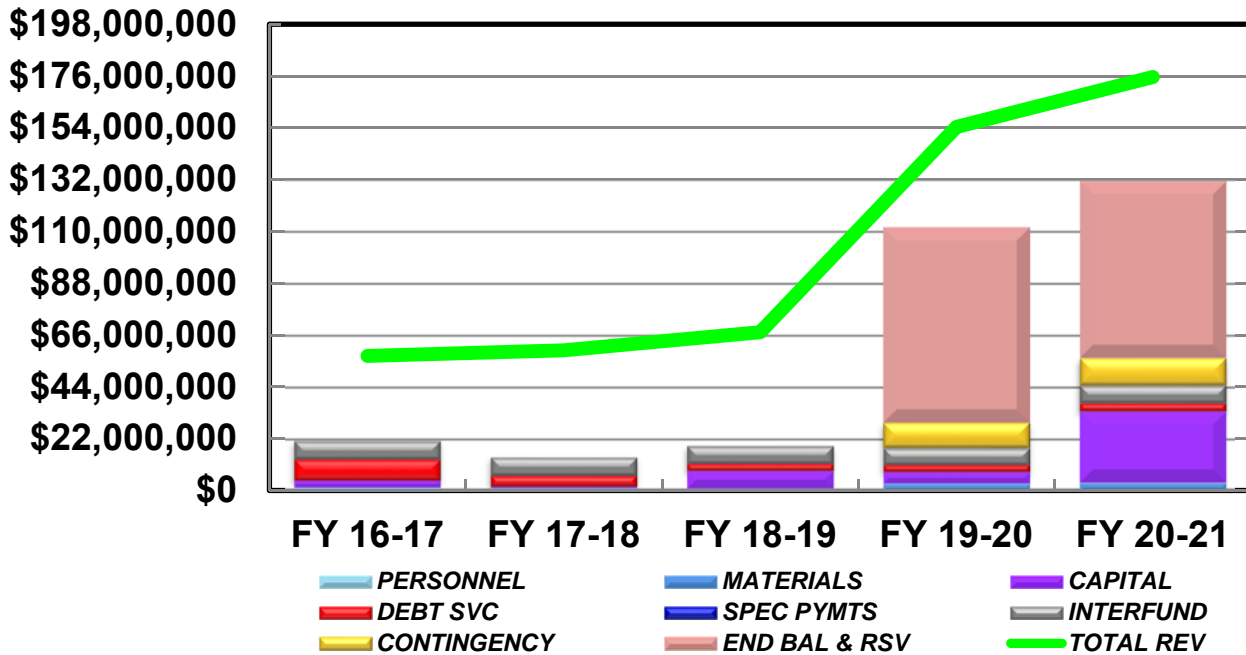
Program: 210104	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$106,249	\$131,594	\$139,084	\$178,532	\$194,755
Fees & Other Service Charges	\$205,355	\$380,123	\$783,631	\$880,230	\$607,750
All Other Resources	\$11,510	\$21,218	\$24,459	\$10,172	\$38,174
Interfund Transfers	\$4,744	\$3,421	\$1,975	\$2,220	\$2,220
Total	\$327,858	\$536,356	\$949,149	\$1,071,154	\$842,899
EXPENDITURES					
Personnel Services	\$24,326	\$33,583	\$36,986	\$16,308	\$50,423
Materials & Services	\$282,471	\$477,106	\$962,711	\$886,390	\$789,896
Contingency	\$0	\$0	\$0	\$100,000	\$84,300
Total	\$306,797	\$510,689	\$999,697	\$1,002,698	\$924,619
Full-Time Equivalent	0.27	0.50	0.00	0.00	0.00

This Page Reserved for Notes



FIDUCIARY AND SPECIAL FUNDS

2016-2017 TO 2020-2021



	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Adopted	FY 20-21 Adopted
PERSONNEL	\$0	\$0	\$0	\$0	\$0
MATERIALS	\$1,339,133	\$1,184,112	\$933,393	\$3,046,543	\$3,431,375
CAPITAL	\$2,994,671	\$619,738	\$7,509,576	\$4,905,902	\$30,248,245
DEBT SVC	\$9,026,352	\$4,661,199	\$3,025,473	\$3,032,023	\$3,503,325
SPEC PYMTS	\$147,913	\$378,714	\$325,867	\$200,600	\$384,000
INTERFUND	\$7,860,151	\$7,805,063	\$7,598,065	\$7,255,678	\$7,546,221
CONTINGENCY	\$0	\$0	\$0	\$10,653,774	\$11,571,704
END BAL & RSV	\$0	\$0	\$0	\$82,959,581	\$75,111,809
TOTAL EXP	\$21,368,220	\$14,648,826	\$19,392,374	\$112,054,101	\$131,796,679
TOTAL REV	\$57,146,306	\$59,503,293	\$67,184,206	\$154,358,715	\$175,557,196
FTEs	0.00	0.00	0.00	0.00	0.00

The large increase in Capital and Debt Service is due to the passage of the ECSO bond measure to upgrade and improve public safety emergency communication systems with associated debt service payments, and the final payment on the new jail property. Between FY 19-20 and FY 20-21, 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 13 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.

• Corrections/Elections-Roof Replacement	\$	125,000
• Courthouse-Limestone Sealer	\$	30,000
• Courthouse-Tuck Point Masonry/Repair Grout	\$	100,000
• ECSO-Seal Exterior Brick	\$	30,000
• ECSO-Upgrade HVAC Software	\$	20,000
• Jail-Chiller Replacement	\$	160,000
• Justice Building-Chiller Replacement	\$	125,000
• Justice Building-Courtroom Renovation	\$	400,000
• Juvenile-Recreation Yard Reseal	\$	30,000
• Libraries		
Phoenix Library-Exterior Paint	\$	25,000
Rogue River Library-Exterior Paint	\$	25,000
White City Library-Replace Concrete, Patio, and Add Gate	\$	75,000
• Motor Pool-Roof Replacement	\$	75,000
• Roads Fleet Building 901-Roof Replacement	\$	100,000
• US Hotel-Roof Replacement	\$	50,000
	\$	<u>1,370,000</u>

Program: 091201	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$126,850	\$122,722	\$39,375	\$350,000	\$175,000
All Other Resources	\$14,658	\$7,592	\$13,193	\$0	\$0
Interfund Transfers	\$1,257,109	\$742,936	\$939,522	\$350,000	\$605,000
Fund Balance	\$0	\$0	\$0	\$50,000	\$590,000
Total	\$1,398,617	\$873,250	\$992,090	\$750,000	\$1,370,000
EXPENDITURES					
Materials & Services	\$430,728	\$557,524	\$215,081	\$530,000	\$660,000
Capital Outlay	\$2,994,671	\$619,738	\$874,907	\$220,000	\$710,000
Interfund Transfers	\$0	\$0	\$20,000	\$0	\$0
Total	\$3,425,399	\$1,177,262	\$1,109,988	\$750,000	\$1,370,000
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00



Central Services Fiduciary

Program Purpose

The Central Services Fiduciary Program serves as the fund's "bank account" for all programs operating within the Central Services Fund. The Program is helping to meet all County goals.

Program Information

Revenues in the Central Services Fiduciary account are shown below.

Interest Income	\$ 60,000
Beginning Fund Balance	<u>1,511,704</u>
TOTAL	\$ <u>1,571,704</u>

Expenditures in the Central Services Fiduciary account are shown below.

Capital Outlay-IT Server	\$ 100,000
Contingency	<u>1,471,704</u>
TOTAL	\$ <u>1,571,704</u>

Program: 090901	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
All Other Resources	\$70,339	\$66,213	\$223,994	\$91,521	\$60,000
Fund Balance	\$0	\$0	\$0	\$3,660,875	\$1,511,704
Total	\$70,339	\$66,213	\$223,994	\$3,752,396	\$1,571,704
EXPENDITURES					
Capital Outlay	\$0	\$0	\$0	\$0	\$100,000
Contingency	\$0	\$0	\$0	\$500,000	\$1,471,704
Ending Balance and Reserves	\$0	\$0	\$0	\$3,252,396	\$0
Total	\$0	\$0	\$0	\$3,752,396	\$1,571,704
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

County Schools Fund

Program Purpose

The County Schools Fund Program is a pass-through fund for distribution of special revenues to local school districts. The Program is comprised of shared revenues from the Federal government and interest earnings. The Federal revenues are from shared revenue timber receipts from Federal forests. This Program is not used for the distribution of current tax revenues; current tax revenues are distributed to the individual school districts. The County Schools Fund Program is helping to meet County goal: (4) Strengthen cooperation between public agencies.

Program: 091301	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$148,140	\$378,713	\$347,938	\$200,000	\$350,000
All Other Resources	\$104	\$314	\$5,213	\$600	\$4,000
Fund Balance	\$0	\$0	\$0	\$0	\$30,000
Total	\$148,244	\$379,027	\$353,151	\$200,600	\$384,000
EXPENDITURES					
Special Payments	\$147,913	\$378,713	\$325,867	\$200,600	\$384,000
Total	\$147,913	\$378,713	\$325,867	\$200,600	\$384,000
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

Court Security

Program Purpose

The Court Security Program was established as required by Oregon Revised Statute (ORS) 1.182. A portion of all fines that are collected by Courts in Jackson County are deposited into this fund to be used to provide Court security for the State, District, and Circuit Courts. The Court Security Program is helping to meet County goals (1) Protect the health, safety, and well-being of all citizens; and (4) Strengthen cooperation between public agencies; .

Program: 091001	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$347,547	\$151,133	\$184,763	\$166,700	\$191,400
All Other Resources	\$4,473	\$4,990	\$17,964	\$8,200	\$9,000
Fund Balance	\$0	\$0	\$0	\$414,600	\$358,281
Total	\$352,020	\$156,123	\$202,727	\$589,500	\$558,681
EXPENDITURES					
Materials & Services	\$247,876	\$213,305	\$228,345	\$292,000	\$558,681
Contingency	\$0	\$0	\$0	\$40,000	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$257,500	\$0
Total	\$247,876	\$213,305	\$228,345	\$589,500	\$558,681
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

ECSO Capital Project Fund

Program Purpose

The Emergency Communications of Southern Oregon (ECSO) Capital Project Fund Program provides a location through which bond proceeds will be used to upgrade and improve an outdated public safety emergency communications system. The ECSO bond measure was passed by voters in November 2019. The ECSO Capital Project Fund Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; and (12) Plan for the future.

Program Information

Capital costs are expected to include: modernized P25 (industry standard) digital radios with improved voice communications for public safety users (Fire, EMS, Police); new IP Dispatch Radio Consoles for communicating on the radio system, paging, fire station alerting, emergency calls, and alarms; updated microwave radios on tower sites throughout Jackson County by providing a communication link transmitting voice and data to public safety; mobile radios in emergency vehicles as well as hand-held radios for Fire, EMS, and Police; and tower acquisition, construction, and related land acquisition/site improvements providing improved radio coverage.

Program: 091901	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Fund Balance	\$0	\$0	\$0	\$0	\$28,000,000
Total	\$0	\$0	\$0	\$0	\$28,000,000
EXPENDITURES					
Capital Outlay	\$0	\$0	\$0	\$0	\$28,000,000
Total	\$0	\$0	\$0	\$0	\$28,000,000
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00



ECSO Debt Service Fund

Program Purpose

The purpose of the Emergency Communications of Southern Oregon (ECSO) Debt Service Fund Program is to repay the bond that was issued for upgrading and replacing an outdated public safety emergency communications system. The ECSO bond measure was passed by voters in November 2019. The ECSO Debt Service Fund Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; and (12) Plan for the future.

Program Information

At the end of fiscal year 2019-2020, the County issued \$23,870,000 in bonds to finance the ECSO capital project. These bonds were issued at a premium with a coupon rate of 3.00 to 5.00 percent and an average of 3.964 percent. Net interest cost to the County is 2.48 percent. Interest is payable on December 1 and June 1 of each year, with the first payment due on December 1, 2020. Principal payments are payable on June 1 of each year. The bonds are on a level debt structure. Below are the projected Maturity and Payment Schedules.

Maturity Schedule – Series 2020

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2021	\$720,000	4.00%	0.97%
2022	\$820,000	4.00%	1.00%
2023	\$855,000	4.00%	1.01%
2024	\$885,000	4.00%	1.02%
2025	\$925,000	4.00%	1.09%
2026	\$960,000	4.00%	1.12%
2027	\$1,000,000	4.00%	1.14%
2028	\$1,040,000	4.00%	1.20%
2029	\$1,080,000	4.00%	1.25%
2030	\$1,120,000	4.00%	1.32%
2031	\$1,165,000	5.00%	1.41%
2032	\$1,225,000	5.00%	1.53%
2033	\$1,285,000	5.00%	1.63%
2034	\$1,350,000	5.00%	1.67%
2035	\$1,420,000	5.00%	1.72%
2036	\$1,490,000	4.00%	2.03%
2037	\$1,550,000	4.00%	2.09%
2038	\$1,610,000	3.00%	2.35%
2039	\$1,660,000	3.00%	2.39%
2040	\$1,710,000	3.00%	2.42%

Payment Schedule for Fiscal Year 2020-2021

Total Payment	Principal	Interest	Remaining Principal
\$1,759,466	\$720,000	\$1,039,466	\$23,150,000



ECSO Debt Service Fund

Program: 092001	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Property Tax Revenues	\$0	\$0	\$0	\$0	\$1,853,325
All Other Resources	\$0	\$0	\$0	\$0	\$14,300
Total	\$0	\$0	\$0	\$0	\$1,867,625
EXPENDITURES					
Materials & Services	\$0	\$0	\$0	\$0	\$14,300
Debt Service	\$0	\$0	\$0	\$0	\$1,853,325
Total	\$0	\$0	\$0	\$0	\$1,867,625
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

General Fund Fiduciary

Program Purpose

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

Program Information

The General Fund's revenues that are not directly attributable to a single program are included in the fiduciary budget. For fiscal year 2020-2021, those revenues are:

Bureau of Land Management Entitlement Payment in Lieu of Taxes	\$ 833,000
O & C Timber Receipts Replacement Funds	3,000,000
State Shared Revenue	
Amusement Device Tax	47,800
Cigarette Tax	165,546
Liquor Tax	1,369,620
Marijuana Tax Share	2,000,000
Cable Franchise Fee	293,000
Loan Repayment (Expo/RV Park)	262,500
Solid Waste Fund	754,283
Current and Prior Year Property Taxes	42,748,221
Interest Income	1,827,700
Local Marijuana Tax	156,670
Beginning Fund Balance for Fiscal Year 2020-2021	76,992,289
Prior Year Carryover	2,506,922
	132,957,551
TOTAL	\$ 132,957,551

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 2020-2021, those expenditures are:

Contracted Services	
Communications Agreements	\$ 100,000
RV Television	61,000
Special Projects	186,800
Operating Expenses	101,162
Debt Service	1,650,000
Transfers to Other Funds	
Board of Commissioners (General Fund Costs for Central Services)	69,863
IT/GIS (General Fund Costs for Central Services)	336,027
Accounting/Treasurer (General Fund Costs for Central Services)	94,923
Counsel (General Fund Costs for Central Services)	194,889
Administration (General Fund Costs for Central Services)	76,561
Internal Audit (General Fund Costs for Central Services)	43,567



General Fund Fiduciary

Human Resources (General Fund Costs for Central Services)	91,198
Facility Maintenance (General Fund Costs for Central Services)	996,227
Mail Courier (General Fund Costs for Central Services)	17,635
Health and Human Services	3,203,645
Capital Projects	430,000
Contingency	10,000,000
Reserves	60,000,000
Ending Fund Balance – General Fund	<u>11,543,537</u>

TOTAL \$ 89,197,034

Program: 091102	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$5,172,557	\$9,329,846	\$8,513,760	\$6,502,151	\$7,415,966
Fees & Other Service Charges	\$1,651,684	\$1,685,309	\$1,725,166	\$372,860	\$293,000
Property Tax Revenues	\$36,456,441	\$38,319,256	\$39,766,574	\$40,674,610	\$42,098,221
Revenue from Bonds & Other Debt	\$0	\$0	\$4,969,262	\$326,843	\$262,500
All Other Resources	\$1,570,492	\$1,520,145	\$4,182,258	\$3,129,875	\$2,634,370
Interfund Transfers	\$663,790	\$1,502,546	\$704,148	\$725,272	\$754,283
Fund Balance	\$0	\$0	\$0	\$85,961,583	\$79,499,211
Total	\$45,514,964	\$52,357,102	\$59,861,168	\$137,693,194	\$132,957,551
EXPENDITURES					
Materials & Services	\$105,930	\$12,685	\$241,050	\$354,866	\$448,962
Capital Outlay	\$0	\$0	\$6,634,668	\$3,300,000	\$0
Debt Service	\$1,645,621	\$1,645,575	\$0	\$0	\$1,650,000
Interfund Transfers	\$5,941,167	\$5,876,240	\$5,650,561	\$5,297,371	\$5,554,535
Contingency	\$0	\$0	\$0	\$10,000,000	\$10,000,000
Ending Balance and Reserves	\$0	\$0	\$0	\$76,436,343	\$71,543,537
Total	\$7,692,718	\$7,534,500	\$12,526,279	\$95,388,580	\$89,197,034
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00



Solid Waste

Program Purpose

The purpose of the Solid Waste Program is to protect the health, safety, and welfare of the people of Jackson County by providing a coordinated program through waste prevention, reuse, recycling, and the collection and disposal of solid waste. The Solid Waste Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Recycling recovery rate	38.6%	35.5%	33.0%*	25.0%	25.0%

*DEQ has not released final recovery rate information.

In 2015, the Oregon Opportunity to Recycle laws were updated, including the recovery goals for each wasteshed. In the State of Oregon, wasteshed areas are typically designated by county borders with the exception of the Portland/Metro area. The current Jackson County Wasteshed recovery goal is 25 percent and the County has met or exceeded the recovery rate goal since it was implemented. The recycling industry has experienced drastic changes with foreign markets no longer accepting the contamination levels of recycling materials collected within the United States. Waste haulers in the Jackson County area have updated their recycling programs to reduce the level of contamination in recyclables collected from residences and businesses. As a result, the recycling recovery rate is expected to decrease in future years as some materials previously collected as recyclable are now considered contaminants and are no longer marketable.

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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Budgeted reimbursements made	98%	100%	99%	98%	99%

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



Solid Waste

Significant Issues in the Year Ahead

The County, cities, and waste haulers have fully implemented the new Opportunity to Recycle programs required in Oregon Revised Statute (ORS) 459A and Oregon Administrative Rule (OAR) 340-090-040. The County will continue to monitor and implement changes as necessary to the Jackson County Wasteshed programs.

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.

Program: 091401	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Fees & Other Service Charges	\$1,143,558	\$1,328,148	\$1,399,587	\$1,144,300	\$1,207,600
All Other Resources	\$22,386	\$26,444	\$99,847	\$30,000	\$15,000
Fund Balance	\$0	\$0	\$0	\$3,097,300	\$3,633,000
Total	\$1,165,944	\$1,354,592	\$1,499,434	\$4,271,600	\$4,855,600
EXPENDITURES					
Materials & Services	\$48,173	\$34,144	-\$5,222	\$139,677	\$139,736
Interfund Transfers	\$931,854	\$956,658	\$976,756	\$1,018,581	\$1,047,592
Contingency	\$0	\$0	\$0	\$100,000	\$100,000
Ending Balance and Reserves	\$0	\$0	\$0	\$3,013,342	\$3,568,272
Total	\$980,027	\$990,802	\$971,534	\$4,271,600	\$4,855,600
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00



Title III/PL 114-10

Program Purpose

The purpose of the Title III/PL 114-10 Program is to fund projects that meet criteria set by the reauthorization of the Secure Rural Schools (SRS) 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 assure responsible development that both enhances and maintains the natural 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 service 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Firewise communities program	5	5	5	5	1
Search, rescue, and other emergency services	1	1	1	1	1
Community wildfire protection plans	2	2	1	1	1
Expenditures certified	100.0%	100.0%	100.0%	100.0%	100.0%
Fund balance spent down	30.0%	63.9%	87.2%	95.4%	100.0%

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 projects each year.

Significant Issues in the Year Ahead

The renewal of the SRS Act in 2018 made small changes to the allowable Title III projects. As a result, the Title III PL 114-10 Program will be closed when the fund balance is spent down. Title III PL 115-141 will track new projects that comply with the updated Title III project requirements.



Title III/PL 114-10

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.

Program: 091504	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
All Other Resources	\$10,198	\$6,954	\$6,220	\$5,000	\$0
Fund Balance	\$1,188,681	\$0	\$0	\$445,000	\$50,000
Total	\$1,198,879	\$6,954	\$6,220	\$450,000	\$50,000
EXPENDITURES					
Materials & Services	\$328,744	\$366,454	\$258,649	\$450,000	\$50,000
Total	\$328,744	\$366,454	\$258,649	\$450,000	\$50,000
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

Title III/PL 115-141

Program Purpose

The purpose of the Title III/PL 115-141 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) 115-141. The Title III/PL 115-141 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 assure responsible development that both enhances and maintains the natural attractiveness of the area; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Title III/PL 115-141 Program provides the service listed below.

Grant Management

Strategic Objective: Manage Title III projects in accordance with the Public Law 115-141 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 and implementing community wildfire protection plans.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Firewise communities program	0*	0*	0*	1	1
Search, rescue, and other emergency services	0*	0*	0*	1	1
Community wildfire protection plans	0*	0*	0*	1	1
Expenditures certified	0%*	0%*	0%*	100%	100%
Fund balance spent down	0%*	0%*	0%*	7%	21%

*Projects were approved in fiscal year 2019-2020; data does not exist.

During fiscal year 2019-2020, the Jackson County Board of Commissioners approved three Title III/PL 115-141 projects. The projects will 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 and implement community wildfire protection plans. The County is required to report on, and certify, all expenditures for Title III/PL 115-141 projects each year until all the funds have been spent.

Significant Issues in the Year Ahead

The 2018 Omnibus Spending Bill renewed the Secure Rural Schools (SRS) and Community Self Determination Act. PL 115-141 guaranteed Title III funding for two years with the payments made in the spring of 2018 and 2019. Significant changes to PL 115-141 include reimbursement of training expenses and capital equipment purchases



Title III/PL 115-141

for emergency responses on national forest lands and the ability to reimburse for the implementation cost of Community Wildfire Protections Plans.

Financial Condition

The SRS Act was reauthorized in December 2019. The County will receive two more years of Federal payments beginning in the spring of 2020. The Title III/PL 115-141 Program is funded entirely by the Federal Government and the funds are expected to support Title III projects for several fiscal years. This Program receives no support from the County's General Fund.

Program: 091505	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$243,506	\$406,348	\$1,020,000	\$397,300
All Other Resources	\$0	\$0	\$17,243	\$10,000	\$10,000
Fund Balance	\$0	\$0	\$0	\$250,000	\$1,142,990
Total	\$0	\$243,506	\$423,591	\$1,280,000	\$1,550,290
EXPENDITURES					
Materials & Services	\$0	\$0	-\$4,509	\$1,280,000	\$1,550,290
Total	\$0	\$0	-\$4,509	\$1,280,000	\$1,550,290
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00



Video Lottery

Program Purpose

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

These funds are required to be deposited in a separate fund and transferred to the appropriate fund for use. The County transfers this money to support the Jackson County Jail and some travel and training expenses for the Board of Commissioners. The Video Lottery Fund Program is helping to meet County goals: (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; and (4) Strengthen cooperation between public agencies.

Program: 091601	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$922,177	\$985,874	\$952,415	\$945,000	\$945,000
All Other Resources	\$5,308	\$4,634	\$22,149	\$8,500	\$8,500
Total	\$927,485	\$990,508	\$974,564	\$953,500	\$953,500
EXPENDITURES					
Materials & Services	\$0	\$0	\$0	\$0	\$9,406
Interfund Transfers	\$987,130	\$972,165	\$950,748	\$939,726	\$944,094
Contingency	\$0	\$0	\$0	\$13,774	\$0
Total	\$987,130	\$972,165	\$950,748	\$953,500	\$953,500
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00



White City Capital Projects

Program Purpose

The White City Capital Projects Program provides a fund location for special construction projects that may take place within the White City area. This Program is helping to meet County goals: (5) Work to assure responsible development that both enhances and maintains the natural 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	\$ 28,200
Beginning Fund Balance	<u>1,410,045</u>
TOTAL	\$ <u>1,438,245</u>

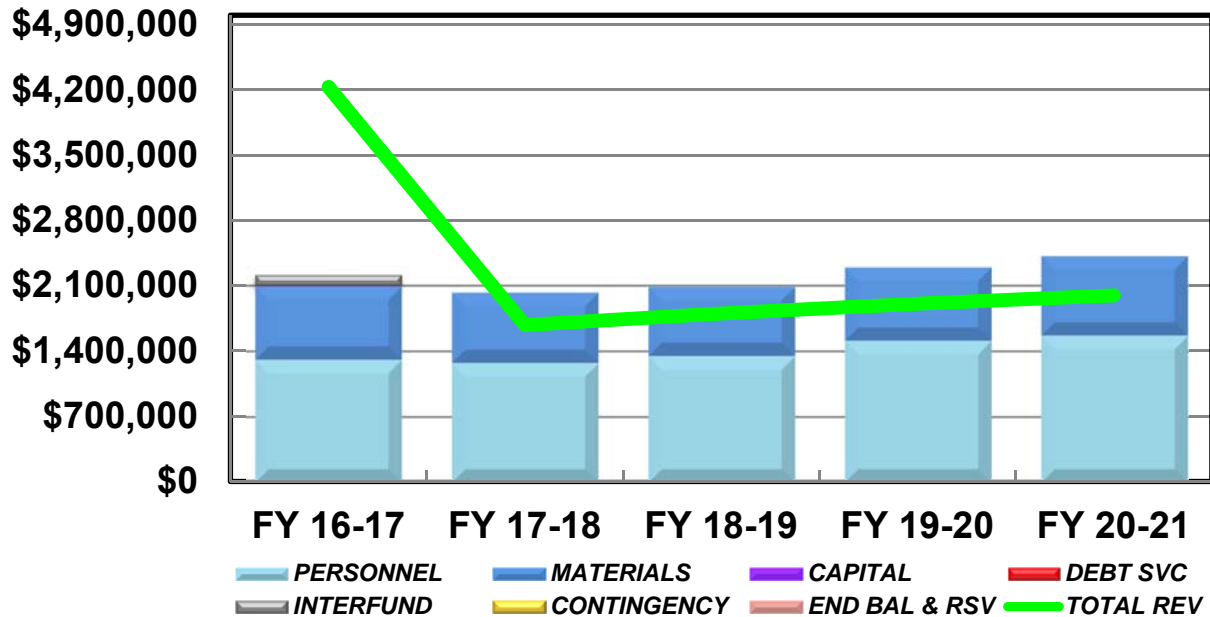
Expenditures in the White City Capital Projects account are shown below.

Capital Outlay - Land	\$ <u>1,438,245</u>
TOTAL	\$ <u>1,438,245</u>

Program: 091701	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
All Other Resources	\$11,600	\$12,470	\$43,396	\$24,505	\$28,200
Fund Balance	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$1,361,397</u>	<u>\$1,410,045</u>
Total	\$11,600	\$12,470	\$43,396	\$1,385,902	\$1,438,245
EXPENDITURES					
Capital Outlay	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$1,385,902</u>	<u>\$1,438,245</u>
Total	\$0	\$0	\$0	\$1,385,902	\$1,438,245
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

FINANCE

2016-2017 TO 2020-2021

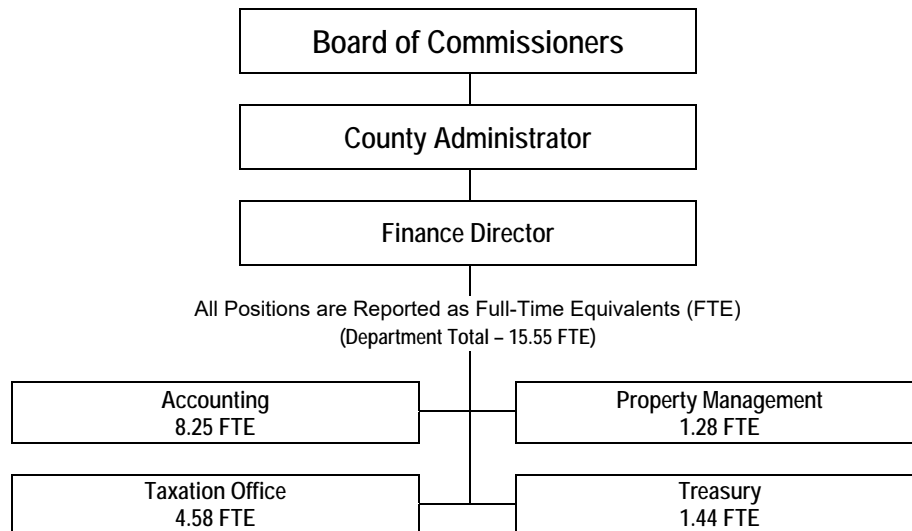


	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Adopted	FY 20-21 Adopted
PERSONNEL	\$1,303,673	\$1,270,256	\$1,344,188	\$1,505,877	\$1,561,501
MATERIALS	\$782,321	\$750,430	\$738,600	\$783,481	\$849,777
CAPITAL	\$7,095	\$0	\$0	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$114,892	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$2,207,981	\$2,020,686	\$2,082,788	\$2,289,358	\$2,411,278
TOTAL REV	\$4,230,358	\$1,677,983	\$1,801,586	\$1,906,341	\$1,995,988
FTEs	15.50	16.50	16.50	16.50	15.55

Between FY 19-20 and FY 20-21, there are no major changes to this budget. The Department increased the responsibilities of the Customer Service Specialists and reclassified the positions to Accounting Clerk IIIs, thereby increasing staff efficiency and reducing the Department's FTEs by 0.95. 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 13 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 2020-2021

- Expand cash receipting system to other departments within the County to streamline treasury processes and strengthen controls.
- Continue the use of electronic payment solutions for accounts payable to reduce costs, increase rebates, and increase efficiency.
- Formalize processes and procedures for the Property Management Program to enhance efficiency and transparency.
- Improve collection processes and procedures for delinquent taxes.
- Continue to improve efficiency of processes and implement best practices in all procedures.

Major Issues and Service Level Accomplishments for Prior Year

- Implementation of cash receipting system for the Expo and the Roads and Parks Departments, and the Sheriff's Office.
- Began processing tax payments for Douglas County.

Benchmark

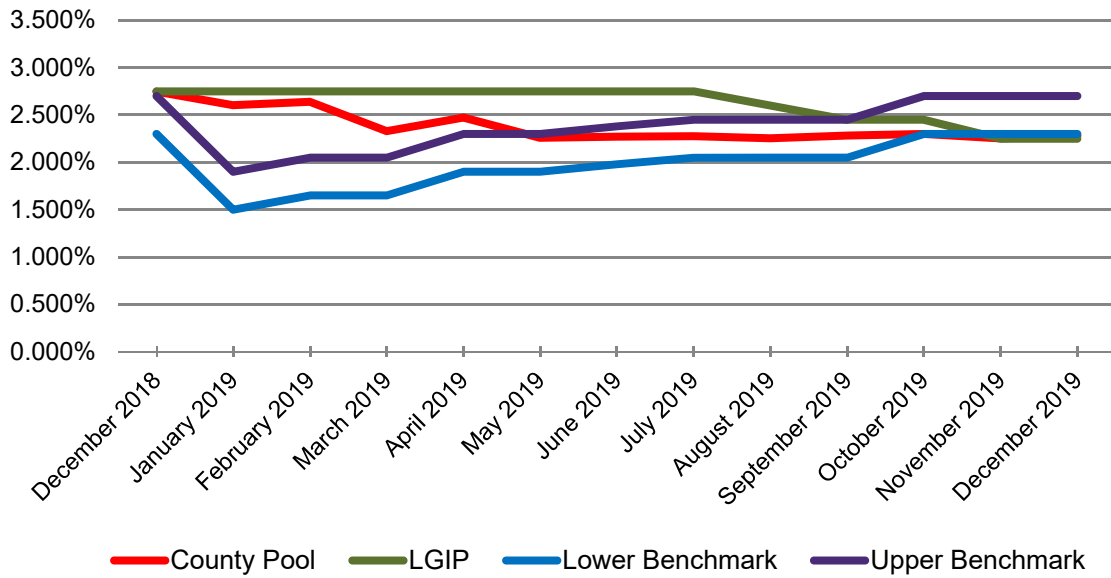
The Treasury benchmark is based on a range rather than a specific point or target. Realizing that any investment portfolio benchmark tends to be valid only over a complete market cycle, which runs for a number of years, the benchmark is shown over time. Our benchmark, as shown in the line graph below, 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 service 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 2018-2019 is also the 36th 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Total payments	35,320	30,424	29,374	27,996	28,000
Paid by check	22.26%	22.62%	23.17%	20.63%	20.50%
Paid by Electronic Funds Transfer (EFT)	8.13%	10.59%	11.48%	12.60%	12.50%
Paid by purchasing card	69.62%	66.79%	65.35%	66.77%	67.00%
Purchasing card rebate	\$121,682	\$108,629	\$106,357	\$120,000	\$120,000

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 payroll.

Financial Condition

Accounting is a Central Services program that is 86 percent funded by interfund transfers with approximately 44 percent of the charges to the County's General Fund. The remaining 15 percent of funding for the Accounting Program is from miscellaneous revenues (purchasing card rebate).

Program: 060101	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$121,912	\$108,653	\$106,992	\$120,000	\$120,000
Fees & Other Service Charges	\$5	\$0	\$48	\$0	\$0
All Other Resources	\$248	\$100	\$5	\$0	\$0
Interfund Transfers	\$591,048	\$586,477	\$716,320	\$683,022	\$741,260
Total	\$713,213	\$695,230	\$823,365	\$803,022	\$861,260
EXPENDITURES					
Personnel Services	\$678,081	\$637,634	\$682,192	\$750,326	\$789,003
Materials & Services	\$49,890	\$120,651	\$105,134	\$52,696	\$72,257
Total	\$727,971	\$758,285	\$787,326	\$803,022	\$861,260
Full-Time Equivalent	7.65	8.25	8.60	8.59	8.25

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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
"Intent to Foreclose" notices sent	393	315	293	264	235
Judgments on properties	115	76	48	77	67
Properties deeded to County	19	21	20	14	14
Collected before final deed	95.17%	93.33%	93.32%	94.70%	94.00%

(Data collected on deed year.)

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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Surplus properties in inventory	164	159	171	171	174
Fluctuation in surplus properties	17.10%	-3.00%	0.07%	0.00%	0.02%
Surplus properties available to the public	36	9	20	20	22
Change in available surplus properties	56.5%	75.0%	55.0%	0.0%	10.0%
Properties sold	23	8	14	11	12
Fluctuation in properties sold	360.0%	65.2%	42.8%	21.4%	0.10%

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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Real estate contracts	14	14	14	17	17
Dollar value collected	\$183,215	\$668,460	\$105,005	\$434,529	\$151,521

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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Property management leases	10	10	11	11	11
Total revenue	\$314,772	\$315,802	\$338,179	\$352,586	\$344,114
Total direct expenditures	\$276,759	\$276,251	\$301,230	\$300,000	\$300,000

County buildings and land that are no longer used by County services 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

Leases in the Rogue Family Center all come up for renewal this fiscal year.

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. The Property Management Program receives no General Fund support.

Program: 060202	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$197	\$300	\$0	\$0
Fees & Other Service Charges	\$3,011,428	\$449,099	\$468,355	\$541,879	\$603,035
Total	\$3,011,428	\$449,296	\$468,655	\$541,879	\$603,035
EXPENDITURES					
Personnel Services	\$130,488	\$108,954	\$109,540	\$117,320	\$138,568
Materials & Services	\$416,368	\$313,645	\$346,421	\$419,144	\$421,459
Interfund Transfers	\$114,891	\$0	\$0	\$0	\$0
Total	\$661,747	\$422,599	\$455,961	\$536,464	\$560,027
Full-Time Equivalent	1.80	1.60	1.60	1.10	1.28



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. The Taxation Office 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 Taxation Office Program provides the service 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Tax statements processed	99,633	99,727	99,846	101,124	101,300
Tax statements processed for Curry County	9,994	10,747	10,356	10,352	10,400
Tax statements processed for Douglas County	n/a*	n/a*	n/a*	43,000	43,250
Tax statements processed for Klamath County	n/a*	n/a*	n/a*	n/a*	25,000
Accounts handled per full-time employee	29,367	29,230	29,459	29,987	39,248
Outside printing/postage costs per statement	\$0.50	\$0.49	\$0.52	\$0.52	\$0.56

*Data not available; new Intergovernmental Agreements.

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, Douglas County in fiscal year 2019-2020, and Klamath County in fiscal year 2020-2021; this service benefits all counties.

Significant Issues in the Year Ahead

During fiscal year 2020-2021, the Taxation Office Program will continue to refine opportunities for efficiency and implementation of best practices to reduce costs and increase production.



Taxation Office

Financial Condition

The Taxation Office Program expenses are covered 13 percent by the State's County Assessment Function Funding Assistance (CAFFA) grant and approximately 28 percent is covered by other miscellaneous revenues; the remaining 59 percent is from the County's General Fund.

Program: 060201	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$124,575	\$119,250	\$108,547	\$130,000	\$115,840
Fees & Other Service Charges	\$215,013	\$213,739	\$195,383	\$211,947	\$192,800
All Other Resources	\$3,606	\$104	\$566	\$2,900	\$1,100
Interfund Transfers	\$2,850	\$3,006	\$2,809	\$1,880	\$2,400
Total	\$346,044	\$336,099	\$307,305	\$346,727	\$312,140
EXPENDITURES					
Personnel Services	\$350,752	\$351,886	\$372,283	\$443,338	\$470,474
Materials & Services	\$284,091	\$298,662	\$268,117	\$291,821	\$299,964
Capital Outlay	\$7,095	\$0	\$0	\$0	\$0
Total	\$641,938	\$650,548	\$640,400	\$735,159	\$770,438
Full-Time Equivalent	4.43	4.60	4.65	5.16	4.58



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 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 (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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Invested principal lost during the year	\$0	\$0	\$0	\$0	\$0
Investments held in 3 rd 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Investments in compliance with investment policy diversification criteria	100%	100%	100%	100%	100%
Portfolio weighted average maturity at June 30	1.85	2.20	1.91	2.50	1.75

Diversification and weighted 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Average monthly balance invested funds	\$145,000,943	\$151,713,322	\$171,645,742	\$133,254,575	\$125,000,000
Total portfolio invested	91.43%	91.73%	90.00%	67.25%	75.00%
Average portfolio rate of return for Jackson County portfolio	1.61%	1.98%	2.27%	2.32%	2.35%
Average rate of return for Local Government Investment Pool	1.10%	1.73%	2.63%	2.52%	2.25%
Average rate of return three year Treasury notes	1.27%	2.06%	2.75%	1.65%	1.50%

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 Local Government Investment Pool continues to earn rates above market. A challenge in the year ahead will be to find complimentary investments to balance the County's portfolio while maintaining acceptable yields.

The Treasury Program is also implementing a cashiering system throughout the County that will increase efficiency and controls over cash.

Financial Condition

Treasury is a Central Services program that is 95 percent funded by interfund transfers with approximately 33 percent of the charges to the County's General Fund. An additional 5 percent in revenue is received through the State's County Assessment Function Funding Assistance (CAFFA) grant and ATM surcharge revenue.

Treasury

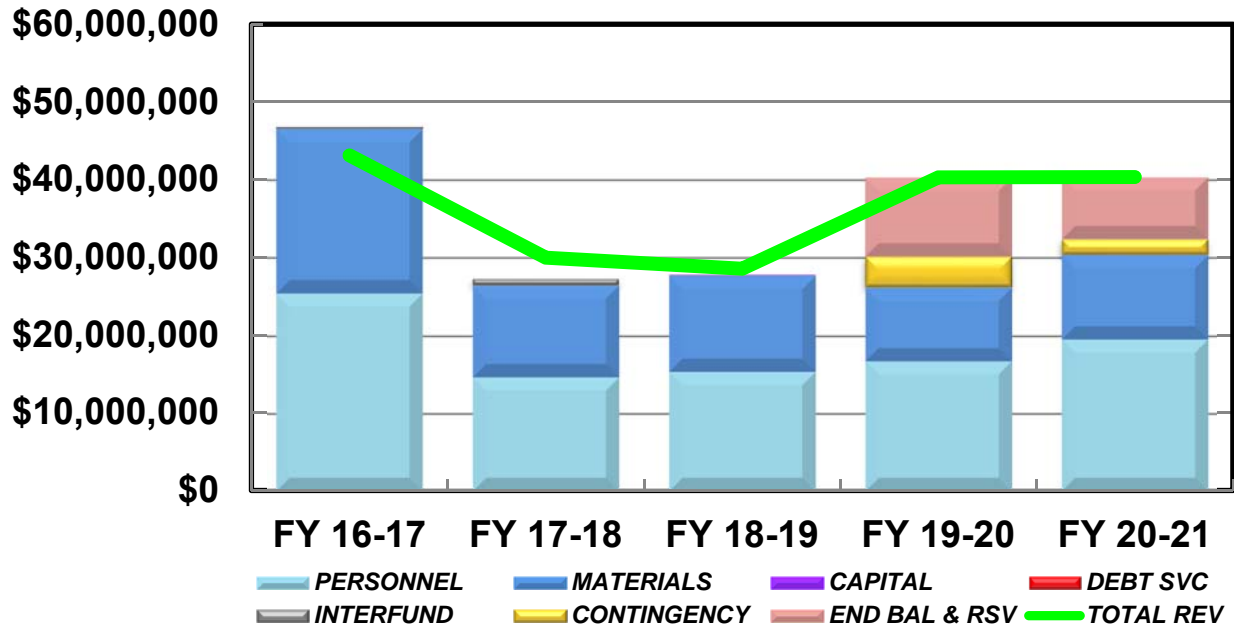
Program: 060102	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$1,897	\$1,816	\$1,653	\$1,950	\$6,756
Fees & Other Service Charges	\$4,640	\$9,863	\$7,252	\$11,700	\$8,598
All Other Resources	\$45	\$0	\$240	\$0	\$0
Interfund Transfers	\$153,092	\$185,678	\$193,117	\$201,063	\$204,199
Total	\$159,674	\$197,357	\$202,262	\$214,713	\$219,553
EXPENDITURES					
Personnel Services	\$144,352	\$171,782	\$180,173	\$194,893	\$163,456
Materials & Services	\$31,972	\$17,472	\$18,928	\$19,820	\$56,097
Total	\$176,324	\$189,254	\$199,101	\$214,713	\$219,553
Full-Time Equivalent	1.62	2.05	1.65	1.65	1.44

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HEALTH AND HUMAN SERVICES

2016-2017 TO 2020-2021

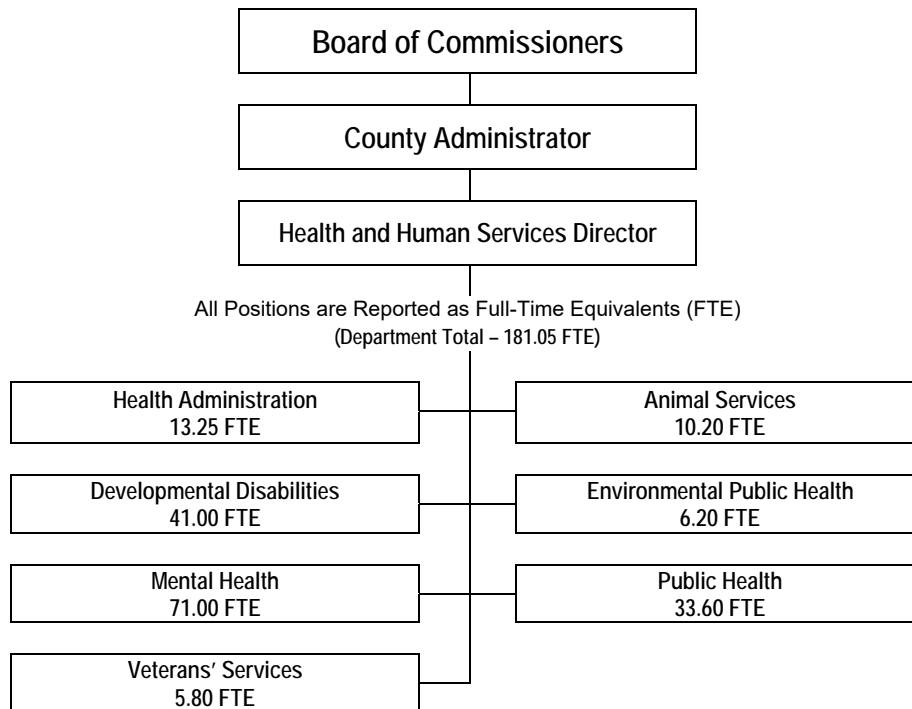


	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Adopted	FY 20-21 Adopted
PERSONNEL	\$25,381,293	\$14,676,177	\$15,388,199	\$16,744,418	\$19,533,456
MATERIALS	\$21,143,609	\$11,710,352	\$12,289,475	\$9,387,968	\$10,806,397
CAPITAL	\$0	\$0	\$108,400	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$301,659	\$825,780	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$4,000,000	\$2,000,000
END BAL & RSV	\$0	\$0	\$0	\$10,160,000	\$8,000,000
TOTAL EXP	\$46,826,561	\$27,212,309	\$27,786,074	\$40,292,386	\$40,339,853
TOTAL REV	\$43,111,011	\$29,963,279	\$28,534,963	\$40,292,386	\$40,339,853
FTEs	416.55	181.85	177.45	161.55	181.05

Through increased funding for services and departmental reorganization, the Department added 19.50 FTEs for FY 20-21. As a result, Personnel and Materials both increased. A reduction in Contingency and in Ending Fund Balance and Reserves resulted from creating a PERS side account to offset ongoing retirement costs. The fluctuation in fund balance is expected as the Department spends monies according to grant requirements. 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 13 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 2020-2021

- Approximately 68 percent of the Health and Human Services (HHS) operating budget is comprised of grants and reimbursements from the State and Federal governments.
- State budget challenges, relatively flat funding, and Medicaid uncertainty as the Oregon Health Authority awards new five-year contracts (effective January 1, 2020) to Coordinated Care Organizations, coupled with increased operational costs, present uncertainty for the upcoming fiscal year.

Major Issues and Service Level Accomplishments for Prior Year

- Jackson County Mental Health served 3,034 individuals in 2019.
- The Oregon Office of Developmental Disabilities Services (ODDS) continues to see statewide growth due to the K Plan. It had been anticipated that this growth would level off in 2017 or 2018, but the growth continues even as of this writing. This has resulted in the Developmental Disabilities Program growing from 16 employees in 2014 to 41 current employees. The growth rate is expected to continue through the 2019-2021 biennium, and there is currently more success in recruiting for Developmental Disability Case Managers than in recent years.
- From January through December 2019, Public Health received 1,862 reports of communicable diseases. Out of these reports, 1,260 were sexually transmitted infections (STIs). Much of the change in communicable disease in Jackson County is the result of a decrease in chlamydia cases (-8.6 percent). Syphilis cases remained stable; although, there was one congenital syphilis case (transmission of syphilis from a pregnant woman to her infant).



HEALTH AND HUMAN SERVICES

Gonorrhea cases increased by 5.9 percent. There were 21 reported outbreaks that were investigated in Jackson County: gastroenteritis (12) and influenza like illnesses (9).

- From January through December 2019, the Maternal and Child Health program provided 2,663 home visits. 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 as well as families with special health care needs.
- The immunization program works closely with local daycares and schools to assure compliance with Oregon vaccination laws. The immunization program also works with communicable disease staff to assure the reduction of vaccine preventable diseases. From January through December 2019, the immunization program provided a total of 5,737 immunizations, which includes 863 influenza vaccines. The immunization clinic also provided 505 travel consultations and 817 tuberculosis tests.
- In October of 2016, Jackson County Public Health implemented a Syringe Exchange Program and disposal which is part of a comprehensive public health approach to prevent the spread of Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome (HIV/AIDS), Hepatitis C, and other blood borne pathogens in the community. During the third year of the program (October 2018 through September 2019), operating six hours per week, there were 316,495 syringes exchanged and a total of 4,503 encounters/client visits. This represented a 29 percent and 18 percent increase, respectively, from the previous year.
- From January through December 2019, the Women, Infants, and Children (WIC) program had 17,305 individual contacts (4,715 of these were for nutrition education classes). The community also benefited by participants using WIC spending \$2,826,365 total WIC dollars on healthy foods at local retailers and \$38,560 at local farmers markets and farm stands through the issuance of farm direct nutrition program coupons.
- In 2019, the Animal Shelter provided temporary housing for 3,407 animals compared to 3,533 in 2018, a small decrease due to taking in reduced numbers of wild cats. Almost 1,000 animals, mostly dogs, were returned to their owners. New homes were found for 813 dogs/puppies and 976 cats/kittens, thanks to the combined efforts of Shelter staff and over 200 Friends of the Animal Shelter (FOTAS) volunteers. The live release rate for dogs went up another percentage point to 95.4 percent, while the rate for cats made a significant increase to 83.7 percent. This increase was primarily the result of having a wait list for cats to limit the number coming into the Shelter so they would receive adequate care, and introducing the Working Cat Program to relocate unwanted wild cats to new locations where they are wanted for rodent control.
- Animal Control Deputies responded to 3,843 calls for service to address dangerous dogs, welfare checks, animal bites, barking dog complaints, and dogs running loose off their property. This volume was up from about 3,574 calls received the previous year.
- Environmental Public Health (EPH) was fully staffed in 2019 and completed all required facility inspections. EPH also had another successful handwashing educational campaign at the Jackson County Fair in an effort to prevent illness in visitors.

Benchmark

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



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 Coordinated Care Organizations (CCOs) membership and assignment changes, previous contracts will be assessed in an ongoing manner. 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 and wildlife management services.

Health Administration

Program: 240101	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$616,664	\$773,997	\$399,141	\$101,110	\$98,085
Fees & Other Service Charges	\$439,182	\$1,930,392	\$663,245	\$421,000	\$431,001
All Other Resources	\$116,929	\$97,242	\$441,960	\$200,000	\$300,000
Interfund Transfers	\$2,356,654	\$2,391,736	\$2,088,427	\$1,932,065	\$2,209,245
Fund Balance	\$0	\$0	\$0	\$14,000,000	\$9,923,895
Total	\$3,529,429	\$5,193,367	\$3,592,773	\$16,654,175	\$12,962,226
EXPENDITURES					
Personnel Services	\$498,024	\$1,380,240	\$366,813	\$460,010	\$570,460
Materials & Services	\$2,555,171	\$2,731,612	\$3,910,990	\$2,034,165	\$2,391,766
Interfund Transfers	\$301,658	\$825,480	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$4,000,000	\$2,000,000
Ending Balance and Reserves	\$0	\$0	\$0	\$10,160,000	\$8,000,000
Total	\$3,354,853	\$4,937,332	\$4,277,803	\$16,654,175	\$12,962,226
Full-Time Equivalent	24.66	16.94	16.28	14.25	13.25



Animal Services

Program Purpose

The purpose of the Animal Services Program is to protect human and animal health and safety, increase responsible pet ownership and return stray domestic animals to owners or find new homes for the adoptable ones. The Program also strives to reduce the number of unwanted pets through education and enforcement of animal control ordinances and welfare 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 homes for those not returned; and increase the live release rate of cats and dogs from the Shelter.*

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Dogs handled	1,741	1,887	1,956	1,950	1,950
Change in dogs handled	-0.1%	8.4%	3.6%	-0.3%	0.0%
Cats handled	1,453	1,663	1,451	1,500	1,500
Change in cats handled	8.4%	14.4%	-12.8%	3.3%	0.0%
Dogs returned to owner, adopted, or transferred to another shelter/rescue	1,637	1,754	1,859	1,860	1,860
Change in dogs returned to owner, adopted, or transferred to another shelter/rescue	3.9%	7.1%	6.0%	0.0%	0.0%
Cats returned to owner, adopted, or transferred to another shelter/rescue	872	944	1,224	1,300	1,300
Change in cats returned to owner, adopted, or transferred to another shelter/rescue	13.2%	8.3%	29.7%	6.2%	0.0%
Live release rate for dogs	91.9%	94.0%	95.4%	95.0%	95.0%
Live release rate for cats	61.1%	57.4%	83.7%	85.8%	85.0%

Note: data is based on calendar years 2017, 2018, 2019, 2020, and 2021.

The Animal 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 is not willing, nor able, to take responsibility for their animals. These animals not only become victims of neglect and abuse themselves, but also create health and



Animal Services

safety issues for other animals and people. The Shelter takes in all stray and surrendered dogs, but only the number of cats it can adequately care for. So, fortunately, it does not have to euthanize animals for time or space. In 2019, the Shelter took in 75 more dogs compared to the previous year, which was manageable. To prevent getting overrun with cats, which was the case in 2018, a wait list for cats and a Working Cat Program were implemented, which resulted in taking in fewer feral (wild) cats, but more kittens. By only admitting the number of cats and kittens the Shelter had adequate capacity to care for, adoptions increased, 465 fewer cats/kittens were euthanized, and the live release rate for cats/kittens increased by 26 percent! The Return-to-Field Program for feral cats was replaced by the Working Cat Program which placed 121 fixed feral cats, that would have otherwise been euthanized, into barn, orchard, and farm situations. Although the Shelter has achieved significant improvements in its live outcomes for dogs and cats over the last five years, more work remains to be done within the community to reduce the number of feral cats that citizens want removed. Additional gains in the percentage of dogs leaving the Shelter alive is expected to 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Dangerous dog, bites, attacks to other animals, and trespassing	220	244	234	240	240
Change in dangerous dog, bites, attacks to other animals, and trespassing	-6.4%	10.9%	-4.1%	2.6%	0.0%
Nuisance (barking dog complaints and dogs running at large)	192	212	220	220	220
Change in nuisance (barking dog complaints and dogs running at large)	1.1%	10.4%	3.8%	0.0%	0.0%
Neglect/abandonment/welfare checks	129	110	162	160	160
Change in neglect/abandonment/welfare checks	15.4%	-14.7%	47.3%	-1.2%	0.0%
Animal bites to humans	404	421	523	525	525
Change in animal bites to humans	3.6%	4.2%	19.5%	0.3%	0.0%

The Animal Services team of deputies is now fully staffed after the dispatcher left the County this past September. Deputies have continued to develop stronger relationships with local law enforcement agencies which has eliminated duplication of efforts in dealing with dogs running at large and welfare checks within the city limits. This has allowed Animal Control Deputies more time to handle the increase in animal bites to humans and to be proactive with animal welfare checks outside of city limits, kennel inspections, following up on barking dog complaints, and picking up stray dogs in rural areas. At the same time, these deputies have been able to quickly respond to law enforcement requests for assistance, which now happens on a regular basis. This is evidence of the growing partnership between Animal Services and local law enforcement agencies, which has been positive for Jackson County citizens.



Animal Services

Licensing

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

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Dog licenses sold	15,586	15,642	15,249	16,000	16,500
Change in dog licenses sold	-2.0%	0.3%	-2.5%	4.9%	0.1%
Active one year, two year, and three year licenses	40,996	40,733	40,439	42,000	45,000
Change in active one year, two year, and three year licenses	-2.0%	-0.6%	-0.7%	3.9%	0.8%

A primary goal of Animal Services is to return lost animals to their owners and ensure that unlicensed dogs get vaccinated and licensed. Obtaining a rabies vaccine, which is required for licensing, has become more challenging over the last few years for dog owners who retrieve their dogs from the Shelter as veterinarian offices have become busier and more expensive. A volunteer, who is a retired licensed veterinarian, visits the Shelter weekly to administer rabies vaccines to adoptable dogs is now also vaccinating those dogs waiting for owners before their holding period is completed. This has allowed more dogs to leave the Shelter licensed when they are retrieved by their owners. The Shelter continues to offer its monthly low-cost vaccination and licensing clinic, and now has a veterinarian and a vet technician administering vaccines to accommodate the growing demand for this affordable service. In Spring 2018, Animal Services staff started to follow up with telephone calls to dog owners and new adopters who had not followed through with licensing. Animal Control Deputies then began issuing citations to appear in Justice Court if the license was not purchased within the extended time given.

In spite of these efforts, encouraging license compliance for all dogs within Jackson County has not increased as expected. However, licensing compliance continues to be a priority for fiscal year 2020-2021 since it is critical to increasing the Shelter's primary funding source to help cover the persistent budget deficit. Additionally, it assures that more dogs are properly vaccinated against rabies. Staff are also able to more quickly return dogs that are wearing a license to their owners, often without them having to spend any time in the Shelter. Another benefit to an owner of a licensed dog is reduced fees to retrieve their dog if the dog does end up at the Shelter.

The Enforcement Supervisor has been tasked to take the lead on licensing compliance by pursuing the following strategies: provide an option for dog owners to use the web to license their dogs, which has the potential to increase revenue while reducing the workload on Health and Human Services' and Shelter staff; get all Jackson County veterinarians in compliance for reporting rabies vaccinations to the County; encourage veterinarian offices to promote licensing to their clients who purchase a rabies vaccination for their dog(s); remove perceived barriers for veterinarian offices so they are more willing to sell licenses to their clients; and conduct a public relations campaign targeted to dog owners that promotes the benefits of licensing to coincide with the introduction of the "new" web licensing option.

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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Deer and other wildlife removed from the roadway and disposed of	530	550	474	500	500
Change in deer and other wildlife removed from the roadway and disposed of	-8.3%	3.8%	-13.8%	5.5%	0.0%
Dogs and cats removed from the roadway and disposed of	114	244	260	260	260
Change in dogs and cats removed from the roadway and disposed of	6.8%	19.0%	6.6%	0.0%	0.0%

At this time there is no reason to expect that the number of dead animal pick-ups from a road will increase.

Significant Issues in the Year Ahead

Changes implemented in Shelter operations, beginning in mid-2012, have become part of an improved, more compassionate culture which continues to be reflected in increased live release rates for both cats and dogs. The Enforcement Team (comprised of 4.00 full-time equivalent positions) has done well under a new Supervisor since summer of 2018, and a dispatcher has recently been hired who had several years of experience dispatching for emergency services. Staff turnover has been challenging this last year. However, in spite of the turnover and workload issues, the Shelter's reputation in the community continues to be positive. Some of the results from the public's increased confidence in Animal Services have been an increase in animals brought to the Shelter and calls for services directed to Animal Control.

Looking forward, besides the goal of increasing revenue from dog licensing, Animal Services continues to face four challenges which have not changed much during the past couple of years: 1) finding a more efficient way to deliver current services that is financially sustainable; 2) maintaining adequate staffing; 3) improving an aging Shelter facility; and 4) addressing cat overpopulation issues in the community. A new challenge has emerged this year with Animal Services' veterinarian partners not being able to keep up with the increase in the Shelter's adoptable animals needing to be spayed and neutered.

The current Shelter facility was not built for saving animal lives since it was constructed at a time, more than 60 years ago, when county animal shelters focused primarily on returning animals to owners within a short amount of time and euthanizing unadoptable animals. Thus, small spaces have had to be repurposed for medical care, behavioral evaluation, and foster animal appointments.

The Animal Services Program continues to receive several requests for help from citizens with homes or neighborhoods overrun with stray and feral cats, which staff is only able to do on a limited basis given the lack of capacity at the Shelter. Unfortunately, these citizens too often have few or no financial resources to help pay for these services so staff only assist as time and resources are available to do so. The Working Cat Program has been successful, but only addresses a small number of abandoned and neglected cats living outdoors in the County. The Shelter Manager and Enforcement Supervisor plan to explore additional strategies with community partners to effectively address outdoor cat colonies and hoarding situations that have grown out of control.

As the four veterinarian partners who perform spay/neuter surgeries on the Shelter's adoptable animals, they have gotten busier with their own clients and have had less capacity to handle the recent increase in the adoptable animals. This has resulted in some adopted cats, rabbits, and dogs having to wait two to three weeks at the Shelter for their surgeries before they go home. The Shelter Manager is attempting to find other veterinarians willing to accept the Shelter's discounted vouchers for spay/neuter surgery. However, these clinics are located farther from the Shelter, which will increase transportation times to and from these locations that may cause other problems.



Animal Services

Financial Condition

In August 2019, the Oregon Humane Society in Portland was asked to conduct a sustainability audit of the Animal Services Program. A suggestion was made to move the dispatcher position from the Sheriff's Office to the Shelter to provide back-up support to the Shelter's under-staffed front office, but this will not reduce staff costs. Unfortunately, the reviewer was unable to find easy ways to reduce expenses or increase revenues that could be quickly implemented. Preliminary discussions with the Southern Oregon Humane Society have not resulted in much interest in merging or taking over the County's animal adoption services because they are limited by space in an old building and are exploring options for a new location and building just to maintain their operation.

Financial donations from individuals and the Friends of the Animal Shelter (FOTAS) volunteer organization make up only a small portion of the Animal Services Program budget. The primary contribution that FOTAS provides the Shelter is the recruitment and training of more than 200 volunteers who 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. However, FOTAS has recently faced leadership challenges, its own deficit budget for the last four years, and long-term viability to manage their workforce. So FOTAS is not a likely contributor of more revenue to the Shelter in the near future, except for one-time capital projects.

The Animal Services Program receives 7 percent of its funding from the Solid Waste Fund and approximately 32 percent from the County's General Fund.

Program: 240107	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$313,601	\$170,807	\$152,428	\$150,000	\$154,000
Fees & Other Service Charges	\$746,538	\$749,086	\$778,416	\$826,600	\$838,600
All Other Resources	\$10,896	\$10,897	\$13,085	\$0	\$0
Interfund Transfers	\$414,174	\$543,236	\$626,927	\$646,951	\$667,776
Fund Balance	\$0	\$0	\$0	\$56,505	\$42,353
Total	\$1,485,209	\$1,474,026	\$1,570,856	\$1,680,056	\$1,702,729
EXPENDITURES					
Personnel Services	\$782,096	\$764,658	\$833,590	\$973,459	\$961,627
Materials & Services	\$573,705	\$827,384	\$639,015	\$706,597	\$741,102
Total	\$1,355,801	\$1,592,042	\$1,472,605	\$1,680,056	\$1,702,729
Full-Time Equivalent	9.85	11.06	9.26	10.20	10.20



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 with K Plan services 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.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Funded service plans in place within 60 days of eligibility	85.35%	79.82%	70.41%	80.00%	85.00%
Change in funded service plans in place within 60 days of eligibility	8.04%	-6.48%	-11.79%	13.62%	6.25%

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 445 adults as well; currently, the local brokerage only serves 388 adults. 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). This is changing to the Oregon Needs Assessment (ONA) tool which started being used on July 1, 2018, and is administered only by ONA trained assessors. The ONA is the first universal assessment tool used and is still in the testing phase with an expected start date of January 1, 2021. Therefore, the Developmental Disabilities Program will continue to use the CAN and ANA for funding levels. 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.

Fiscal year 2019-2020 saw record high caseloads for children and adults. Fortunately, as noted below under Financial Condition, the Developmental Disabilities Program received the largest increase of funding in the Program's history and the hope is to soon have historically lower caseloads. Having said that, fiscal year 2018-2019 data saw a decrease in compliance by over 10 percent. Fiscal year 2019-2020 should see improvements, but there may not be a strong improvement until fiscal year 2020-2021 is complete as the vacant, newly funded, full-time equivalent positions are being filled.



Developmental Disabilities

Eligibility Determination

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

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Eligibility determinations/re-determinations completed within 90 days	72.40%	87.75%	82.82%	90.00%	90.00%
Change in eligibility determinations/re-determinations completed within 90 days	-20.44%	21.20%	-5.62%	8.67%	8.67%

I/DD case management services are an entitlement for all children and adults who meet eligibility criteria. A final and complete application packet is required by OARs within 90 days of the intake, and a final determination is due within 10 days of a complete application. 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 must be completed within 90 days.

Technically, Development Disabilities' staff has met the OAR requirements as all applications have authorized extensions, but it is known that the Oregon Office of Developmental Disabilities Services (ODDS) is tracking the 90-day mark regardless. Developmental Disabilities' staff are at the mercy of receiving records from both non-local and out of State school districts and medical facilities. These often result in exceptions to the State deadlines. Development Disabilities Program has also experienced the loss of two local Psychologists who provide State-fund Psych Evaluations for staff's determinations. The Program was able to quickly get two new Psychologists willing to do these, but they are much busier and scheduling Psych Evaluations has also resulted in exceptions to the State deadlines. In 2018, ODDS acknowledged that the vast majority of overdue determinations statewide was the result of waiting for historical documents from health care providers and schools. The 90-day deadline no longer exists but, as stated above, it is still a deadline to have a "complete application." There is now, in the rule, a 10-day deadline from a complete application to make a final determination. A complete application is simply the application form along with all historical or newly requested diagnostic documentation from schools and medical professionals needed to make the final determination.

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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Eligible children in out-of-home placements	8.53%	9.93%	9.50%	7.00%	6.50%
Change in eligible children in out-of-home placements	-11.43%	-8.27%	15.83%	11.42%	0.00%

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The historical support for children with I/DD was minimal to none. 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 has allowed the provision of wraparound supports in a way that could not be done before. 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, shows 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 shows 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. The Expected and Projected outcomes of last year's budget were both 9.70 percent, but with the fourth straight year of declines in this data, the Program is standing at just 7.18 percent.

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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Adults accessing brokerage services within 60 days of request	100.00%	100.00%	100.00%	100.00%	100.00%
Change in adults accessing brokerage services within 60 days of request	7.06%	9.89%	0.00%	0.00%	0.00%

The local brokerage service in Jackson County serves a maximum of 445 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. During fiscal year 2018-2019, Developmental Disabilities' staff transferred all brokerage requests within 30 days and averaged less than three weeks versus the 90-day goal. This has allowed the expected 100 percent rating to continue for this outcome in fiscal year 2019-2020.

At this point, staff has considered dropping this strategic objective as it appears to be fully met and consistently so. However, there is still pending legislation as well as OAR changes that may dramatically change access to brokerage case management services. Essentially, the adult age requirement could drop to 16 or even 14. Due to this pending change and its potential impact to the historical success, the strategic objective is being left for now.

Significant Issues in the Year Ahead

The Oregon Office of Developmental Disabilities Services (ODDS) continues to see statewide growth due to the K Plan. It had been anticipated that this growth would level off in 2017 or 2018, but the growth continues even as of this writing. This has resulted in the Developmental Disabilities Program growing from 16 employees in 2014 to



Developmental Disabilities

41 current employees. The growth rate is expected to continue through the 2019-2021 biennium and there is currently more success in recruiting for Developmental Disability Case Managers than in recent years.

The possibility of the Affordable Care Act/K Plan being reduced or eliminated by the Centers for Medicare and Medicaid Services (CMS) had been a concern, but it appears to be safe for now. 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 1,524 as of June 30, 2019. Developmental Disabilities Program case management reached 1,136 individuals as of June 30, 2019, while 388 adults receive case management through the local brokerage. The Program continues to see 9 percent plus growth in newly eligible individuals year after year; however, staff has also seen a spike in cases closing over the past year. The continued growth in eligibility is mitigated by the recent spike in closed cases. Many, if not most, of these closings are children. While some children are moving out of State, it is suspected that many families are just not seeing a current need for the services that this Program offers. Eligibility of children continues to be the main driver in the Program's growth, but there has also been an increase in early adults (18 to 25 year olds) over the past three years.

Financial Condition

The Developmental Disabilities Program will be funded 100 percent by the State, of which approximately 70 percent is Federal match dollars. The Oregon Department of Human Services' final 2019-2021 biennial budget included an increase of approximately \$1,371,535 per year to the County's Intergovernmental Agreement (IGA); the current annual contracted amount is \$5,150,002. The next biennial budget for the State is unknown at this time. In fiscal year 2020-2021, the Developmental Disabilities Program will receive no support from the County's General Fund.

Program: 240109	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$2,718,605	\$3,762,736	\$3,930,839	\$4,220,259	\$5,307,003
Fees & Other Service Charges	\$2,864	\$533	\$860	\$1,000	\$1,000
Total	\$2,721,469	\$3,763,269	\$3,931,699	\$4,221,259	\$5,308,003
EXPENDITURES					
Personnel Services	\$2,060,761	\$2,315,678	\$2,736,775	\$3,217,143	\$4,016,200
Materials & Services	\$749,532	\$903,500	\$821,931	\$1,004,116	\$1,291,803
Total	\$2,810,293	\$3,219,178	\$3,558,706	\$4,221,259	\$5,308,003
Full-Time Equivalent	27.11	31.41	33.23	33.00	41.00



Environmental Public Health

Program Purpose

The Environmental Public Health Program ensures the health and safety of the community through education and enforcement of public health regulations pertaining to food, pool, and lodging facilities; public drinking water systems; and wood stoves and open burning. The Environmental Public Health Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; and (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Environmental Public Health (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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Annual inspections completed	2,343	2,433	2,542	2,600	2,650
Percent of inspections completed	100%	100%	100%	100%	100%
Drinking water systems surveyed	38	39	37	41	40
Drinking water responded alerts	67	85	98	100	100
Food handlers tested	3,768	3,748	4,187	4,100	4,200

Note: data is based on calendar years 2017, 2018, 2019, 2020, and 2021.

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 such as responding to water quality alerts and surveys. Water quality alerts can consist of contacting water systems to help them solve water quality issues that may include positive E.coli or coliform tests, high nitrates, lead/copper, or inorganics. 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 tested.



Environmental Public Health

Wood Stove and Open Burning Education and Compliance

Strategic Objective: Reduce particulate air pollution through education, intervention, collaboration, and necessary enforcement of residential wood smoke and open burning regulations.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Citizen complaints that require response	38	40	35	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

EPH went totally paperless for inspection reports in 2019 and is working on scanning what documents are left in existing files. The website has also been revamped to make it more user friendly and, with the help of Jackson County Geographic Information System (GIS), on-line complaint forms have been added. EPH is still working with OHA on getting online payment capabilities for license renewals. OHA adopted new Mobile Food Unit rules that take effect in 2020, which include more stringent regulations that align better with restaurant rules and also includes scoring the Mobile Food Units. EPH received some extra money this year for the Air Quality Program; with this money, a robust radio/print media campaign was put together to provide education about open burning and woodstove smoke. Staff were also able go into school classrooms for educational presentations about open burning and air quality in the Rogue Valley.

Financial Condition

The licensing and inspection program is funded through licensing, inspection, and food handler testing fees. The remittance fee for the licensing and inspections programs to OHA increased significantly this year. EPH also raised licensing fees in 2019, which not been raised in a couple of years. 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

Program: 240106	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$142,092	\$116,355	\$150,361	\$184,675	\$182,000
Fees & Other Service Charges	\$837,394	\$893,685	\$892,006	\$853,900	\$1,109,400
Total	\$979,486	\$1,010,040	\$1,042,367	\$1,038,575	\$1,291,400
EXPENDITURES					
Personnel Services	\$555,216	\$575,525	\$661,001	\$755,858	\$755,170
Materials & Services	\$213,241	\$256,415	\$225,011	\$282,717	\$536,230
Total	\$768,457	\$831,940	\$886,012	\$1,038,575	\$1,291,400
Full-Time Equivalent	6.53	6.70	6.20	6.20	6.20



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.

Prevention and Promotion Efforts

Strategic Objective: The Mental Health Program is improving the system of mental health care in Jackson County through various prevention and promotion efforts. Those efforts often involve collaborations with community partners and subcontractors who provide various types of mental health support services.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Individuals served by The Medford Drop/ YouthERA	129	200	265	200	250
People trained in suicide prevention	1,058	2,989	1,223	1,500	1,960

Partnering with YouthERA Oregon, Jackson County Mental Health (JCMH) provides financial support to operate The Medford Drop. The drop-in center serves youth ages 14 to 25 and is designed to assist in better outcomes for those with mental health issues, behavioral problems, social anxieties, and who often are system weary. The focus of the program is education, employment, and social connectedness, as well as character development and community service. Positive youth outcomes include obtaining employment, developing social supports, and reducing risk behaviors.

JCMH has been involved in the State initiative, Garrett Lee Smith Suicide Prevention grant, to develop a comprehensive program dedicated to youth suicide prevention across Jackson County and within local schools. JCMH continues to offer a variety of trainings in the community to promote awareness and knowledge around mental health issues and suicide prevention, including: Mental Health First Aid (MHFA) trainings, available to community members free of charge, to provide education around warning signs and risk factors related to mental health issues and also includes a suicide prevention component and training on an action plan to help those in need; Applied Suicide Intervention Skills Trainings (ASIST) that are two-day comprehensive workshops open to the community and teach participants how to recognize invitations for help, how to reach out and offer support through a suicide intervention model, and connect with community resources; Signs of Suicide (SOS); Question, Persuade, Refer (QPR); Columbia Suicide Severity Rating Scale (CSSRS); and Assessing and Managing Suicide Risk (AMSR). Further, JCMH has trained clinical staff in additional suicide awareness and intervention strategies including Collaborative Assessment and Management of Suicidality (CAMS) and Counseling on Access to Lethal Means (CALM). JCMH has also launched the “Zero Suicide” program to enhance screenings and safety planning with individuals that are served by JCMH.

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This year, JCMH will be involved in a training effort with the United Way of Jackson County and the Medford Chamber of Commerce in offering MHFA trainings to all interested downtown business owners and their employees in an effort to assist the community in understanding and having the tools to assist when they encounter individuals who may need assistance at their place of business or in the community.

In addition to prevention-based services, the County is now providing a post-vention response to those involved with individuals that are 24 years old or younger in an effort to provide support and reduce the possibility of contagion. It is expected that the State legislature will be supporting a bill for post-vention services to be offered to the community in response to all suicides regardless of age.

Access and Crisis Services

***Strategic Objective:** As the Local Mental Health Authority (LMHA), 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 regardless of insurance coverage. Also provide services for individuals who are eligible for mental health services through the County's Intergovernmental Agreement (IGA) with the Oregon Health Authority (OHA) or through contracts with local Coordinate Care Organizations (CCOs) being discharged from the hospital or higher levels of care. Services include 24/7 crisis line, mobile crisis response in the community, pre-commitment services and coordination with local hospitals, and a range of crisis services in the JCMH walk-in clinic, including Living Room services.*

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
All crisis services	5,904	5,900	6,816	6,700	6,400
CIT-trained law enforcement officers	50	10	20	20	20
Pre-commitment investigation completed	1,111	720	682*	650	650

*Early in the year, JCMH began to also file investigation reports for individuals released from physician holds.

Crisis Intervention Team (CIT): JCMH and local law enforcement agencies have hosted 12 CIT Academy trainings from 2013 through 2019; the 13th CIT Academy is scheduled for 2020. Over 350 community members have been trained including law enforcement officers from nearly every law enforcement agency in Jackson County. Additional attendees include judges, probation officers, security guards, and mental health staff. In addition to these CIT Academy trainings, JCMH has provided CIT follow up training to all Medford Police Department staff in 2018, 2019, and again in 2020. JCMH also hosts a monthly law enforcement/mental health community coordination meeting with representatives from local law enforcement agencies, the Jackson County Jail, area hospitals, and JCMH programs.

JCMH Mobile Crisis Response: JCMH has re-envisioned its Mobile Crisis Response services to be more readily available to all law enforcement agencies throughout the community. Instead of having one crisis therapist embedded at the Jackson County Sheriff's Office, and thus not having 24/7 availability, JCMH has established a "law enforcement only back line" phone number for law enforcement officers to contact a crisis therapist directly, 24 hours a day, seven days a week. JCMH has provided individual training of this process to nearly all local law enforcement agencies during third and fourth quarters of 2019. JCMH has seen the mobile response numbers triple since making these changes and will report on that in the next budget cycle.

Crisis and Transition Services (CATS) Program: Another crisis service that JCMH offers is CATS for youth and young adults who present to local emergency departments during a mental health crisis. JCMH staff are available



Mental Health

to respond to the hospital to provide immediate support to the family and assist with services needed for the youth/young adult to be safely discharged from the emergency department. JCMH crisis staff meet the family where they need support (in the home, school, community) to provide transitional support until the youth/young adult is able to engage in ongoing mental health services. This year, the State changed the eligibility age from 24 years old to only those 18 and younger. JCMH provided services to 51 youth and families in the CATS program in 2019.

Beckett Center: In January 2019, the Beckett Center opened as a 14-bed respite and subacute center for individuals needing mental health stabilization. This is a collaborative community project that has been many years in the making and is managed by a health care service. JCMH contracts for one bed for the underinsured and indigent individuals, and two CCOs contract for four beds each. This new community resource has allowed JCMH an opportunity to both avoid higher, more costly levels of care as well as provide structured transitions as individuals leave higher levels of care.

Adult Mental Health 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 eligible individuals requesting treatment services.*

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Individuals with severe mental illness receiving ACT services*	65	55	55	60	100
Successful transition from foster care to the community	18	32	38	38	17
Individuals receiving choice program model services and funding	180	171	180	180	185

*These services are intended to sustain capacity to live in the community.

JCMH continues to serve 40 members of a local CCO, and the other eight to ten individuals who are served have either no insurance at all or who are on Medicare and in need of these intensive services.

JCMH, as the Local Mental Health Authority, continues to manage and develop adult foster homes (AFH) within Jackson County. JCMH oversees 17 AFH with 87 foster beds throughout the County with the goal of being able to eventually transition individuals to live independently with limited supports. In March of 2020, an additional four-bed AFH is anticipated to be licensed and operational. AFH population acuity continues to increase due to pressure for rapid State hospital discharges and to serving more individuals with complex needs, including age-related medical conditions and substance use. As rental prices increase and subsidized housing waiting lists expand, the number of individuals projected to successfully access to independent living from adult foster care has correspondingly reduced.

JCMH also manages two ACCESS properties that serve as transitional housing for individuals receiving services from the County. Cottonwood A and B transitional housing serves JCMH clients through nine private rooms with shared common living space. A skills trainer and other mental health providers assist with development of independent living skills and transitioning into a permanent housing arrangement.

The Choice Program is a contract with OHA for the purpose of providing oversight and care coordination for Jackson County adults with Serious and Persistent Mental Illness (SPMI) throughout the State of Oregon. This program is an effort to facilitate access to quality, individualized, community-based services and supports for qualifying individuals who are civilly committed or have a guardian, are placed or at risk of placement at the Oregon State



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Hospital, are residing in a mental health residential facility, or are residing in the community. The County employs a full-time Exceptional Needs Care Coordinator (ENCC) to facilitate ongoing communication and collaboration to meet the needs of the individuals in the program. In addition to these dollars, funds are available to assist in the cost of services and provisions for transitioning individuals to lower levels of care and into community-based placements. Choice serves an average of 148 Jackson County clients per month by supporting them in strategizing their recovery and housing barriers as they work toward their goal of successfully living independently in the community.

Children's Services

***Strategic Objective:** Provide smooth access into services that are determined to be medically necessary. Provide Wraparound, Parent-Child Interactive Therapy (PCIT), Early Assessment and Supported Alliance (EASA) to children and youth ages 0-25. These programs work to support children and youth 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Reduction in behavioral problems by parent report following PCIT	82.0%	100.0%	100.0%	100.0%	100.0%
New clinicians trained in PCIT and TCIT	24	13	13	26	15
Trained clinicians receiving ongoing supervision in PCIT statewide	38	44	46	52	81
Early assessment supported alliance community education trainings	19	19	26	30	36
Early assessment supported alliance program referrals screened	17	38	32	32	32

Services include: 1) crisis intervention, assessment, psychiatric services, and psychotherapy; 2) evidence-based practices and fidelity models in children's mental health including PCIT, EASA, and Wraparound; and 3) intensive community-based treatment supports to families raising children with serious emotional disorders. JCMH is the State Center of 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.

Through the PCIT Training Grant, the PCIT Center of Excellence expanded PCIT to various sites across Oregon by providing 56 hours of training and ongoing supervision to clinicians. These trainings have been particularly beneficial to the nine new rural communities trained in 2019 where evidence-based treatment models are extremely limited for young children. Further, the PCIT Center of Excellence has been a leader in PCIT innovation training utilizing Parent-Child Interaction Therapy-Toddler, providing a PCIT training for Qualified Mental Health Associates (QMHA's) to support PCIT engaged families in their home, a PCID recalibration training for clinicians, and a Level 1 Train the Trainer for PCIT. The PCIT Center of Excellence also provides program development and consultation for new sites to support establishing new PCIT programs with treatment integrity.

The County will continue to provide Wraparound services for 45 members of a local CCO, with an anticipated increase of 15 more members for a total of 60. The JCMH Children's Program Manager has been an integral part of the development of the System of Care (SOC) for children and their families who are involved with two or more systems and struggle from emotional and behavioral problems.



Mental Health

EASA is a high fidelity-based program specialty project aimed at identifying young adults, ages 15 to 25, who are experiencing their first symptoms of psychosis. This program provides 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. Community education and awareness outreach are part of the EASA fidelity requirements. The dollars that are received through the County's IGA with OHA provide these outreach and education activities regardless of the payor. JCMH currently provides these services to five local CCO members, with the expectation of doubling that in the upcoming budget year, along with any indigent or uninsured youth. Youth who do not meet the requirements for EASA are referred to appropriate community providers for needed services and/or the Medford Drop.

Forensic 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 service that is provided to divert individuals with mental illness charged with low-level, non-violent crimes from the criminal justice system or the Oregon State Hospital.*

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Individuals arrested and received services at pre-or post-booking services	191	98	281	264	300
Crisis consults performed by mental health staff with this population	41	26	30	40	80
Individuals served in Mental Health Court	10	22	20	25	25
Individuals successfully completing Mental Health Court	3	7	4	8	10

These services focus on assisting adults with mental health issues to avoid becoming more entrenched within the criminal justice system through offering support and treatment. JCMH has been able to imbed clinicians within the Community Justice Department at the Transition Center and at probation and parole. These individuals, who have experience working with this specialty population, have been able to make progress with individuals often missed between the two systems. This close collaboration and case management helps shepherd individuals through the systems of care and has already resulted in improved outcomes for many participants. In the upcoming fiscal year, JCMH anticipates working with a local CCO in the creation of a Forensics Assertive Community Treatment (FACT) Team to serve the more acute individuals in this population in a more intensive way.

Staff are trained in various group modalities which are evidence-based specifically for this population. The census in these groups continues to grow as the service becomes more known and the outcomes that it shows. Although this population is not greatly different from mentally ill clients not in the criminal justice system, there is more emphasis on treating all three central issues that this cohort generally struggles with: criminality, substance abuse, and mental health. The therapists have experience in treating all three of these issues, and training continues in these areas for all of the forensic staff.

JCMH continues to work closely with the clinicians that work for the mental health contractor in the jail. The jail contacts JCMH when they have mental health needs and the goal is to start engaging individuals when they are still at the jail rather than trying to find them after they are released. This is referred to as the pre-trial population and the system continues to work towards developing workflows and processes between JCMH, the jail, and Community Justice to improve in this area.

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Aid and Assist is a newer jail diversion service that JCMH is now involved in and can receive reimbursement from the State for these services. These services are aimed at reducing the cost of placing individuals at the Oregon State Hospital for the purpose of restoring them in the community to the point of being able to aid and assist in their own defense. These minimal dollars currently allow JCMH to work with the Court and the defense attorneys to offer those restorative services in the community where the individual resides. This is an area of increased focus at the State level, both legislatively and clinically at the State hospital. Coordination back into the community when these individuals return to the jail is complicated and intersects various systems: jail, Courts, substance abuse treatment, mental health, housing, and, of course, the individuals themselves and their families. JCMH continues to look at opportunities to improve local housing options for this population, as housing is a foundation for allowing clients to stay stable and to improve their recovery in the community.

Established in 2016, Jackson County Mental Health Court is a partnership between JCMH, Jackson County Courts, the CCOs, community treatment providers, the Deputy District Attorney assigned specifically to mental health issues, and the Southern Oregon Public Defenders Office. Modeled after other evidence-based Treatment Courts, the 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. Mental Health Court has expanded to serving 15 individuals, informed by the training provided by the Council of State Government's Justice Center's regional Mental Health Court Learning Site.

JCMH has continued to pay for a Deputy District Attorney position at the District Attorney's Office. The position supports the pre-commitment investigators in the legal process, provides support to the Mental Health Court, and aids the County in cases where mental illness is an issue, including the Aid and Assist docket, for those that are not able to assist in their own defense. This position was added in 2015 and has served as an invaluable resource for screening cases to determine if they meet the legal threshold for commitment and to ensure consistency in how the rules and laws are applied.

Significant Issues in the Year Ahead

During the next year, Jackson County Mental Health will continue to provide the services and expectations as the Local Mental Health Authority for Jackson County. Through contracts with the OHA and the local CCOs, JCMH will continue to offer the services for the populations identified in those contracts.

Three areas that will most likely be the issues that a lot of time and resources will be spent trying to address in the community: 1) increased numbers and demand for individuals that are considered unable to aid and assist in their defense when charged with a crime; 2) the demand for additional mobile crisis responses in the community from advocacy groups in relation to the conversations around the new jail proposal; and 3) the ongoing issue of affordable and safe housing for these at-risk populations that the County serves.

Financial Condition

The Mental Health Program is primarily funded through 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. The Mental Health Program receives no support from the County's General Fund.



Mental Health

Program: 240112	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$21,721,285	\$11,600,383	\$10,343,498	\$9,593,969	\$11,962,916
Fees & Other Service Charges	\$243,046	\$121,363	\$121,700	\$140,000	\$112,500
All Other Resources	\$36	\$9,929	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$609,601	\$356,081
Total	\$21,964,367	\$11,731,675	\$10,465,198	\$10,343,570	\$12,431,497
EXPENDITURES					
Personnel Services	\$17,013,219	\$6,072,148	\$6,665,849	\$7,068,907	\$8,678,087
Materials & Services	\$7,266,133	\$3,853,903	\$3,079,427	\$3,274,663	\$3,753,410
Capital Outlay	\$0	\$0	\$108,400	\$0	\$0
Total	\$24,279,352	\$9,926,051	\$9,853,676	\$10,343,570	\$12,431,497
Full-Time Equivalent	285.76	69.50	65.99	59.00	71.00

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 Administrative Rule (OAR) 333-014-0550 “(1) The following are activities that Oregon law specifically requires a local public health authority to perform: (a) Accepting reports of reportable disease, disease outbreak or epidemics and investigating reportable diseases, disease outbreaks, or epidemics under ORS 433.004 and 433.006. (b) Issuing or petitioning for isolation and quarantine orders under ORS 433.121 to 433.142 as necessary to protect the public's health. (c) Review of immunization records and issuing exclusion orders under ORS 433.267. (d) Making immunizations available under ORS 433.269. (e) Duties and activities related to enforcing the Indoor Clean Air Act under ORS 433.875, if delegated by the Authority. (f) Ensuring access to family planning and birth control services under ORS 435.205. (g) Licensure of tourist accommodations, including hostels, picnic parks, recreation parks and organizational camps under ORS 446.310 to 446.350, if delegated by the Authority. (h) Licensure of pools and spas under ORS 448.005 to 448.100, if delegated by the Authority. (i) Restaurant licensure, including commissaries, mobile units, vending machines and bed and breakfasts under ORS 624.310 to 624.430, if delegated by the Authority. (j) Regulation of public water systems under ORS 448.115 to 448.285, if delegated by the Authority. (k) Enforcement of public health laws under ORS 431.150. (l) The duties specified in ORS 431.413.”

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, and provide information and resources to the health care community and public on communicable diseases.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Communicable disease reports	1,811	1,950	1,862	1,900	1,900
Change in communicable disease reports	16.7%	7.7%	-4.5%	2.0%	0.0%

Note: data is based on calendar years 2017, 2018, 2019, 2020, and 2021.

From January through December 2019, Public Health received 1,862 reports of communicable diseases. Out of these reports, 1,260 were sexually transmitted infections (STIs). Much of the change in communicable disease in Jackson County is the result of a decrease in chlamydia cases (-8.6 percent). Syphilis cases remained stable; although, there was one congenital syphilis case (transmission of syphilis from a pregnant woman to her infant). Gonorrhea cases increased by 5.9 percent. Communicable disease nurses continue to investigate, educate, and refer cases to resources regarding their infection, with the main goal of interrupting disease transmission and protecting the citizens of Jackson County. Grant funding allows the work of the Disease Intervention Specialist (DIS) to continue; her work includes the identification and investigation of syphilis and Human Immunodeficiency Virus (HIV) cases, contacts, and possible disease clusters or outbreaks. Hours were expanded for the clinic's free,



Public Health

walk-in HIV testing. Free, rapid Hepatitis C screening was made available to high-risk individuals through a partnership with the Oregon Health Authority (OHS).

There were 387 Hepatitis C cases (past or present infections) reported. Of the remaining cases, the most common were campylobacter (42), salmonella (29), and E.coli (21). There were 21 reported outbreaks that were investigated in Jackson County: gastroenteritis (12) and influenza like illnesses (9). Communicable disease investigations and outbreaks can take many days and may involve multiple counties, staff members, public health programs, the OHA, and community organizations/schools. 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, Flash Reports were sent via email. Multiple topics were addressed in the Flash Reports including, but not limited to: disease reporting rules; the importance of screening, testing, and treatment for communicable diseases including sexually transmitted infections; pertussis; measles; influenza; gonorrhea; syphilis; foodborne illnesses; and opioid overdoses.

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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Billable contacts to clients	2,971	2,591	2,663	2,750	3,000
Change in billable contacts to clients	-4.3%	-12.8%	2.8%	3.3%	9.1%

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. The majority of contacts are home visits by nurses. Reductions in contacts to clients from year to year was due to staff turnover; however, Public Health now has a full complement of staff.

Immunizations

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

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Immunizations provided	5,582	5,672	5,737	5,800	5,858
Change in immunizations provided	-3.0%	1.6%	1.1%	1.1%	1.0%

Note: data is based on calendar years 2017, 2018, 2019, 2020, and 2021.

The immunization program works closely with local daycares and schools to assure compliance with Oregon vaccination laws. The immunization program also works with communicable disease staff to assure the reduction



Public Health

of vaccine preventable diseases. From January through December 2019, the immunization program provided a total of 5,737 immunizations which includes 863 influenza vaccines. The immunization clinic also provided 505 travel consultations and 817 tuberculosis tests.

Women, Infants, and Children (WIC)

***Strategic Objective:** The main focus of the WIC program, a Federally-funded nutrition based program, is to create positive health outcomes for 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, breastfeeding support, and 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
WIC participants	8,584	8,262	7,907	7,900	7,900
Change in WIC participants	-6.3%	-3.7%	-4.3%	-0.1%	0.0%

Note: data is based on calendar years 2017, 2018, 2019, 2020, and 2021.

From January through December 2019, the WIC program had 17,305 individual contacts (4,715 of these were for nutrition education classes). The community also benefited from participants using WIC spending \$2,826,365 total WIC dollars on healthy foods and local retailers, and \$38,560 at local growers' markets and farm stands through the issuance of the farm direct nutrition program coupons. In March of 2019, the WIC Manager applied for and received a scholarship to attend the National WIC Association Leadership Conference in Washington DC, where she met with State of Oregon congressional leaders to share information about the impact of WIC in Jackson County and throughout the state. WIC also completed the State Biennial review where it was noted that WIC staff demonstrated excellent participant-centered counseling skills and strong teamwork.

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, substance abuse prevention, problem gambling prevention, and syringe exchange.*

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Youth reached for substance abuse prevention education*	10,500	7,500	7,930	6,860	8,500
Change in youth reached for substance abuse prevention education	30.0%	-26.0%	13.0%	-13.5%	24.0%
Youth reached for problem gambling education*	170	180	0	180	180
Change in youth reached for problem gambling education	1.8%	6.0%	-100.0%	0.0%	0.0%



Public Health

<i>Outcome(s)</i>	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Syringes exchanged	n/a**	64,000	298,498	360,000	400,000
Change in syringes exchanged	n/a**	n/a*	466.4%	20.6%	11.1%

*Note: significant changes in data from year to year is the result of staff turnover.

**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; working to improve tobacco policies that would prevent youth from using tobacco or inhalant delivery systems; and helping current tobacco users to quit successfully. TPEP staff completed a tobacco policy readiness assessment. The purpose of the assessment was to better understand the readiness level of Jackson County and the incorporated cities to implement tobacco policies, such as tobacco retail licensing, an evidence-based strategy known to help reduce the rate of tobacco use by youth. The assessment allowed Jackson County Public Health TPEP to successfully select State-approved tobacco policies to address. The ultimate goal of working on identified policy strategies is to improve the place in which we live, work, and play in by reducing tobacco and nicotine use by youth and adults in Jackson County, improving the overall health outcomes.

Jackson County Public Health's Alcohol and Drug Prevention and Education Program (ADPEP) and the Problem Gambling Prevention Program rely on evidence-based practices in order to meet the community where it is. Red Ribbon Week was implemented again this fall, with six different schools participating and an estimated reach of 6,600 students. The Problem Gambling Awareness Program focused on completing an assessment to identify the level of readiness to address problem gambling. The assessment identified there was a low level of awareness of the problem, what responsible gambling is, and resources available to help people with an addiction to gambling. In the next couple of years, the program will focus on increasing the community's level of awareness. The Problem Gambling Calendar Art Contest and a social media campaign will be held in the spring of 2020.

In October of 2019, Jackson County Public Health began its fourth year of the implementation of the Syringe Exchange Program (SEP). The program is a comprehensive public health approach to prevent the spread of HIV/Acquired Immune Deficiency Syndrome (AIDS), Hepatitis C, and other bloodborne pathogens among people who inject drugs, their families, and the larger community. During the third year (October 2018 through September 2019), operating six hours per week, there were 316,495 syringes exchanged and a total of 4,503 encounters/client visits. The number of encounters increased by 18 percent compared to the previous year. Of the total number of encounters, 94 percent of clients received safe injection supplies to help reduce the risk of infections. Of the total encounters, 1,477 referrals were made. The most common referrals were for HIV and Hepatitis C testing, naloxone, medication-assisted treatment (MAT), and STI testing. Discussions occur with clients on how to prevent infections, reduce the risk of overdosing, and discussing access to medical care such as MAT and drug treatment. Forty-six percent of all encounters resulted in a discussion about HIV, Hepatitis C, STI, safe injection, and drug treatment. Throughout the 2018-2019 operational year, the Jackson County Public Health Syringe Exchange Program leveraged partnerships with other programs and organizations in order to increase access to care and other needed services for persons utilizing syringe exchange, supporting improved health outcomes for this population. This included partnering with the Jackson County Public Health Communicable Disease Program HIV and Hepatitis C rapid testing events specifically for people accessing syringe exchange. Eight HIV testing events were held, resulting in 133 people being tested. Five Hepatitis C testing events were held, resulting in 56 people being tested. The program also partnered with HIV Alliance to provide naloxone kits and training to syringe exchange clients twice a month. From October 2018 to September 2019, there were 213 SEP client encounters with HIV Alliance for naloxone, and 305 naloxone kits were distributed. Of these encounters, 116 were for naloxone kit refills.



Public Health

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. Highlights for the program included the development of the Heroin and Fentanyl Overdose Surveillance and Alerting System. This system has allowed for improved surveillance of overdoses related to illicit opioid use in Jackson County and issuing an alert in order to prevent and reduce the number of overdoses. This process has led to two Yellow Alerts and one Red Alert being issued in 2019. The program has assisted numerous other counties (Douglas, Josephine, Lincoln, Deschutes in Oregon, and Riverside in California) in developing a similar process. The program continues to provide information to the medical community and other partners through the Flash Report. The influenza-like illness surveillance and communication with partners continues to be successful. Currently, the program is assisting the Communicable Disease Program response to the outbreak of novel 2019 coronavirus in China. Continued efforts are in place to ensure identified staff received Incident Command System training and required exercises are executed.

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.

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. At the end of 2017, Jackson County Public Health was successful in getting Public Health Modernization grant funds from OHA to work with Klamath County, Southern Oregon Health Equity Coalition, and community partners to respond to and prevent sexually transmitted infections and Hepatitis C, while focusing on reducing health disparities. The work also involved promoting human papilloma virus (HPV) as an asset in cancer prevention. Grant funds were also received in October 2019 for Public Health Modernization through July 2021. Because modernization funding is grant-based and temporary (typically 18 to 21 months), it does not provide increased staffing and capacity on a more permanent basis, but rather temporary solutions. Work on modernization 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. 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. Approximately 16.5 percent of the Public Health Program is funded by the County's General Fund.



Public Health

Program: 240105	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$4,878,320	\$4,969,876	\$5,930,451	\$4,356,480	\$4,537,854
Fees & Other Service Charges	\$317,652	\$321,146	\$368,719	\$320,000	\$334,000
All Other Resources	\$510	\$0	\$0	\$0	\$0
Interfund Transfers	\$670,616	\$1,035,572	\$1,035,900	\$1,020,018	\$1,113,633
Total	\$5,867,098	\$6,326,594	\$7,335,070	\$5,696,498	\$5,985,487
EXPENDITURES					
Personnel Services	\$3,263,744	\$3,265,656	\$3,715,353	\$3,774,077	\$4,030,041
Materials & Services	\$2,564,602	\$2,975,517	\$3,424,920	\$1,922,421	\$1,955,446
Total	\$5,828,346	\$6,241,173	\$7,140,273	\$5,696,498	\$5,985,487
Full-Time Equivalent	38.70	40.64	40.63	33.10	33.60

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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Interviews conducted	4,690	3,750	5,036	5,250	5,400
Change in interviews conducted	-15.65%	-20.04%	34.29%	4.25%	2.85%

The Veterans' Services Office (VSO) staff was stabilized for the majority of fiscal year 2018-2019 and that contributed to over \$100,000,000 in new Federal revenue from Veterans' Affairs (VA) disability and pension payments coming into Jackson County. The growth in interviews and compensation monies reflect a VSO with a stable staff. With the addition of a Community Program Coordinator position in the VSO, outreach numbers and veteran contacts have grown significantly. At this time, Veterans' Services is fully staffed with exceptional service officers and continue to increase both our one-on-one interviews as well as increasing outreach and awareness within the community. With the recent passage of the Blue Water Navy Vietnam Veterans Act of 2019, staff expects to reach out to Vietnam Veteran surviving spouses to ensure that they are afforded the dependency indemnity compensation they are entitled to.

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

Approximately 68.7 percent of the Veterans' Services Program is funded by the County's General Fund.



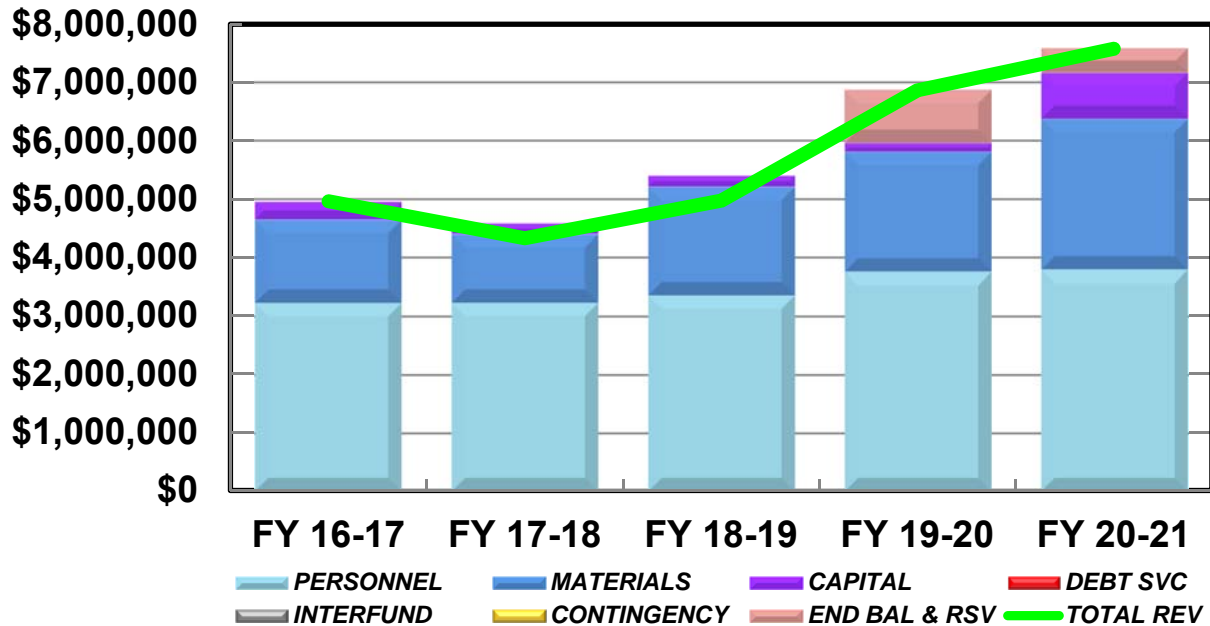
Veterans' Services

Program: 240111	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$118,566	\$195,863	\$196,279	\$206,093	\$206,351
Interfund Transfers	\$353,813	\$268,445	\$400,721	\$452,160	\$452,160
Total	\$472,379	\$464,308	\$597,000	\$658,253	\$658,511
EXPENDITURES					
Personnel Services	\$351,255	\$302,272	\$408,818	\$494,964	\$521,871
Materials & Services	\$121,125	\$162,021	\$188,182	\$163,289	\$136,640
Total	\$472,380	\$464,293	\$597,000	\$658,253	\$658,511
Full-Time Equivalent	5.00	5.60	5.86	5.80	5.80



INFORMATION TECHNOLOGY

2016-2017 TO 2020-2021

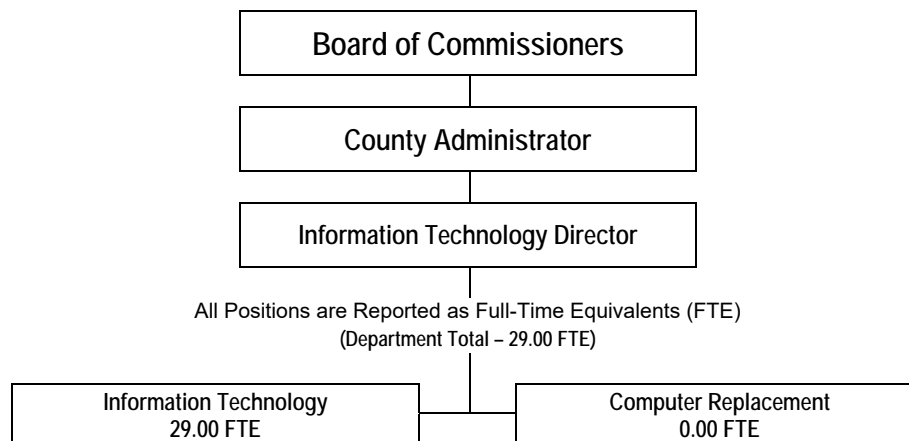


	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Adopted	FY 20-21 Adopted
PERSONNEL	\$3,226,441	\$3,227,859	\$3,354,533	\$3,753,669	\$3,788,390
MATERIALS	\$1,411,895	\$1,166,633	\$1,847,704	\$2,050,896	\$2,576,669
CAPITAL	\$304,854	\$177,136	\$188,018	\$148,000	\$791,940
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$913,344	\$421,428
TOTAL EXP	\$4,943,190	\$4,571,628	\$5,390,255	\$6,865,909	\$7,578,427
TOTAL REV	\$4,961,074	\$4,327,604	\$4,972,615	\$6,865,909	\$7,578,427
FTEs	33.00	32.00	31.00	30.00	29.00

The decrease of 1.00 FTE Programmer Analyst II for FY 20-21 is the result of consolidating the management of two divisions to enhance collaboration. The fluctuations in Materials, Capital, and Ending Fund Balance and Reserves are expected as the Department uses four to six-year cycles to replace outdated electronic equipment and 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 13 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 2020-2021

- Replace the majority of the County's aging fleet of network equipment.
- Automate paper-based processes to improve speed and efficiency.
- Upgrade Enterprise One (E1), the County's financial and human resources system.

Major Issues and Service Level Accomplishments for Prior Year

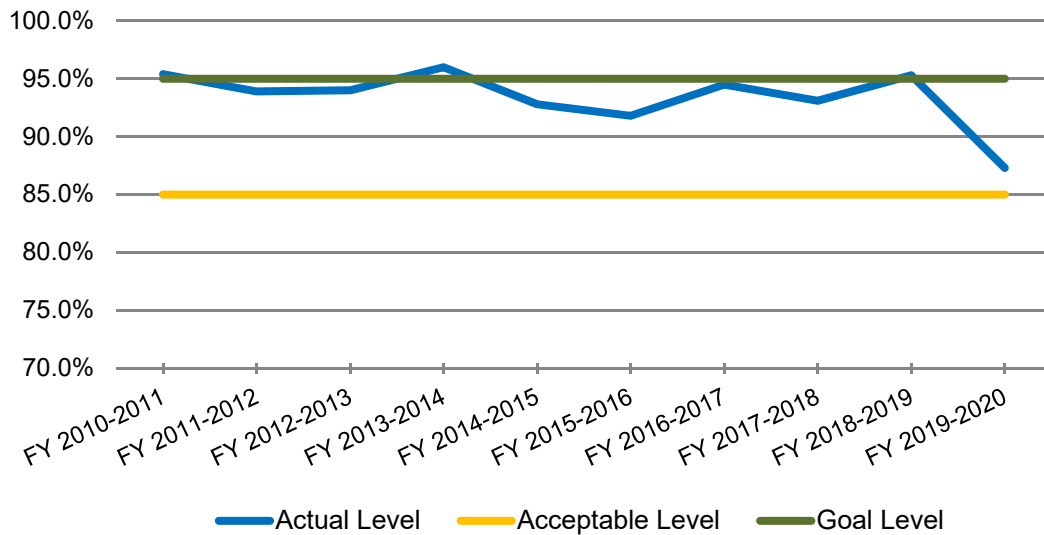
- Migrated all of the County's personal computers (PCs) to Windows 10.
- Completed the upgrade of the County's office suite software to the latest version.
- Updated data backup systems to accommodate growth.
- Replaced jail management and criminal records systems for the Sheriff's Office.
- Automated paper-based County administrative processes to improve speed and efficiency.

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.

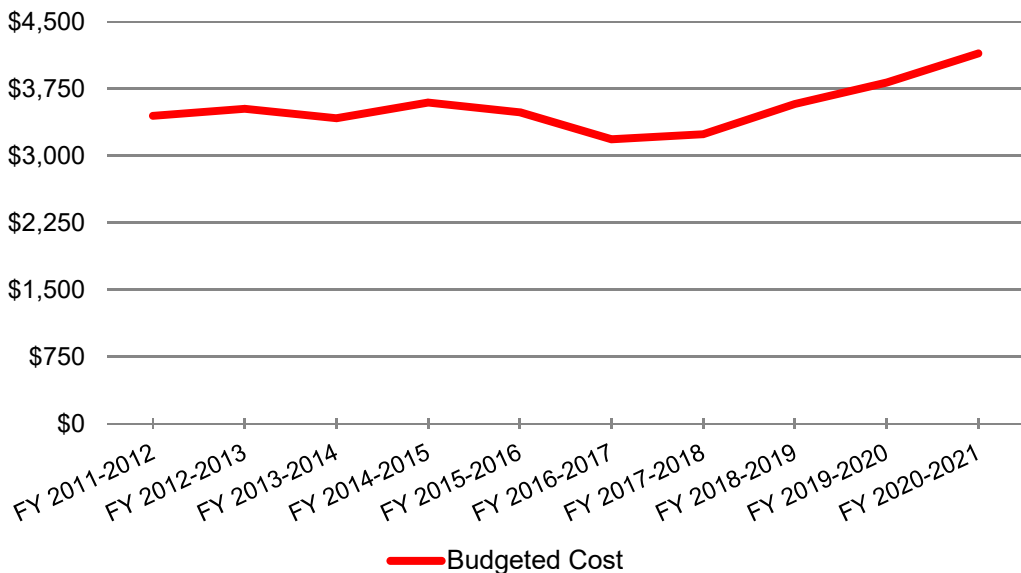
INFORMATION TECHNOLOGY

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, this 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; (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 below.

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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Average operations charge per PC	\$1,881	\$2,266	\$2,313	\$2,678	\$2,709

Ongoing operations costs will increase slightly due to inflation.

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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Average E1 charge per employee	\$286	\$339	\$413	\$442	\$568

E1 costs will increase in fiscal year 2020-2021 due to planned system upgrades.

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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Average telecom charge per phone port	\$258	\$252	\$264	\$275	\$343

Phone system costs per port will increase substantially due to several factors. The main factor is the addition of a new savings contribution toward a future phone system replacement. Another significant factor is added server costs due to a recent upgrade. Minor factors are routine inflation, and a slight reduction in the number of ports in use.

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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Average web content management charge per PC	\$171	\$117	\$119	\$155	\$161

Web content management costs will increase slightly due to inflation.

Significant Issues in the Year Ahead

In the year ahead, IT will focus on the following projects and/or priorities: replace the majority of the County's aging fleet of network equipment; upgrade the E1 system; and digitize and automate inefficient, paper-based processes.

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.

Information Technology is a Central Services program that is 93 percent funded by interfund transfers with approximately 52 percent of the charges to County departments that receive General Fund support. The remaining 7 percent of funding is outside fee revenue, mainly from the GIS fee charged on recorded land transactions which supports GIS, Property Data Online, and related projects.



Information Technology

Program: 030201	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$50,000	\$0	\$0	\$0	\$0
Fees & Other Service Charges	\$370,520	\$336,741	\$287,366	\$394,500	\$390,925
All Other Resources	\$2,311	\$0	\$0	\$0	\$0
Interfund Transfers	\$4,132,628	\$3,856,061	\$4,379,865	\$5,093,279	\$5,330,634
Total	\$4,555,459	\$4,192,802	\$4,667,231	\$5,487,779	\$5,721,559
EXPENDITURES					
Personnel Services	\$3,226,441	\$3,227,859	\$3,354,533	\$3,753,669	\$3,788,390
Materials & Services	\$1,223,952	\$1,108,422	\$1,244,207	\$1,586,110	\$1,795,169
Capital Outlay	\$304,854	\$177,136	\$188,018	\$148,000	\$138,000
Total	\$4,755,247	\$4,513,417	\$4,786,758	\$5,487,779	\$5,721,559
Full-Time Equivalent	33.00	32.00	31.00	30.00	29.00

Computer Replacement

Program Purpose

The Computer Replacement Program maintains productivity through lifecycle management of computer hardware and software assets. Obsolete tools impair staff productivity, so computer assets must be replaced or upgraded before they become outdated. By contributing annually toward the cost of upgrades that occur less 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.

Personal Computer (PC) Hardware Replacement Cost Control

Strategic Objective: Maintain stability in annual contribution rate.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Average hardware contribution per PC	\$270	\$267	\$266	\$272	\$288

The annual contribution will rise next year due to ordinary inflation in PC hardware prices and increasing adoption of multiple-monitor configurations.

PC Hardware Life-Cycle Management

Strategic Objective: Replace County computers before they become obsolete. Obsolescence is defined as being unable to operate efficiently in, or lacking capability with, the current County environment, thereby becoming an impediment to staff productivity.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Annual average age of installed PC	n/a*	n/a*	2.50	2.50	2.25

*New measurement; data not available.

Information Technology's PC hardware lifecycle management goal is to keep the average PC age between two and three years old. The measure is the age of the computers in service.

PC Software Replacement Cost Control

Strategic Objective: Maintain stability in annual contribution rate.



Computer Replacement

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Average software contribution per PC	\$43	\$44	\$42	\$44	\$47

The annual contribution will rise next year because the discounted State contract price, at which the County buys such software, has increased due to ordinary inflation.

PC 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). Obsolescence is defined as lacking needed features, or lacking compatibility with newer software, thereby becoming an impediment to staff productivity.*

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Years behind the latest version	3	4	5	0	1

Historically, the current software manufacturer's product release schedule has made it advantageous to upgrade once every six years. An upgrade to the 2019 version occurred in October 2019.

Significant Issues in the Year Ahead

In the year ahead, the Computer Replacement Program will expand its focus to include IT infrastructure such as network, telephone, and data storage equipment. Like personal computers, infrastructure equipment has a limited lifespan and must be replaced periodically to maintain efficient operations. By including such equipment in the Computer Replacement Program, the cost of replacement can be spread over multiple budget years, thereby helping to ensure stable funding for IT infrastructure.

In addition, the Computer Replacement Program will 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

Starting in fiscal year 2020-2021, contributions toward future IT infrastructure replacements will be included in Information Technology Program charges to departments. These contributions will be accumulated in the Computer Replacement Fund until they are needed.

The Computer Replacement Program maintains a balance sufficient to accommodate projected PC hardware expenses for the upcoming year and office suite software upgrade expenses that occur roughly six years. Departments contribute to the Program through interfund transfers based on the number and type of PCs they operate and the software they use. Approximately 53 percent of the PC-related charges are to County departments that receive General Fund support.

Computer Replacement

Program: 030101	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$26,908	\$475	\$600	\$0	\$0
All Other Resources	\$7,400	\$10,096	\$32,813	\$21,536	\$25,700
Interfund Transfers	\$371,306	\$124,231	\$271,970	\$319,048	\$1,130,087
Fund Balance	\$0	\$0	\$0	\$1,037,546	\$701,081
Total	\$405,614	\$134,802	\$305,383	\$1,378,130	\$1,856,868
EXPENDITURES					
Materials & Services	\$187,943	\$58,211	\$603,497	\$464,786	\$781,500
Capital Outlay	\$0	\$0	\$0	\$0	\$653,940
Ending Balance and Reserves	\$0	\$0	\$0	\$913,344	\$421,428
Total	\$187,943	\$58,211	\$603,497	\$1,378,130	\$1,856,868
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

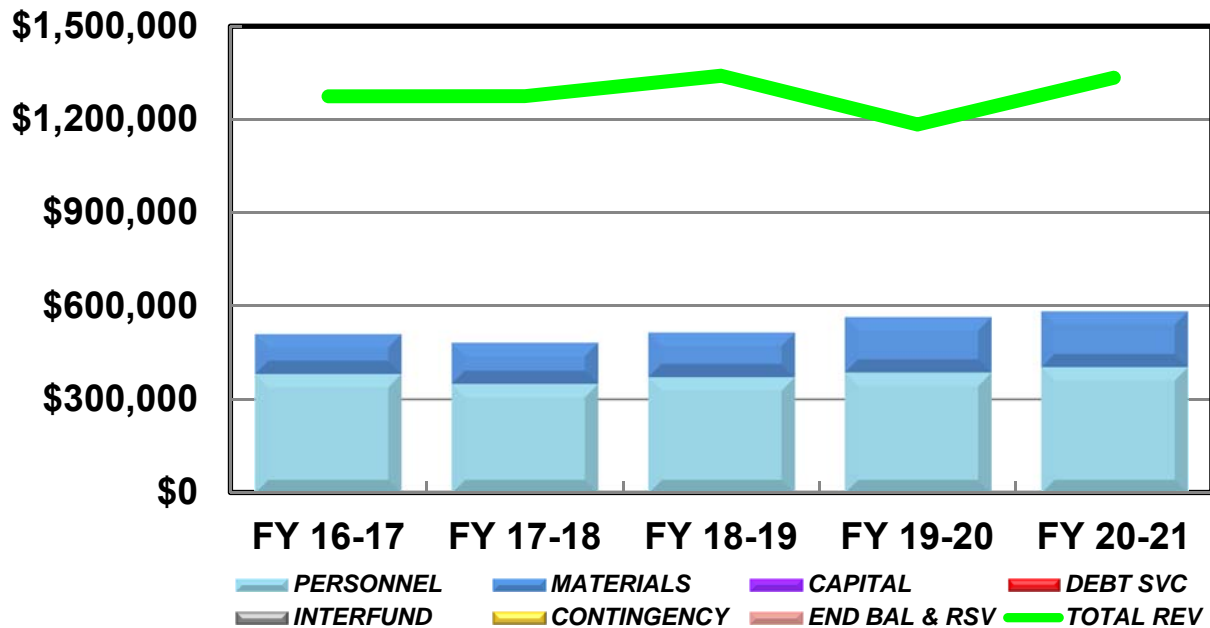


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JUSTICE COURT DISTRICT

2016-2017 TO 2020-2021

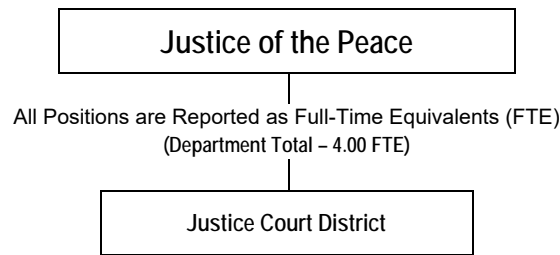


	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Adopted	FY 20-21 Adopted
PERSONNEL	\$379,989	\$348,023	\$369,776	\$384,328	\$401,603
MATERIALS	\$127,804	\$132,197	\$143,014	\$177,849	\$179,121
CAPITAL	\$0	\$0	\$0	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$507,793	\$480,220	\$512,790	\$562,177	\$580,724
TOTAL REV	\$1,274,686	\$1,274,930	\$1,340,612	\$1,183,927	\$1,334,252
FTEs	5.00	5.00	4.00	4.00	4.00

Between FY 19-20 and FY 20-21, 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 13 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 2020-2021

- 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, particularly proposed elimination of drivers' license suspensions, and potential revenue or operational impacts.
- Continue to provide excellent service with three Court Clerks while the caseload per Clerk has doubled over the past four fiscal years.
- Addition of two Municipal Courts (Phoenix and Jacksonville) and Oregon State Police cites over the past three calendar years.

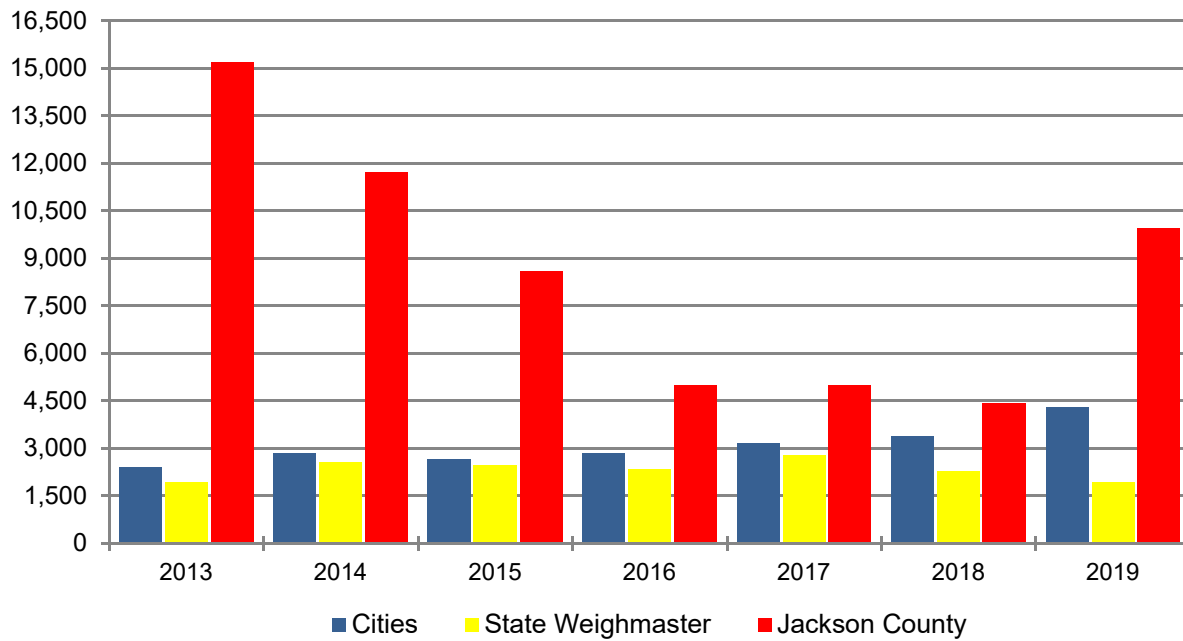
Major Issues and Service Level Accomplishments for Prior Year

- Managed and processed increased case filings from the Jackson County Sheriff's Office.

JUSTICE COURT DISTRICT

Benchmark

Justice Court Case Filings



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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Case filings per fiscal year	10,354	11,631	14,838	15,525	16,000
Cases filed per Court Clerk	2,589	3,877	4,946	5,175	5,333
Percent change per Court Clerk	-16%	50%	28%	5%	3%

Significant Issues in the Year Ahead

Significant issues facing the Justice Court in fiscal year 2020-2021 include continuing to monitor proposed legislative changes regarding the suspension of a driver's license for non-payment of traffic fines. Caseload volumes from the Jackson County Sheriff's Office have doubled from the previous calendar year. Caseload volumes per Court Clerk have doubled over the past four fiscal years. The Justice Court continues to provide Municipal Court services to the cities of Central Point, Jacksonville, Phoenix, Shady Cove, and Talent.

Financial Condition

The Justice Court District is self-supported through fines collected from traffic and other violations.



Justice Court District

Program: 280101	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Fees & Other Service Charges	\$1,274,916	\$1,274,405	\$1,340,612	\$1,183,927	\$1,334,252
All Other Resources	-\$229	\$525	\$0	\$0	\$0
Total	\$1,274,687	\$1,274,930	\$1,340,612	\$1,183,927	\$1,334,252
EXPENDITURES					
Personnel Services	\$379,989	\$348,023	\$369,776	\$384,328	\$401,603
Materials & Services	\$127,804	\$132,197	\$143,014	\$177,849	\$179,121
Total	\$507,793	\$480,220	\$512,790	\$562,177	\$580,724
Full-Time Equivalent	5.00	5.00	4.00	4.00	4.00

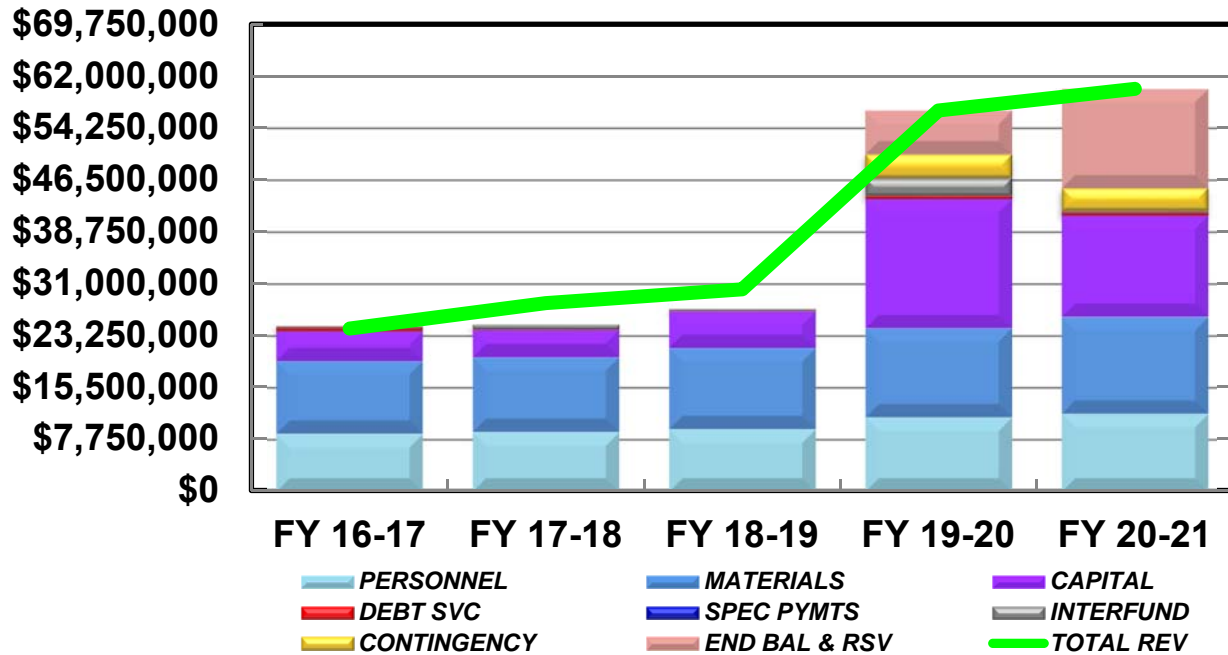


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ROADS AND PARKS

2016-2017 TO 2020-2021

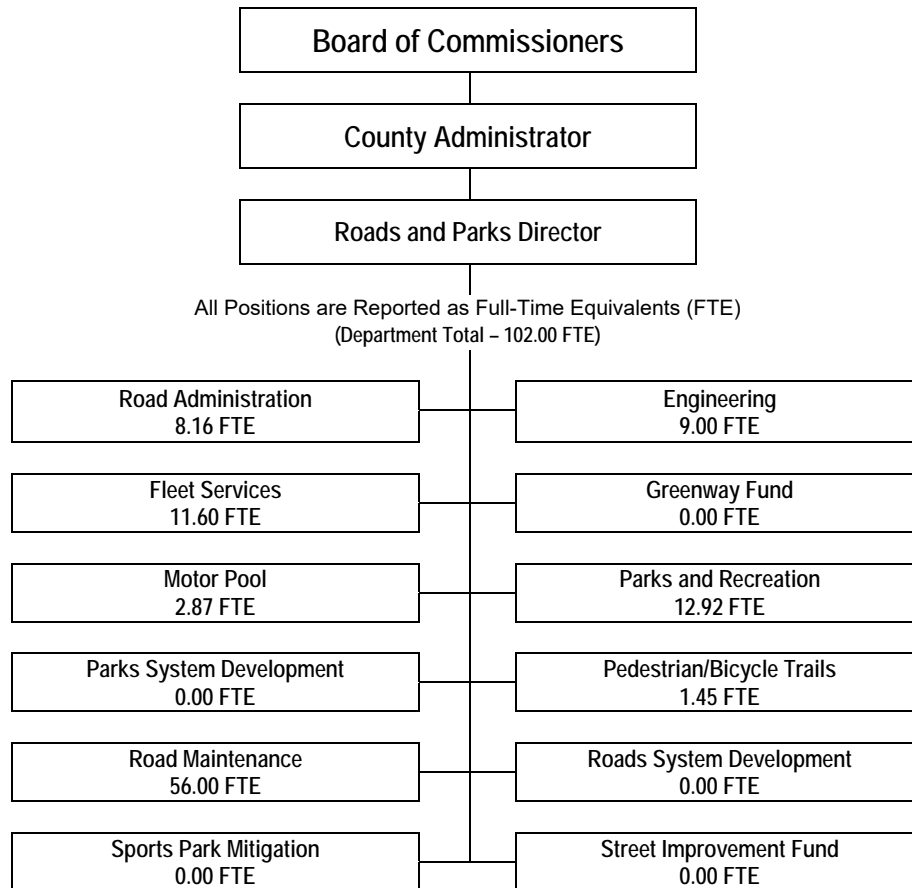


	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Adopted	FY 20-21 Adopted
PERSONNEL	\$8,539,483	\$8,807,901	\$9,229,265	\$11,018,696	\$11,529,983
MATERIALS	\$10,876,889	\$11,181,237	\$12,139,673	\$13,328,937	\$14,497,511
CAPITAL	\$4,437,758	\$4,072,885	\$5,484,329	\$19,292,672	\$15,153,065
DEBT SVC	\$541,080	\$120,863	\$71,249	\$437,968	\$430,968
INTERFUND	\$248,705	\$680,353	\$268,614	\$2,677,000	\$247,000
CONTINGENCY	\$0	\$0	\$0	\$3,564,830	\$3,412,065
END BAL & RSV	\$0	\$0	\$0	\$6,528,157	\$14,806,745
TOTAL EXP	\$24,643,915	\$24,863,239	\$27,193,130	\$56,848,260	\$60,077,337
TOTAL REV	\$24,214,658	\$28,039,943	\$30,087,469	\$56,848,260	\$60,077,337
FTEs	100.00	101.50	100.50	100.50	102.00

The decrease in Capital and Interfund, along with the increase in Ending Fund Balance and Reserves, is expected as the Department develops, plans, and completes multi-year projects. The increase in 1.50 FTEs is due to increasing the Project Specialist position to full-time and the addition of an Equipment Services Worker I. 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 13 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 2020-2021

- Major focus and attention will be given to identifying more efficient ways of delivering necessary service levels in light of increasing revenue due to passage of House Bill 2017 and the anticipated additional capital construction projects which will be delivered. This legislation is estimated to increase revenue in fiscal year 2020-2021 to \$18,200,000 which, when compared to historic levels, is a significant increase and will allow the Department to start delivering much needed capital improvement projects which have been deferred for many years.
- Construction will be completed on a project to extend Foothill Road north from its terminus at Corey Road across Highway 140 and connect to Atlantic Avenue. This project is being coordinated with an Oregon Department of Transportation (ODOT) project to construct a roundabout where the extension of Foothill Road will cross Highway 140. When complete, this project will create a continuous “east-side bypass” from the City of Phoenix to White City.



ROADS AND PARKS

- Construction will continue to replace Bridge #640, a timber bridge on Elder Mill Road over Trail Creek, with a new concrete structure using Federal bridge funds.
- One the biggest initiatives for fiscal year 2020-2021 will be getting future construction projects designed, permitted, and the right-of-way acquired in order to bid projects for construction.
- Design work will be completed in fiscal year 2020-2021 for East Vilas Road (Crater Lake Avenue to Foothill Road). This project will widen and improve East Vilas Road to include two travel lanes, wider shoulders, and turn lanes at intersections. A major part of this project will be to strengthen and improve the poor clay subgrade of the existing road. Construction is estimated to start in the summer of 2021.
- Design work will also be completed for Foothill Road (Delta Waters Road to Dry Creek Road). This Federally-funded project will straighten numerous curves, add dedicated turn lanes at intersections, provide wider shoulders, and make additional safety improvements to this narrow, high-speed roadway. Construction is expected to start in 2022.
- Another phase of Foothill Road (East Vilas Road to Corey Road) will also have design work completed in fiscal year 2020-2021. The project will straighten numerous curves, add dedicated turn lanes at intersections, provide wider shoulders, and make additional safety improvements to this narrow, high-speed roadway. This project should start construction in 2023.
- In an effort to continue to increase pavement condition, the County will be heavily investing in pavement maintenance and will complete 75 miles of chip and slurry seals and will contract to complete a \$1,000,000 pavement overlay project on portions of Agate Road, Airport Road, East Pine Street, and Merry Lane. These projects, and the associated pavement repairs completed before chip and slurry seal coats, will assist in ensuring the pavement condition index remains at an acceptable level.
- Replacing and acquiring the very expensive heavy equipment used in road maintenance will continue to see improvement with the additional funding provided in House Bill 2017. Significant purchases planned for this fiscal year will be to replace the 15-year-old paint striping truck. Keeping clear, bright road striping is essential for public safety, and the current truck has reached its useful life. Also planned for fiscal year 2020-2021 is to replace an undersized asphalt distributor truck. The asphalt distributor is used to spray liquid asphalt for chip sealing, pavement patching, fog sealing pavements, and dust abatement. The replacement truck is planned to increase capacity from a 1,000-gallon tank to a 3,000-gallon tank, increasing productivity and efficiency. Replacement costs for the paint striping truck and the asphalt distributor truck are expected to be approximately \$800,000.
- Pavement improvements to one of the area's busiest parks will be completed in fiscal year 2020-2021 with a pavement overlay of the main day-use parking area at Emigrant Lake. The aging pavement is in sever disrepair and needs complete replacement. The work will be funded from Bureau of Reclamation and Oregon State Parks grants.
- A major focus this fiscal year will continue to be furthering efforts to clean up the Bear Creek Greenway. A large, multi-jurisdictional cooperative effort between all law enforcement agencies managing the Greenway, Jackson County Parks, Community Justice crews, and other area stakeholders has been working to clean up transient camps and remove debris left at those sites.
- The Southern Oregon RV Park near the Expo grounds has been a great success. Occupancy and revenue from this park have been consistently higher than projected and reviews of the park are very positive. Further refinement of staffing plans, especially during peak times will occur during fiscal year 2020-2021 to ensure a high level of service is provided at this very visible park.

Major Issues and Service Level Accomplishments for Prior Year

- In an effort to continue to increase pavement condition, the County completed 72 miles of chip and slurry seals and contracted to complete a \$1,500,000 pavement overlay project on portions of Butte Falls Road and Reese Creek Road, as well as an agreement with the City of Central Point to improve a portion of Hamrick Road. These projects, and the associated pavement repairs completed before chip and slurry seal coats, will assist in ensuring the pavement condition index remains at an acceptable level.
- Construction was completed for a project which built a cycling/pedestrian path for the Rogue River Greenway trail alongside North River Road from near Valley of the Rogue State Park towards the Rock Point Bridge.



ROADS AND PARKS

Completion of this 2.5-mile section of path finished the initial improvements planned for the Rogue River Greenway trail between the cities of Gold Hill and Rogue River.

- Completed a complex jurisdictional exchange where nearly six miles of County roads within the city limits of Medford were transferred to the City for their future maintenance and operation. County-owned and maintained roads within city limits are awkward and inefficient for both the city and County, and jurisdictional exchanges benefit the citizens living on those facilities.
- Parks crews completed the final phase of the utility replacement project at the Howard Prairie Resort. The water and electrical utilities in the W-Loop of the north campground were replaced which wrapped up a four-year project that provided replacement of utilities to over 200 campsites at the resort. These projects provided a new pressure-controlled water distribution system and adequate electrical service for the new modern-day recreational vehicles (RVs) and provides safe electrical and water service meeting current codes. These upgrades are expected to generate additional revenues at the park as the amenities will attract new visitors to the resort. The work was funded from Bureau of Reclamation and Oregon State Parks grants.
- The County began the design of a capital project to improve a portion of Foothill Road between Delta Waters Road and Dry Creek Road. This improvement will add dedicated turn lanes and provide other safety improvements.
- Engineering design, permitting, and right-of-way acquisition for a capital improvement project to extend Foothill Road from Corey Road, across Highway 140, to connect to Atlantic Avenue in White City, was completed and a construction project was awarded. This project will complete an “east-side bypass” going from the City of Phoenix to White City, and will be completed during the summer of 2020.
- Completed the second year of operation for a new public water station at the Roads and Parks facility in White City. This very popular, and needed, water station sells drinking water to County residents who need additional water at their property. Revenues from this project have paid off approximately three-quarters of the investment costs through its second year of operation.
- Purchased two new 10-yard dump trucks. The 10-yard dump trucks are the workhorse equipment of the fleet and are involved with all aspects of asphalt pavement repair and maintenance, ditching, shouldering, snow plowing, and most all other road maintenance projects; keeping these vehicles in good working condition is high priority for the Department. Replacement cost for these two trucks was \$395,687.
- Successfully managed the third full year of operation of the Southern Oregon RV Park near the Expo grounds. Occupancy and revenue from this park have been consistently higher than projected and reviews of the park are very positive.

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 76 in the last inspection cycle in December 2018. The budget request for the 2020-2021 fiscal year continues funding for asphalt maintenance at an increased level to ensure that pavement condition remains at acceptable levels. This includes chip and slurry seal application this fiscal year of 75, a little more than 10 percent of County paved roads.

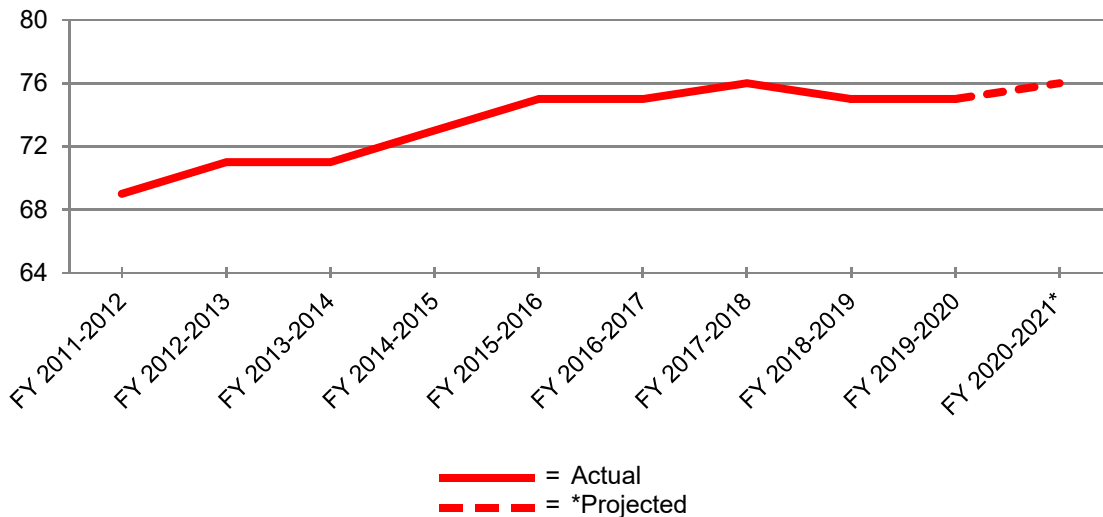
A pavement condition rating of 76 meets the Department’s desired system-wide condition rating of 70 or better and is considered a “very good” rating on a system wide basis. Current policy is to try and maintain pavements on the Jackson County road system near an overall 70 PCI rating. An overall rating too much above 70 PCI may indicate higher than necessary maintenance has been performed. An overall system rating too far below 70 PCI could



ROADS AND PARKS

indicate less than necessary maintenance is being performed and deterioration may be getting ahead of maintenance.

Pavement Condition Rating

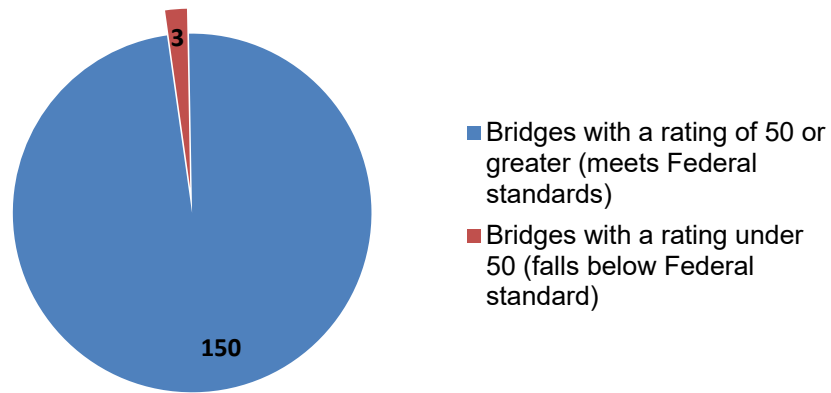


Bridge Condition: Sufficiency Rating is a nationally standardized score developed by the Federal Highway Administration and is used by all government agency bridge owners in the country (local, State and Federal). The maximum score is 100 and the minimum score is 0. Bridges with a score under 50 are 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 20 feet or over 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 2020-2021, all Jackson County bridges were found safe to drive over and, of the NBI structures, only three fall under NBI Federal standards. One of these bridges (Cobleigh Road) falls under Federal standards due to its narrowness, vertical clearance, and a sharp curve on one approach end, yet is structurally sound. Another bridge (Swingle Road) has been weight limited at eight tons and is being monitored for its structural deficiencies. Replacement funds are being sought through Federal grant programs to replace this bridge. The third bridge (Elder Mill) has been funded through the State for replacement with construction scheduled for the summer of 2020.

ROADS AND PARKS

Bridge Condition Rating



Roads Administration

Program Purpose

The Roads Administration Program oversees the general operations of the Roads and Parks Department and 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 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Lost days reported	47	27	82	0	0

A combination of efforts are used to meet this strategic objective. From a staffing perspective, the Department employs a Safety Manager as well as a full-time Safety Technician to help administer the Safety Program. Employees and managers participate in monthly safety meetings as well as meet or exceed other Oregon Occupational Safety and Health Administration guidelines. Finally, a culture which encourages safe work practices continues to identify and develop additional safety programs which help facilitate training and reporting as well as acknowledging safe work practices.

Weighmaster

***Strategic Objective:** Utilize weighmasters or other partners in the County to ensure that commercial vehicles comply with size, weight, and safety laws of Oregon. Compliance with Oregon vehicle codes by commercial vehicles ensures that the County's investment in road infrastructure is protected along with the safety of all road users.*

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 revenue due to passage of House Bill (HB) 2017 and the anticipated additional project delivery which will be required. Staff levels will continue to be analyzed 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 and vehicle registration fees. Oregon HB 2001 passed by the 2009 Legislature, along with HB 2017 passed by the 2017 Legislature, increases vehicle registration and titling fees and adds additional cents per gallon to the State gas tax. Revenue is estimated in fiscal year 2020-2021 to be \$18,200,000 which, when compared to historic levels of revenue, has increased and will likely continue to increase over the next eight years. This additional revenue has allowed a renewed focus on delivering capital improvement projects to help alleviate safety and congestion concerns as well as more aggressively addressing an aging fleet.

The Roads Administration Program is part of the Road Fund which receives no revenue from the County's General Fund.

Roads Administration

Program: 390201	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$15,305,303	\$18,818,466	\$19,841,171	\$23,880,841	\$24,233,000
Fees & Other Service Charges	\$566,498	\$660,303	\$996,488	\$624,950	\$654,275
All Other Resources	\$134,850	\$147,372	\$626,755	\$160,000	\$200,000
Interfund Transfers	\$270,315	\$320,670	\$91,048	\$2,550,000	\$80,000
Fund Balance	\$0	\$0	\$0	\$15,200,000	\$20,500,000
Total	\$16,276,966	\$19,946,811	\$21,555,462	\$42,415,791	\$45,667,275
EXPENDITURES					
Personnel Services	\$849,449	\$889,411	\$923,161	\$1,203,938	\$1,005,823
Materials & Services	\$1,149,301	\$1,587,022	\$1,694,629	\$1,910,485	\$2,143,038
Capital Outlay	\$5,405	\$179,870	\$45,580	\$0	\$250,000
Interfund Transfers	\$57,588	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$2,510,904	\$2,500,000
Ending Balance and Reserves	\$0	\$0	\$0	\$3,787,425	\$10,613,916
Total	\$2,061,743	\$2,656,303	\$2,663,370	\$9,412,752	\$16,512,777
Full-Time Equivalent	8.50	9.50	8.00	8.20	8.16



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 assure responsible development that both enhances and maintains the natural 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Bridges with a sufficiency rating of 50 or more	98%	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 20 feet or over 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. In fiscal year 2019-2020, all Jackson County bridges were found safe to drive over and of the NBI structures, only three fall under NBI Federal standards. One of these bridges (Cobleigh Road) falls under Federal standards due to its narrowness, vertical clearance, and a sharp curve on one approach end, yet is structurally sound. Another bridge (Swingle Road) has been weight limited at eight tons and is being monitored for its structural deficiencies. Replacement funds for the Swingle Road Bridge are being sought through Federal grant programs. The third bridge (Elder Mill) has been funded through the State for replacement with construction scheduled for the summer of 2020.

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 9.00 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 75 for the last inspection cycle in December 2018. This pavement condition is meeting the County's target condition of 70 or better, and indicates that the County pavement system is in "very good" condition. During fiscal year 2020-2021, a continued higher level of funding is directed towards pavement maintenance in an effort to ensure that the PCI ratings remain in the "very good" category. This includes maintaining chip and slurry seal production of 75 miles and completing a \$1,200,000 pavement overlay project on portions of Agate Road, Airport Road, East Pine Street, and Merry Lane.

Fiscal year 2020-2021 will see design and construction for capital construction projects on several County roads. Construction will continue on extending Foothill Road north from its terminus at Corey Road across Highway 140 and connecting to Atlantic Avenue. This project is being coordinated with an Oregon Department of Transportation (ODOT) project to construct a roundabout where the extension of Foothill Road will cross Highway 140. When complete, this project will create a continuous "east-side bypass" from the City of Phoenix to White City. Also, during fiscal year 2020-2021 the County will replace Bridge #640, a timber bridge on Elder Mill Road over Trail Creek, with a new concrete structure using Federal bridge funds. Lastly, in an effort to improve the livability and safety on some of the 164 miles of gravel roads in the County, selected gravel roads will be strengthened, prepared, and chip sealed in fiscal year 2020-2021 and thereafter managed as a paved road. Those roads include Charlaire Street, Campbell Road, Cork Drive, Fishers Ferry Road, and Steelhead Place. These short gravel roads will be prepared and chip sealed for an estimated \$200,000.

The County will also continue design work on East Vilas Road from Crater Lake Highway to Foothill Road. This project will widen and improve East Vilas to include two travel lanes, wider shoulders, and turn lanes at intersections and is expected to be constructed in the summer of 2021. Additionally, design work will continue on two safety projects on Foothill Road: Foothill Road (Delta Waters Road to Dry Creek Road), and Foothill Road (East Vilas Road to Corey Road). These projects will straighten numerous curves, add dedicated turn lanes at intersections, provide wider shoulders, and make additional safety improvements to this narrow, high-speed roadway.

With additional revenue, the construction of major capital improvement projects will increase in coming years as compared to recent levels.

Financial Condition

The Engineering Program is part of the Road Fund which receives no revenue from the County's General Fund. Refer to the Roads Administration Program's "Financial Condition" discussion for additional information.



Engineering

Program: 390202	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Total	\$0	\$0	\$0	\$0	\$0
EXPENDITURES					
Personnel Services	\$791,115	\$815,951	\$1,007,020	\$1,170,936	\$1,274,283
Materials & Services	\$123,681	\$132,325	\$206,012	\$163,312	\$363,990
Capital Outlay	\$1,913,098	\$1,299,386	\$2,973,818	\$16,986,672	\$11,418,000
Total	\$2,827,894	\$2,247,662	\$4,186,850	\$18,320,920	\$13,056,273
Full-Time Equivalent	8.00	8.00	7.00	9.00	9.00



Fleet Services

Program Purpose

The Fleet Services Program ensures the County's equipment and fleet maintenance needs are met. It also provides services for outside entities such as the Oregon State Highway Division, City of Medford, and Jackson County 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Work orders written as preventative maintenance	27%	29%	27%	30%	30%

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 which includes utilizing flexible shop scheduling techniques to perform services 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 technicians focused on preventative maintenance. Shop rate comparisons show the fleet continues to be



Fleet Services

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 will continue to see improvement with the additional funding provided in House Bill 2017. Two significant purchases are planned for this fiscal year where the 15-year-old paint striping truck will be replaced and a new 3,000-gallon asphalt distributor truck will be acquired. Keeping fresh, bright paint lines on County roads is essential for public safety and the current truck, and its paint system, has outlived its useful life. The replacement cost for this highly complex piece of equipment is estimated at \$425,000. The new asphalt distributor truck will be used to apply dust abatement materials and complete the essential pavement maintenance activities of chip sealing, fog sealing, and pavement patching. This truck, tank, and computerized spray system is estimated to cost \$375,000. Measures to address the aging fleet will continue to be explored, including the purchasing of used equipment when it is in the Department's best interest to do so.

Financial Condition

Revenues to operate this Program come from State gas tax revenues. Fleet Services does provide some service to General Fund departments on a reimbursable basis amounting to less than 5 percent of the total Program. Fuel is also dispensed to Motor Pool vehicles and is reimbursed by Motor Pool. The Fleet Services Program is part of the Road Fund which receives no direct revenue from the County's General Fund. Refer to the Roads Administration Program's "Financial Condition" discussion for additional information.

Program: 390206	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$153,171	\$191,264	\$193,993	\$140,000	\$160,000
Fees & Other Service Charges	\$48,571	\$72,512	\$83,784	\$70,000	\$70,000
Interfund Transfers	\$399,179	\$445,789	\$522,034	\$425,000	\$480,000
Total	\$600,921	\$709,565	\$799,811	\$635,000	\$710,000
EXPENDITURES					
Personnel Services	\$874,013	\$902,929	\$882,430	\$1,022,043	\$1,160,801
Materials & Services	\$1,762,543	\$1,937,377	\$2,053,220	\$2,216,451	\$2,733,337
Capital Outlay	\$0	\$0	\$0	\$0	\$25,000
Total	\$2,636,556	\$2,840,306	\$2,935,650	\$3,238,494	\$3,919,138
Full-Time Equivalent	12.60	10.60	10.60	10.60	11.60



Greenway Fund

Program Purpose

The Greenway Fund Program is used to complete construction of the Bear Creek Greenway and the Rogue River Greenway. The Bear Creek Greenway is a continuous trail between the City of Ashland and the Seven Oaks interchange located north of the City of Central Point. The Rogue River Greenway will generally follow the Rogue River and will extend from the northern terminus of the Bear Creek Greenway to the County line past the City of Rogue River. The Program provides funding for construction of new greenway trails on County-owned land and public rights-of-way within the greenway system. The Greenway Fund Program is helping to meet County goals: (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; (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: Increase trail segments on the Bear Creek and Rogue River Greenways.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Miles of new trail completed	0	0	0	2.5	0

Revenues in the Greenway Fund will be placed in reserves for future construction projects. Fiscal year 2019-2020 saw the construction of a 2.5-mile segment of trail along North River Road between Valley of the Rogue State Park and Rock Point Bridge toward Gold Hill. Planning for future segments of the trail both in the Ashland area and between the cities of Central Point 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 2020-2021, planning with these groups will continue to identify and seek grant funds to construct future sections of greenway trails. Typically, all greenway trail projects are financed through Federal or State grants with no expenditures coming from the Road Fund. A significant portion of revenues in this fund are also set aside to purchase replacement property for a converted parcel that was formally known as Table Rock Park. These funds will be used in future years to purchase addition park land and/or open space.

Financial Condition

Funding for this Program comes from donations and grants. The Greenway Fund Program currently receives no support from the County's General Fund.



Greenway Fund

Program: 390701	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Fees & Other Service Charges	\$473,000	\$0	\$0	\$0	\$0
All Other Resources	\$11	\$4,503	\$15,567	\$4,000	\$6,000
Fund Balance	\$0	\$0	\$0	\$484,000	\$500,000
Total	\$473,011	\$4,503	\$15,567	\$488,000	\$506,000
EXPENDITURES					
Materials & Services	\$0	\$0	\$5,322	\$0	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$488,000	\$506,000
Total	\$0	\$0	\$5,322	\$488,000	\$506,000
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00



Motor Pool

Program Purpose

The Motor Pool Program has responsibility for providing clean, safe, and economical transportation to County departments. The Motor Pool Program is helping to meet County goals: (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Motor Pool Program provides the services listed below.

Vehicle Acquisition and Replacement

Strategic Objective: *Acquire vehicles for departments that budget for or need additional units. Operate a vehicle replacement program for existing vehicles that have met or exceeded their useful life.*

Vehicles are scheduled for replacement when mileage and years of service indicate their average useful life has been reached. Most vehicles in Jackson County's fleet will travel more than 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Work orders written as preventative maintenance	53%	51%	64%	64%	64%

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. If significant repair issues are identified during a preventative inspection, then a separate repair order is written to track those costs and resources.

Cost Effective Transportation

Strategic Objective: *Maintain vehicles using a proper balance of mechanics to vehicles.*

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Ratio of mechanics to vehicles	1:148	1:146	1:166	1:160	1:160

The total Motor Pool fleet size for fiscal year 2020-2021 increased slightly from 297 to 319 vehicles. Motor Pool's current staff is able to maintain a consistent level of service to users; the current ratio is one technician for every 160 vehicles.



Motor Pool

Significant Issues in the Year Ahead

Beginning in fiscal year 2018-2019, Motor Pool entered into a lease agreement with a fleet management company to provide vehicles through a lease contract. This begins a trial period where costs will be monitored and compared to historical purchasing and maintenance methods. Purchase prices, ongoing maintenance costs, and disposal values will all be monitored through this trial in an effort to reduce expenses and increase revenue. Final results of this trial will not be known for several years. Departments participating in the trial will not see any change in costs at this point. As part of this trial, the types of vehicles purchased is also being broadened to other manufacturers.

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.

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 68 percent of this Program's revenue comes from the County's General Fund.

Program: 390401	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$81,724	\$54,992	\$43,611	\$80,000	\$40,000
Fees & Other Service Charges	\$112,133	\$167,148	\$64,369	\$73,000	\$57,000
All Other Resources	\$11,618	\$11,435	\$37,767	\$13,000	\$16,000
Interfund Transfers	\$2,300,237	\$2,193,403	\$2,410,291	\$2,467,887	\$3,118,521
Fund Balance	\$0	\$0	\$0	\$1,300,000	\$570,000
Total	\$2,505,712	\$2,426,978	\$2,556,038	\$3,933,887	\$3,801,521
EXPENDITURES					
Personnel Services	\$298,193	\$297,169	\$305,531	\$317,431	\$335,889
Materials & Services	\$931,564	\$1,005,039	\$1,063,069	\$1,222,567	\$1,360,267
Capital Outlay	\$1,016,127	\$1,410,225	\$1,092,475	\$1,354,000	\$1,152,000
Interfund Transfers	\$0	\$334,317	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$389,889	\$303,365
Ending Balance and Reserves	\$0	\$0	\$0	\$650,000	\$650,000
Total	\$2,245,884	\$3,046,750	\$2,461,075	\$3,933,887	\$3,801,521
Full-Time Equivalent	3.06	3.06	3.06	2.86	2.87



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 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 assure responsible development that both enhances and maintains the natural 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 19 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 as well as Cantrall Buckley Park along the Applegate 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Revenue earned per campsite	\$1,625	\$1,971	\$1,899	\$2,057	\$2,174

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. The addition of the 92 spaces of the Southern Oregon Recreational Vehicle (RV) Park has had a positive influence on these figures, and occupancy rates are continuing to average higher than initial projections. This increased visitation at the Southern Oregon RV Park and growing occupancy rates have helped to offset the impact from lower visitation of other parks due to low water level years or summers with wildfire smoke. A fee increase passed in January 2020 and is expected to help this measure continue to grow in providing revenues for park operations and repairs, while also bringing fees in line with other providers.

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 the RV Park near the Jackson County Expo grounds. This park, managed and operated by the County Parks Program, includes 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. The RV Park continues to see increased occupancy rates and, therefore, generates a significantly larger revenue stream than originally anticipated. As a result, the Parks Program has been able to make larger than expected payments to the General Fund for the construction loan. This will lead to discretionary income being generated by the RV Park for other uses in the Program sooner than originally planned.

In fiscal year 2019-2020, Park staff replaced all electrical and water service to the W-Loop of the north campground at Howard Prairie Resort. The resort is the largest campground in the park system and generates a significant amount of income for the Program. The original utilities had been in place for decades and did not meet current codes. The new system will serve the needs of modern RV'ers and will provide a much higher level of service for resort guests. During this same period, Park staff increased preventative maintenance efforts on park infrastructure by replacing aging sewer and water pumps, reroofing and painting several park restroom and concession buildings, and performing asphalt maintenance on Emigrant Lake parking areas.

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 has increased over the last three fiscal years due to legislation passed in the 2014 session. This has resulted in an increase of nearly \$180,000 for Jackson County over the last several years. Additionally, the purchasing and licensing of recreational vehicles is increasing consistent with previous fiscal years and the County is projecting steady RV licensing fees in future years. These increases will help offset rising operating expenses in this Program and occasional reductions in user fees due to lower water levels and wildfire smoke. The Program has recently began receiving financial support from the Bureau of Reclamation to assist in funding the maintenance and operations of parks at Emigrant Lake, Agate Lake, and Howard Prairie Lake.



Parks and Recreation

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 1.40 full-time equivalent (FTE) positions and up to three part-time positions to complete landscape services for County and non-county properties. This crew maintains landscaping at the County Courthouse, Expo, and jail along with other County building. Additionally, this crew completes landscaping for the many facilities of the Jackson County Library District.

Significant Issues in the Year Ahead

The Southern Oregon RV Park continues to be a success for the Program and is generating revenues higher than predicted. The RV Park receives very positive reviews from guests and is serving the needs of many visitors coming to the Rogue Valley as well as local residents.

Weather conditions and water levels during the recreational season remain a major contributing factor to a successful recreational year. The intense wildfire smoke from the 2017 and 2018 summer seasons drastically impacted Program revenues along with lower lake levels. It was expected that the 2019-2020 fiscal year would see a mild recovery in lake levels due to improved snowpack conditions. However, water levels at Howard Prairie Lake did not recover and the lake continued to recede. This had a direct impact on recreational use at the parks surrounding the lake, with decreased revenues compared to previous years. Staff levels will be closely monitored during fiscal year 2020-2021 as low water levels are again expected due to low snowpack.

Pavement improvements will continue in fiscal year 2020-2021 with a pavement overlay of the main day-use parking area at Emigrant lake. The aging pavement is in severe disrepair and needs complete replacement. The work will be funded from Bureau of Reclamation and Oregon State Parks grants.

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 38 percent of its revenue by providing service to General Fund departments. The remaining 62 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 2020-2021 fiscal year is the 12th year that this Program has not been operationally supported by the General Fund.



Parks and Recreation

Program: 390501	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$927,885	\$975,467	\$1,305,122	\$1,090,220	\$2,118,929
Fees & Other Service Charges	\$1,988,803	\$2,332,571	\$2,097,429	\$2,313,550	\$2,525,500
All Other Resources	\$27,856	\$12,292	\$40,939	\$15,000	\$15,000
Interfund Transfers	\$284,478	\$458,408	\$487,278	\$413,875	\$409,675
Fund Balance	\$0	\$0	\$0	\$944,000	\$600,000
Total	\$3,229,022	\$3,778,738	\$3,930,768	\$4,776,645	\$5,669,104
EXPENDITURES					
Personnel Services	\$1,264,701	\$1,468,762	\$1,509,112	\$1,616,840	\$1,725,749
Materials & Services	\$1,351,559	\$1,558,310	\$1,511,320	\$1,730,059	\$1,657,440
Capital Outlay	\$1,106,090	\$355,770	\$434,091	\$235,000	\$1,183,065
Debt Service	\$58,975	\$57,290	\$50,550	\$352,968	\$352,968
Interfund Transfers	\$33,376	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$579,370	\$507,000
Ending Balance and Reserves	\$0	\$0	\$0	\$262,408	\$242,882
Total	\$3,814,701	\$3,440,132	\$3,505,073	\$4,776,645	\$5,669,104
Full-Time Equivalent	10.34	12.84	14.34	12.34	12.92

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: (5) Work to assure responsible development that both enhances and maintains the natural 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 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Funds transferred for projects	\$42,000	\$0	\$100,000	\$50,000	\$50,000

System development fees are to be strictly used for capacity-increasing projects. The fees are collected at time of development by the Development Services Department. A separate fund is used to account for all fees and as revenues build, projects are identified which can benefit from receiving additional funding to complete this necessary work. Examples of capacity-increasing projects include new campsites, restroom facilities, and boat launch lanes.

Significant Issues in the Year Ahead

Due to changes in Parks SDC rates in fiscal year 2014-2015, Parks SDC revenue remains below historical levels. Revenue for fiscal year 2020-2021 is estimated to be \$50,000. As was done in fiscal years 2018-2019 and 2019-2020, all Parks SDCs for fiscal year 2020-2021 will again be allocated to help pay down the loan balance which was incurred during the building of the Southern Oregon RV Park.

Financial Condition

System development revenues are generated through development-related impact fees. This Program receives no support from the County's General Fund.



Parks System Development

Program: 390601	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Fees & Other Service Charges	\$36,141	\$54,025	\$49,239	\$50,000	\$50,000
All Other Resources	\$157	\$299	\$2,721	\$0	\$0
Total	\$36,298	\$54,324	\$51,960	\$50,000	\$50,000
EXPENDITURES					
Interfund Transfers	\$42,000	\$0	\$100,000	\$50,000	\$50,000
Total	\$42,000	\$0	\$100,000	\$50,000	\$50,000
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

Pedestrian/Bicycle Trails

Program Purpose

The Pedestrian/Bicycle Trails Program develops and maintains trails and paths, and encourages the use of alternative and non-motorized modes of transportation. This Program provides planning, development, administration, and maintenance functions for the County trails system. The Program is financed primarily through Jackson County's 1 percent share of the State gasoline tax. These funds are dedicated to trail management and maintenance within road right-of-ways. Additional funding to this Program is also provided from five cities under an Intergovernmental Agreement (Joint Powers Agreement) to manage and maintain the Bear Creek Greenway. The Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Daily trips on Bear Creek Greenway*	215	183	185	200	200

*Data captured at a count station near Talent at the Suncrest Road crossing.

Trail counters located at numerous locations on the Bear Creek Greenway continue to show a steady use on this 21-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. Use in fiscal year 2018-2019 was considerably lower than historical averages, most likely the result of heavy smoke caused by wildfires during the summer of 2018 resulting in less outdoor activities.

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 2016-2017. The Joint Powers Agreement allows funding sources to remain consistent and facilitate large improvements to the Greenway.



Pedestrian/Bicycle Trails

Jackson County serves as project coordinator to this Agreement and coordinates much of the routine maintenance and improvement projects. This updated Agreement increases regular routine maintenance on the trail utilizing Community Justice work crews which has proven to be effective, efficient, and has provided trail users with an improved walking or riding experience.

A major focus last fiscal year, which will continue into fiscal year 2020-2021, is furthering efforts to provide a consistent level of service between all jurisdictions and to clean up the Bear Creek Greenway. A large multi-jurisdictional effort between all law enforcement agencies managing the Greenway including Jackson County Parks, Community Justice crews, and other stakeholders has been working cooperatively to clean up homeless camps, remove debris left at those sites, and offer proper assistance to the individuals involved in these activities.

Financial Condition

The Pedestrian/Bicycle Trails Program is funded 55 percent from State gasoline taxes. The remaining revenue comes from five local cities per the Agreement, fees, a transfer from the Solid Waste Fund, and interest income. The Pedestrian/Bicycle Trails Program fund receives no support from the County's General Fund.

Program: 390301	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$195,358	\$364,324	\$260,643	\$297,537	\$304,537
Fees & Other Service Charges	\$11,623	\$2,048	\$818	\$0	\$0
All Other Resources	\$4,032	\$9,222	\$12,608	\$4,000	\$5,000
Interfund Transfers	\$6,546	\$5,000	\$5,000	\$15,000	\$15,000
Fund Balance	\$0	\$0	\$0	\$325,000	\$450,000
Total	\$217,559	\$380,594	\$279,069	\$641,537	\$774,537
EXPENDITURES					
Personnel Services	\$64,193	\$48,944	\$75,931	\$130,324	\$129,622
Materials & Services	\$65,866	\$418,819	\$117,707	\$339,122	\$476,768
Capital Outlay	\$0	\$25,670	\$8,552	\$0	\$0
Contingency	\$0	\$0	\$0	\$70,417	\$90,000
Ending Balance and Reserves	\$0	\$0	\$0	\$101,674	\$78,147
Total	\$130,059	\$493,433	\$202,190	\$641,537	\$774,537
Full-Time Equivalent	1.50	1.50	1.50	1.50	1.45



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 931 miles of road, 344 bridges, over 15,400 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 assure responsible development that both enhances and maintains the natural 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Average PCI rating for the County road system	75 PCI	76 PCI	75 PCI	75 PCI	76 PCI

The pavement condition rating has improved from a low PCI of 69 in November 2011 to a PCI of 75 for the last inspection cycle in December 2018. The budget request for fiscal year 2020-2021 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 "very 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 \$26,000. 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 75 miles of chip and slurry seals completed on County roads during fiscal year 2020-2021.

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 11,164 labor hours and 9,743 equipment hours completing drainage maintenance. The fiscal year 2020-2021 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 2020-2021. 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, five motor graders, and five pickup-mounted plows to plow snow, as well as 14 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.

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	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$127	\$0	\$0
Total	\$0	\$0	\$127	\$0	\$0
EXPENDITURES					
Personnel Services	\$4,397,819	\$4,384,735	\$4,526,080	\$5,557,184	\$5,897,816
Materials & Services	\$5,432,914	\$4,488,086	\$5,431,303	\$5,677,441	\$5,669,271
Capital Outlay	\$397,038	\$801,964	\$718,945	\$717,000	\$1,125,000
Interfund Transfers	\$115,741	\$119,581	\$168,614	\$127,000	\$197,000
Total	\$10,343,512	\$9,794,366	\$10,844,942	\$12,078,625	\$12,889,087
Full-Time Equivalent	56.00	56.00	56.00	56.00	56.00



Roads System Development

Program Purpose

The Roads System Development Program funds the portion of projects related to increased capacity under the Capital Improvements Program. The Roads System Development Program provides capital improvement funds as allowed under Chapter 1025 of the Codified Ordinances of Jackson County. System Development Charges (SDC) are fees on new development to be used for capacity-increasing arterial and collector road improvement projects. The Roads System Development Program is helping to meet County goals: (8) Provide and maintain multiple transportation systems; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Roads System Development Program provides the service listed below.

Increased Capacity of Roads

Strategic Objective: Fund capacity-increasing projects on County roads by charging new development for the added impact.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Funds transferred for projects	\$0	\$226,454	\$0	\$1,750,000	\$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 roadways, additional travel lanes, additional turn lanes, and bike lanes.

Significant Issues in the Year Ahead

A renewed interest in development has increased revenue over recent years. This revenue will be a key component in delivering capacity-increasing projects in the coming years on several County roads. During fiscal year 2019-2020, funds were transferred to the Road Fund to help fund the extension of Foothill Road northward to Atlantic Avenue in White City. Remaining funds and new revenue generated during fiscal year 2020-2021 will be held in reserve for future projects yet to be determined.

Financial Condition

System development revenues are generated through traffic impact fees charged on new development. This Program receives no revenue from the County's General Fund.



Roads System Development

Program: 391001	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Fees & Other Service Charges	\$455,292	\$596,700	\$692,301	\$600,000	\$625,000
All Other Resources	\$12,249	\$16,283	\$76,494	\$17,000	\$5,000
Fund Balance	\$0	\$0	\$0	\$2,510,000	\$1,428,000
Total	\$467,541	\$612,983	\$768,795	\$3,127,000	\$2,058,000
EXPENDITURES					
Materials & Services	\$51,237	\$54,259	\$57,090	\$59,500	\$63,000
Interfund Transfers	\$0	\$226,454	\$0	\$2,500,000	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$567,500	\$1,995,000
Total	\$51,237	\$280,713	\$57,090	\$3,127,000	\$2,058,000
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

Sports Park Mitigation

Program Purpose

The goal of the Sports Park Mitigation Program is to provide funding for long term maintenance and monitoring associated with the vernal pool mitigation site at the Jackson County Sports Park. The vernal pool restoration area was identified as a key component in the 2011 Sports Park Master Plan, as adopted by the Jackson County Board of Commissioners.

The Sports Park Mitigation Program is funded through agreements with third parties in which vernal pool enhancement projects are completed at the park, and funds are set aside for future services, as required by permitting agencies. The Sports Park Mitigation Program is helping to meet County goals: (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 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 seventh year of maintenance and monitoring of the vernal pool restoration site. It is expected that the site will need intensive vegetation control management, in addition to the monitoring services provided by the County contractor.

Financial Condition

Revenues for this Program are generated from agreements with parties needing off-site mitigation credits for projects impacting vernal pools. The Sports Park Mitigation Program receives no support from the County's General Fund.



Sports Park Mitigation

Program: 391401	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$8,223	\$23,448	\$0	\$0	\$0
All Other Resources	\$328	\$270	\$927	\$400	\$400
Fund Balance	\$0	\$0	\$0	\$30,000	\$30,000
Total	\$8,551	\$23,718	\$927	\$30,400	\$30,400
EXPENDITURES					
Materials & Services	\$8,223	\$0	\$0	\$10,000	\$30,400
Contingency	\$0	\$0	\$0	\$1,500	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$18,900	\$0
Total	\$8,223	\$0	\$0	\$30,400	\$30,400
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

Street Improvement Fund

Program Purpose

The Street Improvement Fund Program provides financing options to property owners along local access roads who wish to improve the condition of a road to County road standards. The County then accepts jurisdictional ownership of the road and provides future road maintenance. Additionally, this Program can provide financing options for improving County-maintained facilities where residents wish to improve the condition of an existing County road. 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 or to improve existing County-maintained roads. Form LIDs using various options of bonds, loans, and existing funds.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Number of LID projects funded	0	0	1	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

The public's interest in this Program varies throughout the year. Due to the increased ability to fund these projects through the Road Fund, LID projects can be funded utilizing Road Fund balances which results in decreased costs to participants. For large projects, or if the frequency of projects increases, the decision may be made to return to debt financing. For fiscal year 2020-2021, no projects are expected to be funded.

Financial Condition

The Street Improvement Fund Program historically received the majority of its revenues via transfers from the Road Fund and from repayment of prior project costs from property owners. Debt financing has been used to fund larger projects as needed. This Program receives no revenue from the County's General Fund. Refer to the Roads Administration Program's "Financial Condition" discussion for additional information.



Street Improvement Fund

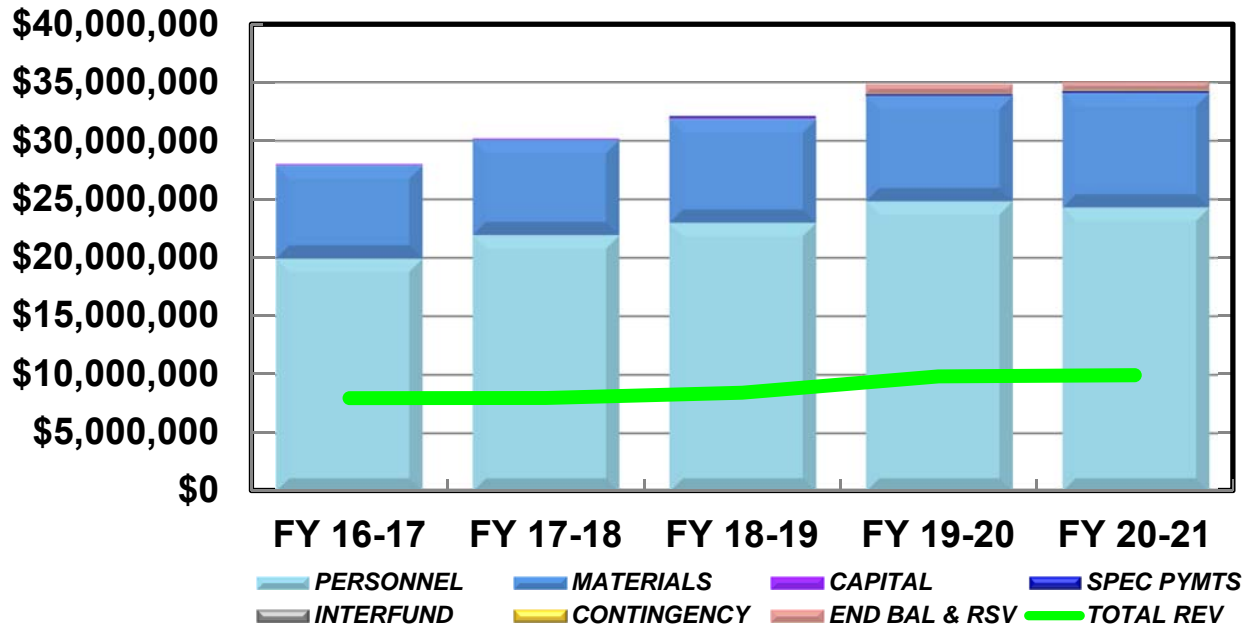
Program: 390901	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$391,939	\$94,800	\$107,647	\$90,000	\$80,000
All Other Resources	\$7,136	\$6,930	\$21,295	\$10,000	\$10,500
Fund Balance	\$0	\$0	\$0	\$650,000	\$720,000
Total	\$399,075	\$101,730	\$128,942	\$750,000	\$810,500
EXPENDITURES					
Capital Outlay	\$0	\$0	\$210,868	\$0	\$11,700
Debt Service	\$482,105	\$63,573	\$20,699	\$85,000	\$78,000
Contingency	\$0	\$0	\$0	\$12,750	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$652,250	\$720,800
Total	\$482,105	\$63,573	\$231,567	\$750,000	\$810,500
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

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SHERIFF

2016-2017 TO 2020-2021

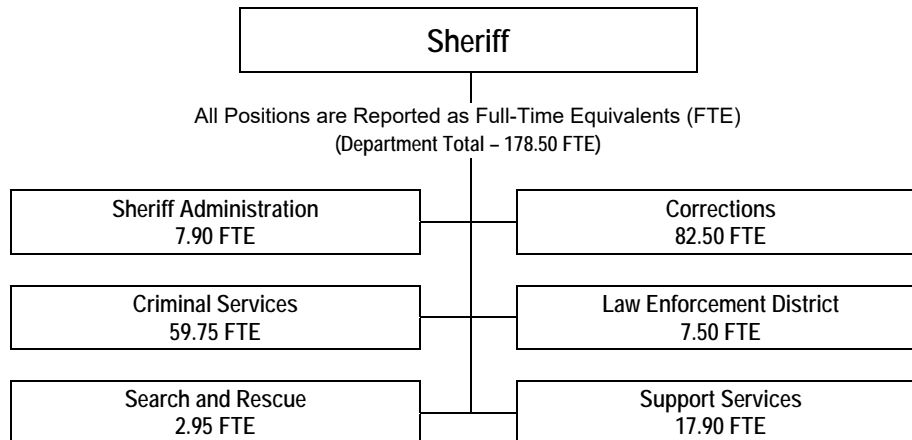


	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Adopted	FY 20-21 Adopted
PERSONNEL	\$19,903,506	\$21,896,530	\$22,950,577	\$24,793,956	\$24,263,416
MATERIALS	\$7,967,265	\$8,156,011	\$8,855,076	\$9,021,115	\$9,800,047
CAPITAL	\$103,432	\$109,915	\$121,061	\$0	\$0
SPEC PYMTS	\$0	\$0	\$144,415	\$144,415	\$180,041
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$50,000	\$100,000
END BAL & RSV	\$0	\$0	\$0	\$816,784	\$648,780
TOTAL EXP	\$27,974,203	\$30,162,456	\$32,071,129	\$34,826,270	\$34,992,284
TOTAL REV	\$7,922,720	\$7,940,077	\$8,389,447	\$9,793,721	\$9,892,002
FTEs	167.75	170.58	177.50	177.50	178.50

Between FY 19-20 and FY 20-21, the 1.00 FTE increase is due to the addition of a Project/Program Coordinator I position to provide Public Information Officer duties. The increase in Contingency and decrease in Ending Fund Balance and Reserves is expected due to fluctuations in demand for services in White City. 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 13 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 2020-2021

- Build relationships with the community, public safety partners, County government, and State partners.
- 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.
- Continue to recruit and maintain the current staff levels and improve efficiencies.
- Ensure minimum annual training of 40 hours for sworn staff in Corrections.
- Continue to look for innovative ways to reduce crime in the community through target utilization of jail space.

Major Issues and Service Level Accomplishments for Prior Year

- Maintained effective emergency response 24 hours a day, 7 days a week.
- Evaluate and implement a new records and jail management software system that will improve efficiencies.
- Obtained a two-year grant for Illegal Marijuana Marketing and Enforcement through the State of Oregon, Criminal Justice Commission. The grant funds two detectives and one criminal data technician for the Sheriff's Office.
- Partnership with other local providers to introduce a medication-assisted treatment (MAT) program to identify and assist opioid effected individuals in recovery while in custody.
- Addition of a body scanner and a jail K9 to help with contraband detection and its removal in the jail.

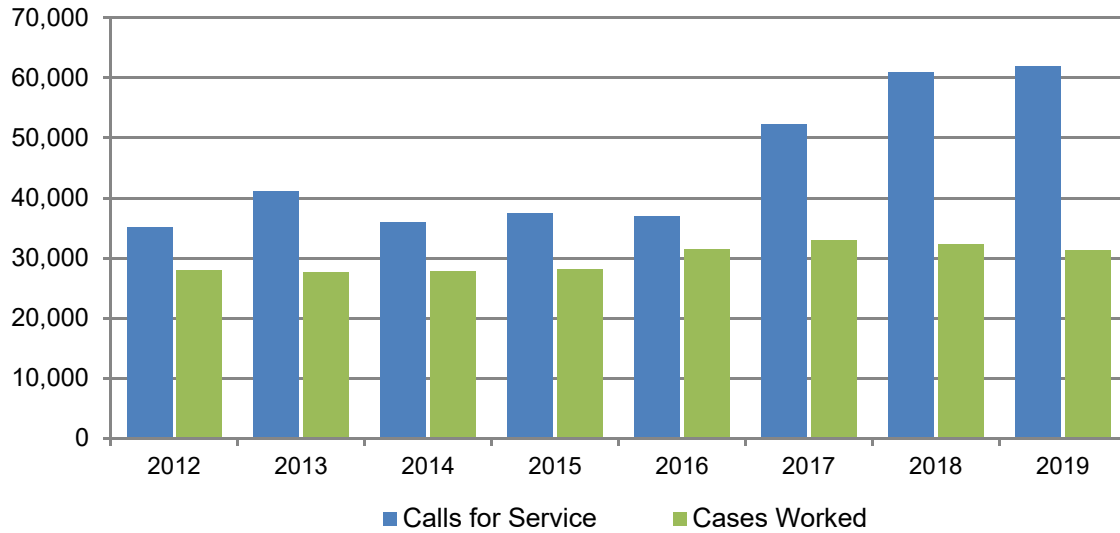
Benchmark

These graphs provide an annual comparison of workload factors for the Jackson County Sheriff's Office. The 911 data shows all calls for service to include any out of the jurisdiction of this Office. The jail indicators show the number of inmate lodgings and forced releases.

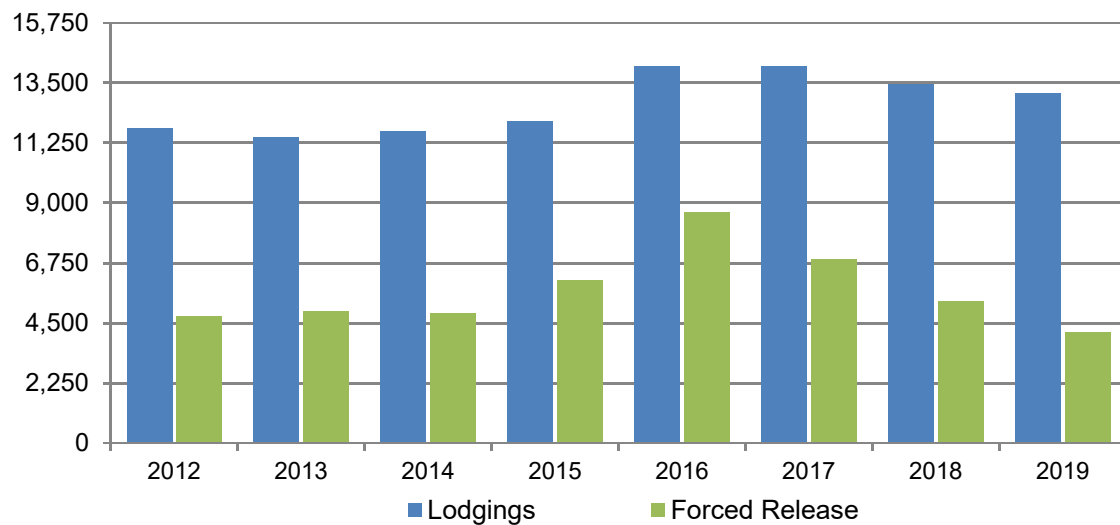


SHERIFF

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 five sections: Command, 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 service 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.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Adopted budget expended	93.08%	96.45%	97.67%	99.00%	99.00%
Vacant budgeted positions	7.13%	3.50%	2.33%	2.00%	2.00%

Continuous monitoring of the budget and expenses ensures the Sheriff's Office continues to be under budget while effectively managing the citizens' money.

Significant Issues in the Year Ahead

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. The Administration will continue to foster a safe working environment, protect the safety of officers and support health and wellness priorities.

Improve efficiencies with the hiring process.

Financial Condition

The Sheriff Administration Program is 97.98 percent funded by the County's General Fund with the remainder of the Program financed by County fees and State and Federal grants.



Sheriff Administration

Program: 410101	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$45,193	\$32,674	\$48,905	\$32,000	\$37,000
Fees & Other Service Charges	\$55,553	\$291	\$707	\$1,500	\$0
All Other Resources	\$266	\$0	\$1,330	\$0	\$0
Total	\$101,012	\$32,965	\$50,942	\$33,500	\$37,000
EXPENDITURES					
Personnel Services	\$1,827,234	\$1,787,631	\$1,657,499	\$2,077,807	\$1,184,553
Materials & Services	-\$642,086	\$2,190,698	\$646,381	\$620,132	\$676,178
Capital Outlay	\$0	\$0	\$30,075	\$0	\$0
Total	\$1,185,148	\$3,978,329	\$2,333,955	\$2,697,939	\$1,860,731
Full-Time Equivalent	6.50	3.33	3.00	7.00	7.90



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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Inmates released from jail due to forced release	-20.50%	35.90%	-21.84%	1.00%	1.00%
Inmates booked into jail annually	-0.91%	-4.11%	-2.38%	2.00%	2.00%

Managing inmate releases ensures that the most dangerous offenders are lodged and that the inmate population is maintained while assuring community safety. In 2019, the jail lodged and booked 13,109 people into the facility. Of those lodgings, 4,166 people were released from jail using the Risk Release Matrix developed in 2014.

Court Security

***Strategic Objective:** Provide security for citizens and personnel of the Courts so that justice can be fairly determined.*

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Percent change in contraband items found when citizens arrive at Court	-4.94%	-12.19%	3.64%	3.00%	3.00%

In order to maintain Court safety, Court security personnel staff checkpoints at both the Justice Building and the Juvenile Building. The list of dangerous contraband items found at these checkpoints includes: ammunition, hand cuff keys, drug paraphernalia, guns, knives, and pepper spray/mace.

Significant Issues in the Year Ahead

Work to ensure that Corrections Deputy training goals are met in accordance to Oregon Jail Standards.



Corrections

Continue to look for innovative ways to reduce crime in Jackson County through targeted utilization of jail space.

Find ways to ensure tasks are adequately covered when staff is unavailable due to injury, protected medical leave, or illness.

Continue to work with community and regional partners to assist with successful inmate transition back to the community.

Remain proactive to ensure the Jackson County Jail meets the requirements of changing laws and standards.

Implementation of a new jail management system (the anticipated completion is summer 2020).

Maintain jail operations the entire year under an increased capacity of 300 during the day, and 315 at night.

Successful Oregon jail inspection process.

Continue to develop relationships between the jail and community resource providers.

Recruit and retain Court Security Officers sufficient to provide adequate security services for the Jackson Courts.

Financial Condition

The Corrections Program is 68.49 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.

Program: 410103	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$3,315,176	\$3,005,246	\$3,119,788	\$3,488,648	\$3,488,648
Fees & Other Service Charges	\$92,387	\$107,894	\$115,344	\$105,000	\$125,000
Interfund Transfers	\$962,000	\$960,766	\$921,000	\$901,000	\$901,000
Total	\$4,369,563	\$4,073,906	\$4,156,132	\$4,494,648	\$4,514,648
EXPENDITURES					
Personnel Services	\$8,520,618	\$9,566,065	\$9,528,072	\$10,250,933	\$10,764,601
Materials & Services	\$3,151,049	\$1,908,225	\$3,109,833	\$3,266,039	\$3,539,757
Capital Outlay	\$27,216	\$0	\$20,962	\$0	\$0
Total	\$11,698,883	\$11,474,290	\$12,658,867	\$13,516,972	\$14,304,358
Full-Time Equivalent	80.53	82.42	84.83	80.00	82.50



Criminal Services

Program Purpose

The Criminal Services Program is responsible for protecting the public through education, impartial investigations, and enforcement of laws. The Criminal Services Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (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 service 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Percent of change in calls for service (police contacts with the public)	41.93%	16.31%	1.61%	3.00%	3.00%
Percent of arrests that require use of force	1.01%	0.81%	1.35%	0.99%	0.99%
Percent of change in driving under the influence (DUI) arrests	32.71%	3.08%	-15.22%	5.00%	5.00%

Calls for Service (CFS) range from reporting a crime to public assists, such as questions from citizens, to a simple traffic stop. In 2019, there was an increase of 979 CFS with 61,854 total calls and 31,243 cases handled. These numbers sometimes fluctuate depending on staffing levels.

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 the safety of the subject. In 2019, there were 72 documented cases where force was used. This equates to 1.35 percent based on 5,314 subjects arrested.

Increased activity in traffic safety result in 7,531 citations and 609 warnings. Deputies made a total of 312 DUI arrests in 2019, which is a decrease of 15.22 percent from 2018. In addition, 12 saturation patrols were conducted through a \$25,000 grant from the Oregon Department of Transportation.

Significant Issues in the Year Ahead

Continue work to ensure that the training goals for patrol deputies are met in accordance with the Department of Public Safety and Standards.

Continue to look for innovative ways to reduce crime in the community by using the Stratified Policing model.

Hire and train patrol deputies in order to fill current vacancies.

Add another Narcotics K9.



Criminal Services

Development of a Sex Trafficking/Child Exploitation Task Force.

Funding for a second position on the Medford Area Drug and Gang Enforcement (MADGE) team.

Increase rural patrols while not reducing the improved quality and quantity of investigations in the past year.

Response to mental health issues continues to require extra attention that can impact other calls for service and deputy safety.

Financial Condition

The Criminal Services Program receives 87.01 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.

Program: 410104	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$866,944	\$1,407,497	\$1,589,264	\$1,870,642	\$1,968,436
Fees & Other Service Charges	\$241,132	\$141,620	\$348,575	\$127,000	\$147,000
Interfund Transfers	\$0	\$0	\$0	\$128,600	\$145,120
Total	\$1,108,076	\$1,549,117	\$1,937,839	\$2,126,242	\$2,260,556
EXPENDITURES					
Personnel Services	\$6,658,387	\$7,455,561	\$8,348,541	\$8,794,020	\$8,832,728
Materials & Services	\$4,055,498	\$3,201,029	\$3,768,376	\$3,799,864	\$4,123,579
Capital Outlay	\$67,065	\$25,825	\$48,660	\$0	\$0
Special Payments	\$0	\$0	\$144,415	\$144,415	\$180,041
Total	\$10,780,950	\$10,682,415	\$12,309,992	\$12,738,299	\$13,136,348
Full-Time Equivalent	51.53	55.15	59.37	60.90	59.75



Law Enforcement District

Program Purpose

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.

The purpose of the District is 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 Law Enforcement District Program provides the service listed below.

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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Percent of change in police contacts with public	-1.72%	12.07%	-6.00%	5.00%	5.00%

Calls for Service (CFS) range from reporting a crime to public assists, such as questions from citizens, to a simple traffic stop. In 2019, the White City Enhanced Law Enforcement District had 5,532 CFS, compared to 5,885 in 2018. Each deputy patrolling White City handles over 922 calls a year.

Assaults and domestic violence incidents decreased by 19.66 percent in 2019. In 2018, there were 178 incidents compared to 143 in 2019. Assisting the public and suspicious activity saw a decrease of 7.13 percent in 2019, from 1,851 incidents to 1,983.

Significant Issues in the Year Ahead

Maintain bike patrols and part-time motors while reducing crime by using the Stratified Policing model.

Continue to focus on community engagement with citizens and community partners, Young Marines, Coffee with a Cop, barbecues, and holiday events.

Work with the County's Roads and Parks Department to beautify city areas (trash/graffiti/pathways).

Financial Condition

The White City Enhanced Law Enforcement District is 100 percent funded by the citizens of White City. The District is stable and creates sufficient revenue to support the majority of District costs. The District has a reserve which covers any shortfall in annual revenue. In the years to come, if this reserve drops below 25 percent of the total operating budget then services will be re-evaluated and adjusted as necessary.



Law Enforcement District

Program: 410201	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$1,408,671	\$1,428,164	\$1,475,792	\$1,539,189	\$1,624,713
Property Tax Revenues	-\$5,903	\$22,476	-\$2,072	\$0	\$0
All Other Resources	\$10,108	\$9,381	\$38,203	\$10,000	\$10,000
Fund Balance	\$0	\$0	\$0	\$933,642	\$826,085
Total	\$1,412,876	\$1,460,021	\$1,511,923	\$2,482,831	\$2,460,798
EXPENDITURES					
Personnel Services	\$917,931	\$922,781	\$897,094	\$1,019,342	\$1,018,552
Materials & Services	\$575,672	\$402,561	\$519,124	\$596,705	\$693,466
Contingency	\$0	\$0	\$0	\$50,000	\$100,000
Ending Balance and Reserves	\$0	\$0	\$0	\$816,784	\$648,780
Total	\$1,493,603	\$1,325,342	\$1,416,218	\$2,482,831	\$2,460,798
Full-Time Equivalent	7.69	7.57	7.73	7.50	7.50

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 service 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Missions resulting in a positive outcome	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 2019 with 169 missions conducted compared to 120 in 2016. The goal is to effectively use every resource at SAR's disposal to locate the subject or person in need. In 2019, 189 subjects were missing; 178 were recovered alive, and 13 were recovered deceased.

SAR will continue to train volunteers in search and rescue techniques, tracking, and communication technology. In 2019, volunteers contributed 20,262 hours of their time. The monetary value of volunteer time in 2019 was \$489,125 at a rate of \$24.14 per hour.

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 86.91 percent funded by the County's General Fund and \$100,000 allocated from a Title III Grant.



Search and Rescue

Program: 410105	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$36,095	\$14,619	\$66,891	\$6,500	\$6,500
Fees & Other Service Charges	\$95,488	\$186,864	\$112,191	\$100,000	\$100,000
Total	\$131,583	\$201,483	\$179,082	\$106,500	\$106,500
EXPENDITURES					
Personnel Services	\$251,378	\$299,103	\$370,076	\$523,895	\$482,364
Materials & Services	\$427,864	\$292,086	\$308,206	\$320,531	\$343,050
Capital Outlay	\$9,151	\$84,090	\$21,365	\$0	\$0
Total	\$688,393	\$675,279	\$699,647	\$844,426	\$825,414
Full-Time Equivalent	2.79	1.80	3.07	3.20	2.95



Support Services

Program Purpose

The Support Services Program is the central support for operations and corrections. The Program incorporated the Criminal Records and Civil sections. 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Percent of change in NIBRS error rate for records entered into database	0.70%	0.88%	1.04%	1.00%	1.00%
Percent of change in warrants processed for State and local law enforcement	2.22%	-9.79%	-16.47%	-3.00%	-3.00%

The National Incident Based Reporting System (NIBRS) was implemented by the Federal Bureau of Investigation to improve the quality of crime data collected by law enforcement. In 2019, the Records Division entered critical information on 31,243 incidents into the records management system. NIBRS was maintained at an error rate of 1 percent for 2019; the NIBRS standard is 4 percent.

The Records Division processes warrants for State and local law enforcement. Much of this work involves the entry and quality control of information in the database that is used to track arrest warrants to include Fail to Appear, missing persons, stolen property and vehicles, and domestic violence orders. In 2019, the Sheriff's Office saw a decrease of 16.47 percent in warrants processed due to the reduction of Fail to Appear, with these individuals staying in jail.

Another data entry task for the Records Division is the registration of sex offenders. In 2019, 332 offenders were registered compared to 331 in 2018.

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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Percent of change in civil documents served from prior year	-25.00%	-10.70%	-28.95%	5.00%	5.00%



Support Services

The Civil Division is a State mandated service of the Sheriff's Office. Its purpose and function is to serve and execute the various legal processes issued by the several non-criminal courts of the State and its subdivisions, but also for the legal community. The Civil Division is responsible for service of summons, criminal and civil subpoenas, complaints, petitions, small claims, Court orders, evictions, restraining orders, and numerous types of writs.

Concealed Weapon Permits

Strategic Objective: To meet mandated requirements for concealed weapon application and issuance.

Outcome(s)	Fiscal Year 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Percent of change in concealed handgun licenses issued (new and renewals)	16.11%	-17.95%	12.55%	10.00%	10.00%

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. In 2019, the Civil Division processed and issued 5,319 concealed handgun licenses compared to 4,726 in 2018.

Significant Issues in the Year Ahead

Implementation of a new records management system.

Improve overall customer service by maximizing efficiency in the concealed handgun application process.

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 78.69 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	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Fees & Other Service Charges	\$799,611	\$622,585	\$553,527	\$550,000	\$512,500
Total	\$799,611	\$622,585	\$553,527	\$550,000	\$512,500
EXPENDITURES					
Personnel Services	\$1,727,959	\$1,865,388	\$2,149,296	\$2,127,959	\$1,980,618
Materials & Services	\$399,269	\$161,411	\$503,157	\$417,844	\$424,017
Total	\$2,127,228	\$2,026,799	\$2,652,453	\$2,545,803	\$2,404,635
Full-Time Equivalent	18.70	20.31	19.49	18.90	17.90

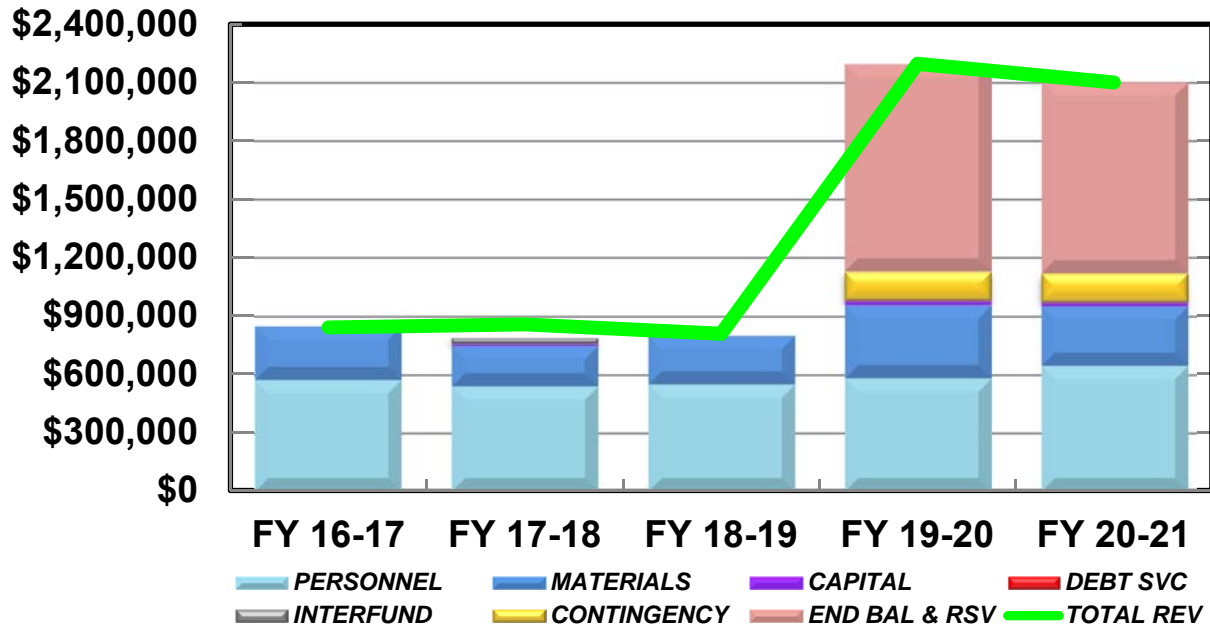


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SURVEYOR

2016-2017 TO 2020-2021

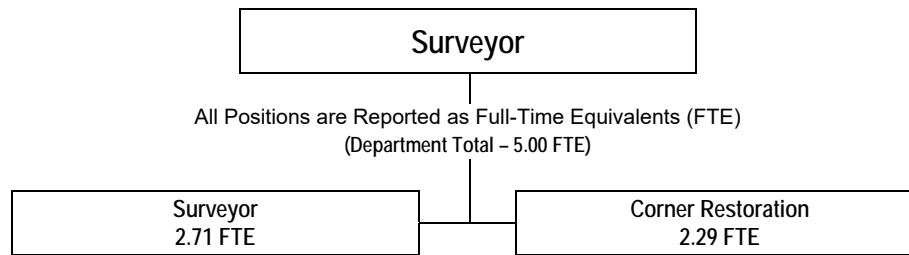


	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Adopted	FY 20-21 Adopted
PERSONNEL	\$572,581	\$539,585	\$549,285	\$581,498	\$644,914
MATERIALS	\$275,553	\$207,919	\$250,873	\$376,689	\$306,795
CAPITAL	\$0	\$10,748	\$0	\$23,000	\$20,000
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$31,147	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$145,000	\$145,000
END BAL & RSV	\$0	\$0	\$0	\$1,069,813	\$983,218
TOTAL EXP	\$848,134	\$789,399	\$800,158	\$2,196,000	\$2,099,927
TOTAL REV	\$839,143	\$854,643	\$806,560	\$2,196,000	\$2,099,927
FTEs	6.80	6.80	5.00	5.00	5.00

Between FY 19-20 and FY 20-21, the increase in Personnel is due to increases in wages and benefits which were offset by a decrease in Materials. A reduction in Ending Fund Balance and Reserves resulted from creating a PERS side account to offset ongoing retirement costs. There is no change to the number of FTEs for FY 20-21. 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 13 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 2020-2021

- 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 survey 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. Digitally preserve and archive irreplaceable survey and land records. The sheer volume of records makes for a seemingly endless workload.
- 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 survey corners and evaluate the date of their restoration.
- 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.
- Loss of corners in rural areas due to new agricultural development, combined with security and access issues, has increased the complexity of corner restoration.
- Ability to respond to the increased demand of complex corner restorations in rural areas being developed which have historically been void of development.
- Ability to respond to the substantially increased demand for pre-construction corner restoration work directly attributed to increased transportation system and utility system improvements.
- Continue to 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.
- Addressing the massive loss of public land corners as a result of fast-paced agricultural development since 2015.



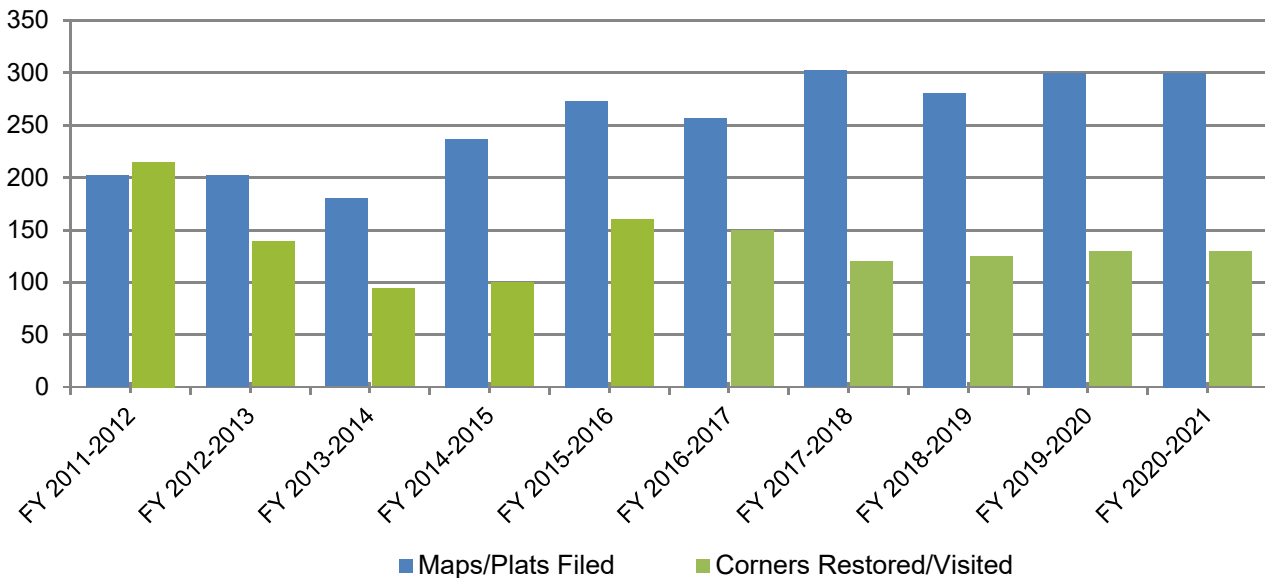
SURVEYOR

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.
- Completed monumentation and filing of several surveys marking the exterior boundary of the Rogue Valley International-Medford Airport.
- Staff has been able to maintain a high level of efficiency in re-establishing public land survey corners.
- Visited and maintained a large portion of the state boundary between Oregon and California, which is the south boundary of Jackson County. This area was substantially damaged by fire in 2018.
- Established geodetic transformation parameters to enable the conversion of prior survey control data from superseded datum's to the current National Spatial Reference System.
- 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.
- Reviewed land division plats in a timely manner to meet the needs of the land development community.
- Record numbers of public land survey corners have been damaged in rural areas as a result of new farm operations.

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 assure responsible development that both enhances and maintains the natural 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 15 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 50 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Review survey documents within 15 business days of submittal	60%	55%	60%	60%	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	55%	55%	65%	70%	70%

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 20 percent of review of survey documents within 15 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 Surveyor 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 maintenance of this GIS dataset has continued to be extremely successful due to well trained personnel who completed a large portion of the project in a timely manner. The web-based records delivery system put in place has become integral and is relied on externally and internally. Maintaining this system while continuing to move pre-1947 survey records to digital form is a challenge due to staffing levels and workload. 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 50 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. 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 has been substantially reduced as a result of completion of the Airport property boundary; while consistent for several years, this once valuable funding source cannot be considered reliable 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.

Financial Condition

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. Between 2013 and 2019, the Surveyor's Office performed a substantial amount of one-time capital improvement surveying projects on County lands which greatly assisted in cost allocation of Office overhead. The establishment of a document recording fee to provide for records maintenance and public support enacted by the Board of Commissioners had previously stabilized funding for this Program in 2014; due to rising costs of employment and overhead, this fee is no longer sufficient as it has not been adjusted in six years. The long duration without a fee increase on document recordings is directly attributed to revenue generated from capital improvement surveying projects; this work was completed in fiscal year 2019-2020. Due to the wisdom and insight of the Board of Commissioners in 2020, the fee has been increased on document records to stabilize funding for the Office and



Surveyor

to ensure continued delivery of important statutory services. It is anticipated that, as employment costs rise out of the Office's control, it will be necessary to adjust the document recording fees on an annual basis. The Surveyor Program receives no support from the County's General Fund.

Program: 430101	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Fees & Other Service Charges	\$342,243	\$337,605	\$342,960	\$318,500	\$518,000
All Other Resources	-\$38,498	\$3,073	\$27,684	\$1,500	\$1,500
Interfund Transfers	\$81,204	\$121,972	\$78,272	\$86,000	\$6,427
Fund Balance	\$0	\$0	\$0	\$350,000	\$300,000
Total	\$384,949	\$462,650	\$448,916	\$756,000	\$825,927
EXPENDITURES					
Personnel Services	\$299,858	\$271,681	\$307,319	\$277,577	\$334,462
Materials & Services	\$122,737	\$79,090	\$118,152	\$129,538	\$143,863
Capital Outlay	\$0	\$3,439	\$0	\$13,000	\$10,000
Interfund Transfers	\$0	\$10,000	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$15,000	\$45,000
Ending Balance and Reserves	\$0	\$0	\$0	\$320,885	\$292,602
Total	\$422,595	\$364,210	\$425,471	\$756,000	\$825,927
Full-Time Equivalent	1.93	2.72	2.30	2.30	2.71



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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Corners reestablished or visited and reported upon	150	120	125	130	130
Corners with geodetic survey positions	3%	6%	6%	6%	6%
Corner reestablishment field notes scanned and archived	50%	75%	75%	75%	75%
Corner reestablishment records available online	50%	75%	75%	75%	75%
Trainings hosted to educate the public on corners	3	3	2	4	3

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 typically 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 2016-2017 Actual	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Expected	Fiscal Year 2020-2021 Projected
Technical training hours per FTE	15	15	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.

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. Additionally, substantial increases in transportation and infrastructure funding has resulted in a seemingly exponential effect on public land survey corners via severe damage or outright destruction. Oregon’s recent transportation bill failed to account for these unintended costs and has placed a significant unfunded burden on this essential program. A systematic problem in the funding mechanism of this Program is that the recording fee per document not been increased since 1986 and is at its current statutory maximum. Corner restoration productivity was adversely affected when staffing levels were reduced during fiscal year 2012-2013. The objective in the past has been to restore and maintain as many corners as possible in a year regardless of location. This practice has led to neglect of public land survey corners in some of the most densely populated areas of the County, where the preservation of the corner position is of the utmost importance due to the great number of properties that a particular corner affects. Corners in more populated areas require substantially more technical surveying and a greater amount of time to achieve legally compliant corner restoration.

Within rural and sub-rural areas of the County, substantial development of real property has occurred since 2014 with the passage of Ballot Measure 91, which legalized the production, sale, and use of recreational marijuana in Oregon. Extensive grading, deforestation, and countless fence installations have destroyed and disturbed many corners and associated accessories. Access has become a substantial obstacle to corner restoration due to countless new gates in rural areas combined with out of state property owners who have failed to respond to requests for access. The need to maintain corners in these areas is essential as the development has led to frequent boundary disputes and private land surveys which rely on government corners.

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. Additionally, outreach to the cannabis industry to raise awareness is essential to preserving 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.



Corner Restoration

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. This fee has been the same since its inception in 1986 and is set by statute.

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; fiscal years 2015-2016 and 2016-2017 show a change from the volatile conditions that existed prior to fiscal year 2013-2014.

Historically, the revenue from the Corner Fund has been stable and simultaneously stagnant. While the \$10 per document fee set in statute has not changed since 1986, the quantity of documents recorded has remained consistent annually. With the costs of operations having risen substantially since 1986, the once robust revenue source that established the Fund balance years ago, now fails to meet the economic demands of providing sufficient annual financial resources for the Surveyor's Office to operate and meet their statutory requirements.

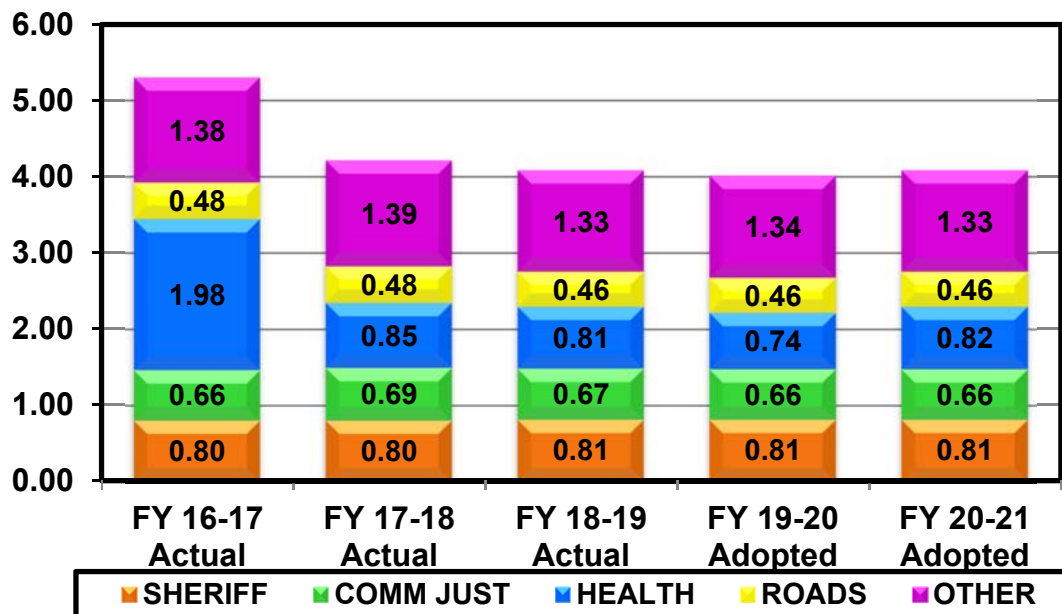
To meet the real world demands and adequately protect the boundaries of real property, an additional funding source and additional staff are necessary. The Corner Fund currently has a reserve to cover shortfalls in the associated monthly revenue source and to make one-time materials or services purchases to improve operational efficiency. Responsible fiscal management of the Public Land Corner Preservation Fund is essential to ensure long term sustainability of this Program. It is very apparent that the ability to remain staffed at the current level requires a fund balance necessary to sustain unexpected declines in revenue. The Surveyor's Office fully expenses all revenue received annually and relies on interest income generated from the fund balance. With the fees collected set by statute, and not changed since their inception in 1986, it is clear that to sustain the current level of service, an increase is necessary at the State level. The Corner Restoration Program is self-supporting and does not receive support from the County's General Fund.

Corner Restoration

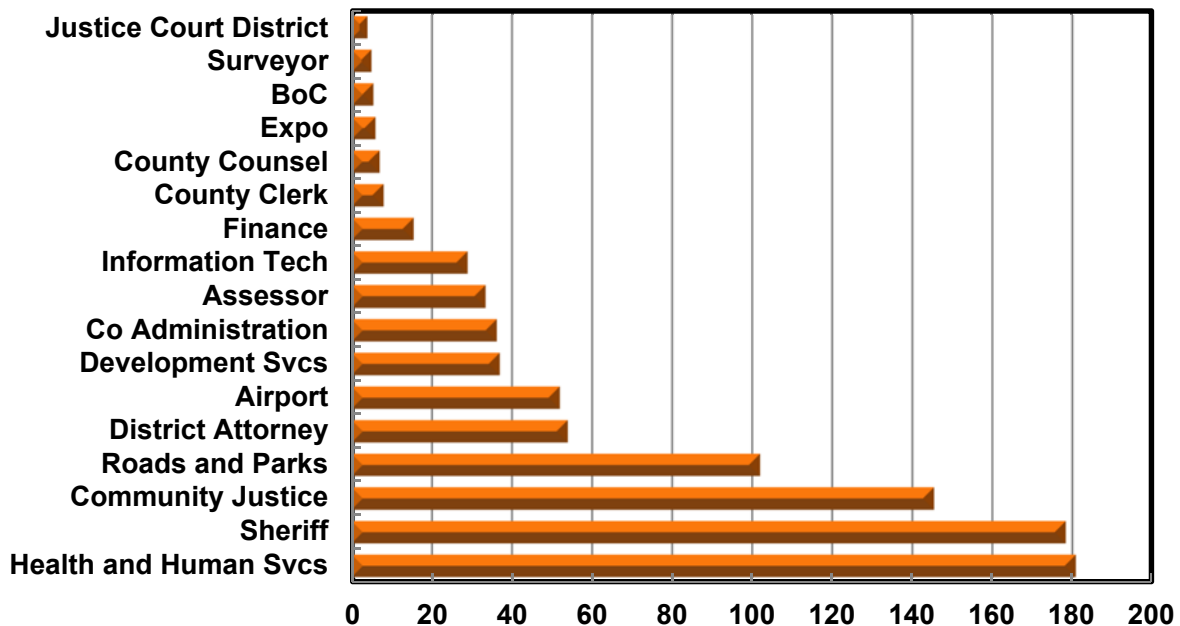
Program: 430102	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
REVENUES					
Fees & Other Service Charges	\$402,696	\$381,215	\$335,954	\$386,000	\$360,000
All Other Resources	\$51,498	\$10,778	\$21,690	\$14,000	\$14,000
Fund Balance	\$0	\$0	\$0	\$1,040,000	\$900,000
Total	\$454,194	\$391,993	\$357,644	\$1,440,000	\$1,274,000
EXPENDITURES					
Personnel Services	\$272,723	\$267,904	\$241,966	\$303,921	\$310,452
Materials & Services	\$152,816	\$128,829	\$132,721	\$247,151	\$162,932
Capital Outlay	\$0	\$7,308	\$0	\$10,000	\$10,000
Interfund Transfers	\$0	\$21,147	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$130,000	\$100,000
Ending Balance and Reserves	\$0	\$0	\$0	\$748,928	\$690,616
Total	\$425,539	\$425,188	\$374,687	\$1,440,000	\$1,274,000
Full-Time Equivalent	4.87	4.08	2.70	2.70	2.29

PERSONNEL

FTEs PER THOUSAND POPULATION



FTEs BY DEPARTMENT FOR FISCAL YEAR 2020-2021



FTEs BY DEPARTMENT – FIVE-YEAR COMPARISON

DEPARTMENT	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ADOPTED	2020-2021 ADOPTED
AIRPORT	47.25	48.25	48.25	51.25	52.00
ASSESSOR	31.50	33.50	33.50	33.50	33.50
BOARD OF COMMISSIONERS	5.55	5.55	5.50	5.50	5.50
COMMUNITY JUSTICE	139.00	146.00	145.50	145.00	145.50
COUNTY ADMINISTRATION	40.70	39.87	37.50	35.75	36.25
COUNTY CLERK	9.00	8.00	8.00	8.00	8.00
COUNTY COUNSEL	6.00	6.00	7.00	7.00	7.00
DEVELOPMENT SERVICES	33.00	36.00	37.00	37.00	37.00
DISTRICT ATTORNEY	50.00	52.50	52.50	54.00	54.00
EXPO	6.00	6.00	6.00	6.00	6.00
FINANCE	15.50	16.50	16.50	16.50	15.55
HEALTH AND HUMAN SERVICES	416.55	181.85	177.45	161.55	181.05
INFORMATION TECHNOLOGY	33.00	32.00	31.00	30.00	29.00
JUSTICE COURT DISTRICT	5.00	5.00	4.00	4.00	4.00
ROADS AND PARKS	100.00	101.50	100.50	100.50	102.00
SHERIFF	167.75	170.58	177.50	177.50	178.50
SURVEYOR	6.80	6.80	5.00	5.00	5.00
TOTAL	1,112.60	895.90	892.70	878.05	899.85

FTEs BY DEPARTMENT AND POSITION

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ADOPTED	2020-2021 ADOPTED
AIRPORT							
AIRPORT	Custodian-Airport	E0010	5.00	5.00	5.00	6.00	6.00
	Office Assistant II	E0010	1.00	1.00	1.00	1.00	0.00
	Airport Enf Officer	E0011	9.95	9.95	10.05	10.05	10.00
	Lead Custodian - Airport	E0011	0.00	1.00	1.00	1.00	1.00
	Accounting Clerk II	E0012	1.60	1.60	1.60	1.60	0.00
	Office Assistant III	E0012	1.00	0.00	0.00	0.00	1.00
	Project Specialist	E0013	2.00	2.00	2.00	2.00	2.00
	Landscape Technician	E0014	1.00	1.00	1.00	1.00	1.00
	Accounting Clerk III	E0015	0.00	0.00	0.00	0.00	2.00
	Airport Protection Specialist	E0015	4.20	4.20	4.00	4.00	4.00
	Maintenance Worker	E0015	1.00	2.00	2.00	3.00	3.00
	Office Assistant V	E0017	0.50	0.50	0.60	0.60	1.00
	Airport Compliance Coordinator	E0018	2.00	2.00	2.00	2.00	2.00
	Airport Op & Maint Spec	E0019	7.00	7.00	7.00	7.00	7.00
	Sr Equipment Mechanic	E0020	1.00	1.00	1.00	1.00	1.00
	Airport Elect/Op & Maint Spec	E0023	2.00	2.00	2.00	2.00	2.00
	Sr Project/Svcs Coordinator	E0024	1.00	0.00	0.00	0.00	0.00
	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



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ADOPTED	2020-2021 ADOPTED
AIRPORT	Maintenance Supervisor	M0006	1.00	1.00	1.00	1.00	1.00
	Project/Program Coordinator III	M0006	0.00	1.00	1.00	2.00	2.00
	Program Manager II	M0009	2.00	2.00	2.00	2.00	0.00
	Senior Maintenance Manager	M0009	1.00	1.00	1.00	1.00	0.00
	Program Manager VII	M0014	0.00	0.00	0.00	0.00	3.00
	Airport Director	M0019	1.00	1.00	1.00	1.00	1.00
TOTAL DEPARTMENT			47.25	48.25	48.25	51.25	52.00

ASSESSOR

ASSESSOR	County Assessor	C0091	1.00	1.00	1.00	1.00	1.00
	Office Assistant II	E0010	0.50	0.50	0.50	0.50	0.50
	Office Assistant III	E0012	7.00	7.00	7.00	7.00	7.00
	Data Gatherer	E0014	0.00	2.00	2.00	2.00	1.00
	Office Assistant IV	E0015	2.00	2.00	2.00	2.00	2.00
	Cartographer	E0017	2.00	3.00	3.00	3.00	3.00
	Property Appraiser I	E0019	3.00	0.00	2.00	1.00	2.00
	Sr Cartographer	E0019	1.00	1.00	1.00	1.00	1.00
	Data/Property Analyst I	E0021	0.00	1.00	0.00	1.00	2.00
	Property Appraiser II	E0021	6.00	6.00	5.00	5.00	5.00
	Commercial Appraiser	E0023	2.00	2.00	2.00	2.00	2.00
	Data/Property Analyst II	E0023	1.00	2.00	2.00	2.00	1.00
	Lead Appraiser/Appraiser Spec	E0024	3.00	3.00	3.00	3.00	3.00
	Supervisor II	M0004	1.00	1.00	1.00	1.00	0.00
	Project/Program Coordinator II	M0005	1.00	0.00	0.00	0.00	1.00
	Supervisor IV	M0006	0.00	1.00	1.00	1.00	1.00
	Program Manager II	M0009	0.00	1.00	1.00	1.00	1.00
	Program Manager IV	M0011	1.00	0.00	0.00	0.00	0.00
TOTAL DEPARTMENT			31.50	33.50	33.50	33.50	33.50

BOARD OF COMMISSIONERS

BOARD OF COMMISSIONERS	County Commissioner	C0098	3.00	3.00	3.00	3.00	3.00
	Administrative Assistant II	M0002	2.35	2.35	2.25	2.25	2.25
	Project/Program Coordinator III	M0006	0.20	0.20	0.25	0.25	0.25
TOTAL DEPARTMENT			5.55	5.55	5.50	5.50	5.50

COMMUNITY JUSTICE

COMMUNITY JUSTICE	Accounting Clerk II	E0012	0.00	0.00	2.00	2.00	1.00
	Office Assistant III	E0012	14.00	14.00	12.00	12.00	12.00
	Com Svc Crew Coord	E0015	10.00	9.00	10.00	10.00	10.00
	Transition Center Technician	E0015	16.00	20.00	21.00	21.00	21.00
	Juvenile Justice Specialist I	E0017	21.00	21.00	20.50	19.00	18.50
	Program Specialist - Comm Just	E0017	4.00	4.00	3.00	3.00	3.00
	Juvenile Justice Specialist II	E0019	6.00	6.00	7.00	8.00	6.00
	Alcohol and Drug Specialist	E0020	4.00	3.00	2.00	2.00	2.00
	Community Justice Officer	E0020	7.00	7.00	8.00	8.00	8.00
	QMHA II	E0020	1.00	0.00	0.00	0.00	0.00
	Mental Health Spec II	E0022	1.00	1.00	0.00	0.00	0.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ADOPTED	2020-2021 ADOPTED
COMMUNITY JUSTICE	Juvenile Probation Officer	E0023	11.00	11.00	10.00	11.00	10.00
	QMHP I	E0024	1.00	1.00	0.00	0.00	0.00
	Sr Project/Svcs Coordinator	E0024	0.00	1.00	1.00	1.00	1.00
	Sr Deputy Probation	P0201	23.00	27.00	27.00	27.00	31.00
	Accountant I	M0002	1.00	1.00	0.00	0.00	0.00
	Supervisor I	M0003	4.00	3.00	4.00	4.00	4.00
	Project/Program Coordinator I	M0004	1.00	1.00	1.00	1.00	1.00
	Supervisor II	M0004	1.00	2.00	3.00	2.00	3.00
	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
	Program Manager II	M0009	4.00	4.00	0.00	0.00	0.00
	Program Manager III	M0010	2.00	3.00	7.00	7.00	7.00
	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		139.00	146.00	145.50	145.00	145.50

COUNTY ADMINISTRATION

COUNTY ADMINISTRATION	Office Assistant II	E0010	1.00	1.00	0.00	0.00	0.00
	Accounting Clerk II	E0012	0.00	0.00	1.00	1.00	1.00
	Mail Courier	E0012	1.50	1.50	1.50	1.50	1.50
	Maintenance Assistant	E0012	1.00	1.00	0.00	0.00	0.00
	Office Assistant III	E0012	1.00	1.00	1.00	0.00	0.00
	Office Assistant IV	E0015	0.00	0.00	0.00	1.00	1.00
	Sr Library Asst	E0016	1.00	1.00	0.75	0.00	0.00
	Assistant Watermaster I	E0017	2.00	2.00	2.00	2.00	2.00
	Sr Maintenance Worker	E0018	10.00	10.00	10.00	10.00	10.00
	Administrative Assistant II	M0002	4.15	4.15	4.25	4.25	4.25
	Project/Program Coordinator I	M0004	1.00	0.00	0.00	0.00	0.00
	Project/Program Coordinator II	M0005	3.50	3.67	2.50	1.50	2.00
	Project/Program Coordinator III	M0006	0.80	0.80	0.75	0.75	0.75
	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
	Human Resources Consultant	M0008	1.75	1.75	1.75	1.75	1.75
	Sr Auditor	M0008	2.00	2.00	2.00	2.00	2.00
	Emergency Manager	M0009	0.00	1.00	1.00	0.00	1.00
	Program Manager II	M0009	1.00	0.00	0.00	0.00	0.00
	Sr Human Resources Consultant	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	M0018	1.00	1.00	1.00	1.00	1.00
	HR Director	M0018	1.00	1.00	1.00	1.00	1.00
	Sr Deputy County Administrator	M0020	1.00	1.00	1.00	1.00	1.00
	County Administrator	A0100	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		40.70	39.87	37.50	35.75	36.25



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ADOPTED	2020-2021 ADOPTED
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COUNTY CLERK

COUNTY CLERK	County Clerk	C0092	1.00	1.00	1.00	1.00	1.00
	Office Assistant III	E0012	5.00	4.00	4.00	4.00	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			9.00	8.00	8.00	8.00	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	0.00	1.00	1.00	1.00
	Sr Assistant County Counsel	M0013	2.00	3.00	3.00	3.00	3.00
	County Counsel	M0020	1.00	1.00	1.00	1.00	1.00
TOTAL DEPARTMENT			6.00	6.00	7.00	7.00	7.00

DEVELOPMENT SERVICES

DEVELOPMENT SERVICES	Office Assistant III	E0012	3.00	1.00	1.00	1.00	1.00
	Building Technician	E0014	3.00	3.00	3.00	3.00	3.00
	Office Assistant IV	E0015	1.00	4.00	4.00	4.00	4.00
	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	2.00	3.00	3.00	3.00	3.00
	Construction Inspector	E0024	7.00	7.00	8.00	8.00	8.00
	Planner II	E0024	4.00	4.00	4.00	4.00	4.00
	Planner III	E0026	4.00	4.00	4.00	4.00	4.00
	Supervisor III	M0005	0.00	1.00	1.00	1.00	1.00
	Project/Program Coordinator III	M0006	1.00	1.00	1.00	1.00	1.00
	Program Manager III	M0010	0.00	1.00	0.00	0.00	0.00
	Program Manager IV	M0011	0.00	0.00	1.00	1.00	1.00
	Program Manager VI	M0013	1.00	0.00	0.00	0.00	0.00
	Development Services Director	M0018	1.00	1.00	1.00	1.00	1.00
TOTAL DEPARTMENT			33.00	36.00	37.00	37.00	37.00

DISTRICT ATTORNEY

DISTRICT ATTORNEY	District Attorney	C0078	1.00	1.00	1.00	1.00	1.00
	Legal Assistant I	E0012	3.00	4.00	3.00	4.00	3.00
	Office Assistant III	E0012	2.00	2.00	2.00	2.00	2.00
	Project Specialist	E0013	3.00	4.00	4.00	4.00	0.00
	Legal Assistant II	E0015	11.00	11.00	12.00	11.00	12.00
	Office Assistant IV	E0015	4.00	4.00	4.00	4.00	4.00
	Office Assistant V	E0017	0.00	0.00	0.00	0.00	4.00
	Senior Legal Assistant	E0017	1.00	1.00	1.00	1.00	1.00
	Victim/Witness Spec	E0022	2.00	1.00	1.00	1.00	1.00
	Administrative Assistant II	M0002	0.00	0.00	0.00	1.00	1.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ADOPTED	2020-2021 ADOPTED
DISTRICT ATTORNEY	Deputy District Attorney I	M0005	7.00	7.50	7.50	7.00	7.00
	Supervisor III	M0005	0.00	0.00	1.00	1.00	1.00
	Supervisor IV	M0006	3.00	3.00	2.00	2.00	2.00
	Deputy District Attorney II	M0010	9.00	10.00	10.00	11.00	11.00
	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		50.00	52.50	52.50	54.00	54.00

EXPO

EXPO	Office Assistant III	E0012	1.00	1.00	1.00	1.00	1.00
	Expo Grounds Worker	E0013	1.00	1.00	1.00	1.00	0.00
	Project Specialist	E0013	1.00	1.00	1.00	1.00	1.00
	Lead Expo Grounds Worker	E0016	1.00	1.00	1.00	1.00	2.00
	Community Progr Coordinator	E0018	1.00	1.00	1.00	1.00	1.00
	Program Manager V	M0012	1.00	1.00	0.00	0.00	0.00
	Exposition Park Director	M0017	0.00	0.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		6.00	6.00	6.00	6.00	6.00

FINANCE

FINANCE	Customer Service Specialist	E0012	3.50	3.50	3.50	3.50	0.00
	Accounting Clerk III	E0015	6.00	7.00	7.00	7.00	9.55
	Accounting Associate	E0018	0.00	1.00	1.00	1.00	1.00
	Personal Prop Field Dep	E0020	1.00	1.00	1.00	1.00	1.00
	Accountant III	M0004	1.00	0.00	0.00	0.00	0.00
	Supervisor II	M0004	1.00	0.00	0.00	0.00	0.00
	Supervisor III	M0005	0.00	1.00	1.00	1.00	1.00
	Project/Program Coordinator IV	M0007	2.00	2.00	2.00	2.00	2.00
	Finance Director/Treasurer	M0019	1.00	1.00	1.00	1.00	1.00
	TOTAL DEPARTMENT		15.50	16.50	16.50	16.50	15.55

HEALTH AND HUMAN SERVICES

HEALTH AND HUMAN SERVICES	Office Assistant II	E0010	2.50	1.50	1.50	1.50	1.50
	Office Assistant III	E0012	33.50	17.50	18.30	17.30	19.30
	Veterans Services Officer I	E0012	1.00	2.00	0.80	0.00	0.00
	Animal Shelter Technician	E0013	4.00	4.00	3.00	3.00	3.00
	Health Assistant II	E0013	14.05	10.05	9.55	7.45	7.45
	Project Specialist	E0013	11.00	2.00	2.00	2.00	2.00
	Skills Trainer	E0014	0.00	0.00	0.00	0.00	1.00
	Accounting Clerk III	E0015	7.00	4.00	4.00	4.00	3.00
	Health Assistant III	E0015	2.30	1.30	1.30	1.00	0.50
	Office Assistant IV	E0015	6.00	4.00	4.00	4.00	4.00
	Veterans Services Officer II	E0015	2.00	1.00	2.00	3.00	2.80
	Animal Control Deputy	E0016	2.00	2.00	2.00	2.00	2.00
	Office Assistant V	E0017	1.00	1.00	1.00	1.00	1.00
	QMHA I	E0017	31.50	9.00	8.00	4.00	4.00
	Community Progr Coordinator	E0018	0.00	1.00	1.00	0.80	1.00
	Database Operator	E0018	1.00	0.00	0.00	0.00	0.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ADOPTED	2020-2021 ADOPTED
HEALTH AND HUMAN SERVICES	Alcohol and Drug Specialist	E0020	1.00	1.00	1.00	1.00	1.00
	Dev Disability Case Manager	E0020	15.00	21.00	21.00	21.00	27.00
	Disease Intervention Spec	E0020	0.00	1.00	1.00	1.00	1.00
	Envir Health Spec I	E0020	3.00	2.00	0.00	1.00	0.00
	QMHA II	E0020	64.00	12.00	11.00	10.00	14.00
	Sr Com Program Coordinator	E0020	0.80	1.00	1.00	1.00	1.00
	Com Outreach Ed	E0021	5.50	6.00	6.00	3.00	3.00
	Licensed Practical MH Nurse	E0021	1.00	0.00	0.00	0.00	0.00
	Dev Disability Specialist	E0022	3.00	3.00	3.00	3.00	3.00
	HHS Investigator	E0022	2.00	1.00	1.00	1.00	2.00
	Mental Health Spec II	E0022	3.00	0.00	1.00	1.00	1.00
	Project/Services Coordinator	E0022	2.00	1.00	1.00	1.00	1.00
	QMHP I	E0024	86.90	17.00	17.00	17.00	20.00
	Registered Dietitian	E0024	1.00	1.00	1.00	1.00	1.00
	Sr Project/Svcs Coordinator	E0024	2.00	0.00	1.00	1.00	2.00
	Envir Health Spec II	E0025	2.00	2.90	4.00	3.00	4.00
	Epidemiologist	E0026	1.00	1.00	1.00	1.00	2.00
	QMHP II	E0026	13.00	3.00	3.00	3.00	3.00
	Com Health Nurse II	E0028	3.00	2.00	2.00	2.00	2.00
	Com Health Nurse III	E0030	7.70	8.50	8.50	8.50	8.50
	Mental Health Nurse	E0030	5.00	2.60	1.00	1.00	1.00
	Nurse Practitioner	E0036	0.80	0.80	0.80	0.00	0.00
	Accountant I	M0002	1.00	1.00	0.00	0.00	0.00
	Administrative Assistant II	M0002	3.00	2.00	2.00	2.00	2.00
	IT Support Specialist II	M0003	2.00	0.00	0.00	0.00	0.00
	Supervisor I	M0003	5.00	2.00	2.00	2.00	2.00
	Supervisor II	M0004	1.00	2.00	2.00	2.00	3.00
	Project/Program Coordinator II	M0005	0.00	1.00	0.00	0.00	0.00
	Supervisor III	M0005	3.00	1.00	1.00	0.00	0.00
	System Administrator III	M0005	1.00	1.00	1.00	1.00	1.00
	Project/Program Coordinator III	M0006	1.00	0.00	1.00	1.00	0.00
	Supervisor IV	M0006	2.00	2.00	2.00	2.00	3.00
	Project/Program Coordinator IV	M0007	2.00	0.00	0.00	0.00	0.00
	Program Manager I	M0008	5.00	4.00	4.00	4.00	4.00
	Program Manager II	M0009	19.00	2.00	2.00	2.00	1.00
	Program Manager III	M0010	4.00	4.70	4.70	4.00	6.00
	Program Manager IV	M0011	4.00	1.00	1.00	1.00	1.00
	Program Manager V	M0012	2.00	1.00	1.00	1.00	1.00
	Program Manager VI	M0013	8.00	2.00	1.00	1.00	0.00
	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
	Medical Director	M00MD	1.00	0.00	0.00	0.00	0.00
	Psychiatric Medical Director	M0PMD	1.00	1.00	1.00	1.00	1.00
	Psych Nurse Prac Mgr	M0PNPM	0.00	0.00	1.00	0.00	1.00
	Psychiatrist	M0PSY	5.00	1.00	1.00	0.00	0.00
	Health and Human Services Dir	M0019	1.00	1.00	1.00	1.00	1.00
TOTAL DEPARTMENT			416.55	181.85	177.45	161.55	181.05



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ADOPTED	2020-2021 ADOPTED
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INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY	Administrative Assistant I	M0001	1.00	0.00	0.00	0.00	0.00
	Administrative Assistant II	M0002	0.00	1.00	1.00	1.00	1.00
	IT Support Specialist I	M0002	1.00	0.00	0.00	0.00	0.00
	IT Support Specialist II	M0003	3.00	2.00	1.00	1.00	1.00
	Programmer Analyst I	M0003	1.00	1.00	1.00	0.00	0.00
	IT Support Specialist III	M0004	5.00	6.00	6.00	6.00	6.00
	Programmer Analyst II	M0004	2.00	1.00	1.00	1.00	2.00
	System Administrator II	M0004	1.00	2.00	2.00	2.00	2.00
	Programmer Analyst III	M0005	2.00	3.00	3.00	3.00	2.00
	Project/Program Coordinator II	M0005	1.00	1.00	0.00	0.00	0.00
	System Administrator III	M0005	5.00	4.00	4.00	4.00	3.00
	Programmer Analyst IV	M0007	2.00	2.00	2.00	2.00	2.00
	Project/Program Coordinator IV	M0007	0.00	0.00	1.00	1.00	1.00
	Programmer Analyst V	M0008	2.00	2.00	2.00	2.00	2.00
	System Administrator IV	M0008	2.00	2.00	3.00	3.00	3.00
	Program Manager II	M0009	1.00	1.00	1.00	1.00	1.00
	System Administrator V	M0010	2.00	2.00	0.00	0.00	0.00
	Program Manager V	M0012	0.00	0.00	1.00	1.00	1.00
	Program Manager VI	M0013	1.00	1.00	1.00	1.00	1.00
	Technology Director	M0019	1.00	1.00	1.00	1.00	1.00
TOTAL DEPARTMENT			33.00	32.00	31.00	30.00	29.00

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	2.00	2.00	1.00	1.00	1.00
	Office Assistant III	E0012	1.00	1.00	1.00	1.00	1.00
	Supervisor I	M0003	1.00	1.00	1.00	1.00	1.00
TOTAL DEPARTMENT			5.00	5.00	4.00	4.00	4.00

ROADS AND PARKS

ROADS AND PARKS	Office Assistant III	E0012	3.00	3.00	2.00	3.00	2.00
	Project Specialist	E0013	0.00	0.50	0.50	0.50	1.00
	Equipment Services Worker I	E0014	1.00	1.00	1.00	1.00	2.00
	Landscape Technician	E0014	2.00	2.00	2.00	2.00	1.00
	Road Maintenance Worker	E0014	15.00	14.00	14.00	14.00	14.00
	Accounting Clerk III	E0015	1.00	1.00	1.00	1.00	1.00
	Office Assistant IV	E0015	1.00	1.00	2.00	1.00	2.00
	Traffic Control Worker	E0015	1.00	0.00	0.00	0.00	0.00
	Equipment Operator II	E0016	19.00	20.00	20.00	20.00	20.00
	Traffic Control Coordinator	E0016	0.00	1.00	1.00	1.00	1.00
	Bridge Carpenter	E0017	1.00	1.00	0.00	0.00	0.00
	Equipment Services Worker II	E0017	3.00	3.00	3.00	3.00	3.00
	Vegetation Management Tech	E0017	2.00	2.00	2.00	2.00	2.00
	Engineering Technician I	E0018	1.00	1.00	0.00	0.00	0.00
	Equipment Mechanic	E0019	4.00	3.00	3.00	3.00	3.00
	Lead Equipment Operator	E0019	12.00	12.00	13.00	13.00	13.00
	Park Ranger	E0019	3.00	6.00	6.00	5.00	5.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ADOPTED	2020-2021 ADOPTED
ROADS AND PARKS	Safety Technician	E0019	1.00	1.00	1.00	1.00	1.00
	Engineering Technician II	E0020	1.00	1.00	2.00	2.00	2.00
	Senior Road Maintenance Lead	E0020	0.00	0.00	1.00	1.00	1.00
	Sr Bridge Carpenter	E0020	1.00	1.00	0.00	0.00	0.00
	Sr Equipment Mechanic	E0020	5.00	3.00	3.00	3.00	3.00
	Engineering Technician III	E0022	1.00	1.00	0.00	0.00	0.00
	Engineering Associate	E0025	2.00	2.00	2.00	3.00	2.00
	Lead Design Engineer	E0026	0.00	0.00	0.00	0.00	1.00
	Lead Surveyor - Roads	E0028	0.00	0.00	1.00	1.00	1.00
	Administrative Assistant III	M0003	1.00	2.00	1.00	1.00	1.00
	Supervisor I	M0003	1.00	2.00	2.00	2.00	1.00
	Project/Program Coordinator I	M0004	2.00	1.00	2.00	2.00	3.00
	Project/Program Coordinator II	M0005	1.00	0.00	0.00	0.00	0.00
	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	2.00
	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	0.00	1.00	0.00	0.00	0.00
	Construction Manager	M0010	1.00	1.00	0.00	0.00	0.00
	Construction Engineer	M0011	0.00	0.00	1.00	1.00	1.00
	Program Manager V	M0012	3.00	3.00	3.00	3.00	2.00
	Project Engineer	M0013	1.00	1.00	1.00	1.00	1.00
	Program Manager VII	M0014	0.00	0.00	0.00	0.00	1.00
	Program Manager VIII	M0015	1.00	1.00	1.00	1.00	1.00
	Program Manager IX	M0016	1.00	1.00	1.00	1.00	1.00
	Roads and Parks Director	M0019	1.00	1.00	1.00	1.00	1.00
TOTAL DEPARTMENT			100.00	101.50	100.50	100.50	102.00

SHERIFF

SHERIFF	County Sheriff	C0096	1.00	1.00	1.00	1.00	1.00
	Security Officer	F0510	1.50	1.50	1.50	1.50	1.50
	Records Clerk	F0520	31.00	31.00	31.00	31.00	31.00
	Criminal Data Tech	F0542	1.00	1.00	2.00	2.00	2.00
	Search and Rescue Assistant	F0542	2.00	1.00	1.00	1.00	1.00
	Community Services Officer	F0545	3.00	3.00	3.00	3.00	3.00
	Property Evidence Clerk	F0550	1.00	2.00	2.00	2.00	2.00
	Corrections Deputy	F0571	53.00	56.00	56.00	54.00	55.00
	Criminal Deputy	F0581	49.00	50.00	54.00	56.00	55.00
	Transportation Deputy	F0581	2.00	0.00	0.00	0.00	0.00
	Administrative Assistant I	M0001	1.75	1.75	4.00	4.00	2.00
	Administrative Assistant II	M0002	0.00	0.00	0.00	0.00	2.00
	Project/Program Coordinator I	M0004	0.00	1.00	1.00	1.00	2.00
	Project/Program Coordinator II	M0005	1.50	1.33	1.00	1.00	1.00
	Supervisor IV	M0006	2.00	2.00	2.00	2.00	2.00
	Sergeant I	M0009	5.00	5.00	5.00	5.00	5.00
	Sergeant II	M0010	7.00	8.00	8.00	8.00	8.00
	Lieutenant	M0013	3.00	3.00	4.00	4.00	3.00
	Captain	M0016	3.00	2.00	1.00	1.00	2.00
TOTAL DEPARTMENT			167.75	170.58	177.50	177.50	178.50



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ADOPTED	2020-2021 ADOPTED
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SURVEYOR

SURVEYOR							
	County Surveyor	C0095	1.00	1.00	1.00	1.00	1.00
	Office Assistant III	E0012	1.00	1.00	0.00	1.00	0.00
	Office Assistant V	E0017	0.00	0.00	1.00	0.00	1.00
	GIS/Surveying Technical Spec	E0022	0.80	0.80	1.00	1.00	1.00
	Surveying Technician II	E0022	2.00	2.00	0.00	0.00	0.00
	Surveying Associate	E0025	2.00	2.00	0.00	0.00	0.00
	Land Surveyor	E0028	0.00	0.00	2.00	2.00	2.00
	TOTAL DEPARTMENT		6.80	6.80	5.00	5.00	5.00

GRAND TOTAL 1,112.60 895.90 892.70 878.05 899.85

Salary range codes are as follows: C = Elected Officials, E = Service Employees International Union,
F = Jackson County Sheriff's Association Employees, P = Federation of Oregon Parole and Probation Officers,
M/MD/PMD/PNPM/PSY = Non-Represented Management and Confidential



SALARY SCHEDULES

Jackson County Service Employees International Union July 6, 2020

Range	Step 1 (1 Year)	Step 2 (1 Year)	Step 3 (1 Year)	Step 4 (1 Year)	Step 5 (1 Year)	Step 6 (1 Year)	Step 7
6*	11.58	12.06	12.57	13.10	13.70	14.28	15.00
7*	12.06	12.57	13.10	13.70	14.28	14.91	15.66
8	12.57	13.10	13.70	14.28	14.91	15.56	16.34
9	13.10	13.70	14.28	14.91	15.56	16.25	17.05
10	13.70	14.28	14.91	15.56	16.25	16.94	17.78
11	14.28	14.91	15.56	16.25	16.94	17.67	18.55
12	14.91	15.56	16.25	16.94	17.67	18.48	19.40
13	15.56	16.25	16.94	17.67	18.48	19.32	20.28
14	16.25	16.94	17.67	18.48	19.32	20.19	21.20
15	16.94	17.67	18.48	19.32	20.19	21.09	22.15
16	17.67	18.48	19.32	20.19	21.09	22.05	23.15
17	18.48	19.32	20.19	21.09	22.05	23.06	24.22
18	19.32	20.19	21.09	22.05	23.06	24.10	25.30
19	20.19	21.09	22.05	23.06	24.10	25.23	26.49
20	21.09	22.05	23.06	24.10	25.23	26.40	27.72
21	22.05	23.06	24.10	25.23	26.40	27.63	29.03
22	23.06	24.10	25.23	26.40	27.63	28.91	30.36
23	24.10	25.23	26.40	27.63	28.91	30.27	31.79
24	25.23	26.40	27.63	28.91	30.27	31.66	33.25
25	26.40	27.63	28.91	30.27	31.66	33.17	34.83
26	27.63	28.91	30.27	31.66	33.17	34.72	36.45
27	28.91	30.27	31.66	33.17	34.72	36.38	38.20
28	30.27	31.66	33.17	34.72	36.38	38.16	40.07
29	31.66	33.17	34.72	36.38	38.16	39.98	41.97
30	33.17	34.72	36.38	38.16	39.98	41.89	43.98
31	34.72	36.38	38.16	39.98	41.89	43.79	46.00
32	36.38	38.16	39.98	41.89	43.79	45.79	48.08
33	38.16	39.98	41.89	43.79	45.79	47.90	50.29
34	39.98	41.89	43.79	45.79	47.90	50.10	52.60
35	41.89	43.79	45.79	47.90	50.10	52.41	55.02
36	43.79	45.79	47.90	50.10	52.41	54.82	57.56

04/13/2020

*No current employees assigned to Ranges 6 and 7; these Ranges do not reflect State minimum wage.



Jackson County Sheriff's Employees' Association (JCSEA)
Effective July 6, 2020

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	15.90	16.70	17.53	18.41	19.33	20.29
Airport Security Officer	104	515	17.29	18.15	19.06	20.02	21.02	22.07
Records Clerk	100	520		18.77	19.71	20.69	21.73	22.82
Criminal Data Technician	101	542	19.49	20.46	21.49	22.56	23.69	24.87
Search and Rescue Assistant	112	542	19.49	20.46	21.49	22.56	23.69	24.87
Community Services Officer	130	545	21.00	22.05	23.15	24.31	25.53	26.80
Property/Evidence Clerk	190	550	22.79	23.93	25.13	26.38	27.70	29.09
Civil Deputy	115	561	24.93	26.18	27.49	28.86	30.30	31.82
Corrections Specialist	103A	566A	22.79	23.93	25.13	26.38	27.70	29.09
	103B	566B	23.35	24.52	25.74	27.03	28.38	29.80
	103C	566C	23.89	25.08	26.34	27.66	29.04	30.49
	103D	566D	24.47	25.69	26.98	28.33	29.74	31.23
	103E	566E	25.04	26.29	27.61	28.99	30.44	31.96
Corrections Deputy	113A	571	25.74	27.03	28.38	29.80	31.29	32.85
	113B	572	26.40	27.72	29.11	30.56	32.09	33.69
	113C	573	27.04	28.39	29.81	31.30	32.87	34.51
	113D	574	27.69	29.07	30.53	32.05	33.66	35.34
	113E	575	28.31	29.73	31.21	32.77	34.41	36.13
Criminal Deputy	120A-E	581	26.27	27.58	28.96	30.41	31.93	33.53
		582	26.90	28.25	29.66	31.14	32.70	34.33
		583	27.60	28.98	30.43	31.95	33.55	35.23
		584	28.26	29.67	31.16	32.71	34.35	36.07
		585	28.90	30.35	31.87	33.46	35.13	36.89

07/16/2020

Federation of Oregon Parole and Probation Officers (FOPPO)
Effective July 6, 2020

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	26.36	27.59	28.87	30.21	31.63	33.09	34.75	36.15	37.58

03/26/2020



Non-Represented Management and Confidential Employees Effective July 6, 2020

Band	Step 1 (1 Year)	Step 2 (1 Year)	Step 3 (1 Year)	Step 4 (1 Year)	Step 5 (1 Year)	Step 6
1	21.13	22.17	23.28	24.42	25.66	26.95
2	22.54	23.68	24.87	26.09	27.40	28.79
3	24.94	26.15	27.45	28.85	30.31	31.80
4	26.11	27.42	28.81	30.22	31.73	33.33
5	29.14	30.58	32.11	33.72	35.40	37.16
6	30.90	32.44	34.08	35.77	37.56	39.45
7	32.41	34.03	35.74	37.52	39.41	41.35
8	33.90	35.61	37.38	39.25	41.22	43.29
9	35.15	36.92	38.77	40.70	42.74	44.87
10	35.93	37.73	39.63	41.61	43.68	45.87
11	37.41	39.29	41.25	43.32	45.48	47.76
12	38.88	40.83	42.87	45.00	47.27	49.62
13	40.85	42.89	45.02	47.29	49.67	52.14
14	42.84	44.97	47.23	49.58	52.07	54.68
15	43.64	45.81	48.11	50.54	53.04	55.69
16	45.55	47.83	50.22	52.72	55.36	58.14
17	48.46	50.89	53.41	56.08	58.91	61.84
18	52.11	54.71	57.45	60.32	63.34	66.50
19	56.69	59.54	62.49	65.63	68.90	72.36
20	62.36	65.47	68.75	72.20	75.80	79.59
PNPM	52.29	54.89	57.64	60.53	63.57	66.74
MD	92.27	96.90	101.71	106.80	112.15	117.75
PSY	98.39	103.31	108.47	113.86	119.56	125.58
PMD	108.23	113.63	119.32	125.25	131.52	138.14

03/26/2020

Elected Officials Salary Schedule*

Title	Class Code	07/06/20 Salary	01/04/21 Salary
County Assessor	C0091	53.41	56.08
County Clerk	C0092	49.62	49.62
County Commissioner, Position 1	C0098	61.84	61.84
County Commissioner, Position 2**	C0098	56.08	48.46
County Commissioner, Position 3	C0098	61.84	61.84
County Sheriff	C0096	65.63	68.90
County Surveyor	C0095	49.62	49.62
District Attorney (County Portion)	C0078	14.49	14.49
Justice of the Peace	C0087	43.29	43.29

*Per Order No. 59-20; newly elected, or appointed, person(s) will take office at a lower salary.

**Incumbent Commissioner not running for re-election.



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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. Staff also continues to revise current fees and charges based on cost recovery.

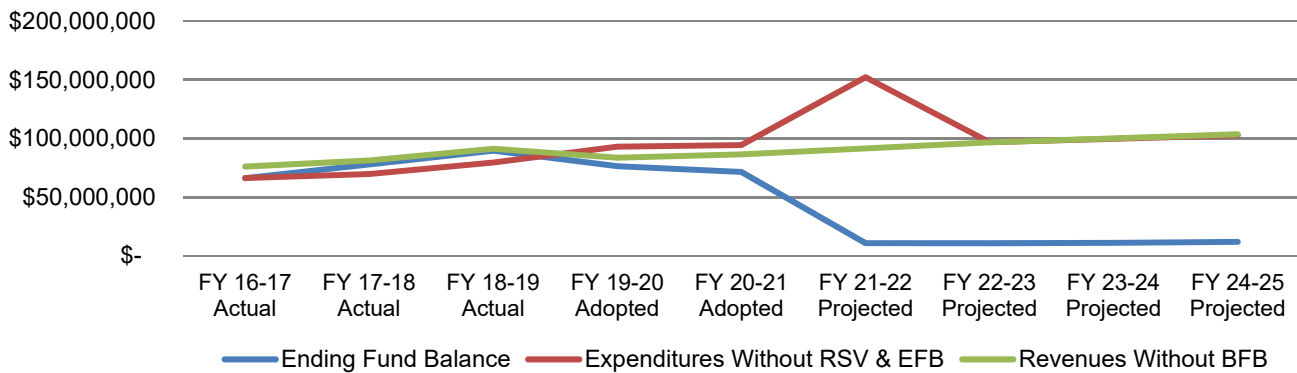
The County forecasted its major funds based on the fiscal year 2020-2021 budget: the General Fund (\$166,018,295), the Road Fund (\$46,377,275), the Health and Human Services Fund (\$40,339,853), the Airport Fund (\$62,247,910), and the ECSO Capital Project Fund (\$28,000,000). There are some significant 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 in the following sections. The projections, below, are based upon the adopted budget for each department, which were prepared prior to the coronavirus (COVID-19) outbreak. As a result, the impact of COVID-19 is not included in the five-year projections as information related to the pandemic is rapidly changing each day.

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 is helping to meet all 12 of the 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 assure responsible development that both enhances and maintains the natural 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; and (12) Plan for the future. 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 other sources like grants, charges for services, licenses and permits, fines and forfeitures, and interest earnings. Below is a forecast of General Fund revenues and expenditures.



General Fund Forecast Based on the Adopted Fiscal Year 2020-2021 Budget



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. In fiscal years 2015-2016 through 2018-2019, residential properties increased in value with fiscal year 2018-2019 having the majority of properties increase over 10 percent. Fiscal year 2019-2020 also saw a year of growth, where 92 percent of all residential properties increased and 20 percent of properties showed a 10 percent or greater increase in Real Market Value. The real estate market shows no signs of a slowdown yet, and has promise of continuing to increase the value of residential property over the next several years.

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, PL 114-10, PL 115-114, and most recently PL 116-94; each new reauthorization has been reduced to 95 percent of the previous reauthorization amount. Although a permanent solution for the reduced timber harvest revenues has not been approved, there is Federal legislation under consideration to create a Secure Rural Schools Endowment Fund. If approved, the Fund would ensure a long-term financial guarantee at levels not less than the Federal Fiscal Year 2017 payment amounts. On November 25, 2019, the United States District Court for the District of Columbia ruled that the 2016 Resource Management Plan (RMP) violates the O&C Act. With this judgment, the RMP must be revised so logging can continue, but at this point there is no timeframe on when the revised RMP will be written or approved.

In fiscal year 2019-2020, the County's budgeted Oregon's PERS costs increased by approximately 4.30 percent of employees' salaries. These increases have been implemented to balance the PERS program. This is the second of three increases in PERS rates. Since PERS follows the State's biennium budgeting cycle, the next increase will be charged in fiscal year 2021-2022. There is the potential for a fourth increase in the next biennium if investment returns do not significantly improve. Jackson County was able to take advantage of Senate Bill 1566, which provided a 25 percent match (with limits) to local governments who had enough cash on hand to establish a PERS side account to offset PERS costs. By making a payment in the amount of \$16,725,588, matched by the State in the amount of \$4,181,397, PERS rates were reduced by 3.62 percent of payroll effective February 1, 2020. This budget includes a hedge against the next increase; however, 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.

Jackson County's jail has been at capacity for many years now and is too small for the current population. The citizens are not getting the services they need and it is impacting the health and safety of the communities. All of the city police departments, the County Sheriff patrols, the District Attorney's Office, the State court system, Community Justice, and mental health and addiction service agencies are experiencing significant workload impacts as a result. The County has acquired land for a new jail and a measure is on the May 2020 ballot to create a service district to build a new jail and provide additional funding for the increase in jail operating costs. If the

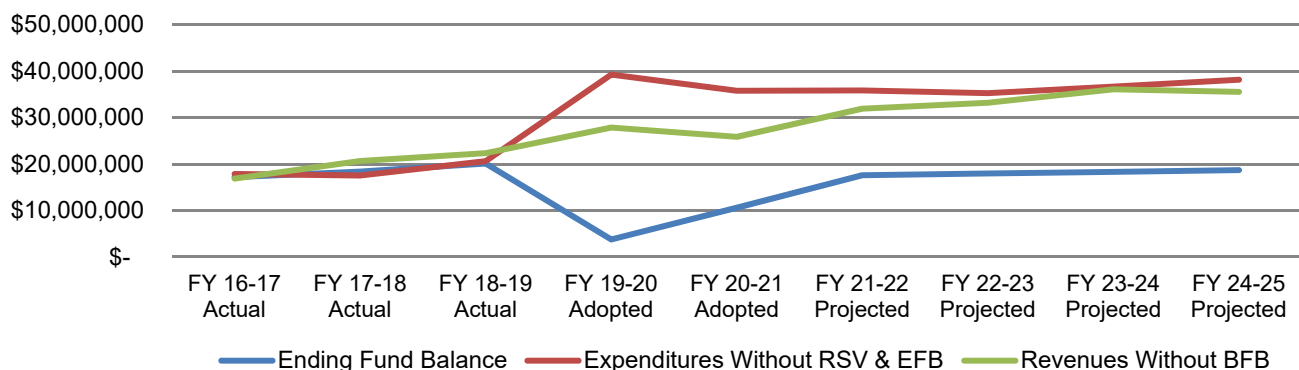


measure passes, up to \$60,000,000 of the fund balance will be used as a match to build the new jail, and that amount has been included in the projection, above. Ongoing operations of the new jail are based on the same level of continued General Fund support. A new fund would be set up for the jail district to support additional costs of jail operations.

The Road Fund (020)

The Road Fund is a Special Revenue Fund used to construct and maintain Jackson County roadways. The Road Fund 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 assure responsible development that both enhances and maintains the natural 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. The Road Fund receives the majority of its revenues from the State gas tax and vehicle registration fees. Additionally, the Fund receives some revenue from Federal forest timber payments.

Road Fund Forecast Based on the Adopted Fiscal Year 2020-2021 Budget



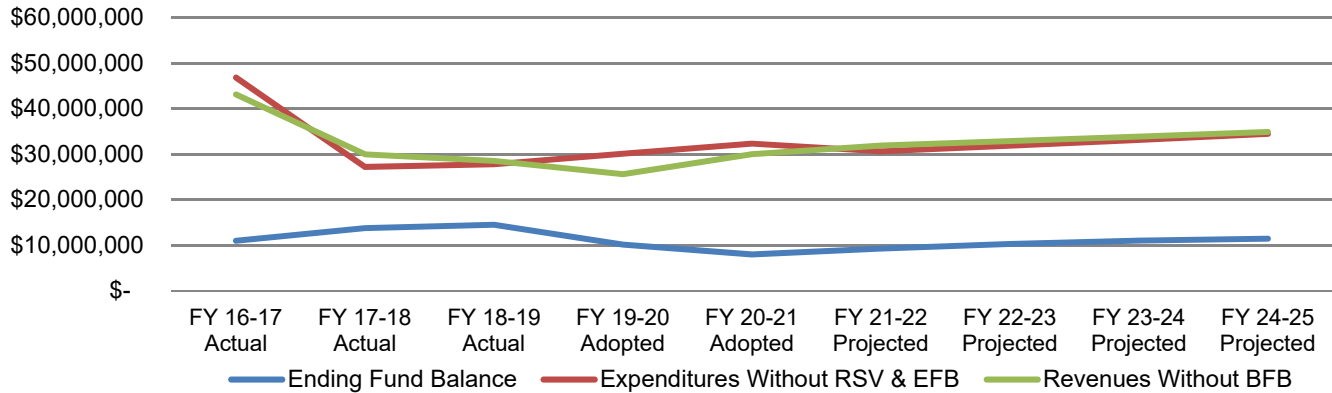
In 2009, the Oregon State Legislature passed House Bill (HB) 2001 that increased vehicle registration and titling fees and added six cents per gallon to the State gas tax. The increase in State revenues helped offset the loss of Federal timber revenue. In 2017, the Oregon State Legislature passed HB 2017 which included increases for 2018 as well as additional incremental increases over the following ten years through 2028. This additional revenue continues to be a significant change in funding for the Roads and Parks Department and will allow the Department to deliver programs and projects in a way that was not recently anticipated. Major investments will be made in capital projects to improve safety and efficiency on the County's road network in the years to come. The Department will continue to closely monitor State revenues and adjust expenditures for road improvement projects accordingly.

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 Health and Human Services Fund 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 (11) Maintain public records to provide financial, historical, and statistical information. 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 2020-2021 Budget



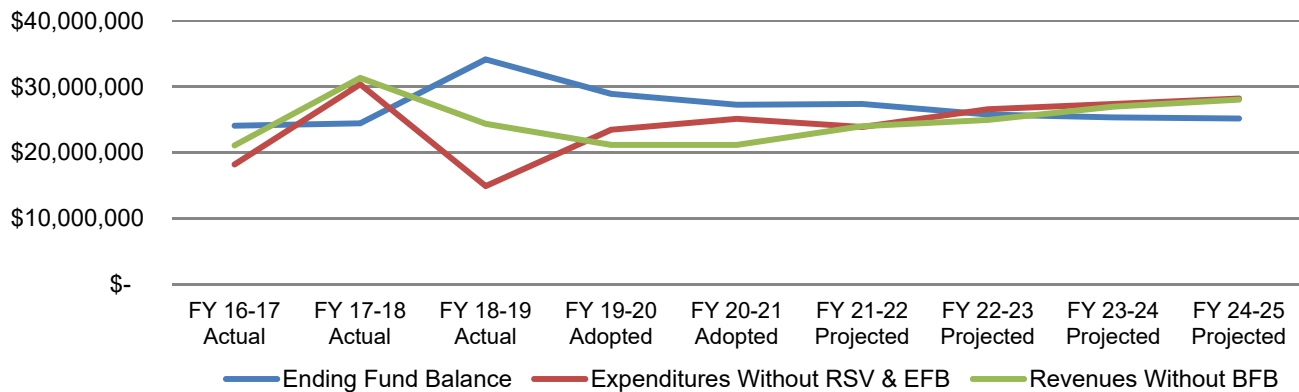
As part of the Affordable Care Act, the State reorganized how it provided physical, dental, and mental health services. In response to State direction and reforms in health care provisions, the County served as a Managed Health Organization (MHO) to provide administrative oversight and mental health 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 were reduced by 248.85 FTEs, with 167.65 FTEs remaining in the Department. The FTEs have been more stable the past few years and, for fiscal year 2020-2021, there are 181.05 FTEs budgeted. The Health and Human Service Department has made significant changes in the service delivery system as a direct result of the CCO's changes and now provides mostly crisis mental health services through CCO contracts. During fiscal year 2020-2021, the Jackson County Mental Health Team anticipates working with a local CCO to create a Forensics Assertive Community Treatment Team to service the more acute individuals in the population in a more intensive way. For the Developmental Disabilities Program, the State Department of Health and Human Services implemented a "workload" model that has increased funding for this Program at the County level. The past several years have seen huge changes in service levels and funding for Health and Human Services. The Department continually evaluates the services it provides directly and those that are available in the community through other organizations. 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)

The Airport Fund is the County's largest Enterprise Fund and provides air transportation facilities and economic development opportunities for the benefit of the local community. The Airport Fund is helping to meeting 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 assure responsible development that both enhances and maintains the natural 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. The Airport Fund receives revenues from Airport rates and charges, Oregon Department of Aviation and Transportation grants, and Federal Aviation Administration (FAA) 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 2020-2021 Budget



The Airport maintains a 10-year capital improvement plan on file with the FAA to take advantage of discretionary funds that the FAA has available for planned capital projects. Due to the growing 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, but will fluctuate based on the expected FAA funding for future capital projects; most capital projects take several years to complete. The most significant projects on the horizon are Hangar Taxiway Rehabilitation, detention pond design, a new master plan, apron improvements, and the addition of a new passenger loading bridge.

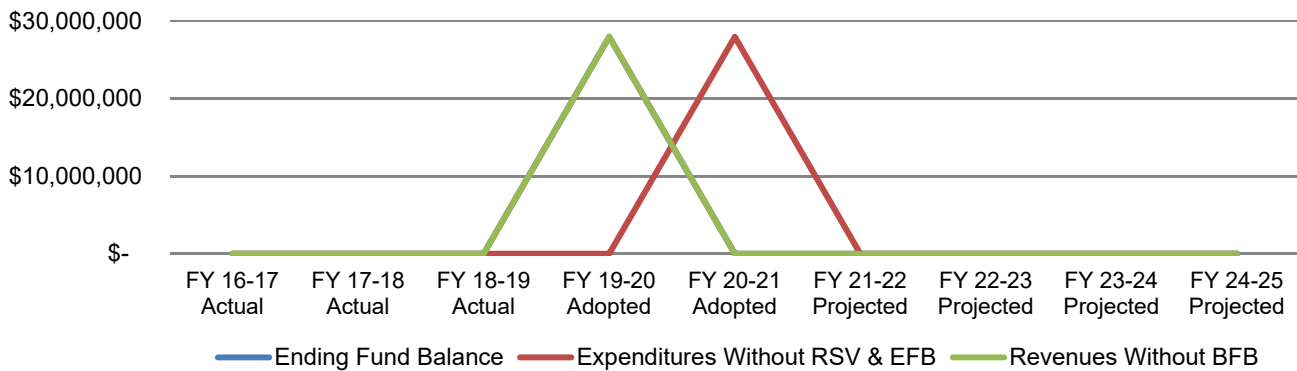
At the time the recommended budget and financial forecast was prepared, the Airport was generating new revenues through its fees and charges. Airport Administration managed over 885 acres, which included 192 acres located outside of the fenced security zone for non-aviation related revenue activities. The economy was growing and demand for air travel and associated businesses such as rental cars, overnight hotel stays, and hangar rentals were increasing. The travel industry has been severely impacted by the COVID-19 pandemic. The Airport is expecting to receive approximately \$2,000,000 from the Federal relief package and is amending contracts to assist small business owners with the severe decrease in air travel. The airlines are discontinuing once profitable routes as the Airport is now seeing approximately 100 passengers per day, which is a drastic decrease from the 1,000,000 passengers per year in 2018 and 2019. The Airport restaurant has closed, and car rental agencies consolidated locations. The Airport is closely monitoring the COVID-19 impacts and making operational changes as necessary.

The ECSO Capital Project Fund (630)

The ECSO (Emergency Communications of Southern Oregon) Capital Project Fund will utilize bond proceeds to upgrade and improve an outdated public safety emergency communications system in Jackson County. The ECSO Capital Project Fund is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; and (12) Plan for the future. The ECSO bond measure was passed by voters in November 2019 and received revenue from the sale of general obligation bonds.



ECSO Capital Project Fund Forecast Based on the Adopted Fiscal Year 2020-2021 Budget



The general obligation bonds were issued during fiscal year 2019-2020. The capital costs will include: land acquisition, tower acquisition and construction, and related improvements to upgrade emergency communications. This includes modernized P25 (industry standard) digital radios with improved voice communications for public safety users (fire, law enforcement, emergency medical services, and dispatch services); new IP Dispatch Radio Consoles for communicating on the radio system, paging, fire station alerting, emergency calls, and alarms; updated microwave radios on tower sites throughout Jackson County.

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 2020 through 2024 were projected between 2 and 5 percent increases from the 2020-2021 adopted budget. Not all Capital Outlay has been detailed in this projection; a full report of Capital Outlay for fiscal year 2020-2021 can be found beginning on page 47 of this document.

COUNTY ADMINISTRATION/FIDUCIARY AND CAPITAL PROJECTS

FISCAL YEAR		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
YEAR PROJECTED	2016-2017	\$129,528,028				
	2017-2018	\$132,698,956	\$138,006,915			
	2018-2019	\$144,888,401	\$150,683,937	\$156,711,294		
	2019-2020	\$148,570,220	\$154,513,029	\$160,693,550	\$167,121,292	
	2020-2021	\$172,544,695	\$149,721,036	\$154,212,667	\$158,839,047	\$163,604,218

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

ECSCO: COMMUNICATIONS INFRASTRUCTURE UPGRADE	\$28,000,000
IT: SERVER UPGRADES	\$100,000
JUSTICE BLDG: COURTROOM RENOVATION	\$400,000
ROADS: FLEET SHOP ROOF REPLACEMENT	\$100,000
SHERIFF: JAIL CHILLER REPLACEMENT	\$160,000
US HOTEL: ROOF REPLACEMENT	\$50,000



WHITE CITY: LAND IMPROVEMENTS	\$1,438,245		
AIRPORT: ECSO HVAC REPLACEMENT SERVE ROOMS		\$50,000	
COMM JUSTICE/ELECTIONS: HVAC REPLACEMENT		\$125,000	
COURTHOUSE: RE-ROOF CORE BUILDING		\$100,000	
JUSTICE BLDG: CHILLER REPLACEMENT		\$125,000	
JUVENILE BLDG: HVAC UNIT 1 ROOFTOP REPLACEMENT		\$100,000	
TRANSITION CTR: HVAC ROOFTOP REPLACEMENT		\$100,000	
AIRPORT: ECSO CHILLER REPLACEMENT			\$60,000
COURTHOUSE: IT HVAC REPLACEMENT			\$150,000
JUSTICE BLDG: LED LIGHTING INTERIOR UPGRADE			\$200,000
JUVENILE BLDG: HVAC ROOFTOP REPLACEMENT			\$125,000
SHERIFF: JAIL GENERATOR REPLACEMENT			\$100,000
EXPO: EVENT CENTER ROOF REPLACEMENT			\$300,000
TRANSITION CTR: SOUTH SIDE HVAC REPLACEMENT			\$75,000
AIRPORT: ECSO BOILER REPLACEMENT			\$25,000
SHERIFF: JAIL ELEVATOR UPGRADE			\$150,000

AIRPORT

FISCAL YEAR		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
YEAR PROJECTED	2016-2017	\$47,321,361				
	2017-2018	\$61,540,075	\$62,770,876			
	2018-2019	\$54,147,083	\$55,771,496	\$57,444,640		
	2019-2020	\$54,030,283	\$55,651,191	\$57,320,727	\$59,040,349	
	2020-2021	\$62,247,910	\$64,115,347	\$66,038,808	\$68,019,972	\$70,060,571

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

AIRPORT FIREFIGHTING TESTING SYSTEM	\$25,000		
BAGGAGE HANDLING SYSTEM PARTS	\$150,000		
DE-ICING APPLICATOR	\$25,000		
ENVIRONMENTAL ASSESSMENT	\$51,546		
FORK LIFT	\$40,000		
HANGR TAXILN RECONSTRUCT/PCI STUDY/DETNTIN PND DESIGN	\$2,939,288		
KC-97 ELEVATOR	\$45,000		
MAINTENANCE TRUCK (2 UNITS)	\$90,000		
MASTER PLAN AND WILDLIFE MANAGEMENT PLAN	\$252,954		
PERIMETER ROAD IMPROVEMENTS	\$150,000		
SECTIONAL PUSH PLOW	\$15,000		
SECURITY PROJECTS	\$80,000		
SERVER	\$22,000		
SWITCHES – SISCO	\$30,000		
TERMINAL HVAC SYSTEMS	\$250,000		
TERMINAL IMPROVEMENTS: PASSENGER LOADING BRIDGE	\$104,894		
TERMINAL SEATING	\$40,000		
TRUCK WITH LOADER	\$105,000		
UPGRADE SANITARY SEWER	\$15,000		
UTILITY BED (2 UNITS)	\$24,000		
AIRPORT DETENTION POND CONSTRUCTION		\$2,070,000	
AIRPORT FIREFIGHTING TRUCK		\$875,000	
POST MASTER PLAN ENVIRONMENTAL ASSESSMENT		\$640,000	
REMOVE TWB3 AND TSA GRADING		\$384,000	
EXPAND GA APRON – PHASE 1			\$4,981,212
CONSTRUCT NEW TAXILANES			\$1,900,000
PAVEMENT CONDITION INDEX			\$112,000



RUNWAY 14-32 LIGHTING AND MAG VAR
EXPAND GA APRON – PHASE 2

\$3,100,000

\$4,874,545

ASSESSOR

FISCAL YEAR		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
YEAR PROJECTED	2016-2017	\$4,434,139				
	2017-2018	\$4,513,347	\$4,693,881			
	2018-2019	\$4,439,872	\$4,573,068	\$4,710,260		
	2019-2020	\$4,415,436	\$4,525,821	\$4,638,967	\$4,754,941	
	2020-2021	\$4,614,577	\$4,729,941	\$4,848,190	\$4,969,395	\$5,093,630

BOARD OF COMMISSIONERS

FISCAL YEAR		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
YEAR PROJECTED	2016-2017	\$931,775				
	2017-2018	\$897,676	\$933,583			
	2018-2019	\$908,356	\$933,546	\$961,553		
	2019-2020	\$964,574	\$993,512	\$1,023,317	\$1,054,016	
	2020-2021	\$990,265	\$1,019,973	\$1,050,572	\$1,082,089	\$1,114,552

COMMUNITY JUSTICE

FISCAL YEAR		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
YEAR PROJECTED	2016-2017	\$18,976,057				
	2017-2018	\$18,857,110	\$19,422,823			
	2018-2019	\$21,191,459	\$21,827,203	\$22,482,019		
	2019-2020	\$21,574,144	\$22,221,368	\$22,888,010	\$23,574,650	
	2020-2021	\$22,201,068	\$22,867,100	\$23,553,113	\$24,259,706	\$24,987,498

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

UPGRADE CLOSED CIRCUIT TV MONITORING SYSTEM

\$106,853

COUNTY CLERK

FISCAL YEAR		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
YEAR PROJECTED	2016-2017	\$1,797,281				
	2017-2018	\$1,795,293	\$1,867,105			
	2018-2019	\$1,750,420	\$1,802,933	\$1,857,021		
	2019-2020	\$1,755,039	\$1,807,690	\$1,861,920	\$1,917,778	
	2020-2021	\$1,754,912	\$1,807,559	\$1,861,786	\$1,917,640	\$1,975,169

COUNTY COUNSEL

FISCAL YEAR		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
YEAR PROJECTED	2016-2017	\$1,122,814				
	2017-2018	\$1,234,767	\$1,296,505			
	2018-2019	\$1,254,078	\$1,316,782	\$1,382,621		
	2019-2020	\$1,294,205	\$1,358,915	\$1,426,861	\$1,498,204	
	2020-2021	\$1,274,696	\$1,338,431	\$1,405,352	\$1,475,620	\$1,549,401

DEVELOPMENT SERVICES

FISCAL YEAR		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
YEAR PROJECTED	2016-2017	\$4,641,470				
	2017-2018	\$4,586,128	\$4,631,989			
	2018-2019	\$4,891,483	\$4,940,397	\$4,989,801		
	2019-2020	\$4,959,679	\$5,009,276	\$5,059,368	\$5,109,962	
	2020-2021	\$5,293,369	\$5,452,170	\$5,615,735	\$5,840,365	\$6,073,979



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		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
YEAR PROJECTED	2016-2017	\$6,385,760				
	2017-2018	\$6,445,462	\$6,638,826			
	2018-2019	\$6,920,201	\$7,127,807	\$7,341,641		
	2019-2020	\$7,039,989	\$7,251,189	\$7,468,725	\$7,692,786	
	2020-2021	\$7,261,993	\$7,479,853	\$7,704,248	\$7,935,376	\$8,173,437

EXPO

FISCAL YEAR		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
YEAR PROJECTED	2016-2017	\$2,498,392				
	2017-2018	\$3,373,372	\$3,508,307			
	2018-2019	\$3,305,328	\$3,437,542	\$3,575,043		
	2019-2020	\$3,642,534	\$3,788,236	\$3,939,765	\$4,097,356	
	2020-2021	\$3,548,332	\$3,690,265	\$3,837,876	\$3,991,391	\$4,151,047

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

BATHROOM IMPROVEMENTS	\$30,000
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FINANCE

FISCAL YEAR		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
YEAR PROJECTED	2016-2017	\$2,394,205				
	2017-2018	\$2,481,942	\$2,581,219			
	2018-2019	\$2,521,927	\$2,622,804	\$2,727,716		
	2019-2020	\$2,380,932	\$2,476,170	\$2,575,216	\$2,678,225	
	2020-2021	\$2,411,278	\$2,495,673	\$2,583,021	\$2,673,427	\$2,766,997

HEALTH AND HUMAN SERVICES

FISCAL YEAR		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
YEAR PROJECTED	2016-2017	\$75,505,700				
	2017-2018	\$41,953,855	\$42,373,393			
	2018-2019	\$40,646,652	\$42,678,985	\$44,812,934		
	2019-2020	\$41,098,234	\$41,920,198	\$42,758,602	\$43,613,774	
	2020-2021	\$40,339,853	\$42,356,846	\$44,474,688	\$46,698,422	\$49,033,343

INFORMATION TECHNOLOGY

FISCAL YEAR		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
YEAR PROJECTED	2016-2017	\$7,274,099				
	2017-2018	\$7,349,004	\$7,642,964			
	2018-2019	\$6,924,085	\$7,201,049	\$7,489,091		
	2019-2020	\$6,968,898	\$7,073,431	\$7,179,533	\$7,287,226	
	2020-2021	\$7,578,427	\$7,270,796	\$7,806,211	\$7,237,336	\$7,382,082

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

APPLICATIONS/BUSINESS SYSTEMS SERVER HARDWARE	\$78,000
APPLICATIONS/SOFTWARE TEST SERVERS REPLACEMENT	\$48,000
PERIMETER DEFENSE ASA REPLACEMENTS	\$12,000
PORTS SWITCHES REPLACEMENTS	\$639,940
WIFI CONTROLLERS REPLACEMENT	\$14,000
SAN FILERS AND SHELVES	\$335,000



PHONE SWITCHES AND HANDSETS REPLACEMENT

\$725,000

SAN FILERS AND SHELVES

\$50,000

JUSTICE COURT DISTRICT

FISCAL YEAR		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
YEAR PROJECTED	2016-2017	\$623,837				
	2017-2018	\$630,625	\$649,544			
	2018-2019	\$565,582	\$582,549	\$600,026		
	2019-2020	\$579,042	\$596,414	\$614,306	\$632,735	
	2020-2021	\$580,724	\$598,146	\$616,090	\$634,573	\$653,610

ROADS AND PARKS

FISCAL YEAR		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
YEAR PROJECTED	2016-2017	\$47,451,626				
	2017-2018	\$48,495,478	\$50,435,297			
	2018-2019	\$52,556,572	\$54,658,835	\$56,845,188		
	2019-2020	\$59,122,190	\$61,487,078	\$63,946,561	\$66,504,424	
	2020-2021	\$60,077,337	\$62,480,430	\$64,979,648	\$67,578,834	\$70,281,987

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE – PARKS AND RECREATION**IMPROVEMENT PROJECTS****CANTRALL BUCKLEY PARK:**

CAMPGROUND UPGRADES

\$250,000

TRACTOR REPLACEMENT

\$35,000

EMIGRANT LAKE:

ACCESSIBILITY UPGRADES

\$200,000

SIDEWALK/PAVEMENT REPAIRS

\$205,000

WATER AND SEWER SYSTEM UPGRADES

\$250,000

HOWARD PRAIRIE RESORT:

ACCESSIBILITY UPGRADES

\$200,000

MARINA REPLACEMENT

\$978,065

\$2,000,000

\$2,500,000

YURT VILLAGE CONSTRUCTION

\$80,000

\$80,000

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE – ROADS

MOTOR POOL VEHICLE REPLACEMENTS

\$1,152,000

\$1,000,000

\$1,000,000

\$1,000,000

\$1,000,000

RIGHT-OF-WAY ACQUISITIONS COST

\$600,000

\$750,000

\$750,000

\$750,000

\$750,000

ROADS EQUIPMENT REPLACEMENT

\$1,150,000

\$900,000

\$900,000

\$900,000

\$900,000

ROAD IMPROVEMENT PROJECTS**ASPHALT OVERLAYS:**

HAMRICK RD FROM EAST PINE TO CURVE

\$200,000

PORTIONSOFA GATERD/AIRPORTRD/EPINEST/MERRYLN

\$1,025,000

VARIOUS LOCATIONS

\$1,000,000

\$1,000,000

\$1,000,000

\$1,000,000

\$1,000,000

CLAY ST RECONSTRUCTION (SISKIYOU-ASHLAND)

\$550,000

CREWS RD RECONSTRUCTION

\$528,000

DEAN CREEK RD-BIKE PTH CONNECT SURFACNG/STRIPNG

\$75,000

EAST VILAS RD: HIGHWAY 62 TO FOOTHILL RD RECONST

\$3,500,000

ELDER MILL RD: BRIDGE #640 REPLACEMENT

\$1,428,000

FOOTHILL ROAD:

DELTA WATERS TO DRY CREEK-RECONSTRUCTION

\$65,000

\$3,300,000

DRY CREEK TO VILAS RECONSTRUCTION

\$600,000

\$3,400,000

EXTENSION FROM COREY TO ATLANTIC

\$2,000,000

JURISDICTIONAL EXCHANGE WITH CITY

\$3,000,000

VILAS TO COREY RECONSTRUCTION

\$600,000

\$3,400,000

GRAVEL ROAD RESURFACING: VARIOUS LOCATIONS

\$1,000,000

\$500,000

\$500,000

\$500,000

\$500,000



TABLE ROCK ROAD:

ANTELOPE TO MOSQUITO WIDENING	\$1,000,000
WATER STATION PHASE II	\$250,000
WILSON RD: TABLE ROCK TO UPTON RECONSTRUCTION	\$2,000,000

SHERIFF

FISCAL YEAR		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
YEAR PROJECTED	2016-2017	\$35,040,864				
	2017-2018	\$34,256,240	\$35,626,490			
	2018-2019	\$34,478,193	\$35,857,321	\$37,291,614		
	2019-2020	\$33,915,795	\$35,272,426	\$36,683,323	\$38,150,656	
	2020-2021	\$34,992,284	\$36,391,975	\$37,847,654	\$39,361,561	\$40,936,023

SURVEYOR

FISCAL YEAR		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
YEAR PROJECTED	2016-2017	\$2,193,485				
	2017-2018	\$2,450,341	\$2,548,354			
	2018-2019	\$2,438,971	\$2,536,530	\$2,637,991		
	2019-2020	\$2,286,440	\$2,377,898	\$2,473,014	\$2,571,934	
	2020-2021	\$2,099,927	\$2,183,924	\$2,271,281	\$2,362,132	\$2,456,618

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

REAL TIME KINEMATIC (RTK) GPS RECEIVER	\$20,000
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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 FISCAL)
YEAR 2020-2021 BUDGET FOR JACKSON)
COUNTY, OREGON)

ORDER NO. 78-20

WHEREAS, on April 7, 14, and 16, 2020, the Jackson County Budget Committee held a public meeting, public hearings, and deliberations on the fiscal year 2020-2021 budget; and

WHEREAS, the Budget Committee approved the budget for fiscal year 2020-2021; 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 27, 2020; and

WHEREAS, the Board of Commissioners held a public hearing on June 3, 2020, 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 \$429,811,647 and full-time equivalent (FTE) positions in the amount of 899.85 for the fiscal year beginning July 1, 2020, through June 30, 2021, are hereby adopted.
2. The fund amounts for the fiscal year beginning July 1, 2020, for the purposes shown, are identified on Exhibit A, attached hereto and incorporated herein.
3. The amounts for the fiscal year beginning July 1, 2020, for the purposes shown below, are hereby appropriated as follows:

TOTAL APPROPRIATIONS – ALL FUNDS (from Exhibit A)	\$275,571,673
TOTAL UNAPPROPRIATED ENDING FUND BALANCE	
AND RESERVES – ALL FUNDS	154,239,974
TOTAL ADOPTED BUDGET	<u>\$429,811,647</u>



4. Ad valorem property taxes are hereby imposed for tax year 2020-2021 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 \$1,971,622 for ECSO 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/ECSO	Excluded from Limitation \$1,971,622

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 3rd day of June, 2020, 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 2020-2021**

Fund/Type	Organizational Unit/Program	Operating Expenses	Materials & Services	Capital Outlay	Debt Service	Special Payments	Transfers	Contingency	Total
General Fund									
	Assessment	4,614,577	0	0	0	0	0	0	4,614,577
	Finance	1,330,465	0	0	0	0	0	0	1,330,465
	County Administration	942,667	0	0	0	310,000	0	0	1,252,667
	County Clerk	1,754,912	0	0	0	0	0	0	1,754,912
	District Attorney	7,221,515	0	0	0	40,478	0	0	7,261,993
	Justice Court District	580,724	0	0	0	0	0	0	580,724
	Development Services	5,293,369	0	0	0	0	0	0	5,293,369
	Sheriff	32,351,445	0	0	0	180,041	0	0	32,531,486
	Community Justice	22,201,068	0	0	0	0	0	0	22,201,068
	Not Allocated to Org Unit	0	448,962	0	1,650,000	0	5,554,535	10,000,000	17,653,497
	Total General Fund =	76,290,742	448,962	0	1,650,000	530,519	5,554,535	10,000,000	94,474,758
Special Revenue Funds									
General Road	Roads and Parks	33,066,359	0	0	0	0	197,000	2,500,000	35,763,359
County Schools	Fiduciary	0	0	0	0	384,000	0	0	384,000
Law Library	County Administration	226,100	0	0	0	0	0	0	226,100
Surveyor	Surveyor	971,709	0	0	0	0	0	145,000	1,116,709
County Trails	Roads and Parks	606,390	0	0	0	0	0	90,000	696,390
Title III	Fiduciary	1,600,290	0	0	0	0	0	0	1,600,290
Health and Human Services	Health and Human Services	30,339,853	0	0	0	0	0	2,000,000	32,339,853
Video Lottery	Fiduciary	9,406	0	0	0	0	944,094	0	953,500
Solid Waste Management	Fiduciary	139,736	0	0	0	0	1,047,592	100,000	1,287,328
Court Security	Fiduciary	558,681	0	0	0	0	0	0	558,681
Law Enforcement District	Sheriff	1,712,018	0	0	0	0	0	100,000	1,812,018
Sports Park Mitigation	Roads and Parks	30,400	0	0	0	0	0	0	30,400
Enterprise Funds									
Airport Enterprise	Airport	15,386,394	0	0	893,630	0	925,669	1,799,657	19,005,350
Exposition Park	Expo	3,009,518	0	0	0	0	0	301,800	3,311,318
Recreation Enterprise	Roads and Parks	4,566,254	0	0	352,968	0	0	507,000	5,426,222
Internal Service Funds									
Motor Pool	Roads and Parks	2,848,156	0	0	0	0	0	303,365	3,151,521
Computer Replacement	Information Technology	1,435,440	0	0	0	0	0	0	1,435,440
Risk Mgmt General and Auto Liability	County Administration	2,891,524	0	0	0	0	0	0	2,891,524
Self Insurance Health Plan	County Administration	17,147,516	0	0	0	0	0	0	17,147,516
Workers' Compensation	County Administration	1,381,720	0	0	0	0	0	0	1,381,720
Central Services									
	Board of Commissioners	990,265	0	0	0	0	0	0	990,265
	Information Technology	5,721,559	0	0	0	0	0	0	5,721,559
	Finance	1,080,813	0	0	0	0	0	0	1,080,813
	County Counsel	1,274,696	0	0	0	0	0	0	1,274,696
	County Administration	7,060,069	0	0	0	0	0	0	7,060,069
	Not Allocated to Org Unit	100,000	0	0	0	0	0	1,471,704	1,571,704
	Total Central Services =	16,227,402	0	0	0	0	0	1,471,704	17,699,106
Capital Project Funds									
Capital Projects	Fiduciary	1,370,000	0	0	0	0	0	0	1,370,000
Street Improvement	Roads and Parks	11,700	0	0	78,000	0	0	0	89,700
Roads System Development	Roads and Parks	63,000	0	0	0	0	0	0	63,000
Parks System Development	Roads and Parks	0	0	0	0	0	50,000	0	50,000
White City Capital Projects	Fiduciary	1,438,245	0	0	0	0	0	0	1,438,245
ECISO Capital Project	Fiduciary	28,000,000	0	0	0	0	0	0	28,000,000
Debt Service Funds									
ECISO Debt Service	Fiduciary	0	14,300	0	1,853,325	0	0	0	1,867,625
Total All Funds =		241,328,553	463,262	0	4,827,923	914,519	8,718,890	19,318,526	275,571,673

The Budget is adopted by Fund and Organizational Unit/Program. 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

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	673,572	672,040	630,717	683,826	689,925
43100 Local Government Sources	10	0	0	50	0
Subtotal:	673,582	672,040	630,717	683,876	689,925
Fees & Other Service Charges					
45100 Fees	96,471	152,936	189,223	101,758	85,950
45200 Fines	0	0	0	271,952	303,036
45500 Sales	548	529	368	478	475
Subtotal:	97,019	153,465	189,591	374,188	389,461
All Other Resources					
52900 Miscellaneous Revenue	30	971	35	500	500
Subtotal:	30	971	35	500	500
Subtotal of Revenues:	770,631	826,476	820,343	1,058,564	1,079,886
Expenditures:					
Personnel Services					
62100 Salaries & Wages	1,448,348	1,458,874	1,558,415	1,786,467	1,864,073
62200 Payroll Taxes & Benefits	842,945	906,065	1,007,200	1,171,635	1,271,919
Subtotal:	2,291,293	2,364,939	2,565,615	2,958,102	3,135,992
Materials & Services					
64100 Contracted Services	747,258	601,329	729,033	780,866	848,822
64200 Operation Expenses	133,155	104,593	105,586	112,105	99,010
64300 Minor Equipment	11,587	950	146	2,500	17,200
64400 Equip Repair/Maint/Lease	7,696	6,560	6,902	6,500	6,500
64600 Travel & Training	16,312	9,667	10,484	18,040	25,990
64700 Software Expense	223,495	193,010	192,419	429,629	476,063
Subtotal:	1,139,503	916,109	1,044,570	1,349,640	1,473,585
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	0	0	5,000
Subtotal:	0	0	0	0	5,000
Transfers to Other Funds					
74100 Transfers To Other Funds	26,193	0	0	0	0
Subtotal:	26,193	0	0	0	0
Subtotal of Expenditures:	3,456,989	3,281,048	3,610,185	4,307,742	4,614,577



FUND 010 – GENERAL FUND**Dept 06 – Finance**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	124,575	119,250	108,547	130,000	100,000
43100 Local Government Sources	0	0	0	0	15,840
44100 Private/NonProfit Sources	0	197	300	0	0
Subtotal:	124,575	119,447	108,847	130,000	115,840
Fees & Other Service Charges					
45100 Fees	531,529	530,092	492,282	516,420	508,449
45200 Fines	2,689	4,028	3,289	3,990	3,990
45500 Sales	2,692,223	128,718	168,167	233,416	283,396
Subtotal:	3,226,441	662,838	663,738	753,826	795,835
All Other Resources					
52900 Miscellaneous Revenue	3,606	104	566	2,900	1,100
Subtotal:	3,606	104	566	2,900	1,100
Interfund Transfers					
54500 Interdepartmental Charges	2,850	3,006	2,809	1,880	2,400
Subtotal:	2,850	3,006	2,809	1,880	2,400
Subtotal of Revenues:	3,357,472	785,395	775,960	888,606	915,175
Expenditures:					
Personnel Services					
62100 Salaries & Wages	287,470	278,427	279,079	343,310	378,834
62200 Payroll Taxes & Benefits	154,378	161,413	180,593	217,348	230,207
62300 Labor Adjustments	39,393	21,000	22,151	0	1
Subtotal:	481,241	460,840	481,823	560,658	609,042
Materials & Services					
64100 Contracted Services	225,664	186,714	235,573	238,345	267,212
64200 Operation Expenses	256,344	190,528	144,252	249,449	236,715
64300 Minor Equipment	8,902	3,123	2,814	6,000	6,000
64400 Equip Repair/Maint/Lease	3,702	10,029	14,964	8,300	7,915
Property					
64500 Maintenance/Utilities	197,339	212,571	200,208	198,104	190,578
64600 Travel & Training	5,246	6,311	6,007	10,149	10,785
64700 Software Expense	3,261	3,032	10,721	618	2,218
Subtotal:	700,458	612,308	614,539	710,965	721,423
Capital Outlay					
68400 CO-Equipment/Machinery	7,095	0	0	0	0
Subtotal:	7,095	0	0	0	0



FUND 010 – GENERAL FUND**Dept 06 – Finance**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Transfers to Other Funds					
74100 Transfers To Other Funds	114,891	0	0	0	0
Subtotal:	114,891	0	0	0	0
Subtotal of Expenditures:	1,303,685	1,073,148	1,096,362	1,271,623	1,330,465

FUND 010 – GENERAL FUND**Dept 08 – County Administration**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	97,021	98,954	117,297	137,496	133,664
42100 State Sources	322,370	198,695	107,698	478,649	441,346
43100 Local Government Sources	32,964	33,290	27,537	56,508	99,392
44100 Private/NonProfit Sources	17,844	13,764	31,733	10,000	10,000
Subtotal:	470,199	344,703	284,265	682,653	684,402
Fees & Other Service Charges					
45100 Fees	7,680	6,518	2,735	83,000	63,525
45500 Sales	29	28	29	25	25
Subtotal:	7,709	6,546	2,764	83,025	63,550
Subtotal of Revenues:	477,908	351,249	287,029	765,678	747,952
Expenditures:					
Personnel Services					
62100 Salaries & Wages	184,931	190,291	174,928	251,979	295,604
62200 Payroll Taxes & Benefits	110,510	122,214	102,679	161,520	192,469
Subtotal:	295,441	312,505	277,607	413,499	488,073
Materials & Services					
64100 Contracted Services	392,004	246,639	380,875	469,897	366,672
64200 Operation Expenses	23,681	21,653	19,096	33,917	33,710
64300 Minor Equipment	9,405	31,496	30,538	31,991	15,677
64400 Equip Repair/Maint/Lease	1,285	1,296	859	1,780	2,200
Property					
64500 Maintenance/Utilities	414	91	0	22,935	22,935
64600 Travel & Training	7,127	7,419	2,868	16,000	13,400
Subtotal:	433,916	308,594	434,236	576,520	454,594
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	10,530	0	0
Subtotal:	0	0	10,530	0	0



FUND 010 – GENERAL FUND**DEPT 08 – County Administration**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Special Payments					
73100 Special Payments	223,824	79,374	26,713	310,000	310,000
Subtotal:	223,824	79,374	26,713	310,000	310,000
Transfers to Other Funds					
74100 Transfers To Other Funds	31,990	0	0	0	0
Subtotal:	31,990	0	0	0	0
Subtotal of Expenditures:	985,171	700,473	749,086	1,300,019	1,252,667

FUND 010 – GENERAL FUND**Dept 09 – Fiduciary**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	3,899,560	6,373,959	5,374,678	3,833,000	3,833,000
42100 State Sources	1,272,997	2,955,887	3,139,081	2,669,151	3,582,966
Subtotal:	5,172,557	9,329,846	8,513,759	6,502,151	7,415,966
Fees & Other Service Charges					
45100 Fees	1,651,684	1,685,309	1,725,166	372,860	293,000
Subtotal:	1,651,684	1,685,309	1,725,166	372,860	293,000
Property Tax Revenues					
Current Property Tax					
46100 Revenue	36,456,441	38,319,256	39,766,574	40,674,610	42,098,221
Subtotal:	36,456,441	38,319,256	39,766,574	40,674,610	42,098,221
Revenue from Bonds & Other Debt					
47100 Investment Revenue	0	0	4,969,262	326,843	262,500
Subtotal:	0	0	4,969,262	326,843	262,500
All Other Resources					
52100 Interest Revenue	738,631	809,269	3,187,265	2,402,875	1,827,700
PriorYear Property Tax					
52500 Revenue	830,786	638,992	887,027	650,000	650,000
52800 Privilege & Severance Taxes	0	71,883	107,966	77,000	156,670
52900 Miscellaneous Revenue	1,075	0	0	0	0
Subtotal:	1,570,492	1,520,144	4,182,258	3,129,875	2,634,370
Interfund Transfers					
54100 Interfund Transfers	663,790	1,502,546	704,148	725,272	754,283
Subtotal:	663,790	1,502,546	704,148	725,272	754,283



FUND 010 – GENERAL FUND**Dept 09 – Fiduciary**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Fund Balance					
58100 Fund Balance	0	0	0	85,961,583	79,499,211
Subtotal:	0	0	0	85,961,583	79,499,211
<hr/>					
Subtotal of Revenues:	45,514,964	52,357,101	59,861,167	137,693,194	132,957,551
<hr/>					
Expenditures:					
Materials & Services					
64100 Contracted Services	96,680	-75,341	122,239	259,410	347,800
64200 Operation Expenses	9,250	88,026	118,811	95,456	101,162
Subtotal:	105,930	12,685	241,050	354,866	448,962
Capital Outlay					
68100 Capital Outlay-Land	0	0	6,634,668	3,300,000	0
Subtotal:	0	0	6,634,668	3,300,000	0
Debt Service					
72100 Debt Service	1,645,621	1,645,575	0	0	1,650,000
Subtotal:	1,645,621	1,645,575	0	0	1,650,000
Transfers to Other Funds					
74100 Transfers To Other Funds	5,941,167	5,876,240	5,650,561	5,297,371	5,554,535
Subtotal:	5,941,167	5,876,240	5,650,561	5,297,371	5,554,535
Contingency					
75005 Contingency	0	0	0	10,000,000	10,000,000
Subtotal:	0	0	0	10,000,000	10,000,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	65,736,017	60,000,000
78500 Unapprop Ending Fund Bal	0	0	0	10,700,326	11,543,537
Subtotal:	0	0	0	76,436,343	71,543,537
<hr/>					
Subtotal of Expenditures:	7,692,718	7,534,500	12,526,279	95,388,580	89,197,034

FUND 010 – GENERAL FUND**Dept 15 – County Clerk**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	35,072	33,918	32,137	32,500	32,000
43100 Local Government Sources	171,843	167,311	188,249	180,000	200,000
Subtotal:	206,915	201,229	220,386	212,500	232,000



FUND 010 – GENERAL FUND**Dept 15 – County Clerk**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Fees & Other Service Charges					
45100 Fees	1,440,607	1,346,549	1,191,796	1,355,674	1,364,280
45200 Fines	81	111	57	0	0
45400 Licenses	42,870	41,280	42,030	42,330	42,250
45500 Sales	85,243	60,692	65,932	81,000	78,400
Subtotal:	1,568,801	1,448,632	1,299,815	1,479,004	1,484,930
All Other Resources					
52900 Miscellaneous Revenue	52,232	1,148	576	0	0
Subtotal:	52,232	1,148	576	0	0
Interfund Transfers					
54100 Interfund Transfers	549	1,032	626	1,200	1,200
Subtotal:	549	1,032	626	1,200	1,200
Subtotal of Revenues:	1,828,497	1,652,041	1,521,403	1,692,704	1,718,130
Expenditures:					
Personnel Services					
62100 Salaries & Wages	403,090	413,100	422,687	449,582	475,771
62200 Payroll Taxes & Benefits	242,424	259,986	264,148	296,936	316,504
Subtotal:	645,514	673,086	686,835	746,518	792,275
Materials & Services					
64100 Contracted Services	401,012	420,117	411,542	570,513	574,300
64200 Operation Expenses	326,915	257,253	301,935	316,696	330,322
64300 Minor Equipment	7,862	9,760	4,974	28,000	15,000
64400 Equip Repair/Maint/Lease Property	384	0	0	1,715	1,610
64500 Maintenance/Utilities	20,550	18,296	20,842	17,232	17,569
64600 Travel & Training	17,942	18,110	20,917	23,247	23,836
64700 Software Expense	0	368	0	0	0
Subtotal:	774,665	723,904	760,210	957,403	962,637
Capital Outlay					
68400 CO-Equipment/Machinery	122,577	0	23,118	0	0
Subtotal:	122,577	0	23,118	0	0
Subtotal of Expenditures:	1,542,756	1,396,990	1,470,163	1,703,921	1,754,912



FUND 010 – GENERAL FUND**Dept 17 – District Attorney**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	748,300	733,645	814,156	859,374	966,512
42100 State Sources	400,728	409,600	367,032	275,027	283,728
43100 Local Government Sources	0	157,568	297,068	269,549	281,497
44100 Private/NonProfit Sources	793	4,109	1,215	1,000	1,000
Subtotal:	1,149,821	1,304,922	1,479,471	1,404,950	1,532,737
Fees & Other Service Charges					
45100 Fees	251,908	288,714	362,173	209,096	209,000
45200 Fines	0	90	0	0	0
45300 Forfeitures	2,368	7,237	68,912	0	0
45500 Sales	0	109	36	0	0
Subtotal:	254,276	296,150	431,121	209,096	209,000
All Other Resources					
52900 Miscellaneous Revenue	9,556	0	0	0	0
Subtotal:	9,556	0	0	0	0
Interfund Transfers					
54100 Interfund Transfers	2,726	3,600	3,600	3,600	3,600
Subtotal:	2,726	3,600	3,600	3,600	3,600
Subtotal of Revenues:	1,416,379	1,604,672	1,914,192	1,617,646	1,745,337
Expenditures:					
Personnel Services					
62100 Salaries & Wages	2,790,980	2,949,010	3,065,594	3,551,408	3,797,413
62200 Payroll Taxes & Benefits	1,499,841	1,715,168	1,746,672	2,128,019	2,257,373
62300 Labor Adjustments	-144,844	501	0	0	0
Subtotal:	4,145,977	4,664,679	4,812,266	5,679,427	6,054,786
Materials & Services					
64100 Contracted Services	346,614	439,471	489,752	559,808	617,106
64200 Operation Expenses	185,278	199,930	189,184	274,323	222,184
64300 Minor Equipment	131,550	23,902	12,623	78,280	78,280
64400 Equip Repair/Maint/Lease	4,970	4,250	3,585	6,730	6,730
Property					
64500 Maintenance/Utilities	93,203	104,911	110,129	135,197	132,338
64600 Travel & Training	26,017	31,467	30,592	30,891	71,042
64700 Software Expense	24,020	26,595	25,550	36,116	39,049
Subtotal:	811,652	830,526	861,415	1,121,345	1,166,729
Capital Outlay					
68400 CO-Equipment/Machinery	8,400	0	0	0	0
Subtotal:	8,400	0	0	0	0



FUND 010 – GENERAL FUND**Dept 17 – District Attorney**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Special Payments					
73100 Special Payments	0	16,592	35,939	34,169	40,478
Subtotal:	0	16,592	35,939	34,169	40,478
Subtotal of Expenditures:	4,966,029	5,511,797	5,709,620	6,834,941	7,261,993

FUND 010 – GENERAL FUND**Dept 28 – Justice Court District**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Fees & Other Service Charges					
45200 Fines	1,274,916	1,274,405	1,340,612	1,183,927	1,334,252
Subtotal:	1,274,916	1,274,405	1,340,612	1,183,927	1,334,252
All Other Resources					
52900 Miscellaneous Revenue	-229	525	0	0	0
Subtotal:	-229	525	0	0	0
Subtotal of Revenues:	1,274,687	1,274,930	1,340,612	1,183,927	1,334,252
Expenditures:					
Personnel Services					
62100 Salaries & Wages	235,193	213,759	226,390	231,852	241,094
62200 Payroll Taxes & Benefits	144,796	134,264	143,386	152,476	160,509
Subtotal:	379,989	348,023	369,776	384,328	401,603
Materials & Services					
64100 Contracted Services	58,070	66,350	78,347	103,396	109,595
64200 Operation Expenses	26,156	25,640	29,279	31,518	28,092
64300 Minor Equipment	2,758	214	260	500	500
64400 Equip Repair/Maint/Lease	1,029	1,019	796	800	800
Property					
64500 Maintenance/Utilities	31,559	29,915	26,349	31,735	30,234
64600 Travel & Training	2,784	3,611	2,056	3,800	3,800
64700 Software Expense	5,448	5,448	5,928	6,100	6,100
Subtotal:	127,804	132,197	143,015	177,849	179,121
Subtotal of Expenditures:	507,793	480,220	512,791	562,177	580,724



FUND 010 – GENERAL FUND**Dept 37 – Development Services**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	60	30	0	0	0
44100 Private/NonProfit Sources	92,338	0	0	0	0
Subtotal:	92,398	30	0	0	0
 Fees & Other Service Charges					
45100 Fees	3,886,416	4,276,946	4,201,369	3,928,893	4,182,274
45200 Fines	130,065	125,374	123,143	121,994	18,890
45500 Sales	8,371	11,974	14,754	7,812	7,664
Subtotal:	4,024,852	4,414,294	4,339,266	4,058,699	4,208,828
 All Other Resources					
52900 Miscellaneous Revenue	51,237	0	0	0	0
Subtotal:	51,237	0	0	0	0
 Interfund Transfers					
54500 Interdepartmental Charges	88,463	152,775	170,539	170,565	179,454
Subtotal:	88,463	152,775	170,539	170,565	179,454
 Subtotal of Revenues:	4,256,950	4,567,099	4,509,805	4,229,264	4,388,282
 Expenditures:					
Personnel Services					
62100 Salaries & Wages	1,859,980	1,803,062	1,954,074	2,246,171	2,415,567
62200 Payroll Taxes & Benefits	972,138	1,036,910	1,152,892	1,364,801	1,508,983
Subtotal:	2,832,118	2,839,972	3,106,966	3,610,972	3,924,550
 Materials & Services					
64100 Contracted Services	714,187	698,856	791,762	1,004,360	1,065,429
64200 Operation Expenses	207,410	221,853	212,892	226,539	232,556
64300 Minor Equipment	19,043	27,442	17,056	7,191	6,319
64400 Equip Repair/Maint/Lease	12,299	8,565	11,276	15,952	14,775
64600 Travel & Training	37,047	31,360	39,502	45,559	49,740
Subtotal:	989,986	988,076	1,072,488	1,299,601	1,368,819
 Subtotal of Expenditures:	3,822,104	3,828,048	4,179,454	4,910,573	5,293,369



FUND 010 – GENERAL FUND**Dept 41 – Sheriff**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	1,231,006	1,182,059	1,128,811	1,415,174	1,409,068
42100 State Sources	2,085,492	2,323,502	2,553,698	2,665,170	2,704,871
43100 Local Government Sources	804,604	787,065	846,582	881,907	995,825
44100 Private/NonProfit Sources	101,212	152,791	212,865	428,039	383,320
44400 Donations/Sponsorships	41,095	14,619	82,891	7,500	7,500
Subtotal:	4,263,409	4,460,036	4,824,847	5,397,790	5,500,584
Fees & Other Service Charges					
45100 Fees	962,686	715,825	830,043	573,500	554,500
45200 Fines	15,775	22,975	28,490	30,000	30,000
45400 Licenses	229,331	241,305	177,928	200,000	200,000
45500 Sales	76,378	79,149	93,882	80,000	100,000
Subtotal:	1,284,170	1,059,254	1,130,343	883,500	884,500
All Other Resources					
52900 Miscellaneous Revenue	266	0	1,330	0	0
Subtotal:	266	0	1,330	0	0
Interfund Transfers					
54100 Interfund Transfers	962,000	960,766	921,000	901,000	901,000
54500 Interdepartmental Charges	0	0	0	128,600	145,120
Subtotal:	962,000	960,766	921,000	1,029,600	1,046,120
Subtotal of Revenues:	6,509,845	6,480,056	6,877,520	7,310,890	7,431,204
Expenditures:					
Personnel Services					
62100 Salaries & Wages	11,426,634	12,326,300	13,047,334	13,442,849	13,736,686
62200 Payroll Taxes & Benefits	6,522,047	7,604,756	7,969,256	9,294,872	9,508,178
62300 Labor Adjustments	1,036,893	1,042,690	1,036,893	1,036,893	0
Subtotal:	18,985,574	20,973,746	22,053,483	23,774,614	23,244,864
Materials & Services					
64100 Contracted Services	3,520,491	3,554,061	4,346,274	4,526,299	5,144,116
64200 Operation Expenses	2,895,942	3,108,885	2,958,371	2,918,012	3,012,540
64300 Minor Equipment	213,650	254,455	132,207	136,300	125,300
64400 Equip Repair/Maint/Lease	114,571	132,396	146,193	122,600	104,600
Property					
64500 Maintenance/Utilities	490,587	569,946	572,996	573,699	576,599
64600 Travel & Training	139,935	125,639	168,138	135,900	128,926
64700 Software Expense	16,416	8,068	11,768	11,600	14,500
Subtotal:	7,391,592	7,753,450	8,335,947	8,424,410	9,106,581



FUND 010 – GENERAL FUND**Dept 41 – Sheriff**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Capital Outlay					
68400 CO-Equipment/Machinery	103,432	109,915	100,100	0	0
68500 Capital Outlay-Software	0	0	20,962	0	0
Subtotal:	103,432	109,915	121,062	0	0
Special Payments					
73100 Special Payments	0	0	144,415	144,415	180,041
Subtotal:	0	0	144,415	144,415	180,041
Subtotal of Expenditures:	26,480,598	28,837,111	30,654,907	32,343,439	32,531,486

FUND 010 – GENERAL FUND**Dept 48 – Community Justice**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	909,136	492,314	440,766	474,000	377,000
42100 State Sources	7,738,649	8,723,730	10,622,585	10,509,363	11,332,176
43100 Local Government Sources	127,988	136,952	155,448	125,000	130,000
44100 Private/NonProfit Sources	23,043	26,247	24,492	10,000	17,000
44400 Donations/Sponsorships	0	1,123	1,471	1,000	500
Subtotal:	8,798,816	9,380,366	11,244,762	11,119,363	11,856,676
Fees & Other Service Charges					
45100 Fees	1,450,325	1,446,003	1,827,132	1,637,400	1,497,550
45500 Sales	6,486	6,180	4,978	5,000	5,000
Subtotal:	1,456,811	1,452,183	1,832,110	1,642,400	1,502,550
All Other Resources					
52900 Miscellaneous Revenue	1,652	507	7	1,750	1,500
Subtotal:	1,652	507	7	1,750	1,500
Interfund Transfers					
54100 Interfund Transfers	19,772	19,800	19,800	19,800	19,800
54500 Interdepartmental Charges	387,458	529,505	353,086	345,000	320,000
Subtotal:	407,230	549,305	372,886	364,800	339,800
Subtotal of Revenues:	10,664,509	11,382,361	13,449,765	13,128,313	13,700,526
Expenditures:					
Personnel Services					
62100 Salaries & Wages	6,865,142	7,229,298	7,719,385	8,717,704	9,521,521
62200 Payroll Taxes & Benefits	4,015,174	4,546,493	4,861,301	5,690,725	6,249,390
62300 Labor Adjustments	0	515	0	0	0
Subtotal:	10,880,316	11,776,306	12,580,686	14,408,429	15,770,911



FUND 010 – GENERAL FUND**Dept 48 – Community Justice**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Materials & Services					
64100 Contracted Services	2,968,105	3,555,465	4,389,123	4,699,225	4,089,091
64200 Operation Expenses	918,379	938,577	1,102,382	1,015,364	1,463,913
64300 Minor Equipment	84,972	86,973	72,643	53,500	75,000
64400 Equip Repair/Maint/Lease Property	86,188	102,970	93,474	87,854	83,600
64500 Maintenance/Utilities	458,124	472,881	568,834	437,459	454,389
64600 Travel & Training	114,504	81,918	171,946	138,700	147,561
64700 Software Expense	4,286	11,936	5,994	10,250	9,750
Subtotal:	4,634,558	5,250,720	6,404,396	6,442,352	6,323,304
Capital Outlay					
68400 CO-Equipment/Machinery	7,250	62,872	0	42,990	0
68500 Capital Outlay-Software	0	0	0	0	106,853
Subtotal:	7,250	62,872	0	42,990	106,853
Transfers to Other Funds					
74100 Transfers To Other Funds	0	0	0	52,000	0
Subtotal:	0	0	0	52,000	0
Subtotal of Expenditures:	15,522,124	17,089,898	18,985,082	20,945,771	22,201,068

FUND 010 – GENERAL FUND**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	20,952,272	25,812,619	27,307,054	26,133,283	28,028,130
Fees & Other Service Charges	14,846,679	12,453,076	12,954,526	11,040,525	11,165,906
Property Tax	36,456,441	38,319,256	39,766,574	40,674,610	42,098,221
Bonds & Other Debt	0	0	4,969,262	326,843	262,500
All Other Resources	1,688,842	1,523,399	4,184,772	3,135,025	2,637,470
Interfund Transfers	2,127,608	3,173,030	2,175,608	2,296,917	2,326,857
Fund Balance	0	0	0	85,961,583	79,499,211
Total Fund Revenues:	76,071,842	81,281,380	91,357,796	169,568,786	166,018,295
Expenditures:					
Personnel Services	40,937,463	44,414,096	46,935,057	52,536,547	54,422,096
Materials & Services	17,110,064	17,528,569	19,911,866	21,414,951	22,205,755
Capital Outlay	248,754	172,787	6,789,378	3,342,990	111,853
Debt Service	1,645,621	1,645,575	0	0	1,650,000
Special Payments	223,824	95,966	207,067	488,584	530,519
Interfund Transfers	6,114,241	5,876,240	5,650,561	5,349,371	5,554,535
Contingency	0	0	0	10,000,000	10,000,000
Ending Balance & Reserves	0	0	0	76,436,343	71,543,537
Total Fund Expenditures:	66,279,967	69,733,233	79,493,929	169,568,786	166,018,295



FUND 020 – GENERAL ROAD FUND**Dept 39 – Roads and Parks**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	520,721	1,457,161	1,042,220	400,000	988,000
42100 State Sources	14,318,819	16,303,280	18,071,483	23,145,841	22,700,000
43100 Local Government Sources	311,130	882,021	541,395	180,000	395,000
44100 Private/NonProfit Sources	307,805	367,268	380,194	295,000	310,000
Subtotal:	15,458,475	19,009,730	20,035,292	24,020,841	24,393,000
Fees & Other Service Charges					
45100 Fees	548,657	648,752	905,496	658,050	686,800
45200 Fines	150	250	150	0	0
45500 Sales	66,262	83,813	174,626	36,900	37,475
Subtotal:	615,069	732,815	1,080,272	694,950	724,275
All Other Resources					
52100 Interest Revenue	134,850	147,372	626,755	160,000	200,000
Subtotal:	134,850	147,372	626,755	160,000	200,000
Interfund Transfers					
54100 Interfund Transfers	0	226,454	0	2,500,000	0
54500 Interdepartmental Charges	669,494	540,005	613,082	475,000	560,000
Subtotal:	669,494	766,459	613,082	2,975,000	560,000
Fund Balance					
58100 Fund Balance	0	0	0	15,200,000	20,500,000
Subtotal:	0	0	0	15,200,000	20,500,000
Subtotal of Revenues:	16,877,888	20,656,376	22,355,401	43,050,791	46,377,275
Expenditures:					
Personnel Services					
62100 Salaries & Wages	4,469,966	4,365,314	4,617,730	5,623,645	5,720,009
62200 Payroll Taxes & Benefits	2,442,429	2,627,889	2,720,960	3,330,456	3,618,714
62300 Labor Adjustments	0	-177	0	0	0
Subtotal:	6,912,395	6,993,026	7,338,690	8,954,101	9,338,723
Materials & Services					
64100 Contracted Services	921,803	1,235,147	1,615,909	2,149,098	2,501,759
64200 Operation Expenses	5,293,587	4,472,742	5,211,777	5,106,133	5,519,499
64300 Minor Equipment	62,915	68,072	49,345	39,000	64,000
64400 Equip Repair/Maint/Lease	1,720,674	1,881,729	2,041,492	2,120,200	2,264,300
Property					
64500 Maintenance/Utilities	418,048	452,377	427,046	501,408	515,228
64600 Travel & Training	51,399	33,279	38,297	49,350	42,350
64700 Software Expense	15	1,466	1,298	2,500	2,500
Subtotal:	8,468,441	8,144,812	9,385,164	9,967,689	10,909,636



FUND 020 – GENERAL ROAD FUND**Dept 39 – Roads and Parks**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Capital Outlay					
68100 Capital Outlay-Land	1,380,243	-22,112	104,055	1,525,000	600,000
68300 CO-Land Improvements	538,260	1,321,498	2,884,560	15,431,672	10,818,000
68400 CO-Equipment/Machinery	397,038	981,834	749,728	747,000	1,400,000
Subtotal:	2,315,541	2,281,220	3,738,343	17,703,672	12,818,000
Transfers to Other Funds					
74100 Transfers To Other Funds	173,329	119,581	168,614	127,000	197,000
Subtotal:	173,329	119,581	168,614	127,000	197,000
Contingency					
75005 Contingency	0	0	0	2,510,904	2,500,000
Subtotal:	0	0	0	2,510,904	2,500,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	900,000	800,000
78500 Unapprop Ending Fund Bal	0	0	0	2,887,425	9,813,916
Subtotal:	0	0	0	3,787,425	10,613,916
Subtotal of Expenditures:	17,869,706	17,538,639	20,630,811	43,050,791	46,377,275

FUND 020 – GENERAL ROAD FUND**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	15,458,475	19,009,730	20,035,292	24,020,841	24,393,000
Fees & Other Service Charges	615,069	732,815	1,080,272	694,950	724,275
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	134,850	147,372	626,755	160,000	200,000
Interfund Transfers	669,494	766,459	613,082	2,975,000	560,000
Fund Balance	0	0	0	15,200,000	20,500,000
Total Fund Revenues:	16,877,888	20,656,376	22,355,401	43,050,791	46,377,275
Expenditures:					
Personnel Services	6,912,395	6,993,026	7,338,690	8,954,101	9,338,723
Materials & Services	8,468,441	8,144,812	9,385,164	9,967,689	10,909,636
Capital Outlay	2,315,541	2,281,220	3,738,343	17,703,672	12,818,000
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	173,329	119,581	168,614	127,000	197,000
Contingency	0	0	0	2,510,904	2,500,000
Ending Balance & Reserves	0	0	0	3,787,425	10,613,916
Total Fund Expenditures:	17,869,706	17,538,639	20,630,811	43,050,791	46,377,275



FUND 024 – COUNTY SCHOOLS FUND**Dept 09 – Fiduciary**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	148,140	378,713	347,938	200,000	350,000
Subtotal:	148,140	378,713	347,938	200,000	350,000
All Other Resources					
52100 Interest Revenue	104	314	5,213	600	4,000
Subtotal:	104	314	5,213	600	4,000
Fund Balance					
58100 Fund Balance	0	0	0	0	30,000
Subtotal:	0	0	0	0	30,000
Subtotal of Revenues:	148,244	379,027	353,151	200,600	384,000
Expenditures:					
Special Payments					
73100 Special Payments	147,913	378,713	325,867	200,600	384,000
Subtotal:	147,913	378,713	325,867	200,600	384,000
Subtotal of Expenditures:	147,913	378,713	325,867	200,600	384,000

FUND 024 – COUNTY SCHOOLS FUND**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	148,140	378,713	347,938	200,000	350,000
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	104	314	5,213	600	4,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	30,000
Total Fund Revenues:	148,244	379,027	353,151	200,600	384,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	147,913	378,713	325,867	200,600	384,000
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	147,913	378,713	325,867	200,600	384,000



FUND 025 – LAW LIBRARY FUND**Dept 08 – County Administration**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	214,480	208,426	208,426	208,400	202,196
45500 Sales	995	557	153	0	0
Subtotal:	215,475	208,983	208,579	208,400	202,196
All Other Resources					
52100 Interest Revenue	2,663	1,936	5,708	1,000	1,000
Subtotal:	2,663	1,936	5,708	1,000	1,000
Fund Balance					
58100 Fund Balance	0	0	0	65,190	63,060
Subtotal:	0	0	0	65,190	63,060
Subtotal of Revenues:	218,138	210,919	214,287	274,590	266,256
Expenditures:					
Personnel Services					
62100 Salaries & Wages	49,793	49,657	4,176	0	0
62200 Payroll Taxes & Benefits	31,404	35,710	2,069	0	0
Subtotal:	81,197	85,367	6,245	0	0
Materials & Services					
64100 Contracted Services	47,387	49,349	58,223	85,000	84,600
64200 Operation Expenses	118,142	119,307	120,358	124,400	126,400
64400 Equip Repair/Maint/Lease	112	37	58	0	100
Subtotal:	165,641	168,693	178,639	209,400	211,100
Contingency					
75005 Contingency	0	0	0	10,000	15,000
Subtotal:	0	0	0	10,000	15,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	55,190	40,156
Subtotal:	0	0	0	55,190	40,156
Subtotal of Expenditures:	246,838	254,060	184,884	274,590	266,256



FUND 025 – LAW LIBRARY FUND**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	215,475	208,983	208,579	208,400	202,196
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	2,663	1,936	5,708	1,000	1,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	65,190	63,060
Total Fund Revenues:	218,138	210,919	214,287	274,590	266,256
Expenditures:					
Personnel Services	81,197	85,367	6,245	0	0
Materials & Services	165,641	168,693	178,639	209,400	211,100
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	10,000	15,000
Ending Balance & Reserves	0	0	0	55,190	40,156
Total Fund Expenditures:	246,838	254,060	184,884	274,590	266,256



FUND 026 – SURVEYOR FUND**Dept 43 – Surveyor**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	743,729	717,479	678,042	702,000	877,000
45500 Sales	1,210	1,340	872	2,500	1,000
Subtotal:	744,939	718,819	678,914	704,500	878,000
All Other Resources					
52100 Interest Revenue	12,974	13,851	49,374	15,500	15,500
52900 Miscellaneous Revenue	26	0	0	0	0
Subtotal:	13,000	13,851	49,374	15,500	15,500
Interfund Transfers					
54500 Interdepartmental Charges	81,204	121,973	78,272	86,000	6,427
Subtotal:	81,204	121,973	78,272	86,000	6,427
Fund Balance					
58100 Fund Balance	0	0	0	1,390,000	1,200,000
Subtotal:	0	0	0	1,390,000	1,200,000
Subtotal of Revenues:	839,143	854,643	806,560	2,196,000	2,099,927
Expenditures:					
Personnel Services					
62100 Salaries & Wages	383,691	358,824	372,085	381,914	413,447
62200 Payroll Taxes & Benefits	188,890	180,762	177,200	199,584	231,467
Subtotal:	572,581	539,586	549,285	581,498	644,914
Materials & Services					
64100 Contracted Services	209,638	147,379	202,053	224,135	166,652
64200 Operation Expenses	29,281	35,985	28,851	53,725	47,231
64300 Minor Equipment	10,882	0	0	0	0
64400 Equip Repair/Maint/Lease	6,366	8,201	4,591	19,255	16,740
64600 Travel & Training	9,164	10,518	10,282	31,529	30,852
64700 Software Expense	10,222	5,835	5,096	48,045	45,320
Subtotal:	275,553	207,918	250,873	376,689	306,795
Capital Outlay					
68400 CO-Equipment/Machinery	0	10,747	0	23,000	20,000
Subtotal:	0	10,747	0	23,000	20,000
Transfers to Other Funds					
74100 Transfers To Other Funds	0	31,147	0	0	0
Subtotal:	0	31,147	0	0	0
Contingency					
75005 Contingency	0	0	0	145,000	145,000
Subtotal:	0	0	0	145,000	145,000



FUND 026 – SURVEYOR FUND**Dept 43 – Surveyor**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	1,069,813	983,218
Subtotal:	0	0	0	1,069,813	983,218
<hr/>					
Subtotal of Expenditures:	848,134	789,398	800,158	2,196,000	2,099,927

FUND 026 – SURVEYOR FUND**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	744,939	718,819	678,914	704,500	878,000
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	13,000	13,851	49,374	15,500	15,500
Interfund Transfers	81,204	121,973	78,272	86,000	6,427
Fund Balance	0	0	0	1,390,000	1,200,000
Total Fund Revenues:	839,143	854,643	806,560	2,196,000	2,099,927
Expenditures:					
Personnel Services	572,581	539,586	549,285	581,498	644,914
Materials & Services	275,553	207,918	250,873	376,689	306,795
Capital Outlay	0	10,747	0	23,000	20,000
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	31,147	0	0	0
Contingency	0	0	0	145,000	145,000
Ending Balance & Reserves	0	0	0	1,069,813	983,218
Total Fund Expenditures:	848,134	789,398	800,158	2,196,000	2,099,927



FUND 028 – COUNTY TRAILS FUND**Dept 39 – Roads and Parks**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	137,539	237,557	175,689	173,000	180,000
43100 Local Government Sources	57,149	124,537	84,665	124,537	124,537
44100 Private/NonProfit Sources	0	0	99	0	0
44400 Donations/Sponsorships	670	2,230	190	0	0
Subtotal:	195,358	364,324	260,643	297,537	304,537
Fees & Other Service Charges					
45100 Fees	11,518	1,848	458	0	0
45500 Sales	105	200	360	0	0
Subtotal:	11,623	2,048	818	0	0
All Other Resources					
52100 Interest Revenue	4,032	4,432	12,608	4,000	5,000
52900 Miscellaneous Revenue	0	4,790	0	0	0
Subtotal:	4,032	9,222	12,608	4,000	5,000
Interfund Transfers					
54100 Interfund Transfers	1,546	5,000	5,000	15,000	15,000
54500 Interdepartmental Charges	5,000	0	0	0	0
Subtotal:	6,546	5,000	5,000	15,000	15,000
Fund Balance					
58100 Fund Balance	0	0	0	325,000	450,000
Subtotal:	0	0	0	325,000	450,000
Subtotal of Revenues:	217,559	380,594	279,069	641,537	774,537
Expenditures:					
Personnel Services					
62100 Salaries & Wages	42,164	29,984	49,459	77,356	77,431
62200 Payroll Taxes & Benefits	22,029	18,960	26,472	52,968	52,191
Subtotal:	64,193	48,944	75,931	130,324	129,622
Materials & Services					
64100 Contracted Services	17,874	10,842	11,107	65,415	69,564
64200 Operation Expenses	7,535	9,531	10,003	30,207	25,204
64300 Minor Equipment	915	740	8,176	6,500	6,500
64400 Equip Repair/Maint/Lease	1,259	861	555	6,500	9,000
Property					
64500 Maintenance/Utilities	36,834	396,788	87,510	229,000	364,500
64600 Travel & Training	1,449	57	356	1,500	2,000
Subtotal:	65,866	418,819	117,707	339,122	476,768



FUND 028 – COUNTY TRAILS FUND**Dept 39 – Roads and Parks**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Capital Outlay					
68400 CO-Equipment/Machinery	0	25,670	8,552	0	0
Subtotal:	0	25,670	8,552	0	0
Contingency					
75005 Contingency	0	0	0	70,417	90,000
Subtotal:	0	0	0	70,417	90,000
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	101,674	78,147
Subtotal:	0	0	0	101,674	78,147
Subtotal of Expenditures:	130,059	493,433	202,190	641,537	774,537

FUND 028 – COUNTY TRAILS FUND**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	195,358	364,324	260,643	297,537	304,537
Fees & Other Service Charges	11,623	2,048	818	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	4,032	9,222	12,608	4,000	5,000
Interfund Transfers	6,546	5,000	5,000	15,000	15,000
Fund Balance	0	0	0	325,000	450,000
Total Fund Revenues:	217,559	380,594	279,069	641,537	774,537
Expenditures:					
Personnel Services	64,193	48,944	75,931	130,324	129,622
Materials & Services	65,866	418,819	117,707	339,122	476,768
Capital Outlay	0	25,670	8,552	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	70,417	90,000
Ending Balance & Reserves	0	0	0	101,674	78,147
Total Fund Expenditures:	130,059	493,433	202,190	641,537	774,537



FUND 030 – TITLE III FUND**Dept 09 – Fiduciary**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	0	243,441	406,413	1,020,000	397,300
Subtotal:	0	243,441	406,413	1,020,000	397,300
All Other Resources					
52100 Interest Revenue	10,198	6,954	23,463	15,000	10,000
Subtotal:	10,198	6,954	23,463	15,000	10,000
Fund Balance					
58100 Fund Balance	0	0	0	695,000	1,192,990
Subtotal:	0	0	0	695,000	1,192,990
Subtotal of Revenues:	10,198	250,395	429,876	1,730,000	1,600,290
Expenditures:					
Materials & Services					
64100 Contracted Services	446,822	366,430	254,116	1,730,000	1,600,290
64200 Operation Expenses	109	0	6	0	0
64400 Equip Repair/Maint/Lease	245	24	19	0	0
Subtotal:	447,176	366,454	254,141	1,730,000	1,600,290
Subtotal of Expenditures:	447,176	366,454	254,141	1,730,000	1,600,290



FUND 030 – TITLE III FUND**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	243,441	406,413	1,020,000	397,300
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	10,198	6,954	23,463	15,000	10,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	695,000	1,192,990
Total Fund Revenues:	10,198	250,395	429,876	1,730,000	1,600,290
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	447,176	366,454	254,141	1,730,000	1,600,290
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:	447,176	366,454	254,141	1,730,000	1,600,290



FUND 033 – HEALTH AND HUMAN SERVICES FUND Dept 24 – Health and Human Services

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	1,419,583	1,394,747	1,397,185	1,370,045	1,359,342
42100 State Sources	34,585,048	19,852,958	19,371,436	17,153,371	20,550,942
43100 Local Government Sources	229,954	159,950	162,367	152,785	131,085
44100 Private/NonProfit Sources	141,753	77,900	115,256	76,385	341,840
44400 Donations/Sponsorships	224,374	104,460	56,755	60,000	65,000
Subtotal:	36,600,712	21,590,015	21,102,999	18,812,586	22,448,209
Fees & Other Service Charges					
45100 Fees	1,247,576	1,145,042	1,167,985	1,115,700	1,135,201
45200 Fines	49,916	22,748	22,972	27,000	16,000
45300 Forfeitures	11,462	15,678	14,058	15,000	15,000
45400 Licenses	1,275,706	1,331,147	1,383,474	1,403,900	1,659,400
45500 Sales	2,016	1,501,591	236,458	900	900
Subtotal:	2,586,676	4,016,206	2,824,947	2,562,500	2,826,501
All Other Resources					
52100 Interest Revenue	124,534	108,031	455,045	200,000	300,000
52900 Miscellaneous Revenue	3,838	10,037	0	0	0
Subtotal:	128,372	118,068	455,045	200,000	300,000
Interfund Transfers					
54100 Interfund Transfers	3,180,202	3,615,834	3,398,106	3,234,439	3,348,879
54500 Interdepartmental Charges	615,055	623,155	753,870	816,755	1,093,935
Subtotal:	3,795,257	4,238,989	4,151,976	4,051,194	4,442,814
Fund Balance					
58100 Fund Balance	0	0	0	14,666,106	10,322,329
Subtotal:	0	0	0	14,666,106	10,322,329
Subtotal of Revenues:	43,111,017	29,963,278	28,534,967	40,292,386	40,339,853
Expenditures:					
Personnel Services					
62100 Salaries & Wages	16,585,964	9,328,526	9,814,371	10,072,081	12,122,757
62200 Payroll Taxes & Benefits	8,793,823	5,347,651	5,573,826	6,091,818	7,410,699
62300 Labor Adjustments	1,513	-1	-3	580,519	0
Subtotal:	25,381,300	14,676,176	15,388,194	16,744,418	19,533,456



FUND 033 – HEALTH AND HUMAN SERVICES FUND Dept 24 – Health and Human Services

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Materials & Services					
64100 Contracted Services	16,743,801	8,111,859	8,419,254	7,358,167	8,646,543
64200 Operation Expenses	1,954,872	1,412,997	1,615,065	1,114,136	1,169,041
64300 Minor Equipment	37,025	11,650	9,337	4,311	5,700
64400 Equip Repair/Maint/Lease Property	31,444	27,652	22,768	25,000	25,000
64500 Maintenance/Utilities	2,086,384	1,956,816	1,956,260	618,752	622,611
64600 Travel & Training	267,277	182,495	263,467	213,402	235,502
64700 Software Expense	22,806	6,886	3,324	54,200	102,000
Subtotal:	21,143,609	11,710,355	12,289,475	9,387,968	10,806,397
Capital Outlay					
68500 Capital Outlay-Software	0	0	108,400	0	0
Subtotal:	0	0	108,400	0	0
Transfers to Other Funds					
74100 Transfers To Other Funds	301,658	825,480	0	0	0
Subtotal:	301,658	825,480	0	0	0
Contingency					
75005 Contingency	0	0	0	4,000,000	2,000,000
Subtotal:	0	0	0	4,000,000	2,000,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	10,160,000	8,000,000
Subtotal:	0	0	0	10,160,000	8,000,000
Subtotal of Expenditures:	46,826,567	27,212,011	27,786,069	40,292,386	40,339,853



FUND 033 – HEALTH AND HUMAN SERVICES FUND SUMMARY

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	36,600,712	21,590,015	21,102,999	18,812,586	22,448,209
Fees & Other Service Charges	2,586,676	4,016,206	2,824,947	2,562,500	2,826,501
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	128,372	118,068	455,045	200,000	300,000
Interfund Transfers	3,795,257	4,238,989	4,151,976	4,051,194	4,442,814
Fund Balance	0	0	0	14,666,106	10,322,329
Total Fund Revenues:	43,111,017	29,963,278	28,534,967	40,292,386	40,339,853
Expenditures:					
Personnel Services	25,381,300	14,676,176	15,388,194	16,744,418	19,533,456
Materials & Services	21,143,609	11,710,355	12,289,475	9,387,968	10,806,397
Capital Outlay	0	0	108,400	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	301,658	825,480	0	0	0
Contingency	0	0	0	4,000,000	2,000,000
Ending Balance & Reserves	0	0	0	10,160,000	8,000,000
Total Fund Expenditures:	46,826,567	27,212,011	27,786,069	40,292,386	40,339,853



FUND 035 – VIDEO LOTTERY**Dept 09 – Fiduciary**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	922,177	985,874	952,415	945,000	945,000
Subtotal:	922,177	985,874	952,415	945,000	945,000
All Other Resources					
52100 Interest Revenue	5,308	4,634	22,149	8,500	8,500
Subtotal:	5,308	4,634	22,149	8,500	8,500
Subtotal of Revenues:	927,485	990,508	974,564	953,500	953,500
Expenditures:					
Materials & Services					
64200 Operation Expenses	0	0	0	0	9,406
Subtotal:	0	0	0	0	9,406
Transfers to Other Funds					
74100 Transfers To Other Funds	987,130	972,165	950,748	939,726	944,094
Subtotal:	987,130	972,165	950,748	939,726	944,094
Contingency					
75005 Contingency	0	0	0	13,774	0
Subtotal:	0	0	0	13,774	0
Subtotal of Expenditures:	987,130	972,165	950,748	953,500	953,500



FUND 035 – VIDEO LOTTERY**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	922,177	985,874	952,415	945,000	945,000
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	5,308	4,634	22,149	8,500	8,500
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	927,485	990,508	974,564	953,500	953,500
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	9,406
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	987,130	972,165	950,748	939,726	944,094
Contingency	0	0	0	13,774	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	987,130	972,165	950,748	953,500	953,500



FUND 037 – SOLID WASTE MANAGEMENT FUND Dept 09 – Fiduciary

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	1,143,558	1,328,148	1,399,587	1,144,300	1,207,600
Subtotal:	1,143,558	1,328,148	1,399,587	1,144,300	1,207,600
All Other Resources					
52100 Interest Revenue	22,386	26,444	99,847	30,000	15,000
Subtotal:	22,386	26,444	99,847	30,000	15,000
Fund Balance					
58100 Fund Balance	0	0	0	3,097,300	3,633,000
Subtotal:	0	0	0	3,097,300	3,633,000
Subtotal of Revenues:	1,165,944	1,354,592	1,499,434	4,271,600	4,855,600
Expenditures:					
Materials & Services					
64100 Contracted Services	46,957	32,491	-6,048	84,827	84,886
64200 Operation Expenses	769	1,549	807	48,700	48,700
64400 Equip Repair/Maint/Lease	211	103	19	400	400
64600 Travel & Training	236	0	0	5,750	5,750
Subtotal:	48,173	34,143	-5,222	139,677	139,736
Transfers to Other Funds					
74100 Transfers To Other Funds	931,854	956,658	976,756	1,018,581	1,047,592
Subtotal:	931,854	956,658	976,756	1,018,581	1,047,592
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	3,013,342	3,568,272
Subtotal:	0	0	0	3,013,342	3,568,272
Subtotal of Expenditures:	980,027	990,801	971,534	4,271,600	4,855,600



FUND 037 - SOLID WASTE MANAGEMENT FUND SUMMARY

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	1,143,558	1,328,148	1,399,587	1,144,300	1,207,600
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	22,386	26,444	99,847	30,000	15,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	3,097,300	3,633,000
Total Fund Revenues:	1,165,944	1,354,592	1,499,434	4,271,600	4,855,600
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	48,173	34,143	-5,222	139,677	139,736
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	931,854	956,658	976,756	1,018,581	1,047,592
Contingency	0	0	0	100,000	100,000
Ending Balance & Reserves	0	0	0	3,013,342	3,568,272
Total Fund Expenditures:	980,027	990,801	971,534	4,271,600	4,855,600

FUND 038 – COURT SECURITY FUND**Dept 09 – Fiduciary**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	161,496	45,980	52,736	44,200	47,400
43100 Local Government Sources	186,051	105,153	132,027	122,500	144,000
Subtotal:	347,547	151,133	184,763	166,700	191,400
All Other Resources					
52100 Interest Revenue	4,473	4,990	17,964	8,200	9,000
Subtotal:	4,473	4,990	17,964	8,200	9,000
Fund Balance					
58100 Fund Balance	0	0	0	414,600	358,281
Subtotal:	0	0	0	414,600	358,281
Subtotal of Revenues:	352,020	156,123	202,727	589,500	558,681
Expenditures:					
Materials & Services					
64100 Contracted Services	247,876	213,305	228,345	292,000	292,000
Property					
64500 Maintenance/Utilities	0	0	0	0	266,681
Subtotal:	247,876	213,305	228,345	292,000	558,681
Contingency					
75005 Contingency	0	0	0	40,000	0
Subtotal:	0	0	0	40,000	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	257,500	0
Subtotal:	0	0	0	257,500	0
Subtotal of Expenditures:	247,876	213,305	228,345	589,500	558,681

FUND 038 – COURT SECURITY FUND**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	347,547	151,133	184,763	166,700	191,400
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	4,473	4,990	17,964	8,200	9,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	414,600	358,281
Total Fund Revenues:	352,020	156,123	202,727	589,500	558,681
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	247,876	213,305	228,345	292,000	558,681
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	40,000	0
Ending Balance & Reserves	0	0	0	257,500	0
Total Fund Expenditures:	247,876	213,305	228,345	589,500	558,681



FUND 039 – LAW ENFORCEMENT DISTRICT**Dept 41 – Sheriff**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	1,408,671	1,428,164	1,475,792	1,539,189	1,624,713
Subtotal:	1,408,671	1,428,164	1,475,792	1,539,189	1,624,713
Property Tax Revenues					
Current Property Tax					
46100 Revenue	-5,903	22,476	-2,072	0	0
Subtotal:	-5,903	22,476	-2,072	0	0
All Other Resources					
52100 Interest Revenue	10,108	9,381	38,203	10,000	10,000
Subtotal:	10,108	9,381	38,203	10,000	10,000
Fund Balance					
58100 Fund Balance	0	0	0	933,642	826,085
Subtotal:	0	0	0	933,642	826,085
Subtotal of Revenues:	1,412,876	1,460,021	1,511,923	2,482,831	2,460,798
Expenditures:					
Personnel Services					
62100 Salaries & Wages	586,380	561,904	516,243	603,351	600,403
62200 Payroll Taxes & Benefits	331,551	366,656	380,851	415,991	418,149
62300 Labor Adjustments	0	-5,779	0	0	0
Subtotal:	917,931	922,781	897,094	1,019,342	1,018,552
Materials & Services					
64100 Contracted Services	257,862	166,896	253,881	279,363	365,901
64200 Operation Expenses	296,172	220,852	246,029	277,842	288,065
64300 Minor Equipment	18,000	0	1,467	12,000	12,000
64400 Equip Repair/Maint/Lease	3,208	3,840	3,061	4,500	4,500
Property					
64500 Maintenance/Utilities	0	10,973	10,973	11,000	11,000
64600 Travel & Training	430	0	3,712	12,000	12,000
Subtotal:	575,672	402,561	519,123	596,705	693,466
Contingency					
75005 Contingency	0	0	0	50,000	100,000
Subtotal:	0	0	0	50,000	100,000
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	816,784	648,780
Subtotal:	0	0	0	816,784	648,780
Subtotal of Expenditures:	1,493,603	1,325,342	1,416,217	2,482,831	2,460,798



FUND 039 – LAW ENFORCEMENT DISTRICT**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	1,408,671	1,428,164	1,475,792	1,539,189	1,624,713
Fees & Other Service Charges	0	0	0	0	0
Property Tax	-5,903	22,476	-2,072	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	10,108	9,381	38,203	10,000	10,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	933,642	826,085
Total Fund Revenues:	1,412,876	1,460,021	1,511,923	2,482,831	2,460,798
Expenditures:					
Personnel Services	917,931	922,781	897,094	1,019,342	1,018,552
Materials & Services	575,672	402,561	519,123	596,705	693,466
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	50,000	100,000
Ending Balance & Reserves	0	0	0	816,784	648,780
Total Fund Expenditures:	1,493,603	1,325,342	1,416,217	2,482,831	2,460,798



FUND 040 – SPORTS PARK MITIGATION**Dept 39 – Roads and Parks**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	8,223	23,448	0	0	0
Subtotal:	8,223	23,448	0	0	0
All Other Resources					
52100 Interest Revenue	328	270	927	400	400
Subtotal:	328	270	927	400	400
Fund Balance					
58100 Fund Balance	0	0	0	30,000	30,000
Subtotal:	0	0	0	30,000	30,000
Subtotal of Revenues:	8,551	23,718	927	30,400	30,400
Expenditures:					
Materials & Services					
64100 Contracted Services	7,023	0	0	10,000	30,400
Property					
64500 Maintenance/Utilities	1,200	0	0	0	0
Subtotal:	8,223	0	0	10,000	30,400
Contingency					
75005 Contingency	0	0	0	1,500	0
Subtotal:	0	0	0	1,500	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	18,900	0
Subtotal:	0	0	0	18,900	0
Subtotal of Expenditures:	8,223	0	0	30,400	30,400



FUND 040 – SPORTS PARK MITIGATION**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	8,223	23,448	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	328	270	927	400	400
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	30,000	30,000
Total Fund Revenues:	8,551	23,718	927	30,400	30,400
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	8,223	0	0	10,000	30,400
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	1,500	0
Ending Balance & Reserves	0	0	0	18,900	0
Total Fund Expenditures:	8,223	0	0	30,400	30,400



FUND 500 – AIRPORT ENTERPRISE FUND**Dept 01 – Airport**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	6,532,674	13,738,287	3,775,608	4,088,204	2,950,929
42100 State Sources	197,789	65,096	353,302	74,872	94,275
43100 Local Government Sources	0	0	206	0	0
44100 Private/NonProfit Sources	3,747,920	4,253,120	5,043,700	5,048,699	5,208,733
Subtotal:	10,478,383	18,056,503	9,172,816	9,211,775	8,253,937
Fees & Other Service Charges					
45100 Fees	7,047,191	8,352,017	9,090,444	8,223,600	8,488,439
45200 Fines	44,728	35,485	35,409	20,800	2,500
45400 Licenses	0	0	0	0	18,000
45500 Sales	247,138	330,160	2,393,486	300,000	300,000
Subtotal:	7,339,057	8,717,662	11,519,339	8,544,400	8,808,939
All Other Resources					
52100 Interest Revenue	174,136	182,172	818,670	275,000	300,000
52900 Miscellaneous Revenue	1,153	6,129	2,017	600	600
Subtotal:	175,289	188,301	820,687	275,600	300,600
Interfund Transfers					
54100 Interfund Transfers	380,965	428,184	46,720	0	0
Subtotal:	380,965	428,184	46,720	0	0
Fund Balance					
58100 Fund Balance	0	0	0	27,518,398	36,143,193
Subtotal:	0	0	0	27,518,398	36,143,193
Subtotal of Revenues:	18,373,694	27,390,650	21,559,562	45,550,173	53,506,669

Expenditures:**Personnel Services**

62100 Salaries & Wages	1,851,264	1,836,722	1,973,724	2,564,814	2,887,679
62200 Payroll Taxes & Benefits	1,089,333	1,175,604	1,310,050	1,697,075	1,891,487
62300 Labor Adjustments	-5,694	-4,406	-4,390	0	0
Subtotal:	2,934,903	3,007,920	3,279,384	4,261,889	4,779,166

Materials & Services

64100 Contracted Services	1,656,042	2,133,960	2,437,689	2,362,056	2,973,990
64200 Operation Expenses	411,381	464,301	500,620	832,527	857,176
64300 Minor Equipment	58,880	65,973	62,740	148,464	162,339
64400 Equip Repair/Maint/Lease Property	329,314	361,632	349,427	452,170	514,122
64500 Maintenance/Utilities	1,160,380	1,216,346	1,212,527	1,577,586	1,434,781
64600 Travel & Training	47,959	41,196	54,158	109,848	123,598
64700 Software Expense	0	17,163	51	4,540	11,540
Subtotal:	3,663,956	4,300,571	4,617,212	5,487,191	6,077,546



FUND 500 – AIRPORT ENTERPRISE FUND**Dept 01 – Airport**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Capital Outlay					
68200 Capital Outlay-Buildings	1,196,315	1,946	233,933	0	0
68300 CO-Land Improvements	7,481,067	17,803,328	5,061,393	9,494,458	3,507,126
68400 CO-Equipment/Machinery	367,367	583,347	50,455	820,532	947,556
Subtotal:	9,044,749	18,388,621	5,345,781	10,314,990	4,454,682
Transfers to Other Funds					
74100 Transfers To Other Funds	0	961,909	0	281,984	317,921
Subtotal:	0	961,909	0	281,984	317,921
Contingency					
75005 Contingency	0	0	0	1,598,262	1,799,657
Subtotal:	0	0	0	1,598,262	1,799,657
Ending Balance and Reserves					
78100 Reserves	0	0	0	17,475,000	22,225,000
78500 Unapprop Ending Fund Bal	0	0	0	6,130,857	13,852,697
Subtotal:	0	0	0	23,605,857	36,077,697
Subtotal of Expenditures:	15,643,608	26,659,021	13,242,377	45,550,173	53,506,669

FUND 500 – AIRPORT ENTERPRISE FUND**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	10,478,383	18,056,503	9,172,816	9,211,775	8,253,937
Fees & Other Service Charges	7,339,057	8,717,662	11,519,339	8,544,400	8,808,939
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	175,289	188,301	820,687	275,600	300,600
Interfund Transfers	380,965	428,184	46,720	0	0
Fund Balance	0	0	0	27,518,398	36,143,193
Total Fund Revenues:	18,373,694	27,390,650	21,559,562	45,550,173	53,506,669
Expenditures:					
Personnel Services	2,934,903	3,007,920	3,279,384	4,261,889	4,779,166
Materials & Services	3,663,956	4,300,571	4,617,212	5,487,191	6,077,546
Capital Outlay	9,044,749	18,388,621	5,345,781	10,314,990	4,454,682
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	961,909	0	281,984	317,921
Contingency	0	0	0	1,598,262	1,799,657
Ending Balance & Reserves	0	0	0	23,605,857	36,077,697
Total Fund Expenditures:	15,643,608	26,659,021	13,242,377	45,550,173	53,506,669



FUND 501 – AIRPORT DEBT SERVICE FUND**Dept 01 – Airport**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Interfund Transfers					
54100 Interfund Transfers	1,079,890	2,082,517	753,344	890,669	890,669
Subtotal:	1,079,890	2,082,517	753,344	890,669	890,669
Fund Balance					
58100 Fund Balance	0	0	0	574,497	451,617
Subtotal:	0	0	0	574,497	451,617
Subtotal of Revenues:	1,079,890	2,082,517	753,344	1,465,166	1,342,286
Expenditures:					
Materials & Services					
64100 Contracted Services	0	2,375	1,500	0	0
Subtotal:	0	2,375	1,500	0	0
Debt Service					
72100 Debt Service	1,112,192	2,211,978	874,724	890,669	893,630
Subtotal:	1,112,192	2,211,978	874,724	890,669	893,630
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	574,497	448,656
Subtotal:	0	0	0	574,497	448,656
Subtotal of Expenditures:	1,112,192	2,214,353	876,224	1,465,166	1,342,286



FUND 501 – AIRPORT DEBT SERVICE FUND**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	0	0	0	0	0
Interfund Transfers	1,079,890	2,082,517	753,344	890,669	890,669
Fund Balance	0	0	0	574,497	451,617
Total Fund Revenues:	1,079,890	2,082,517	753,344	1,465,166	1,342,286
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	2,375	1,500	0	0
Capital Outlay	0	0	0	0	0
Debt Service	1,112,192	2,211,978	874,724	890,669	893,630
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	574,497	448,656
Total Fund Expenditures:	1,112,192	2,214,353	876,224	1,465,166	1,342,286



FUND 503 – PASSENGER FACILITY CHARGE FUND Dept 01 – Airport

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	1,646,775	1,892,430	1,994,568	2,228,417	2,370,600
Subtotal:	1,646,775	1,892,430	1,994,568	2,228,417	2,370,600
All Other Resources					
52100 Interest Revenue	11,952	22,460	96,120	40,000	40,000
Subtotal:	11,952	22,460	96,120	40,000	40,000
Fund Balance					
58100 Fund Balance	0	0	0	3,172,829	4,988,355
Subtotal:	0	0	0	3,172,829	4,988,355
Subtotal of Revenues:	1,658,727	1,914,890	2,090,688	5,441,246	7,398,955
Expenditures:					
Materials & Services					
64100 Contracted Services	2,529	0	0	60,000	75,000
Subtotal:	2,529	0	0	60,000	75,000
Transfers to Other Funds					
74100 Transfers To Other Funds	1,460,855	1,548,792	800,064	608,685	607,748
Subtotal:	1,460,855	1,548,792	800,064	608,685	607,748
Ending Balance and Reserves					
78100 Reserves	0	0	0	4,772,561	6,716,207
Subtotal:	0	0	0	4,772,561	6,716,207
Subtotal of Expenditures:	1,463,384	1,548,792	800,064	5,441,246	7,398,955



FUND 503 – PASSENGER FACILITY CHARGE FUND SUMMARY

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	1,646,775	1,892,430	1,994,568	2,228,417	2,370,600
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	11,952	22,460	96,120	40,000	40,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	3,172,829	4,988,355
Total Fund Revenues:	1,658,727	1,914,890	2,090,688	5,441,246	7,398,955
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	2,529	0	0	60,000	75,000
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	1,460,855	1,548,792	800,064	608,685	607,748
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	4,772,561	6,716,207
Total Fund Expenditures:	1,463,384	1,548,792	800,064	5,441,246	7,398,955

FUND 523 – EXPOSITION PARK FUND**Dept 21 – Expo**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	53,667	53,167	53,167	55,000	53,167
44100 Private/NonProfit Sources	33,797	45,146	39,934	25,500	22,000
44400 Donations/Sponsorships	495,672	393,574	408,688	478,657	494,755
Subtotal:	583,136	491,887	501,789	559,157	569,922
Fees & Other Service Charges					
45100 Fees	1,630,221	1,963,564	2,351,949	2,452,198	2,409,296
45200 Fines	27	0	54	0	0
45500 Sales	0	3,380	45	0	0
Subtotal:	1,630,248	1,966,944	2,352,048	2,452,198	2,409,296
All Other Resources					
52100 Interest Revenue	5,544	6,132	27,052	10,500	20,000
52900 Miscellaneous Revenue	951	2,941	796	0	0
Subtotal:	6,495	9,073	27,848	10,500	20,000
Interfund Transfers					
54100 Interfund Transfers	9,472	7,127	6,679	9,600	9,600
54500 Interdepartmental Charges	0	0	0	0	0
Subtotal:	9,472	7,127	6,679	9,600	9,600
Fund Balance					
58100 Fund Balance	0	0	0	470,982	539,514
Subtotal:	0	0	0	470,982	539,514
Subtotal of Revenues:	2,229,351	2,475,031	2,888,364	3,502,437	3,548,332
Expenditures:					
Personnel Services					
62100 Salaries & Wages	220,897	245,093	268,391	299,741	335,693
62200 Payroll Taxes & Benefits	105,304	126,413	150,062	199,616	223,576
62300 Labor Adjustments	1,679	0	1	0	1
Subtotal:	327,880	371,506	418,454	499,357	559,270
Materials & Services					
64100 Contracted Services	527,738	566,026	713,386	660,776	734,886
64200 Operation Expenses	683,395	875,011	1,402,958	1,398,152	1,304,261
64300 Minor Equipment	37,584	10,091	2,469	5,000	0
64400 Equip Repair/Maint/Lease	53,756	69,036	72,461	53,480	61,150
Property					
64500 Maintenance/Utilities	441,376	391,487	364,393	387,080	343,951
64600 Travel & Training	9,492	7,721	6,436	9,345	6,000
64700 Software Expense	273	0	0	0	0
Subtotal:	1,753,614	1,919,372	2,562,103	2,513,833	2,450,248



FUND 523 – EXPOSITION PARK FUND**Dept 21 – Expo**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Capital Outlay					
68400 CO-Equipment/Machinery	9,900	45,000	42,119	0	0
Subtotal:	9,900	45,000	42,119	0	0
Debt Service					
72100 Debt Service	0	742	573	16,889	0
Subtotal:	0	742	573	16,889	0
Transfers to Other Funds					
74100 Transfers To Other Funds	0	117,512	0	0	0
Subtotal:	0	117,512	0	0	0
Contingency					
75005 Contingency	0	0	0	270,000	301,800
Subtotal:	0	0	0	270,000	301,800
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	202,358	237,014
Subtotal:	0	0	0	202,358	237,014
Subtotal of Expenditures:	2,091,394	2,454,132	3,023,249	3,502,437	3,548,332

FUND 523 – EXPOSITION PARK FUND**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	583,136	491,887	501,789	559,157	569,922
Fees & Other Service Charges	1,630,248	1,966,944	2,352,048	2,452,198	2,409,296
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	6,495	9,073	27,848	10,500	20,000
Interfund Transfers	9,472	7,127	6,679	9,600	9,600
Fund Balance	0	0	0	470,982	539,514
Total Fund Revenues:	2,229,351	2,475,031	2,888,364	3,502,437	3,548,332
Expenditures:					
Personnel Services	327,880	371,506	418,454	499,357	559,270
Materials & Services	1,753,614	1,919,372	2,562,103	2,513,833	2,450,248
Capital Outlay	9,900	45,000	42,119	0	0
Debt Service	0	742	573	16,889	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	117,512	0	0	0
Contingency	0	0	0	270,000	301,800
Ending Balance & Reserves	0	0	0	202,358	237,014
Total Fund Expenditures:	2,091,394	2,454,132	3,023,249	3,502,437	3,548,332



FUND 535 – RECREATION ENTERPRISE FUND**Dept 39 – Roads and Parks**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	65,667	86,762	221,303	140,000	740,283
42100 State Sources	795,828	820,427	941,411	870,320	1,308,746
43100 Local Government Sources	61,445	34,745	21,327	35,000	10,000
44100 Private/NonProfit Sources	4,944	33,534	120,168	44,900	59,900
44400 Donations/Sponsorships	0	0	912	0	0
Subtotal:	927,884	975,468	1,305,121	1,090,220	2,118,929
Fees & Other Service Charges					
45100 Fees	1,772,422	2,094,298	1,950,821	2,081,150	2,364,850
45500 Sales	216,382	238,274	146,610	232,400	160,650
Subtotal:	1,988,804	2,332,572	2,097,431	2,313,550	2,525,500
All Other Resources					
52100 Interest Revenue	9,917	11,833	30,989	15,000	15,000
52900 Miscellaneous Revenue	17,939	459	9,950	0	0
Subtotal:	27,856	12,292	40,939	15,000	15,000
Interfund Transfers					
54100 Interfund Transfers	114,875	195,739	172,876	122,875	122,875
54500 Interdepartmental Charges	169,603	262,669	314,404	291,000	286,800
Subtotal:	284,478	458,408	487,280	413,875	409,675
Fund Balance					
58100 Fund Balance	0	0	0	944,000	600,000
Subtotal:	0	0	0	944,000	600,000
Subtotal of Revenues:	3,229,022	3,778,740	3,930,771	4,776,645	5,669,104
Expenditures:					
Personnel Services					
62100 Salaries & Wages	897,310	1,043,951	1,042,513	1,121,495	1,168,520
62200 Payroll Taxes & Benefits	367,390	422,796	466,599	495,345	557,229
62300 Labor Adjustments	0	2,017	0	0	0
Subtotal:	1,264,700	1,468,764	1,509,112	1,616,840	1,725,749
Materials & Services					
64100 Contracted Services	413,069	332,903	404,602	477,280	463,460
64200 Operation Expenses	298,596	384,701	313,056	381,754	327,483
64300 Minor Equipment	38,787	84,218	32,320	41,250	42,750
64400 Equip Repair/Maint/Lease Property	42,686	69,528	60,591	62,250	63,750
64500 Maintenance/Utilities	552,520	675,735	684,056	755,275	747,747
64600 Travel & Training	5,207	10,697	16,694	12,250	12,250
64700 Software Expense	693	530	0	0	0
Subtotal:	1,351,558	1,558,312	1,511,319	1,730,059	1,657,440



FUND 535 – RECREATION ENTERPRISE FUND**Dept 39 Roads and Parks**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Capital Outlay					
68200 Capital Outlay-Buildings	40,968	87,087	0	0	0
68300 CO-Land Improvements	1,065,122	89,687	331,564	200,000	205,000
68400 CO-Equipment/Machinery	0	178,996	102,527	35,000	978,065
Subtotal:	1,106,090	355,770	434,091	235,000	1,183,065
Debt Service					
72100 Debt Service	58,975	57,290	50,550	352,968	352,968
Subtotal:	58,975	57,290	50,550	352,968	352,968
Transfers to Other Funds					
74100 Transfers To Other Funds	33,376	0	0	0	0
Subtotal:	33,376	0	0	0	0
Contingency					
75005 Contingency	0	0	0	579,370	507,000
Subtotal:	0	0	0	579,370	507,000
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	262,408	242,882
Subtotal:	0	0	0	262,408	242,882
Subtotal of Expenditures:	3,814,699	3,440,136	3,505,072	4,776,645	5,669,104

FUND 535 – RECREATION ENTERPRISE FUND**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	927,884	975,468	1,305,121	1,090,220	2,118,929
Fees & Other Service Charges	1,988,804	2,332,572	2,097,431	2,313,550	2,525,500
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	27,856	12,292	40,939	15,000	15,000
Interfund Transfers	284,478	458,408	487,280	413,875	409,675
Fund Balance	0	0	0	944,000	600,000
Total Fund Revenues:	3,229,022	3,778,740	3,930,771	4,776,645	5,669,104
Expenditures:					
Personnel Services	1,264,700	1,468,764	1,509,112	1,616,840	1,725,749
Materials & Services	1,351,558	1,558,312	1,511,319	1,730,059	1,657,440
Capital Outlay	1,106,090	355,770	434,091	235,000	1,183,065
Debt Service	58,975	57,290	50,550	352,968	352,968
Special Payments	0	0	0	0	0
Interfund Transfers	33,376	0	0	0	0
Contingency	0	0	0	579,370	507,000
Ending Balance & Reserves	0	0	0	262,408	242,882
Total Fund Expenditures:	3,814,699	3,440,136	3,505,072	4,776,645	5,669,104



FUND 559 – MOTORPOOL**Dept 39 – Roads and Parks**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	0	45	245	0	0
44100 Private/NonProfit Sources	81,724	54,946	43,367	80,000	40,000
Subtotal:	81,724	54,991	43,612	80,000	40,000
Fees & Other Service Charges					
45100 Fees	3,348	3,690	2,300	3,000	2,000
45500 Sales	108,785	163,458	62,069	70,000	55,000
Subtotal:	112,133	167,148	64,369	73,000	57,000
All Other Resources					
52100 Interest Revenue	11,618	11,435	37,767	13,000	16,000
Subtotal:	11,618	11,435	37,767	13,000	16,000
Interfund Transfers					
54100 Interfund Transfers	354,329	150,728	168,614	179,000	232,000
54500 Interdepartmental Charges	1,945,909	2,042,675	2,241,676	2,288,887	2,886,521
Subtotal:	2,300,238	2,193,403	2,410,290	2,467,887	3,118,521
Fund Balance					
58100 Fund Balance	0	0	0	1,300,000	570,000
Subtotal:	0	0	0	1,300,000	570,000
Subtotal of Revenues:	2,505,713	2,426,977	2,556,038	3,933,887	3,801,521
Expenditures:					
Personnel Services					
62100 Salaries & Wages	191,760	184,491	187,569	193,109	204,282
62200 Payroll Taxes & Benefits	105,513	114,695	117,962	124,322	131,607
62300 Labor Adjustments	920	-2,017	0	0	0
Subtotal:	298,193	297,169	305,531	317,431	335,889
Materials & Services					
64100 Contracted Services	70,315	69,822	90,634	96,852	178,603
64200 Operation Expenses	13,046	25,028	17,018	31,376	31,198
64300 Minor Equipment	5,418	6,407	2,362	6,000	6,000
64400 Equip Repair/Maint/Lease	820,148	881,608	934,474	1,063,000	1,119,950
Property					
64500 Maintenance/Utilities	20,667	20,415	17,964	23,339	22,516
64600 Travel & Training	1,971	1,759	617	2,000	2,000
Subtotal:	931,565	1,005,039	1,063,069	1,222,567	1,360,267
Capital Outlay					
68400 CO-Equipment/Machinery	1,016,127	1,410,225	1,092,475	1,354,000	1,152,000
Subtotal:	1,016,127	1,410,225	1,092,475	1,354,000	1,152,000



FUND 559 – MOTORPOOL**Dept 39 – Roads and Parks**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Transfers to Other Funds					
74100 Transfers To Other Funds	0	334,317	0	0	0
Subtotal:	0	334,317	0	0	0
Contingency					
75005 Contingency	0	0	0	389,889	303,365
Subtotal:	0	0	0	389,889	303,365
Ending Balance and Reserves					
78100 Reserves	0	0	0	150,000	150,000
78500 Unapprop Ending Fund Bal	0	0	0	500,000	500,000
Subtotal:	0	0	0	650,000	650,000
Subtotal of Expenditures:	2,245,885	3,046,750	2,461,075	3,933,887	3,801,521

FUND 559 – MOTORPOOL**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	81,724	54,991	43,612	80,000	40,000
Fees & Other Service Charges	112,133	167,148	64,369	73,000	57,000
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	11,618	11,435	37,767	13,000	16,000
Interfund Transfers	2,300,238	2,193,403	2,410,290	2,467,887	3,118,521
Fund Balance	0	0	0	1,300,000	570,000
Total Fund Revenues:	2,505,713	2,426,977	2,556,038	3,933,887	3,801,521
Expenditures:					
Personnel Services	298,193	297,169	305,531	317,431	335,889
Materials & Services	931,565	1,005,039	1,063,069	1,222,567	1,360,267
Capital Outlay	1,016,127	1,410,225	1,092,475	1,354,000	1,152,000
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	334,317	0	0	0
Contingency	0	0	0	389,889	303,365
Ending Balance & Reserves	0	0	0	650,000	650,000
Total Fund Expenditures:	2,245,885	3,046,750	2,461,075	3,933,887	3,801,521



FUND 560 – COMPUTER REPLACEMENT FUND**Dept 03 – Information Technology**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
44100 Private/NonProfit Sources	26,908	475	600	0	0
Subtotal:	26,908	475	600	0	0
All Other Resources					
52100 Interest Revenue	7,400	10,096	32,813	21,536	25,700
Subtotal:	7,400	10,096	32,813	21,536	25,700
Interfund Transfers					
54500 Interdepartmental Charges	371,306	124,231	271,970	319,048	1,130,087
Subtotal:	371,306	124,231	271,970	319,048	1,130,087
Fund Balance					
58100 Fund Balance	0	0	0	1,037,546	701,081
Subtotal:	0	0	0	1,037,546	701,081
Subtotal of Revenues:	405,614	134,802	305,383	1,378,130	1,856,868
Expenditures:					
Materials & Services					
64100 Contracted Services	0	0	1,998	0	0
64200 Operation Expenses	0	0	0	100,000	150,000
64300 Minor Equipment	181,544	58,211	412,324	319,786	631,500
64700 Software Expense	6,399	0	189,175	45,000	0
Subtotal:	187,943	58,211	603,497	464,786	781,500
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	0	0	653,940
Subtotal:	0	0	0	0	653,940
Ending Balance and Reserves					
78100 Reserves	0	0	0	913,344	421,428
Subtotal:	0	0	0	913,344	421,428
Subtotal of Expenditures:	187,943	58,211	603,497	1,378,130	1,856,868



FUND 560 – COMPUTER REPLACEMENT FUND**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	26,908	475	600	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	7,400	10,096	32,813	21,536	25,700
Interfund Transfers	371,306	124,231	271,970	319,048	1,130,087
Fund Balance	0	0	0	1,037,546	701,081
Total Fund Revenues:	405,614	134,802	305,383	1,378,130	1,856,868
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	187,943	58,211	603,497	464,786	781,500
Capital Outlay	0	0	0	0	653,940
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	913,344	421,428
Total Fund Expenditures:	187,943	58,211	603,497	1,378,130	1,856,868



FUND 561 – RISK MGMT-GEN AUTO LIAB**Dept 08 – County Administration**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
44100 Private/NonProfit Sources	599	845	552	500	0
Subtotal:	599	845	552	500	0
All Other Resources					
52100 Interest Revenue	74,119	81,930	285,869	160,000	206,010
Subtotal:	74,119	81,930	285,869	160,000	206,010
Interfund Transfers					
54500 Interdepartmental Charges	2,432,968	2,097,229	2,026,878	1,907,128	1,724,287
Subtotal:	2,432,968	2,097,229	2,026,878	1,907,128	1,724,287
Fund Balance					
58100 Fund Balance	0	0	0	8,531,869	7,875,621
Subtotal:	0	0	0	8,531,869	7,875,621
Subtotal of Revenues:	2,507,686	2,180,004	2,313,299	10,599,497	9,805,918
Expenditures:					
Personnel Services					
62100 Salaries & Wages	201,045	150,737	74,082	76,984	77,112
62200 Payroll Taxes & Benefits	92,805	83,872	39,563	44,950	43,876
Subtotal:	293,850	234,609	113,645	121,934	120,988
Materials & Services					
64100 Contracted Services	449,611	1,006,907	650,010	631,572	655,831
64200 Operation Expenses	862,193	1,206,803	346,299	2,225,322	2,106,905
64300 Minor Equipment	607	0	2,182	750	750
64400 Equip Repair/Maint/Lease	1,097	865	290	550	550
Property					
64500 Maintenance/Utilities	0	0	41,619	0	0
64600 Travel & Training	0	1,066	12,371	6,500	6,500
Subtotal:	1,313,508	2,215,641	1,052,771	2,864,694	2,770,536
Ending Balance and Reserves					
78100 Reserves	0	0	0	7,612,869	6,914,394
Subtotal:	0	0	0	7,612,869	6,914,394
Subtotal of Expenditures:	1,607,358	2,450,250	1,166,416	10,599,497	9,805,918



FUND 561 – RISK MGMT-GEN AUTO LIAB**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	599	845	552	500	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	74,119	81,930	285,869	160,000	206,010
Interfund Transfers	2,432,968	2,097,229	2,026,878	1,907,128	1,724,287
Fund Balance	0	0	0	8,531,869	7,875,621
Total Fund Revenues:	2,507,686	2,180,004	2,313,299	10,599,497	9,805,918
Expenditures:					
Personnel Services	293,850	234,609	113,645	121,934	120,988
Materials & Services	1,313,508	2,215,641	1,052,771	2,864,694	2,770,536
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	7,612,869	6,914,394
Total Fund Expenditures:	1,607,358	2,450,250	1,166,416	10,599,497	9,805,918



FUND 562 – SELF INSURANCE HEALTH PLAN**Dept 08 – County Administration**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	17,813	16,281	16,938	22,584	4,446
Subtotal:	17,813	16,281	16,938	22,584	4,446
All Other Resources					
52100 Interest Revenue	19,156	16,232	63,462	30,000	50,000
Subtotal:	19,156	16,232	63,462	30,000	50,000
Interfund Transfers					
54500 Interdepartmental Charges	4,291,566	3,969,092	4,175,080	4,258,308	15,161,666
Subtotal:	4,291,566	3,969,092	4,175,080	4,258,308	15,161,666
Fund Balance					
58100 Fund Balance	0	0	0	2,598,000	3,040,612
Subtotal:	0	0	0	2,598,000	3,040,612
Subtotal of Revenues:	4,328,535	4,001,605	4,255,480	6,908,892	18,256,724
Expenditures:					
Materials & Services					
64100 Contracted Services	405,695	337,533	418,282	371,110	865,947
64200 Operation Expenses	4,703,936	2,875,877	4,022,048	5,677,008	16,268,982
64300 Minor Equipment	0	592	-77	0	0
Property					
64500 Maintenance/Utilities	4,541	2,933	4,969	8,134	12,587
Subtotal:	5,114,172	3,216,935	4,445,222	6,056,252	17,147,516
Ending Balance and Reserves					
78100 Reserves	0	0	0	852,640	1,109,208
Subtotal:	0	0	0	852,640	1,109,208
Subtotal of Expenditures:	5,114,172	3,216,935	4,445,222	6,908,892	18,256,724



FUND 562 – SELF INSURANCE HEALTH PLAN**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	17,813	16,281	16,938	22,584	4,446
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	19,156	16,232	63,462	30,000	50,000
Interfund Transfers	4,291,566	3,969,092	4,175,080	4,258,308	15,161,666
Fund Balance	0	0	0	2,598,000	3,040,612
Total Fund Revenues:	4,328,535	4,001,605	4,255,480	6,908,892	18,256,724
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	5,114,172	3,216,935	4,445,222	6,056,252	17,147,516
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	852,640	1,109,208
Total Fund Expenditures:	5,114,172	3,216,935	4,445,222	6,908,892	18,256,724

FUND 563 – WORKERS' COMPENSATION**Dept 08 – County Administration**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	26,723	35,294	66,075	0	0
Subtotal:	26,723	35,294	66,075	0	0
All Other Resources					
52100 Interest Revenue	34,694	38,215	139,754	86,200	107,500
Subtotal:	34,694	38,215	139,754	86,200	107,500
Interfund Transfers					
54500 Interdepartmental Charges	714,583	674,443	722,176	615,302	656,220
Subtotal:	714,583	674,443	722,176	615,302	656,220
Fund Balance					
58100 Fund Balance	0	0	0	4,308,428	3,342,662
Subtotal:	0	0	0	4,308,428	3,342,662
Subtotal of Revenues:	776,000	747,952	928,005	5,009,930	4,106,382
Expenditures:					
Personnel Services					
62100 Salaries & Wages	0	0	21,643	23,294	64,121
62200 Payroll Taxes & Benefits	0	0	12,352	14,005	35,336
Subtotal:	0	0	33,995	37,299	99,457
Materials & Services					
64100 Contracted Services	58,198	47,947	42,432	85,050	87,963
64200 Operation Expenses	371,528	588,271	556,995	1,172,153	1,189,800
64300 Minor Equipment	109	0	0	0	0
64600 Travel & Training	0	175	370	4,000	4,500
Subtotal:	429,835	636,393	599,797	1,261,203	1,282,263
Ending Balance and Reserves					
78100 Reserves	0	0	0	3,711,428	2,724,662
Subtotal:	0	0	0	3,711,428	2,724,662
Subtotal of Expenditures:	429,835	636,393	633,792	5,009,930	4,106,382



FUND 563 – WORKERS' COMPENSATION**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	26,723	35,294	66,075	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	34,694	38,215	139,754	86,200	107,500
Interfund Transfers	714,583	674,443	722,176	615,302	656,220
Fund Balance	0	0	0	4,308,428	3,342,662
Total Fund Revenues:	776,000	747,952	928,005	5,009,930	4,106,382
Expenditures:					
Personnel Services	0	0	33,995	37,299	99,457
Materials & Services	429,835	636,393	599,797	1,261,203	1,282,263
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	3,711,428	2,724,662
Total Fund Expenditures:	429,835	636,393	633,792	5,009,930	4,106,382



FUND 565 – CENTRAL SERVICES FUND**Dept 02 – Board of Commissioners**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Fees & Other Service Charges					
45500 Sales	199	44	69	100	100
Subtotal:	199	44	69	100	100
Interfund Transfers					
54100 Interfund Transfers	77,645	62,099	89,067	106,889	113,957
54500 Interdepartmental Charges	586,244	559,140	718,830	829,491	876,208
Subtotal:	663,889	621,239	807,897	936,380	990,165
Subtotal of Revenues:	664,088	621,283	807,966	936,480	990,265
Expenditures:					
Personnel Services					
62100 Salaries & Wages	369,450	360,977	412,137	498,990	528,070
62200 Payroll Taxes & Benefits	196,216	223,238	231,476	290,914	299,146
Subtotal:	565,666	584,215	643,613	789,904	827,216
Materials & Services					
64100 Contracted Services	12,420	7,931	7,774	10,890	11,038
64200 Operation Expenses	107,299	38,668	56,862	89,760	102,017
64300 Minor Equipment	24,955	0	1,330	1,100	1,000
64400 Equip Repair/Maint/Lease	3,588	1,806	1,720	4,100	3,900
64600 Travel & Training	8,817	8,625	11,572	39,726	44,094
64700 Software Expense	0	0	0	1,000	1,000
Subtotal:	157,079	57,030	79,258	146,576	163,049
Subtotal of Expenditures:	722,745	641,245	722,871	936,480	990,265

FUND 565 – CENTRAL SERVICES FUND**Dept 03 – Information Technology**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	50,000	0	0	0	0
Subtotal:	50,000	0	0	0	0
Fees & Other Service Charges					
45100 Fees	345,126	335,103	282,640	394,000	390,425
45500 Sales	25,395	1,638	4,726	500	500
Subtotal:	370,521	336,741	287,366	394,500	390,925
All Other Resources					
52900 Miscellaneous Revenue	2,310	0	0	0	0
Subtotal:	2,310	0	0	0	0



FUND 565 – CENTRAL SERVICES FUND**Dept 03 – Information Technology**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Interfund Transfers					
54100 Interfund Transfers	275,232	286,223	295,387	323,112	336,027
54500 Interdepartmental Charges	3,857,396	3,569,838	4,084,478	4,770,167	4,994,607
Subtotal:	4,132,628	3,856,061	4,379,865	5,093,279	5,330,634
Subtotal of Revenues:	4,555,459	4,192,802	4,667,231	5,487,779	5,721,559
Expenditures:					
Personnel Services					
62100 Salaries & Wages	2,137,835	2,082,421	2,173,446	2,389,532	2,433,823
62200 Payroll Taxes & Benefits	1,088,607	1,145,073	1,181,087	1,364,137	1,354,567
62300 Labor Adjustments	0	365	0	0	0
Subtotal:	3,226,442	3,227,859	3,354,533	3,753,669	3,788,390
Materials & Services					
64100 Contracted Services	713,576	718,965	714,340	935,479	1,188,650
64200 Operation Expenses	399,306	324,610	356,062	491,963	449,889
64300 Minor Equipment	42,314	33,838	33,858	70,255	46,350
64600 Travel & Training	29,580	19,013	30,994	73,813	94,980
64700 Software Expense	39,181	11,998	108,953	14,600	15,300
Subtotal:	1,223,957	1,108,424	1,244,207	1,586,110	1,795,169
Capital Outlay					
68400 CO-Equipment/Machinery	304,855	177,136	188,018	148,000	138,000
Subtotal:	304,855	177,136	188,018	148,000	138,000
Subtotal of Expenditures:	4,755,254	4,513,419	4,786,758	5,487,779	5,721,559

FUND 565 – CENTRAL SERVICES FUND**Dept 06 – Finance**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	1,897	1,816	1,653	1,950	1,650
43100 Local Government Sources	0	24	634	0	5,106
44100 Private/NonProfit Sources	121,912	108,629	106,358	120,000	120,000
Subtotal:	123,809	110,469	108,645	121,950	126,756
Fees & Other Service Charges					
45100 Fees	4,645	9,863	7,288	11,700	8,598
45500 Sales	0	0	12	0	0
Subtotal:	4,645	9,863	7,300	11,700	8,598



FUND 565 – CENTRAL SERVICES FUND**Dept 06 – Finance**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
All Other Resources					
52900 Miscellaneous Revenue	293	100	245	0	0
Subtotal:	293	100	245	0	0
Interfund Transfers					
54100 Interfund Transfers	74,272	78,472	81,611	84,353	94,923
54500 Interdepartmental Charges	669,868	693,683	827,826	799,732	850,536
Subtotal:	744,140	772,155	909,437	884,085	945,459
Subtotal of Revenues:	872,887	892,587	1,025,627	1,017,735	1,080,813
Expenditures:					
Personnel Services					
62100 Salaries & Wages	560,069	530,617	551,330	581,941	579,825
62200 Payroll Taxes & Benefits	303,407	299,801	333,186	363,278	372,634
62300 Labor Adjustments	-41,045	-21,000	-22,151	0	0
Subtotal:	822,431	809,418	862,365	945,219	952,459
Materials & Services					
64100 Contracted Services	14,947	40,279	29,092	14,245	69,422
64200 Operation Expenses	42,666	65,790	74,065	40,641	36,702
64300 Minor Equipment	14,816	21,130	6,206	4,425	4,096
64400 Equip Repair/Maint/Lease	1,551	1,607	3,326	850	1,140
64600 Travel & Training	7,881	9,318	5,902	12,355	16,994
64700 Software Expense	0	0	5,471	0	0
Subtotal:	81,861	138,124	124,062	72,516	128,354
Subtotal of Expenditures:	904,292	947,542	986,427	1,017,735	1,080,813

FUND 565 – CENTRAL SERVICES FUND**Dept 07 – County Counsel**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	1,103	1,536	2,159	200	200
45500 Sales	214	4	0	0	0
Subtotal:	1,317	1,540	2,159	200	200
Interfund Transfers					
54100 Interfund Transfers	154,389	173,654	180,505	187,548	194,889
54500 Interdepartmental Charges	663,143	840,396	740,230	1,044,828	1,079,607
Subtotal:	817,532	1,014,050	920,735	1,232,376	1,274,496
Subtotal of Revenues:	818,849	1,015,590	922,894	1,232,576	1,274,696



FUND 565 – CENTRAL SERVICES FUND**Dept 07 – County Counsel**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Expenditures:					
Personnel Services					
62100 Salaries & Wages	544,775	528,831	604,450	742,850	779,248
62200 Payroll Taxes & Benefits	236,530	231,719	273,594	369,657	378,651
Subtotal:	781,305	760,550	878,044	1,112,507	1,157,899
Materials & Services					
64100 Contracted Services	20,417	26,351	6,658	19,697	19,895
64200 Operation Expenses	52,126	53,660	60,055	70,775	67,305
64300 Minor Equipment	1,764	3,524	39	3,150	3,150
64400 Equip Repair/Maint/Lease	4,229	4,129	4,208	5,640	5,640
Property					
64500 Maintenance/Utilities	0	0	0	1,500	1,500
64600 Travel & Training	12,629	3,213	5,350	19,307	19,307
Subtotal:	91,165	90,877	76,310	120,069	116,797
Subtotal of Expenditures:	872,470	851,427	954,354	1,232,576	1,274,696

FUND 565 – CENTRAL SERVICES FUND**Dept 08 – County Administration**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	0	0	65,477	0	0
43100 Local Government Sources	657,159	806,157	562,465	575,487	611,916
44100 Private/NonProfit Sources	596	14,495	0	0	0
Subtotal:	657,755	820,652	627,942	575,487	611,916
Fees & Other Service Charges					
45100 Fees	3,431	7,092	3,688	750	750
45400 Licenses	5,217	6,721	500	5,000	1,500
45500 Sales	1,344	247	4	50	50
Subtotal:	9,992	14,060	4,192	5,800	2,300
All Other Resources					
52900 Miscellaneous Revenue	40	0	2	0	0
Subtotal:	40	0	2	0	0
Interfund Transfers					
54100 Interfund Transfers	1,435,681	1,470,478	1,184,662	1,220,990	1,250,188
54500 Interdepartmental Charges	4,199,792	3,747,564	4,136,039	4,906,675	5,195,665
Subtotal:	5,635,473	5,218,042	5,320,701	6,127,665	6,445,853
Subtotal of Revenues:	6,303,260	6,052,754	5,952,837	6,708,952	7,060,069



FUND 565 – CENTRAL SERVICES FUND**Dept 08 – County Administration**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Expenditures:					
Personnel Services					
62100 Salaries & Wages	1,982,813	1,940,496	2,183,812	2,388,540	2,492,660
62200 Payroll Taxes & Benefits	1,057,416	1,124,520	1,244,426	1,410,229	1,464,068
62300 Labor Adjustments	0	0	-1	0	-19
Subtotal:	3,040,229	3,065,016	3,428,237	3,798,769	3,956,709
Materials & Services					
64100 Contracted Services	264,250	266,893	262,891	313,627	349,538
64200 Operation Expenses	222,661	224,105	224,789	262,189	248,089
64300 Minor Equipment	5,453	16,235	18,075	21,175	22,200
64400 Equip Repair/Maint/Lease Property	15,603	11,103	16,173	17,340	18,440
64500 Maintenance/Utilities	2,489,282	2,545,254	1,957,675	2,218,177	2,381,508
64600 Travel & Training	30,934	36,377	28,584	56,201	60,945
64700 Software Expense	21,365	14,894	14,741	21,474	22,640
Subtotal:	3,049,548	3,114,861	2,522,928	2,910,183	3,103,360
Capital Outlay					
68200 Capital Outlay-Buildings	65,540	0	0	0	0
68400 CO-Equipment/Machinery	0	0	18,439	0	0
Subtotal:	65,540	0	18,439	0	0
Subtotal of Expenditures:	6,155,317	6,179,877	5,969,604	6,708,952	7,060,069

FUND 565 – CENTRAL SERVICES FUND**Dept 09 – Fiduciary**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
All Other Resources					
52100 Interest Revenue	70,339	66,213	223,994	91,521	60,000
Subtotal:	70,339	66,213	223,994	91,521	60,000
Fund Balance					
58100 Fund Balance	0	0	0	3,660,875	1,511,704
Subtotal:	0	0	0	3,660,875	1,511,704
Subtotal of Revenues:	70,339	66,213	223,994	3,752,396	1,571,704
Expenditures:					
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	0	0	100,000
Subtotal:	0	0	0	0	100,000



FUND 565 – CENTRAL SERVICES FUND**Dept 09 – Fiduciary**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Contingency					
75005 Contingency	0	0	0	500,000	1,471,704
Subtotal:	0	0	0	500,000	1,471,704
Ending Balance and Reserves					
78100 Reserves	0	0	0	3,252,396	0
Subtotal:	0	0	0	3,252,396	0
Subtotal of Expenditures:	0	0	0	3,752,396	1,571,704

FUND 565 – CENTRAL SERVICES FUND**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	831,564	931,121	736,587	697,437	738,672
Fees & Other Service Charges	386,674	362,248	301,086	412,300	402,123
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	72,982	66,313	224,241	91,521	60,000
Interfund Transfers	11,993,662	11,481,547	12,338,635	14,273,785	14,986,607
Fund Balance	0	0	0	3,660,875	1,511,704
Total Fund Revenues:	13,284,882	12,841,229	13,600,549	19,135,918	17,699,106
Expenditures:					
Personnel Services	8,436,073	8,447,058	9,166,792	10,400,068	10,682,673
Materials & Services	4,603,610	4,509,316	4,046,765	4,835,454	5,306,729
Capital Outlay	370,395	177,136	206,457	148,000	238,000
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	1,471,704
Ending Balance & Reserves	0	0	0	3,252,396	0
Total Fund Expenditures:	13,410,078	13,133,510	13,420,014	19,135,918	17,699,106



FUND 600 – CAPITAL PROJECTS FUND**Dept 09 – Fiduciary**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	104,508	122,722	39,375	350,000	175,000
44100 Private/NonProfit Sources	22,342	0	0	0	0
Subtotal:	126,850	122,722	39,375	350,000	175,000
All Other Resources					
52100 Interest Revenue	14,658	7,593	13,193	0	0
Subtotal:	14,658	7,593	13,193	0	0
Interfund Transfers					
54100 Interfund Transfers	1,257,109	700,000	635,000	350,000	430,000
54500 Interdepartmental Charges	0	42,936	304,522	0	175,000
Subtotal:	1,257,109	742,936	939,522	350,000	605,000
Fund Balance					
58100 Fund Balance	0	0	0	50,000	590,000
Subtotal:	0	0	0	50,000	590,000
Subtotal of Revenues:	1,398,617	873,251	992,090	750,000	1,370,000
Expenditures:					
Materials & Services					
Property					
64500 Maintenance/Utilities	430,728	557,524	215,081	530,000	660,000
Subtotal:	430,728	557,524	215,081	530,000	660,000
Capital Outlay					
68200 Capital Outlay-Buildings	2,994,671	599,120	874,907	220,000	710,000
68300 CO-Land Improvements	0	20,619	0	0	0
Subtotal:	2,994,671	619,739	874,907	220,000	710,000
Transfers to Other Funds					
74100 Transfers To Other Funds	0	0	20,000	0	0
Subtotal:	0	0	20,000	0	0
Subtotal of Expenditures:	3,425,399	1,177,263	1,109,988	750,000	1,370,000



FUND 600 – CAPITAL PROJECTS FUND**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	126,850	122,722	39,375	350,000	175,000
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	14,658	7,593	13,193	0	0
Interfund Transfers	1,257,109	742,936	939,522	350,000	605,000
Fund Balance	0	0	0	50,000	590,000
Total Fund Revenues:	1,398,617	873,251	992,090	750,000	1,370,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	430,728	557,524	215,081	530,000	660,000
Capital Outlay	2,994,671	619,739	874,907	220,000	710,000
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	20,000	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	3,425,399	1,177,263	1,109,988	750,000	1,370,000



FUND 612 – STREET IMPROVEMENT FUND**Dept 39 – Roads and Parks**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
44100 Private/NonProfit Sources	391,939	94,800	107,647	90,000	80,000
Subtotal:	391,939	94,800	107,647	90,000	80,000
All Other Resources					
52100 Interest Revenue	7,136	6,930	21,295	10,000	10,500
Subtotal:	7,136	6,930	21,295	10,000	10,500
Fund Balance					
58100 Fund Balance	0	0	0	650,000	720,000
Subtotal:	0	0	0	650,000	720,000
Subtotal of Revenues:	399,075	101,730	128,942	750,000	810,500
Expenditures:					
Capital Outlay					
68100 Capital Outlay-Land	0	0	1,751	0	0
68300 CO-Land Improvements	0	0	209,117	0	11,700
Subtotal:	0	0	210,868	0	11,700
Debt Service					
72100 Debt Service	482,105	63,573	20,699	85,000	78,000
Subtotal:	482,105	63,573	20,699	85,000	78,000
Contingency					
75005 Contingency	0	0	0	12,750	0
Subtotal:	0	0	0	12,750	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	652,250	720,800
Subtotal:	0	0	0	652,250	720,800
Subtotal of Expenditures:	482,105	63,573	231,567	750,000	810,500



FUND 612 – STREET IMPROVEMENT FUND**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	391,939	94,800	107,647	90,000	80,000
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	7,136	6,930	21,295	10,000	10,500
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	650,000	720,000
Total Fund Revenues:	399,075	101,730	128,942	750,000	810,500
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	210,868	0	11,700
Debt Service	482,105	63,573	20,699	85,000	78,000
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	12,750	0
Ending Balance & Reserves	0	0	0	652,250	720,800
Total Fund Expenditures:	482,105	63,573	231,567	750,000	810,500



FUND 613 – GREENWAY FUND**Dept 39 – Roads and Parks**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Fees & Other Service Charges					
45500 Sales	473,000	0	0	0	0
Subtotal:	473,000	0	0	0	0
All Other Resources					
52100 Interest Revenue	11	4,503	15,567	4,000	6,000
Subtotal:	11	4,503	15,567	4,000	6,000
Fund Balance					
58100 Fund Balance	0	0	0	484,000	500,000
Subtotal:	0	0	0	484,000	500,000
Subtotal of Revenues:	473,011	4,503	15,567	488,000	506,000
Expenditures:					
Materials & Services					
64200 Operation Expenses	0	0	5,322	0	0
Subtotal:	0	0	5,322	0	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	488,000	506,000
Subtotal:	0	0	0	488,000	506,000
Subtotal of Expenditures:	0	0	5,322	488,000	506,000



FUND 613 – GREENWAY FUND**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	473,000	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	11	4,503	15,567	4,000	6,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	484,000	500,000
Total Fund Revenues:	473,011	4,503	15,567	488,000	506,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	5,322	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	488,000	506,000
Total Fund Expenditures:	0	0	5,322	488,000	506,000



FUND 614 – ROADS SYSTEM DEVELOPMENT FUND Dept 39 – Roads and Parks

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	455,292	596,700	692,301	600,000	625,000
Subtotal:	455,292	596,700	692,301	600,000	625,000
All Other Resources					
52100 Interest Revenue	12,249	16,283	76,494	17,000	5,000
Subtotal:	12,249	16,283	76,494	17,000	5,000
Fund Balance					
58100 Fund Balance	0	0	0	2,510,000	1,428,000
Subtotal:	0	0	0	2,510,000	1,428,000
Subtotal of Revenues:	467,541	612,983	768,795	3,127,000	2,058,000
Expenditures:					
Materials & Services					
64100 Contracted Services	51,237	54,259	57,090	59,500	63,000
Subtotal:	51,237	54,259	57,090	59,500	63,000
Transfers to Other Funds					
74100 Transfers To Other Funds	0	226,454	0	2,500,000	0
Subtotal:	0	226,454	0	2,500,000	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	567,500	1,995,000
Subtotal:	0	0	0	567,500	1,995,000
Subtotal of Expenditures:	51,237	280,713	57,090	3,127,000	2,058,000

FUND 614 – ROADS SYSTEM DEVELOPMENT FUND SUMMARY

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	455,292	596,700	692,301	600,000	625,000
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	12,249	16,283	76,494	17,000	5,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	2,510,000	1,428,000
Total Fund Revenues:	467,541	612,983	768,795	3,127,000	2,058,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	51,237	54,259	57,090	59,500	63,000
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	226,454	0	2,500,000	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	567,500	1,995,000
Total Fund Expenditures:	51,237	280,713	57,090	3,127,000	2,058,000



FUND 615 – PARKS SYSTEM DEVELOPMENT FUND Dept 39 – Roads and Parks

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	36,141	54,025	49,239	50,000	50,000
Subtotal:	36,141	54,025	49,239	50,000	50,000
All Other Resources					
52100 Interest Revenue	157	299	2,721	0	0
Subtotal:	157	299	2,721	0	0
Subtotal of Revenues:	36,298	54,324	51,960	50,000	50,000
Expenditures:					
Transfers to Other Funds					
74100 Transfers To Other Funds	42,000	0	100,000	50,000	50,000
Subtotal:	42,000	0	100,000	50,000	50,000
Subtotal of Expenditures:	42,000	0	100,000	50,000	50,000

FUND 615 – PARKS SYSTEM DEVELOPMENT FUND SUMMARY

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	36,141	54,025	49,239	50,000	50,000
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	157	299	2,721	0	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	36,298	54,324	51,960	50,000	50,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	42,000	0	100,000	50,000	50,000
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	42,000	0	100,000	50,000	50,000



FUND 617 – WHITE CITY CAPITAL PROJECTS**Dept 09 – Fiduciary**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
All Other Resources					
52100 Interest Revenue	11,600	12,470	43,396	24,505	28,200
Subtotal:	11,600	12,470	43,396	24,505	28,200
Fund Balance					
58100 Fund Balance	0	0	0	1,361,397	1,410,045
Subtotal:	0	0	0	1,361,397	1,410,045
Subtotal of Revenues:	11,600	12,470	43,396	1,385,902	1,438,245
Expenditures:					
Capital Outlay					
68300 CO-Land Improvements	0	0	0	1,385,902	1,438,245
Subtotal:	0	0	0	1,385,902	1,438,245
Subtotal of Expenditures:	0	0	0	1,385,902	1,438,245

FUND 617 – WHITE CITY CAPITAL PROJECTS**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	11,600	12,470	43,396	24,505	28,200
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	1,361,397	1,410,045
Total Fund Revenues:	11,600	12,470	43,396	1,385,902	1,438,245
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	1,385,902	1,438,245
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	1,385,902	1,438,245



FUND 622 – LIBRARY DEBT SERVICE S1**Dept 09 – Fiduciary**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Property Tax Revenues					
Current Property Tax					
46100 Revenue	1,522,249	1,460,375	1,265,372	1,200,551	0
Subtotal:	1,522,249	1,460,375	1,265,372	1,200,551	0
Revenue from Bonds & Other Debt					
47100 Investment Revenue	4,385,806	0	0	0	0
Subtotal:	4,385,806	0	0	0	0
All Other Resources					
52100 Interest Revenue	13,026	11,629	31,949	22,170	0
PriorYear Property Tax					
52500 Revenue	35,885	24,786	30,076	23,000	0
Subtotal:	48,911	36,415	62,025	45,170	0
Fund Balance					
58100 Fund Balance	0	0	0	277,027	0
Subtotal:	0	0	0	277,027	0
Subtotal of Revenues:	5,956,966	1,496,790	1,327,397	1,522,748	0
Expenditures:					
Materials & Services					
64100 Contracted Services	59,250	0	0	0	0
Subtotal:	59,250	0	0	0	0
Debt Service					
72100 Debt Service	5,864,331	1,500,624	1,513,873	1,522,748	0
Subtotal:	5,864,331	1,500,624	1,513,873	1,522,748	0
Subtotal of Expenditures:	5,923,581	1,500,624	1,513,873	1,522,748	0



FUND 622 – LIBRARY DEBT SERVICE S1**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	1,522,249	1,460,375	1,265,372	1,200,551	0
Bonds & Other Debt	4,385,806	0	0	0	0
All Other Resources	48,911	36,415	62,025	45,170	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	277,027	0
Total Fund Revenues:	5,956,966	1,496,790	1,327,397	1,522,748	0
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	59,250	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	5,864,331	1,500,624	1,513,873	1,522,748	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:	5,923,581	1,500,624	1,513,873	1,522,748	0

FUND 624 – LIBRARY DEBT SERVICE S2**Dept 09 – Fiduciary**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Property Tax Revenues					
Current Property Tax					
46100 Revenue	1,536,706	1,529,019	1,215,750	1,167,748	0
Subtotal:	1,536,706	1,529,019	1,215,750	1,167,748	0
All Other Resources					
52100 Interest Revenue	17,160	12,129	31,762	22,000	0
PriorYear Property Tax					
52500 Revenue	36,063	25,673	28,897	23,000	0
Subtotal:	53,223	37,802	60,659	45,000	0
Fund Balance					
58100 Fund Balance	0	0	0	296,527	0
Subtotal:	0	0	0	296,527	0
Subtotal of Revenues:	1,589,929	1,566,821	1,276,409	1,509,275	0
Expenditures:					
Debt Service					
72100 Debt Service	1,516,400	1,515,000	1,511,600	1,509,275	0
Subtotal:	1,516,400	1,515,000	1,511,600	1,509,275	0
Subtotal of Expenditures:	1,516,400	1,515,000	1,511,600	1,509,275	0



FUND 624 – LIBRARY DEBT SERVICE S2**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	1,536,706	1,529,019	1,215,750	1,167,748	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	53,223	37,802	60,659	45,000	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	296,527	0
Total Fund Revenues:	1,589,929	1,566,821	1,276,409	1,509,275	0
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	1,516,400	1,515,000	1,511,600	1,509,275	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	1,516,400	1,515,000	1,511,600	1,509,275	0



FUND 630 – ECSO CAPITAL PROJECT FUND**Dept 09 - Fiduciary**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Fund Balance					
58100 Fund Balance	0	0	0	0	28,000,000
Subtotal:	0	0	0	0	28,000,000
Subtotal of Revenues:	0	0	0	0	28,000,000
Expenditures:					
Capital Outlay					
68200 Capital Outlay-Buildings	0	0	0	0	28,000,000
Subtotal:	0	0	0	0	28,000,000
Subtotal of Expenditures:	0	0	0	0	28,000,000

FUND 630 – ECSO CAPITAL PROJECT FUND**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	28,000,000
Total Fund Revenues:	0	0	0	0	28,000,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	28,000,000
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:	0	0	0	0	28,000,000



FUND 631 – ECSO DEBT SERVICE FUND**Dept 09 – Fiduciary**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Property Tax Revenues					
Current Property Tax					
46100 Revenue	0	0	0	0	1,853,325
Subtotal:	0	0	0	0	1,853,325
All Other Resources					
52100 Interest Revenue	0	0	0	0	14,300
Subtotal:	0	0	0	0	14,300
Subtotal of Revenues:	0	0	0	0	1,867,625
Expenditures:					
Materials & Services					
64100 Contracted Services	0	0	0	0	14,300
Subtotal:	0	0	0	0	14,300
Debt Service					
72100 Debt Service	0	0	0	0	1,853,325
Subtotal:	0	0	0	0	1,853,325
Subtotal of Expenditures:	0	0	0	0	1,867,625



FUND 631 – ECSO DEBT SERVICE FUND**SUMMARY**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	1,853,325
Bonds & Other Debt	0	0	0	0	0
All Other Resources	0	0	0	0	14,300
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	0	0	0	0	1,867,625
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	14,300
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	1,853,325
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	0	0	0	0	1,867,625



GRAND TOTAL ALL FUNDS

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Adopted	2020-2021 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	89,517,285	90,751,567	84,047,483	85,214,225	90,658,749
Fees & Other Service Charges	34,249,956	35,566,105	38,234,962	33,051,624	34,257,382
Property Tax	39,509,493	41,331,126	42,245,624	43,042,909	43,951,546
Bonds & Other Debt	4,385,806	0	4,969,262	326,843	262,500
All Other Resources	2,614,170	2,445,477	7,606,878	4,477,257	4,120,680
Interfund Transfers	31,796,346	32,564,568	31,202,512	34,929,713	46,043,430
Fund Balance	0	0	0	182,524,796	210,517,360
Grand Total Revenues:	202,073,056	202,658,843	208,306,721	383,567,367	429,811,647
Expenditures:					
Personnel Services	88,422,659	81,507,002	86,017,409	97,221,048	103,390,555
Materials & Services	68,449,799	59,229,577	63,910,859	71,549,740	87,594,775
Capital Outlay	17,106,227	23,486,915	18,851,371	34,727,554	50,791,485
Debt Service	10,679,624	6,994,782	3,972,019	4,377,549	4,827,923
Special Payments	371,737	474,679	532,934	689,184	914,519
Interfund Transfers	10,044,443	11,970,255	8,666,743	10,875,347	8,718,890
Contingency	0	0	0	20,291,866	19,333,526
Ending Balance & Reserves	0	0	0	143,835,079	154,239,974
Grand Total Expenditures:	195,074,489	183,663,210	181,951,335	383,567,367	429,811,647



GLOSSARY

GLOSSARY OF TERMS

Accrual Basis. Method of accounting in which expenditures and revenues are recorded when transactions actually occur rather than when they are paid or received.

Actual Numbers. These are the final audited revenues and expenditures recorded for the fiscal year.

Administrative Charges. Allocates the cost of general administrative departments that are required to manage the County and provide support to all funds.

Ad Valorem Tax. Tax based on the assessed valuation of property. Also known as property taxes.

Adopted Budget. The annual budget document as approved by the Budget Committee and then adopted by the Board of Commissioners before the beginning of each fiscal year.

Agency and Trust Funds. Accounts for assets received and held for County and non-County organizations and for non-tax resources held by Jackson County under specific trust instructions.

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

Appropriation. An expenditure level approved by the governing body allocating funds for a specific purpose during a fiscal year.

Approved Budget. The budget that has been approved by the Budget Committee.

Assessed Valuation. A valuation set upon real estate or other property by the County Assessor and the State as a basis for levying taxes. This amount is multiplied by the tax rate to determine the total amount of property taxes to be collected.

Audit. The annual review and appraisal of the County's accounts and fiscal affairs conducted by an accountant under contract, or the Secretary of State, in accordance with Oregon budget law (Oregon Revised Statute 297.425).

Audit Report. A report in a form prescribed by the Secretary of State made by an auditor expressing an opinion about the propriety of a local government's financial statements, and compliance with requirements, orders, and regulations.

Balanced Budget. When budgeted expenditures plus contingencies, reserves, and unappropriated ending fund balances are met by an equal amount of budgeted resources.

Basis of Accounting. Method used to determine when revenues and expenses are recognized in the financial system. The County uses the accrual and modified accrual basis of accounting, the method is determined by the type of fund.

Basis of Budgeting. A measurement focus that differs from the basis of accounting in the treatment of Beginning Fund Balances, Debt Service, vacation benefits, and Capital Outlay in Enterprise Funds.

Beginning Fund Balance. This is a revenue classification indicating those financial resources which, because they were not expended in one fiscal year, are available in the following year. Included in this total are projects known as carry-forwards. Those projects that were budgeted in the prior fiscal year, were not completed, and were re-appropriated for the current fiscal year. Also included are the Unappropriated Ending Fund Balances, Contingencies, Reserves, and any excess revenue or under-expenditures from the prior fiscal year.



Bond. A written promise to pay a specified sum of money (face value or principal amount) at a specified date or dates in the future [maturity date(s)], together with periodic interest at a specified rate.

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

Budget. A policy statement detailing the County's plan for the accomplishment of stated goals within a particular fiscal year, including estimates of required expenditures and anticipated revenues to carry out stated goals.

Budget Message. A written explanation of the budget and the local governments' financial priorities. It is prepared and presented by the executive office or chairperson of the governing body.

Budget Officer. Person appointed by the governing body to assemble budget materials and information and to physically prepare the recommended budget.

Budget Target. Desirable expenditure levels provided to departments to use in developing the coming year's recommended budget. The target is based on the prior year's adopted budget, projected revenues, and reserve requirements.

Capital Improvement Plan. An annual, updated plan of capital expenditures for public facilities and infrastructure (buildings, streets, etc.) with estimated costs, sources of funding, and timing of work over a period of time.

Capital Outlay. An expenditure category encompassing all material and property expenditures in excess of \$5,000. This includes, but is not limited to, expenses incurred in the purchase of land; the purchase, improvement, or repair of County facilities; or the acquisition or replacement of County equipment.

Capital Project. Those activities resulting in the acquisition or improvement of major capital items such as land, buildings, and County facilities.

Capital Projects Fund. These funds record the money and expenses used to build or acquire capital facilities such as land or buildings. This type of fund is limited to accounting for the receipts and expenditures on projects and only used while a project is underway. The money for this type of fund usually comes from the sale of general obligation bonds, a special local option tax, grants, or transfers from other funds.

Capitation. An advanced payment for health care services to a medical facility based on a fixed amount per patient per unit of care. Payments are generally utilized by managed care organizations to provide control over health care costs.

Change in Fund Balance. This is the difference between the anticipated Beginning Fund Balance and the anticipated Ending Fund Balance and Reserves.

Comprehensive Annual Financial Report. A report of the governmental entity's financial statements that complies with the Governmental Accounting Standards Board requirements.

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

Current Financial Resources Measurement Focus. A measurement focus that recognizes the net effect of transactions on current financial resources by recording accruals for revenue and expenditure transactions occurring by year's end.

Current Property Taxes. Oregon budget law defines this revenue category as property taxes due and received in the current year. Prior year property taxes collected in the current year are classified as All Other Resources.

Debt Service. This is the payment of interest and principal on an obligation resulting from the issuance of bonds. Library Debt Service (Series 1 and 2) and Airport Enterprise are the only funds that have bond debt service



payments. These payments will be used to retire debt associated with construction of new libraries and a new Airport terminal.

Debt Service Fund. A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Dedicated Revenue. Revenue that, by law, is dedicated, appropriated, or set aside for a limited object or purpose.

Department Request. The annual budgetary alternative prepared by department directors indicating an appropriate, justified, and needed level of service for their department together with associated revenues and expenditures.

Depreciation. The charging of a fixed asset as an expense over the estimated service life of that asset.

Ending Fund Balance and Reserves. This amount represents the funds' total Unappropriated Ending Fund Balance and Reserves.

Encumbrance. An obligation chargeable to an appropriation and for which part of the appropriation is reserved.

Enterprise Funds. Funds that are financed and operate in a manner similar to private business enterprises, where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. These funds are generally self-supporting.

Expenditure. A fund liability incurred for operation, capital outlay, or other requirements during a budgetary period.

Extra Help Employee. A County employee who fills a temporary or short-term position. Such employees provide contingency staffing for County operations during peak workloads, or to address temporary staffing needs. Extra help employees are paid on a per-hour basis.

Fees and Other Service Charges. These are revenues the County receives for providing services to the general public.

Fiduciary. A program set up in the General Fund and the Internal Services Fund to act as a bank account to received funds and make disbursements that cannot be easily attributed to a specific operating program.

Fiduciary Fund. This fund category is used to account for resources held for the benefit of parties outside of the government. Fiduciary Funds are not budgeted by the County because the resources of the funds cannot be used to support County programs. This fund category includes Trust and Agency Funds.

Fiscal Year. A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operation. The Jackson County fiscal year is July 1 through June 30.

Full-Time Equivalent (FTE). A 1.00 FTE position is the equivalent of one employee who works 40 hours per week on average. A 0.50 FTE position equals one employee who averages 20 hours per week.

Fund. This is a fiscal entity consisting of a self-balancing set of accounts that are segregated from other funds for the purpose of fulfilling specific activities or attaining specific objectives in accordance with regulation, restrictions, or limitations.

Fund Balance. The balance remaining in a fund after expenditures have been subtracted from revenues.

Fund Type. Funds are categorized by type to indicate both the sources of the fund's financial resources and the nature of activities financed. Fund types include: General, Debt Service, Capital Projects, Special Revenue, Enterprise, Internal Services, and Trust and Agency.



General Fund. A fund established for the purpose of accounting for all financial resources and liabilities of the County except those required to be accounted for in other funds by special regulation, restrictions, or limitations.

General Obligation Bonds. This type of bond is backed by the full faith, credit, and taxing power of the government.

Government Finance Officers Association. An organization whose members are made up of Federal, State, and local finance employees.

Governmental Funds. This fund category is used to account for governmental-type activities and includes: General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds.

Grants, Gifts, Allocations and Donations. Revenues given to the County by Federal, State, and local governments, and private entities for specific programs.

Interdepartmental Charges. An expenditure and revenue classification for those expended charged to one department by another within the same fund for materials or equipment used or for services rendered.

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

- Transfers From Other Funds: This line item represents the amount of money transferred to the fund indicated from another fund inside the County organization.
- Transfers To Other Funds: This line item represents the total amount of money transferred to other funds inside the County organization.

Internal Services Fund. These funds are used to track the costs of services that are provided to other departments and programs within the County. These services are not provided to the general public. County departments are billed for their actual use of these services.

Internal Services Reimbursement. Revenues generated by services provided to departments within the County organization.

Infrastructure. Facilities on which the continuance and growth of a community depend, such as streets, waterlines, etc.

Levy. The amount of ad valorem tax certified by a local government for the support of governmental activities.

Major Fund. Any fund whose revenues or expenditures – less other financing sources, are greater than 10 percent of the revenues or expenditures of the appropriated budget. Major funds defined for budget purposes may be different from major funds identified for financial reporting.

Materials and Services. An expenditure category encompassing major non-capital, non-personnel expenditures. These include expenses for contracted services, interdepartmental charges, supplies and materials, operational expenses, property maintenance, and software.

Maximum Assessed Value (MAV). A constitutional limitation on the taxable value of real or personal property. It can increase a maximum of 3 percent each year. The 3 percent limit may be exceeded if that there are qualifying improvements made to the property, such as a major addition or new construction.

Measure 5. An Oregon constitutional amendment passed in 1990 that limits the amount of operating tax that can be imposed on a property to \$5 per \$1,000 of real market value for education and \$10 per \$1,000 for general government.

Measure 50. An Oregon constitutional amendment passed in 1997 that limits the growth in a property's maximum assessed value to 3 percent per year and limits local governments taxing authority by creating a permanent tax rate limit.



Measurement Focus. The accounting for and reporting of financial operations of funds.

Modified Accrual Basis of Accounting. A basis of accounting where revenues are recognized when they are both measurable and available and expenditures are recognized at a time when liability is incurred pursuant to appropriation authority.

Non-Dedicated Revenue. Revenue that is not legally required to be dedicated, appropriated, or set aside for a specific purpose, or money that can be spent at the County's discretion.

Non-Major Fund. For budgeting purposes, smaller funds that do not meet the Major Fund calculation are grouped into fund types and presented together.

Non-Operating Revenue. Revenue derived from sources which are unpredictable or continually fluctuate. Such revenue is only used to fund non-recurring expenses such as capital projects.

Non-Recurring Capital Outlay. Assets which are over \$10,000 in value and generally not budgeted each year on a replacement cycle. Examples of non-recurring Capital Outlay include land acquisitions, purchase or construction of buildings, improvements adding building square footage, and special purpose equipment.

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.

Recurring Capital Outlay. Items and projects which are \$5,000 or more, have a useful life that exceeds one year, have a regular replacement cycle, are general included in a department's budget each year, and have no significant impact on the operating budget. Examples of recurring Capital Outlay are vehicles, equipment, minor improvements, and repairs that extend the useful life of an existing asset.

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	Capital/CAO
ADPEP	Alcohol and Drug Prevention and Education Program	HHS
AFH	Adult Foster Homes	HHS
AIDS	Acquired Immune Deficiency Syndrome	HHS
AIP	Airport Improvement Program	Airport
AMSR	Assessing and Managing Suicide Risk	HHS
ANA	Adult Needs Assessment	HHS
ARFF	Aircraft Rescue and Firefighting	Airport
ASA	Adaptive Security Appliance (firewall)	Capital/IT
ASIST	Applied Suicide Intervention Skills Trainings	HHS
BoC	Board of Commissioners	Various
BOP	(Federal) Bureau of Prisons	CJ
BoPTA	Board of Property Tax Appeals	Assessor/Clerk
CAFFA	County Assessment Function Funding Assistance	Various
CAFR	Comprehensive Annual Finance Report	Budget Summary
CALM	Counseling on Access to Lethal Means	HHS
CAMS	Collaborative Assessment and Management of Suicidality	HHS
CAO	County Administrator's Office/County Administration	Various
CASA	Court Appointed Special Advocates	DA
CAT	Community Action Team	Sheriff
CATS	Crisis and Transition Services	HHS
CBA	Collective Bargaining Agreement	Budget Msg/CAO
CCA	Community Corrections Act	CJ
CCO	Coordinated Care Organization	Budget Msg/HHS
CDBG	Community Development Block Grant	CAO
CFC	Customer Facility Charge	Airport
CFS	Calls for Service	Sheriff
CIP	Capital Improvement Program	Airport
CIT	Crisis Intervention Team	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
COAD	Community Organizations Active in Disaster	CAO

TERM	STANDS FOR	USED BY
COOP	Continuity of Operations Plan	CAO/Justice Court
CPI	Consumer Price Index	Various
CRS	Community Rating System	Dev Svcs
CSSRS	Columbia Suicide Severity Rating Scale	HHS
CWPP	Community Wildfire Protection Plan	CAO
DA	District Attorney	Various
DDA	Deputy District Attorney	DA
DEQ	Department of Environmental Quality (Oregon)	Fiduciary/HHS
DHS	Department of Human Services (Oregon)	CJ/HHS
DIS	Disease Intervention Specialist	HHS
DLCD	Department of Land Conservation and Development	Dev Svcs
DOR	Department of Revenue (Oregon)	Glossary
DUI	Driving Under the Influence	Sheriff
E1	EnterpriseOne	IT
EAIP	Employer-at-Injury Program	CAO
EASA	Early Assessment and Supported Alliance	HHS
ECISO	Emergency Communications of Southern Oregon	Bud Msg/Capital/Fid
EFT	Electronic Funds Transfer	Finance
EHS	Extremely Hazardous Substances	CAO
EMPG	Emergency Management Performance Grant	CAO
ENCC	Exceptional Needs Care Coordinator	HHS
EOC	Emergency Operations Center	CAO
EOP	Emergency Operations Plan	CAO
EPH	Environmental Public Health	HHS
ERIC	Electronic Registration Information Center	Clerk
ESF	Emergency Support Functions	CAO
FAA	Federal Aviation Administration	Budget Summ/Airport
FACT	Forensics Assertive Community Treatment	HHS
FEMA	Federal Emergency Management Agency	CAO/Dev Svcs
FMLA	Family Medical Leave Act	Sheriff
FOPPO	Federation of Oregon Parole and Probation Officers	Various
FOTAS	Friends of the Animal Shelter	HHS
FTE	Full-Time Equivalent	Various
FY	Fiscal Year	Various
GAAP	Generally Accepted Accounting Principles	Bud Summ/Finance
GFOA	Government Finance Officers Association	Finance
GIS	Geographic Information System	Various
HAJC	Housing Authority of Jackson County	CAO
HAVA	Help America Vote Act	Clerk
HB	House Bill	Various
HHS	Health and Human Services	Various
HIV	Human Immunodeficiency Virus	HHS
HPV	Human Papilloma Virus	HHS

TERM	STANDS FOR	USED BY
HR	Human Resources	CAO
HUD	US Dept of Housing and Urban Development	CAO
HVAC	Heating/Ventilation/Air Conditioning	Capital/Fiduciary
I/DD	Intellectual and Developmental Disabilities	HHS
ICAA	Indoor Clean Air Act	HHS
ICC	International Code Council	Dev Svcs
IDP	Individual Development Plan	CAO
IGA	Intergovernmental Agreement	HHS
iGO	International Association of Government Officials	Clerk
IPV	Intimate Partner Violence	HHS
IT	Information Technology	Various
JCARES	Jackson County Amateur Radio Emergency Service	CAO
JCMH	Jackson County Mental Health	HHS
JCSEA	Jackson County Sheriff's Employees' Association	Bud Msg/Personnel
JRI	Justice Reinvestment Initiative	CJ
LADPC	Local Alcohol and Drug Planning Committee	HHS
LCDC	Land Conservation and Development Commission	Dev Svcs
LDO	Land Development Ordinance	BoC/Dev Svcs
LEPC	Local Emergency Planning Committee	CAO
LGIP	Local Government Investment Pool	Finance
LID	Local Improvement District	Various
LMHA	Local Mental Health Authority	HHS
LPHA	Local Public Health Authority	HHS
LUBA	Land Use Board of Appeals	BoC/Dev Svcs
MADGE	Medford Area Drug and Gang Enforcement	Sheriff
MAT	Medication-Assisted Treatment	CJ/HHS/Sheriff
MAV	Maximum Assessed Value	Glossary
MDC	Mobile Digital Computer	IT
MFR	Rogue Valley International-Medford Airport	Airport
MHFA	Mental Health First Aid	HHS
MTC	Metropolitan Transportation Commission	Roads
NBI	National Bridge Inventory	Roads
NHMP	Natural Hazards Mitigation Plan	CAO
NIBRS	National Incident Based Reporting System	Sheriff
NIMS	National Incident Management System	CAO
NRAC	Natural Resources Advisory Committee	CAO
O&C	Oregon and California Railroad Lands	Various
OACC	Oregon Association of County Clerks	Clerk
OAR	Oregon Administrative Rules	Various
OCVR	Oregon Centralized Voter Registration	Clerk
ODDS	Oregon Office of Developmental Disabilities Services	Bud Msg/HHS
ODF	Oregon Department of Forestry	CJ
ODOT	Oregon Department of Transportation	Various

TERM	STANDS FOR	USED BY
OHA	Oregon Health Authority	HHS
OHP	Oregon Health Plan	CJ
OLCC	Oregon Liquor Control Commission	Dev Svcs
ONA	Oregon Needs Assessment	HHS
ORCATS	Oregon Counties Assessment and Taxation System	Clerk
ORS	Oregon Revised Statutes	Various
OSH	Oregon State Hospital	Sheriff
OSHA	Occupational Safety and Health Administration	CAO
PbS	Performance-based Standards	CJ
PC	Personal Computer	IT
PCI	Pavement Condition Index	Roads
PCIT	Parent-Child Interaction Therapy	HHS
PCP	Primary Care Physician	HHS
PERS	Public Employees Retirement System	Bud Msg/5-Year Proj
PFC	Passenger Facility Charge	Airport
PHAB	Public Health Accreditation Board	HHS
PL	Federal Public Law	Fiduciary/5-Year Proj
PREA	Prison Rape Elimination Act	Sheriff
PRIA	Property Records Industry Association	Clerk
QMHA	Qualified Mental Health Associate	HHS
QPR	Question, Persuade, Refer	HHS
RAO	Release Assistance Office	CJ
RMP	Resource Management Plan	Bud Msg
RMV	Real Market Value	Glossary
RPS	Regional Problem Solving	BoC/Dev Svcs
RTK	Real Time Kinematic	Capital/5-Year Proj
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
SDS	Safety Data Sheets	CAO
SEA	Seattle-Tacoma International Airport	Airport
SEIU	Service Employees International Union	Bud Msg/Personnel
SEP	Syringe Exchange Program	HHS
SFO	San Francisco International Airport	Airport
SNYP	Spay Neuter Your Pet	HHS
SOC	System of Care	HHS
SORCC	Southern Oregon Rehabilitation Center and Clinics	HHS
SOREC	Southern Oregon Research and Extension Center	CAO
SORED	Southern Oregon Regional Economic Development, Inc.	CAO
SORPP	Southern Oregon Regional Pilot Program	Dev Svcs

TERM	STANDS FOR	USED BY
SOS	Signs of Suicide	HHS
SPEP	Standardized Program Evaluation Protocol	CJ
SPMI	Serious and Persistent Mental Illness	HHS
SRE	Snow Removal Equipment	Airport
SRS	Secure Rural Schools	Budget Msg/Fiduciary
STEV	School, Transition, Employment, Vocation	CJ
STI	Sexually Transmitted Infection	HHS
STTL	Short-Term Transitional Leave	CJ
TANF	Temporary Assistance for Needy Families	DA
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
UOCAVA	Uniformed and Overseas Citizens Absentee Voting Act	Clerk
URA	Urban Renewal Agency of Jackson County	Capital/Fiduciary
USFS	United States Forest Service	Airport
VA	Veterans Affairs	HHS
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
WRNA	Women's Risk Needs Assessment	CJ
ZIS	Zoning Information Sheet	Dev Svcs

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