



ADOPTED

2021-2022

BUDGET

Jackson County
Oregon

Adopted Budget



Fiscal Year 2021-2022

BUDGET COMMITTEE MEMBERS

Board of Commissioners

Rick Dyer, Chair

Dave Dotterer

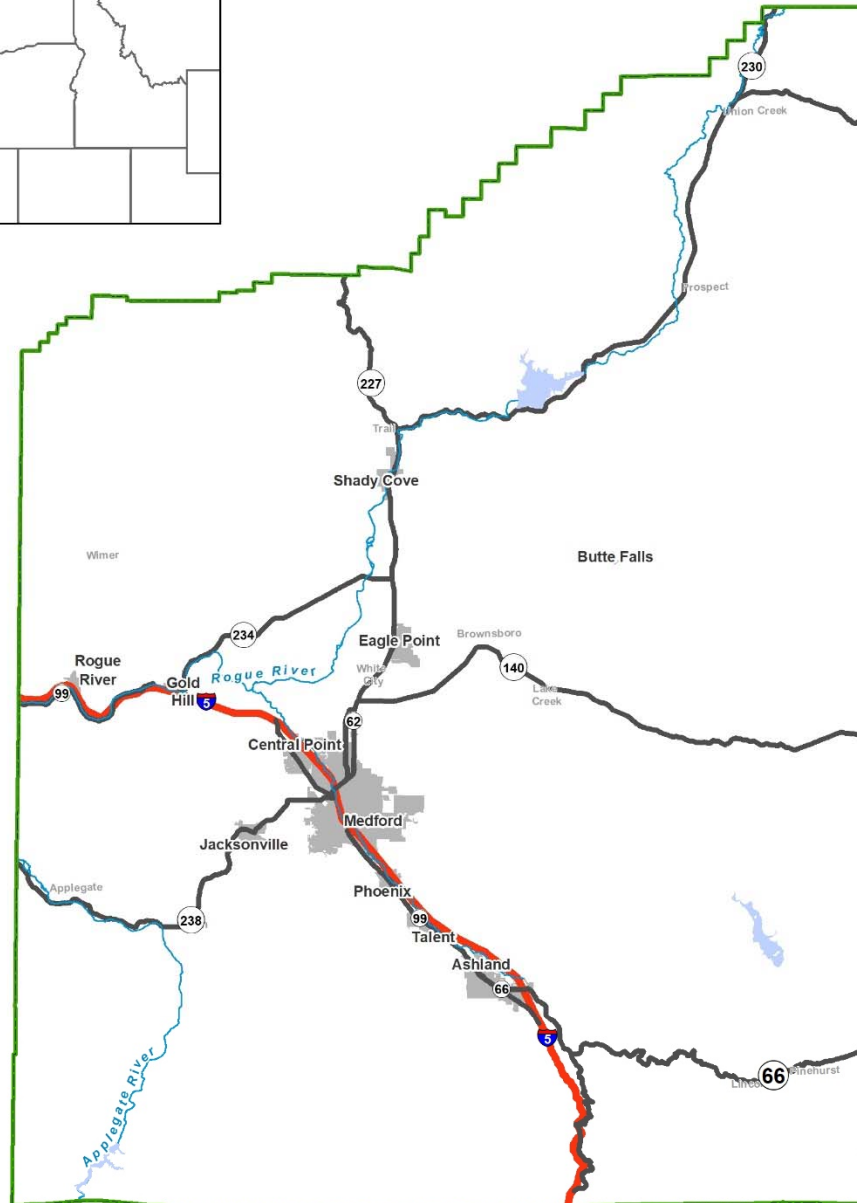
Colleen Roberts

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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Jackson County

Oregon

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morill

Executive Director

The Government Finance Officers Association (GFOA) of the United States and Canada presented a Distinguished Budget Presentation Award to Jackson County for its annual budget for the fiscal year beginning July 1, 2020. In order to receive this Award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, 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 2021-2022

July 1, 2021

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

In preparing for the year ahead, the total adopted Jackson County budget for fiscal year 2021-2022 is \$474,025,874. The adopted budget for fiscal year 2020-2021 totaled \$429,811,647. The adopted budget for fiscal year 2021-2022 continues on the principles adopted in fiscal year 2020-2021.

We have been living with the coronavirus (COVID-19) pandemic for a year now. The financial impact has been lessened by the actions that departments and programs have put into place. Additional funding from State and Federal government has aided in the County's ability to proactively respond to the impacts of the virus. The American Rescue Plan Act is expected to provide approximately \$42,800,000 to Jackson County. The actual timing of the payments to the County is currently unknown, and Federal guidance on acceptable usage of the funding will be forthcoming.

In addition to the COVID-19 pandemic, Jackson County citizens were impacted by two large wildfires (Almeda and South Obenchain) that swept through the County in September 2020. The cities of Phoenix and Talent were the hardest hit, with fires also impacting areas in Ashland, Medford, Eagle Point, and unincorporated areas of the County. Approximately 2,482 homes, 173 commercial, and 4 public buildings were lost to the fires, with another 150 buildings sustaining some type of fire-related damage; this catastrophic event left more than 4,200 residents without a place to call home. Federal Emergency Management Agency (FEMA), Oregon Office of Emergency Management (OEM), State, County, and city representatives have been working tirelessly to clean up the burn scar to allow reconstruction to begin. Temporary housing is being provided in hotels and FEMA facilities, but it will be years before all of the homes that were lost can be rebuilt. There was a housing shortage in Jackson County before all these homes were destroyed; however, there is a determination to build back better.

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 \$28,758,230. 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, known as the Secure Rural Schools and Community Self-Determination Act (SRS), 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 SRS revenue guarantees are sporadic; Senators and House Representatives have told us getting additional Federal guarantees will be very difficult. However, \$1,500,000,000 was included as part of the American Recovery Plan that is to be distributed to those counties nationwide who have been recipients of the Federal revenue guarantees Payment in Lieu of Taxes (PILT) and SRS payments. The US Department of Treasury is working with the National Association of Counties (NACo), and other county organizations, to develop an allocation formula with payments to be made during fiscal years 2021-2022 and 2022-2023. At this point, we are unsure if these funds will be a replacement of PILT and SRS payments, or in addition to any future payments.

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 still 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 2021-2022. 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.

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. A ballot measure for the formation of a new taxing district to support the jail was defeated in the May 2020 election. The Sheriff's Office will continue to explore funding options and may revisit a future ballot measure once the COVID-19 pandemic is under control, and businesses are able to increase employment and return to full operating capacities. For more information, see <https://youtu.be/O5UAKcAwt0s>.

Non-represented employees (management and confidential) are budgeted to receive a 1.99 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 30, 2022, with negotiations beginning during fiscal year 2021-2022. Based on the current CBA and 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 budgeted salary increase is 2 percent. The CBA with the Service Employees International Union (SEIU) will also expire on June 30, 2022, and negotiations will begin during fiscal year 2021-2022. Based on the current CBA, the budgeted cost of living adjustment (COLA) will use the annual CPI-W, West Coast Index Annual Average, with a minimum of 2 percent and a maximum of 4 percent, for a 2 percent increase. The CBA with the Jackson County Sheriff's Employees' Association (JCSEA) will expire June 30, 2023, and, based on the current CBA and negotiated salary schedule using the annual CPI-W, All US Cities Index with a minimum of 1.5 percent and a maximum of 2.5 percent, the budgeted salary increase is 1.50 percent.

In this adopted budget, full-time equivalent (FTE) positions are down from 899.85 adopted in fiscal year 2020-2021 to 890.60 in fiscal year 2021-2022.

The adopted budget reflects our best effort to address the issues we face given the priorities set by the Budget Committee and the Board of Commissioners – to preserve safety and health related services. It also maintains minimum State-mandated services and keeps the Budget Committee direction not to backfill State-funded services when State funding is reduced. All funds are balanced. Sufficient funds are budgeted to provide appropriate cash flow for the following year. All funds that include debt service are balanced in accordance with Oregon municipal debt law.

This budget message is organized into five major categories designed to give the reader an overview of County issues, priorities, and finances. They are:

- County Mission Statement and Strategic 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 2021-2022
- Processes Used to Develop the Budget and Organization

County Mission Statement and Strategic Goals

The County has adopted a mission statement and strategic goals as a guide to plan for the provision of services. The mission statement and strategic goals are not in any priority order. They are numbered only to assist the reader with abbreviations used elsewhere in the budget. All strategic goals are equally important. The statement and strategic 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.

Strategic 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 strategic goals. The various contributions toward these strategic 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 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 additional judges. During the summer of 2020, a remodel project in the Justice Building created two courtrooms out of one for a new judge position. 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 223,240 in July 2020. Local correctional facilities to appropriately address needs for lodging,

housing, and maintaining custody are being examined and addressed. Oregon Ballot Measure 110, the Drug Decriminalization and Addiction Treatment initiative, may well impact lodgings; however, the full impact is yet to be determined.

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.
4. Multi-Purpose Recreational Facility at Expo: During fiscal year 2020-2021, Jackson County has experienced the COVID-19 pandemic, Almeda and South Obenchain Fires, and a broken water main which flooded the first floor of the Health and Human Services' building. We also deal with Interstate 5 (I-5) closures almost every year due to snow events on the mountain passes. Our buildings at the Expo were used for vaccination centers, an evacuation center for those who lost homes in the fires, office space due to the flood, and a place to wait out the snow storms for stranded travelers. These events, in combination with a lack of indoor recreational facilities, highlight the need for additional Expo facilities.

Public Employees Retirement System (PERS)

In February 2020, the County took advantage of Senate Bill 1566 to set up a second PERS side account. The State provided a 25 percent match of the County's payment, and PERS rates were initially reduced by 3.62 percent of payroll. The lifespan of this side account is 20 years and will provide reduced PERS rates in future years. This rate reduction offset the rate increase that would have spiked costs again in fiscal year 2021-2022.

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 2021-2022. As previously mentioned, the COVID-19 pandemic has impacted every County department. Additionally, the wildfires have also added to the workload of County staff as we support and help the community recover from the events of the past year. The depth of those impacts is changing daily as new information, guidance, and funding streams become available. It is impossible to project the total impact of these events at this point as they will continue on for many years. However, known factors with a direct impact on this adopted budget that we are aware of are outlined below.

American Rescue Plan

As previously mentioned, Jackson County expects to receive approximately \$42,800,000 directly from the US Department of Treasury. We expect the first half at the end of fiscal year 2020-2021 along with guidance on how it can be spent. That payment is budgeted to roll over as part of the fiscal year 2021-2022 Beginning Fund Balance, and the expenditure is included in the General Fund Fiduciary budget under Contracted Services. After a spending plan is developed, the budget will be modified to implement the Plan. When the second payment is received, the budget will be modified via a supplemental budget.

Contingency

The fiscal year 2021-2022 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 \$22,428,960; 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 185 of this budget document.

Significant Departmental and Fund Highlights and Issues for 2021-2022

Airport

While passenger counts and average daily flights were reduced due to COVID-19 related travel restrictions, the Airport was able to maintain all air service routes. As the COVID-19 vaccinations continue, and related travel restrictions begin to lighten, the Airport will see increased passenger counts. The Airport expects to receive additional funding from the Federal Aviation Administration (FAA) as part of the Coronavirus Aid, Relief, and Economic Security (CARES) Act to cover runway maintenance and other operating expenditures to assist the Airport's continued operations through the COVID-19 pandemic.

Assessor

The Assessor's Office will be undertaking a software conversion of the current cartography database. The current software has a short lifespan as the vendor will no longer be supporting the program with updates in future years. A consultant will be assisting the Assessor's Office with the software conversion and providing training to staff. This update will also improve the property data system which is available to the public on the County website.

Community Justice

Community Justice will see reduced revenues due to State public safety funding cuts. With the COVID-19 restrictions placed on governmental organizations, and changes in State law due to Ballot Measure 110 that limits criminal prosecution for drug possession, the projection for supervised probation cases is

expected to decline. The Department will be reducing 8.00 FTE positions. The reduction in staff will occur through retirements and not filling vacant positions.

County Administration

The Emergency Management Program was increased by 1.00 full-time equivalent (FTE) position for a new Program Manager II who will provide additional support for emergency management operations. The necessity of this position became apparent during the Alameda and South Obenchain Fires.

Development Services

Development Services will continue to assist those who are trying to rebuild after the fires with building permits and plan reviews.

Expo

The Governor's Executive Orders restricting social gatherings and limiting the number of individuals business can have resulted in the cancellation of the 2020 County Fair, and may also cancel the 2021 County Fair. While the County Fair provides the vast majority of operating revenue needed to keep the grounds open year-round, the Expo staff were able to alter operations and provide personal protection collection events that benefited first responders. In September 2020, the Expo grounds became the emergency shelter for citizens and animals displaced by the wildfires that destroyed homes and businesses. In early 2021, when COVID-19 vaccinations became available, the Expo was able to house the vaccination clinics. Reduced paid events forced the Expo to reduce positions by 2.00 FTEs, which were 1.00 Lead Grounds Worker and 1.00 Project Specialist. At the time of this adopted budget, operations are in a continued holding pattern, with staff providing a variety of assistance for COVID-19 related issues.

Health and Human Services (HHS)

HHS has been essential in responding to the COVID-19 pandemic by providing coordination for, and communicating with, the public, local health providers, and governmental entities within the County. There is a reduction in the budget of 3.75 FTE positions that were designated for a project for which funding was not received. Positions in various HHS programs have been reallocated due to the COVID-19 pandemic response becoming the priority for the Public Health Program.

Information Technology (IT)

A decrease of 1.00 FTE position is the result of a retirement within the Department that will be absorbed by reassignment of those duties within IT. As part of the Computer Replacement Program, IT will be upgrading the County's aging data storage systems.

Roads and Parks

The Jackson County Parks and Recreation Program took over operations of Stewart State Park at Lost Creek Lake during fiscal year 2020-2021. Due to projected extreme low water levels at Howard Prairie Lake, only an additional 1.00 FTE Park Ranger position will be needed in fiscal year 2021-2022.

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. The Sheriff's Office increased by 3.50 FTE positions that include 0.50 Court Security, 1.00 Community Service Officer, 1.00 Criminal Deputy, and 1.00 Lieutenant. The addition of positions is due to grants and contracts for services. 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

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. The Budget Committee was convened in a special public meeting on November 19, 2020. During this meeting, the County's budget policies were reviewed and agreed upon by the Committee. County Administration provided information on items that affected the budget. Priorities for budget development were defined by the Budget Committee, and budget targets were set for the Departments.

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 19, 22, and 23, 2021. No public testimony was heard at these meetings.

The Budget Committee hearings on the recommended budget were held on April 13 and 15, 2021. Due to the Governor's Executive Order No. 20-12 (Stay Home, Save Lives), public hearings were held via videoconference and 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. On Thursday, of the presentation and review, there were two scheduled opportunities for public input. Budget deliberations began at the conclusion of the reviews on April 15, 2021. 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 13, 2021, 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 2, 2021, with no changes made between the approved and adopted budgets. The Board of Commissioners also meets in public session and encourages public input. The Board of Commissioners is authorized to amend expenditures in the Budget Committee's approved budget up to 10 percent of any fund without reconvening the Budget Committee.

The organization chart found on page 21 of this budget 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 objectives 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 strategic goals identified by County employees. The County's mission statement, strategic goals, and objectives are described elsewhere in this message.

Throughout the budget, the specific strategic 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 2021-2022. The total amount of property tax the County expects to levy on behalf of the General Fund is \$47,062,115. Of this amount, the County expects to collect 94 percent for a net of \$44,238,388.

The County expects to levy \$1,866,170 on behalf of its ECSO Debt Service Fund, and expects to collect 94 percent or \$1,754,200.

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 66 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 2021-2022 includes debt service in the amount of \$890,307. 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 81 of this budget document.

Emergency Communications of Southern Oregon (ECSO)

Debt service for the ECSO bonds begins on page 225 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 general obligation 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. The budget for fiscal year 2021-2022 includes debt service in the amount of \$1,760,650, which is funded with property tax revenue.

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.

This Page Reserved for Notes

BUDGET SUMMARY

BUDGET DEVELOPMENT PROCESS BASICS

Calendar for Fiscal Year 2021-2022 Budget Preparation

Planning

October 29, 2020	Budget Preparation Manual distributed to departments.
November 19, 2020	Budget Committee meets to set goals and targets for fiscal year 2021-2022.

Preparation

December 7, 2020 - February 17, 2021	Budget submissions due from departments.
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Review

December 8, 2020 - March 18, 2021	Administrative staff reviews department-requested budgets.
March 19, 22, and 23, 2021	County Administrator reviews individual budgets by department with the Department Director and administrative staff; the budget committee is invited.

Approval

April 6, 13, and 15, 2021	Presentation of the Recommended Budget and Budget Committee public hearings are held.
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Adoption

June 2, 2021	The Jackson County Board of Commissioners' public hearing held to adopt the fiscal year 2021-2022 budget.
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Budget Preparation

Preliminary budget materials were distributed to the Department Directors and Program Managers in October 2020. 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 2020. All departmental budget requests were evaluated in terms of the program's strategic goals and measures, 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 19, 22, and 23, 2021. 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 16, 2021. The County Administrator's recommended budget was prepared and presented to the public on April 6, 13, and 15, 2021. The recommended budget was printed and open to public inspection. Notice for the April meetings was published in



the *Mail Tribune* on March 23, 2021, 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 26, 2021, indicating the time and place of the Board of Commissioners' budget hearing—as required by Oregon Revised Statutes (ORS). On June 2, 2021, following the public hearing, the Board of Commissioners adopted the budget for fiscal year 2021-2022. 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 2, 2021. 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 2017-2018 to FY 2019-2020) and “adopted” (FY 2020-2021 and FY 2021-2022) 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.

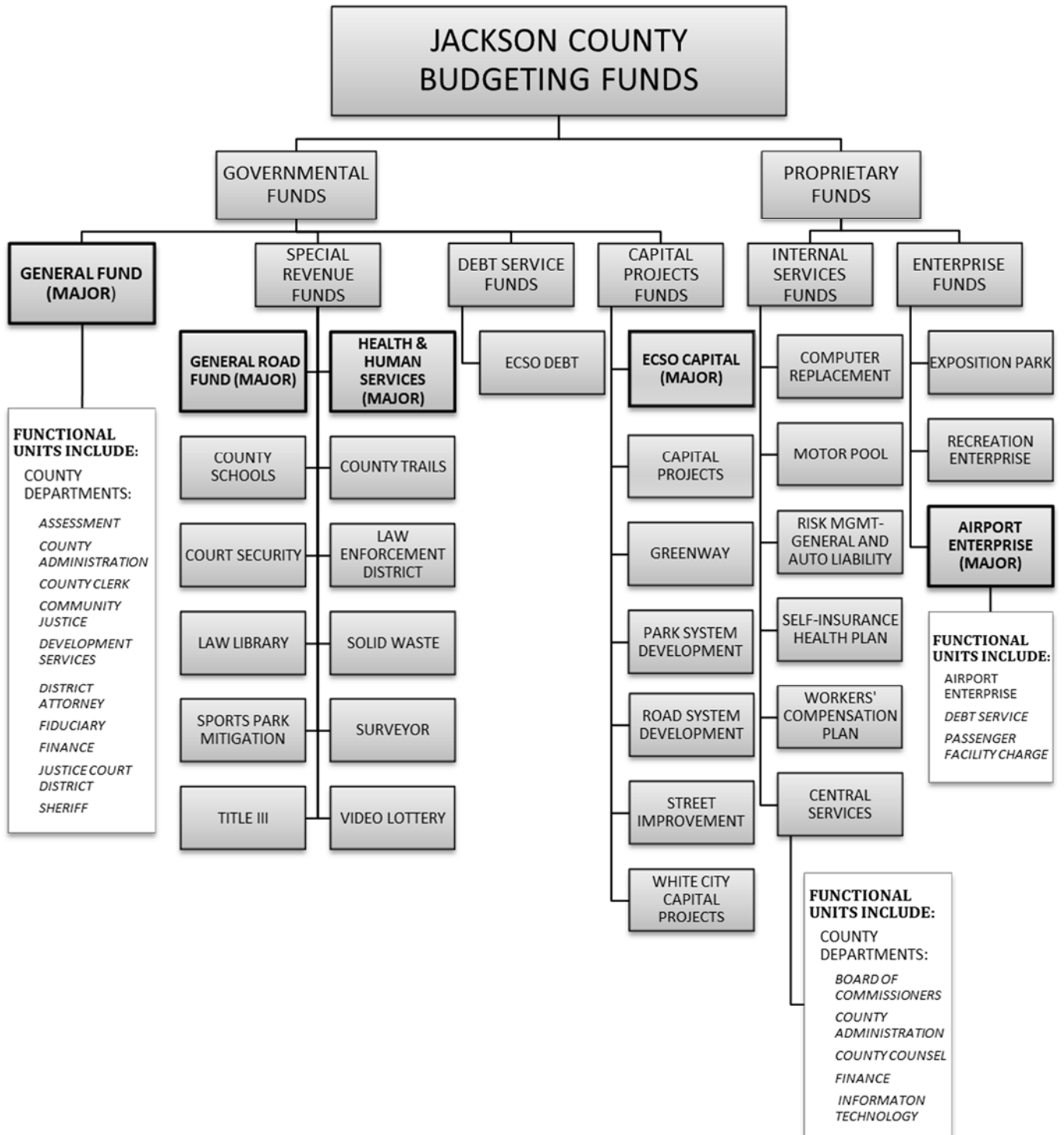
Reserve Policy:

- 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 2021-2022



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 2021-2022, the calculation would be the total appropriated budget less transfers $\{ \$305,468,766 - \$10,413,942 \} * 10\% = \$29,505,482$; any fund with an expenditure appropriation greater than \$29,505,482 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:

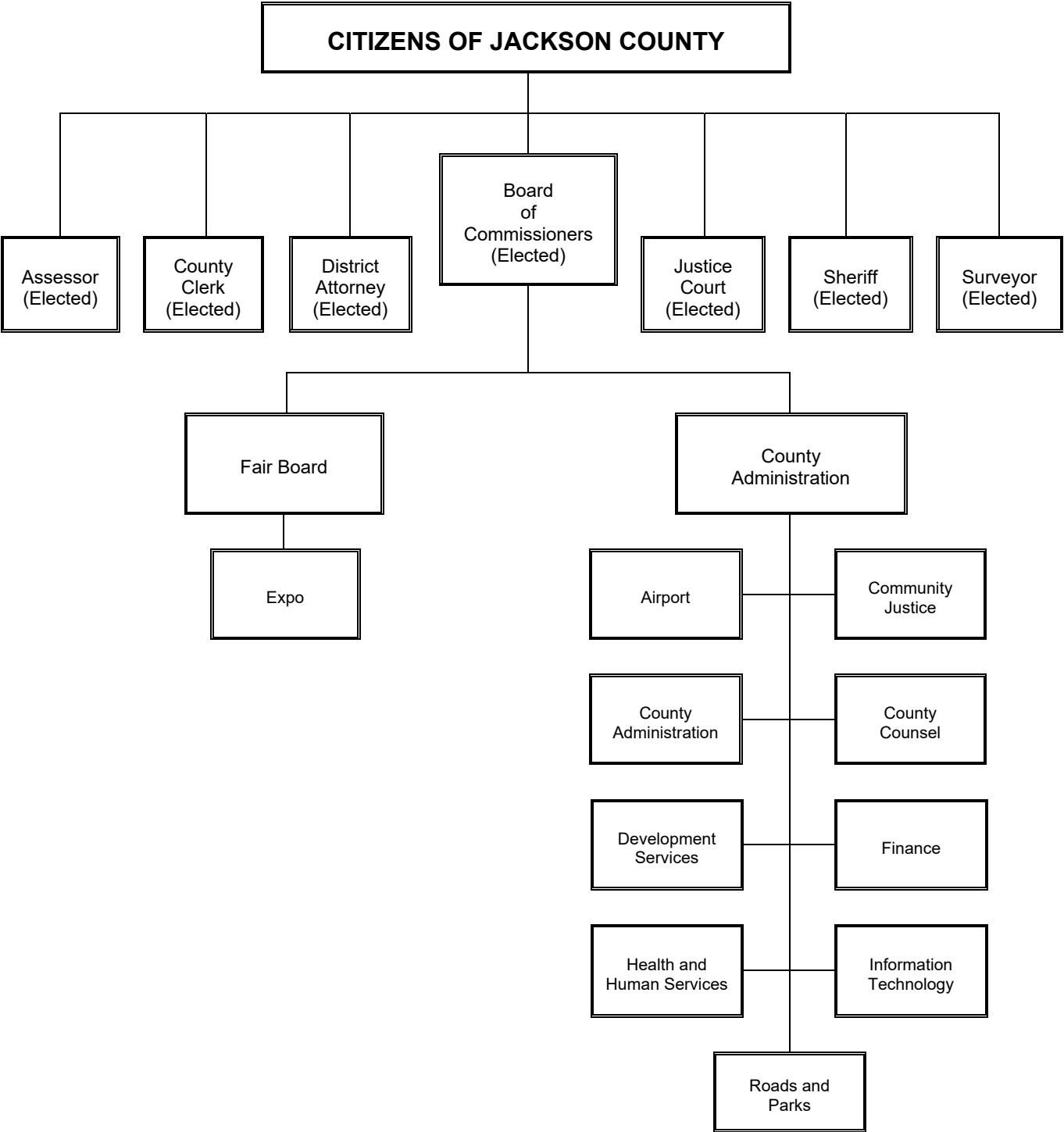
- *Trust and Agency Funds* – Trust and Agency Funds account for assets held for the County and non-County organizations and for non-tax resources held by Jackson County under specific trust instructions. Taxes collected for and later distributed to other governmental units are accounted for in these 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 2021-2022



STRATEGIC GOALS MATRIX

Jackson County's Strategic 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:

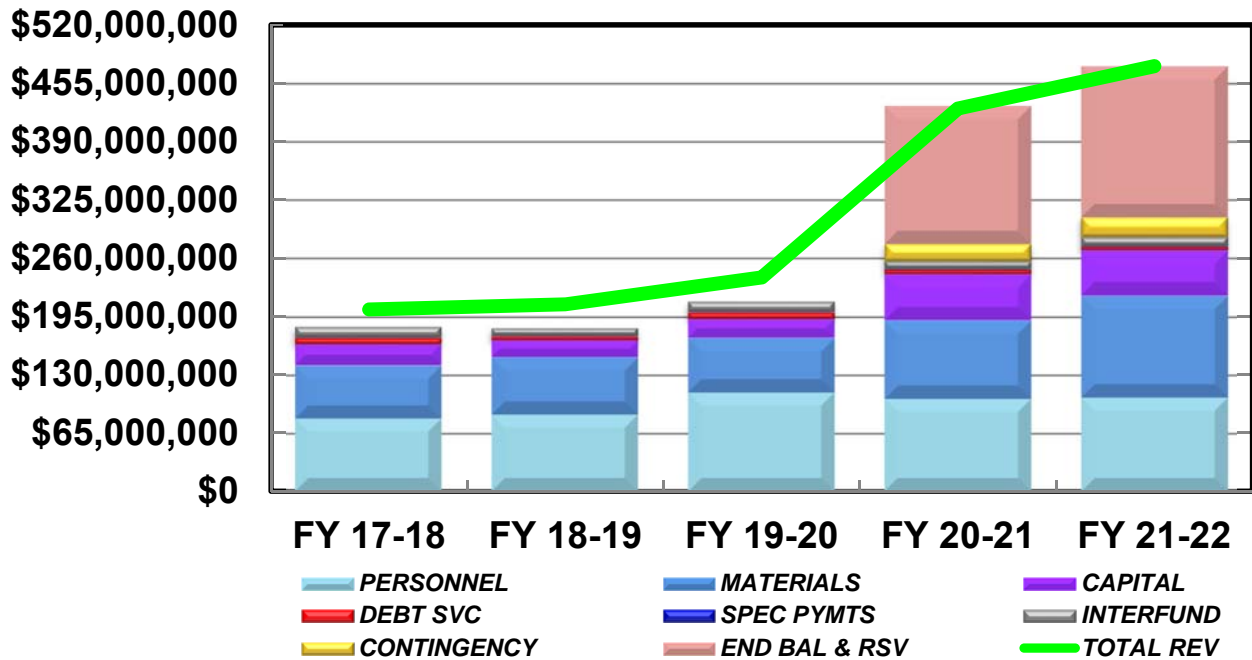
	Strategic Goals											
	1	2	3	4	5	6	7	8	9	10	11	12
Airport	✓	✓		✓	✓			✓	✓	✓		✓
Assessor		✓							✓		✓	
Board of Commissioners	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Community Justice	✓			✓					✓	✓		
County Administration	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
County Clerk		✓		✓					✓		✓	✓
County Counsel	✓	✓		✓					✓	✓		✓
Development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

2017-2018 to 2021-2022



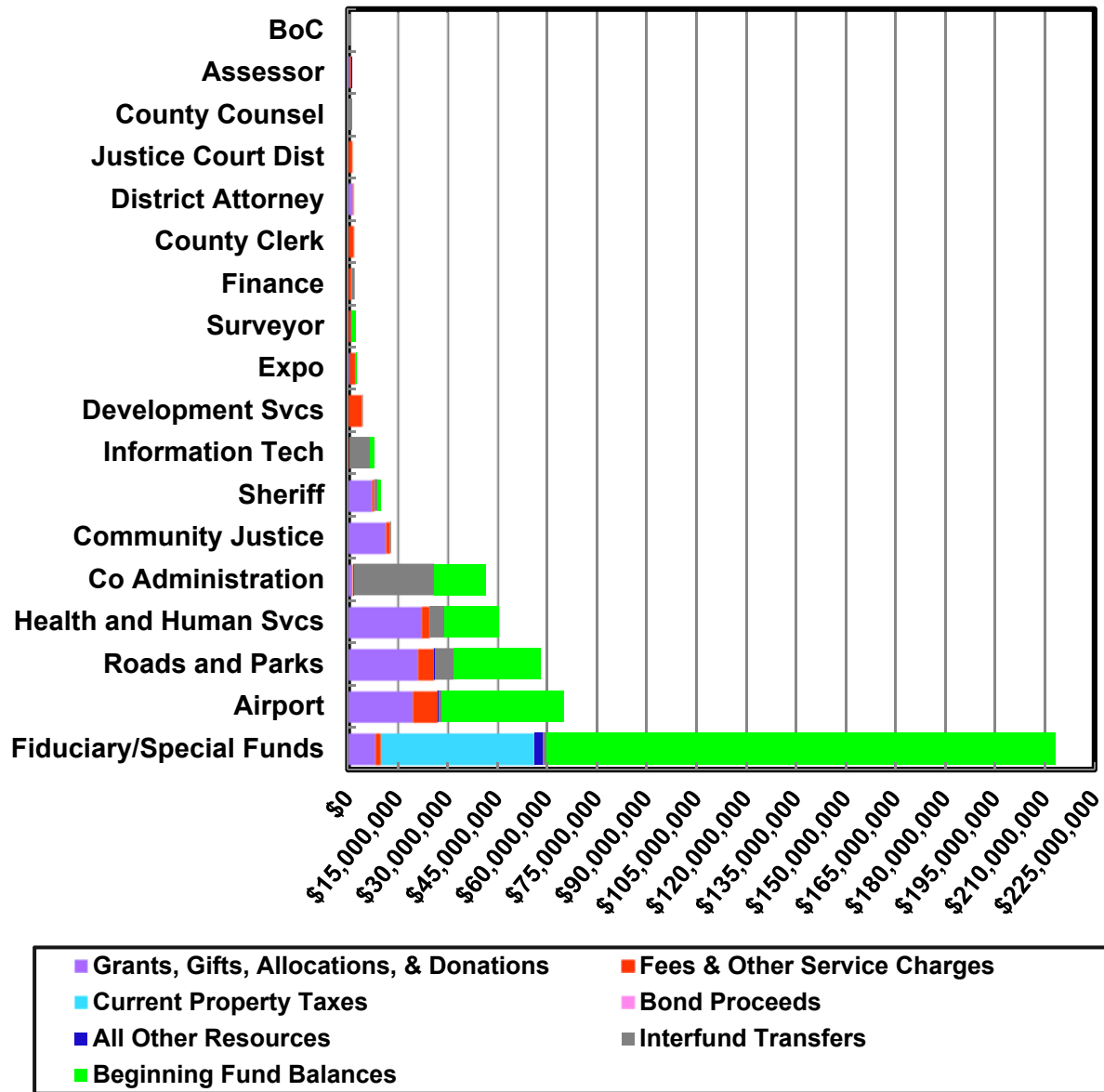
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Adopted	FY 21-22 Adopted
PERSONNEL	\$81,507,003	\$86,017,415	\$110,542,394	\$103,390,555	\$104,968,107
MATERIALS	\$59,229,564	\$63,910,865	\$60,838,302	\$87,594,775	\$113,464,913
CAPITAL	\$23,486,914	\$18,851,371	\$21,161,527	\$50,779,785	\$50,040,508
DEBT SVC	\$6,994,782	\$3,972,019	\$7,283,616	\$4,827,923	\$3,414,957
SPEC PYMTS	\$474,680	\$532,934	\$537,495	\$914,519	\$935,041
INTERFUND	\$11,970,255	\$8,666,743	\$11,494,964	\$8,718,890	\$10,413,942
CONTINGENCY	\$0	\$0	\$0	\$19,345,226	\$22,231,298
END BAL & RSV	\$0	\$0	\$0	\$154,239,974	\$168,557,108
TOTAL EXP	\$183,663,198	\$181,951,347	\$211,858,298	\$429,811,647	\$474,025,874
TOTAL REV	\$202,658,849	\$208,306,719	\$238,424,756	\$426,811,647	\$474,025,874

There is an increase of 10.54 percent in operating expenses between FY 20-21 and FY 21-22 due to budgeting for the American Rescue Plan Act funding. Overall, the County's revenues and expenditures increased 10.29 percent between FY 20-21 to FY 21-22. 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 15 of this document.



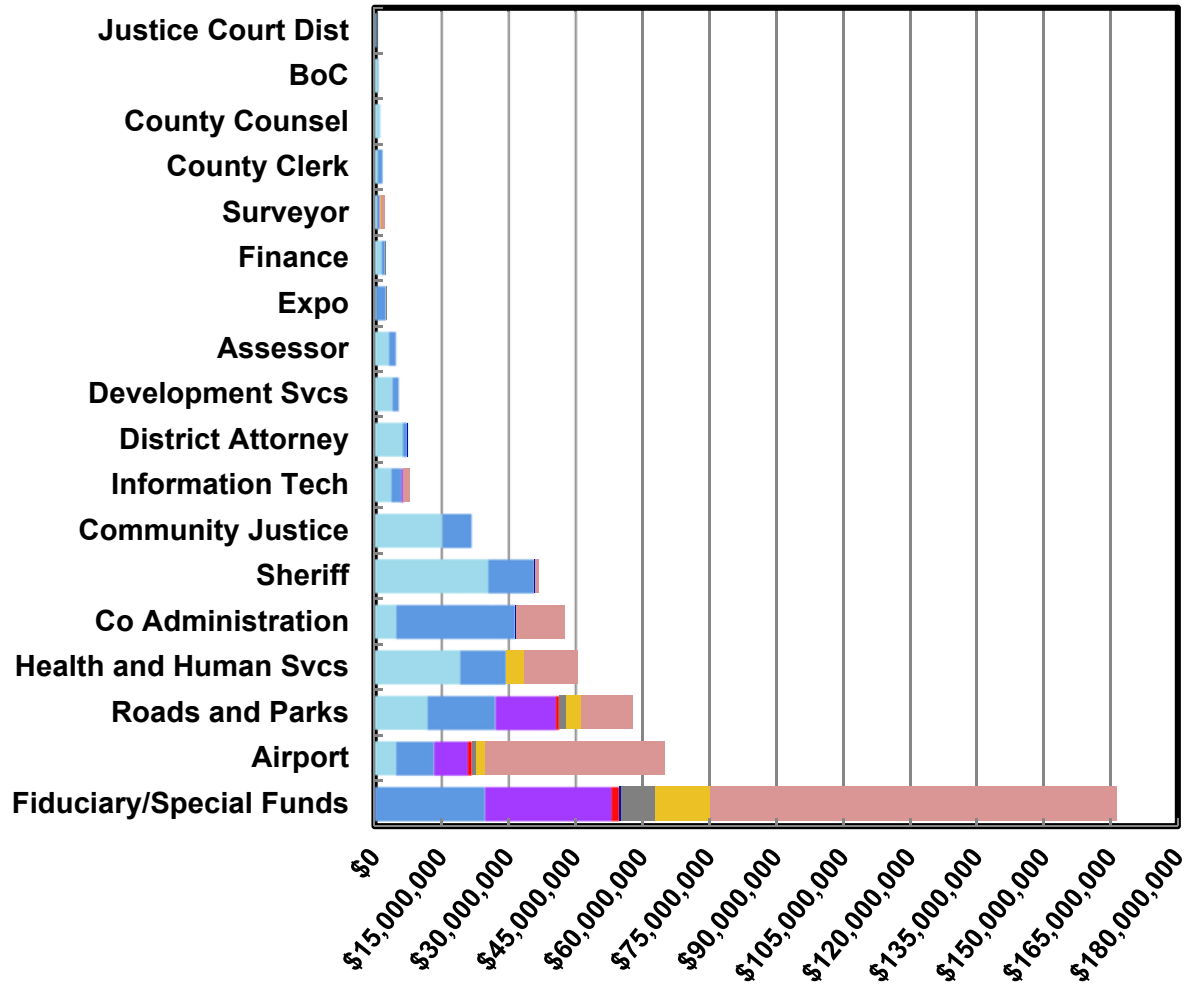
REVENUES BY DEPARTMENT

Fiscal Year 2021-2022



EXPENDITURES BY DEPARTMENT

Fiscal Year 2021-2022



CONSOLIDATED FINANCIAL SCHEDULES

REVENUE SUMMARY BY SOURCE Fiscal Year 2017-2018 to Fiscal Year 2021-2022

REVENUE CATEGORY REVENUE TYPE	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 ADOPTED	2021-2022 ADOPTED	PERCENT CHANGE*
GRANTS, GIFTS, ALLOC & DONATIONS						
Donations/Sponsorships	\$516,006	\$550,907	\$560,674	\$567,775	\$620,387	9.27%
Federal Sources	\$26,180,043	\$15,066,375	\$17,736,226	\$13,505,098	\$23,211,381	71.87%
Local Government Sources	\$4,969,182	\$4,535,381	\$5,469,619	\$4,943,911	\$5,475,695	10.76%
Private/NonProfit Sources	\$5,248,265	\$6,228,480	\$5,845,328	\$6,593,793	\$5,824,482	-11.67%
State Sources	\$53,838,072	\$57,666,337	\$62,017,691	\$65,048,192	\$58,971,388	-9.34%
SUB TOTAL =	\$90,751,568	\$84,047,480	\$91,629,538	\$90,658,749	\$94,103,333	3.80%
FEES & OTHER SERVICE CHARGES						
Fees	\$29,825,189	\$31,626,245	\$27,166,919	\$29,581,929	\$25,818,939	-12.72%
Fines	\$1,485,466	\$1,554,176	\$1,811,858	\$1,708,668	\$1,754,536	2.68%
Forfeitures	\$22,915	\$82,970	\$33,951	\$15,000	\$11,755	-21.63%
Licenses	\$1,620,453	\$1,603,932	\$1,743,464	\$1,921,150	\$1,898,865	-1.16%
Sales	\$2,612,084	\$3,367,637	\$1,058,785	\$1,030,635	\$1,001,817	-2.80%
SUB TOTAL =	\$35,566,107	\$38,234,960	\$31,814,977	\$34,257,382	\$30,485,912	-11.01%
PROPERTY TAX						
Current Property Tax Revenue	\$41,331,126	\$42,245,624	\$43,409,374	\$43,951,546	\$45,992,588	4.64%
SUB TOTAL =	\$41,331,126	\$42,245,624	\$43,409,374	\$43,951,546	\$45,992,588	4.64%
BONDS & OTHER DEBT						
Investment Revenue	\$0	\$4,969,262	\$28,126,742	\$262,500	\$318,750	21.43%
SUB TOTAL =	\$0	\$4,969,262	\$28,126,742	\$262,500	\$318,750	21.43%
ALL OTHER RESOURCES						
Interest Revenue	\$1,656,433	\$6,537,389	\$6,067,074	\$3,310,310	\$2,720,472	-17.82%
Miscellaneous Revenue	\$27,712	\$15,525	\$49,609	\$3,700	\$4,490	21.35%
Prior Year Property Tax Revenue	\$689,451	\$946,001	\$867,710	\$650,000	\$650,200	0.03%
Privilege & Severance Taxes	\$71,883	\$107,966	\$116,292	\$156,670	\$178,702	14.06%
SUB TOTAL =	\$2,445,479	\$7,606,881	\$7,100,685	\$4,120,680	\$3,553,864	-13.76%
INTERFUND TRANSFERS						
Interdepartmental Charges	\$20,594,312	\$22,535,767	\$24,848,475	\$37,324,540	\$37,329,690	0.01%
Interfund Transfers	\$11,970,255	\$8,666,743	\$11,494,964	\$8,718,890	\$10,413,942	19.44%
SUB TOTAL =	\$32,564,567	\$31,202,510	\$36,343,439	\$46,043,430	\$47,743,632	3.69%
BEGINNING FUND BALANCE						
Beginning Fund Balance	\$0	\$0	\$0	\$210,517,360	\$251,827,795	19.62%
SUB TOTAL =	\$0	\$0	\$0	\$210,517,360	\$251,827,795	19.62%
GRAND TOTALS	\$202,658,847	\$208,306,717	\$238,427,755	\$429,811,647	\$474,025,874	10.29%

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 2017-2018 to Fiscal Year 2021-2022

DEPARTMENT	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 ADOPTED	2021-2022 ADOPTED	PERCENT CHANGE*
Airport	\$30,422,164	\$14,918,665	\$21,324,022	\$62,247,910	\$65,002,954	4.43%
Assessor	\$3,281,048	\$3,610,186	\$3,611,423	\$4,614,577	\$4,811,055	4.26%
Board of Commissioners	\$641,245	\$722,871	\$893,794	\$990,265	\$954,778	-3.58%
Community Justice	\$17,089,894	\$18,985,081	\$19,408,238	\$22,201,068	\$21,795,387	-1.83%
County Administration	\$13,437,987	\$13,149,006	\$13,786,943	\$40,748,016	\$42,595,291	4.53%
County Clerk	\$1,396,991	\$1,470,163	\$1,600,850	\$1,754,912	\$1,844,286	5.09%
County Counsel	\$851,428	\$954,354	\$1,033,664	\$1,274,696	\$1,304,045	2.30%
Development Services	\$3,828,046	\$4,179,456	\$4,255,710	\$5,293,369	\$5,453,101	3.02%
District Attorney	\$5,511,800	\$5,709,617	\$6,084,008	\$7,261,993	\$7,477,758	2.97%
Expo	\$2,454,132	\$3,023,249	\$2,570,858	\$3,548,332	\$2,678,288	-24.52%
Fiduciary and Special Funds	\$14,648,826	\$19,392,374	\$32,079,295	\$131,796,679	\$166,385,418	26.24%
Finance	\$2,020,686	\$2,082,788	\$2,100,533	\$2,411,278	\$2,480,458	2.87%
Health and Human Services	\$27,212,009	\$27,786,074	\$28,687,324	\$40,339,853	\$45,497,484	12.79%
Information Technology	\$4,571,628	\$5,390,255	\$5,463,782	\$7,578,427	\$8,010,055	5.70%
Justice Court District	\$480,220	\$512,790	\$552,518	\$580,724	\$563,518	-2.96%
Roads and Parks	\$24,863,239	\$27,193,130	\$33,613,621	\$60,077,337	\$57,939,817	-3.56%
Sheriff	\$30,162,456	\$32,071,129	\$33,843,683	\$34,992,284	\$36,942,460	5.57%
Surveyor	\$789,399	\$800,158	\$948,031	\$2,099,927	\$2,289,721	9.04%
GRAND TOTALS	\$183,663,198	\$181,951,346	\$211,858,297	\$429,811,647	\$474,025,874	10.29%

*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 2020-2021 and the adopted budget for fiscal year 2021-2022 where the change is equal to or greater than 10 percent, as shown in the tables on the previous two pages.

Revenues

Federal Sources. The increase of 71.87 percent is due to an increase in Airport grants for improvements, and COVID-19 related support.

Local Government Sources. The increase of 10.76 percent is due to contracted repairs through Facility Maintenance for the Library District, and contracts for law enforcement services through the Sheriff's Office.

Private/Non-Profit Sources. The decrease of 11.67 percent is a result of the State's "Stay Home Save Lives" COVID-19 restrictions and reduced revenues from contracted services.

Fees. The decrease of 12.72 percent is a result of the State's "Stay Home Save Lives" COVID-19 restrictions which resulted in decreased revenues associated with travel and entertainment activities.

Forfeitures. The decrease of 21.63 percent is due to a reduction in rabies deposits.

Investment Revenue. The increase of 21.43 percent is due to an expected increase in principal payments for the Southern Oregon RV Park loan revenue.

Interest Revenue. The decrease of 17.82 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 increase of 21.35 percent is due to an increase in the Taxation Program's miscellaneous revenues.

Privilege and Severance Taxes. The increase of 14.06 percent is due to an expected increase in marijuana taxes.

Interfund Transfers. The increase of 19.44 percent is mainly due to an increase in the transfer from the Road System Development Fund to the Roads program for road improvement projects.

Beginning Fund Balance. The increase of 19.62 percent is due to increases in the Beginning Fund Balances in the General Fund Fiduciary, Central Services Fund, and Health and Human Services Fund. The increases in fund balances are due to the investment of a new jail if a future bond measure passes, increases in revenues, and unspent Health and Human Services grant monies.

Expenditures

Expo. The decrease of 24.52 percent is due to the COVID-19 pandemic and statewide restrictions on public gatherings.

Fiduciary and Special Funds. The increase of 26.24 percent is due to increases in special projects currently being developed as part of the American Rescue Plan funding, and Reserves.

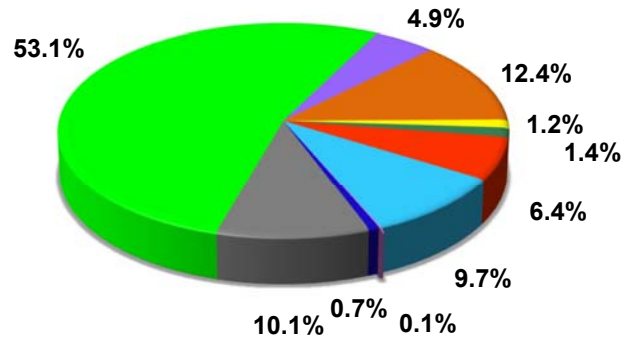
Health and Human Services. The increase of 12.79 percent is due to increases in Contingency and Reserves.



EXPLANATION OF COUNTY REVENUES

REVENUES BY SOURCE

Fiscal Year 2021-2022



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 20 percent of the total budgeted revenues. This includes all Federal, State, and local grants. For the purpose of the chart, above, the County has separated the Grants, Gifts, Allocations and Donations into the smaller revenue classifications of Federal, State, Local, and Non-Government Sources.

COUNTY REVENUES

The County forecasts revenues using a conservative approach whereby revenues are underestimated and departments and programs build in a layer of contingencies for increased expenditures. This approach reduces the risk of an actual budget shortfall. The COVID-19 pandemic continues to financially impact departments. Increased Federal and State funding, along with actions that the departments and programs implemented over the past year, have helped offset revenue losses.

MAJOR 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.

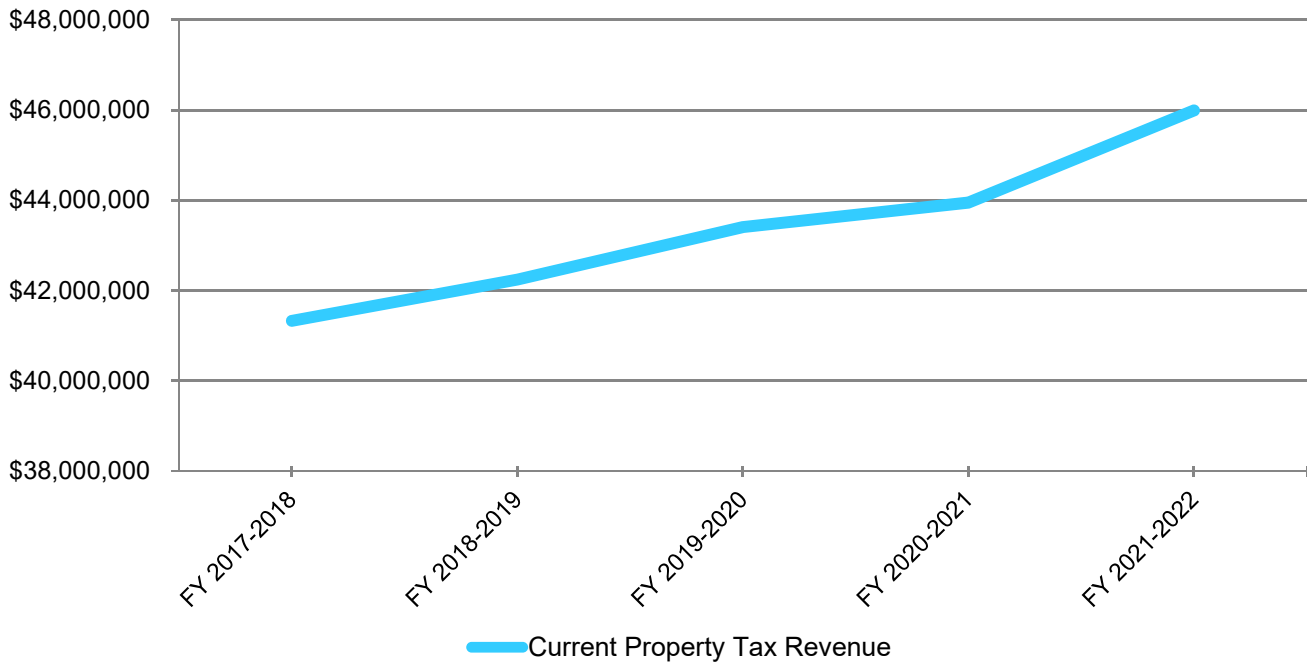
Source	Fund Type	% of Total Revenue	Adopted Budget
Beginning Fund Balance	All	53.1%	\$251,827,795
Current Property Taxes	General	9.7%	45,992,588
County Interdepartment Charges	All	7.9%	37,329,690
State Motor Vehicle Taxes	Special Revenue	3.9%	18,395,000
State Public Safety Resources	General	2.9%	13,869,057
County Interfund Charges	All	2.2%	10,413,942
State Mental Health Resources	Special Revenue	1.5%	7,205,464
Federal Aviation Admin Airport Improvement Grants	Enterprise	1.3%	6,194,803
Federal Aviation Admin Airport COVID-19 Grant	Enterprise	1.3%	6,000,000
State Developmental Disabilities Resources	Special Revenue	1.1%	5,153,192
State Mental Health Medicaid Funding	Special Revenue	0.8%	3,879,866
Federal O&C Revenues	General	0.8%	3,833,000
State Public Health Resources	Special Revenue	0.8%	3,683,974
Federal Public Safety Resources	General	0.6%	2,946,215
Federal Aviation Reimbursements	Enterprise	0.3%	1,595,000
State Liquor Tax Revenues	General	0.3%	1,417,557
State Lottery Revenues	General	0.2%	1,060,000
Federal Women, Infants, and Children Program	Special Revenue	0.2%	1,030,243
Total Major Revenue Sources		<u>89.0%</u>	<u>\$421,827,386</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 53 percent of total revenues.



PROPERTY TAXES



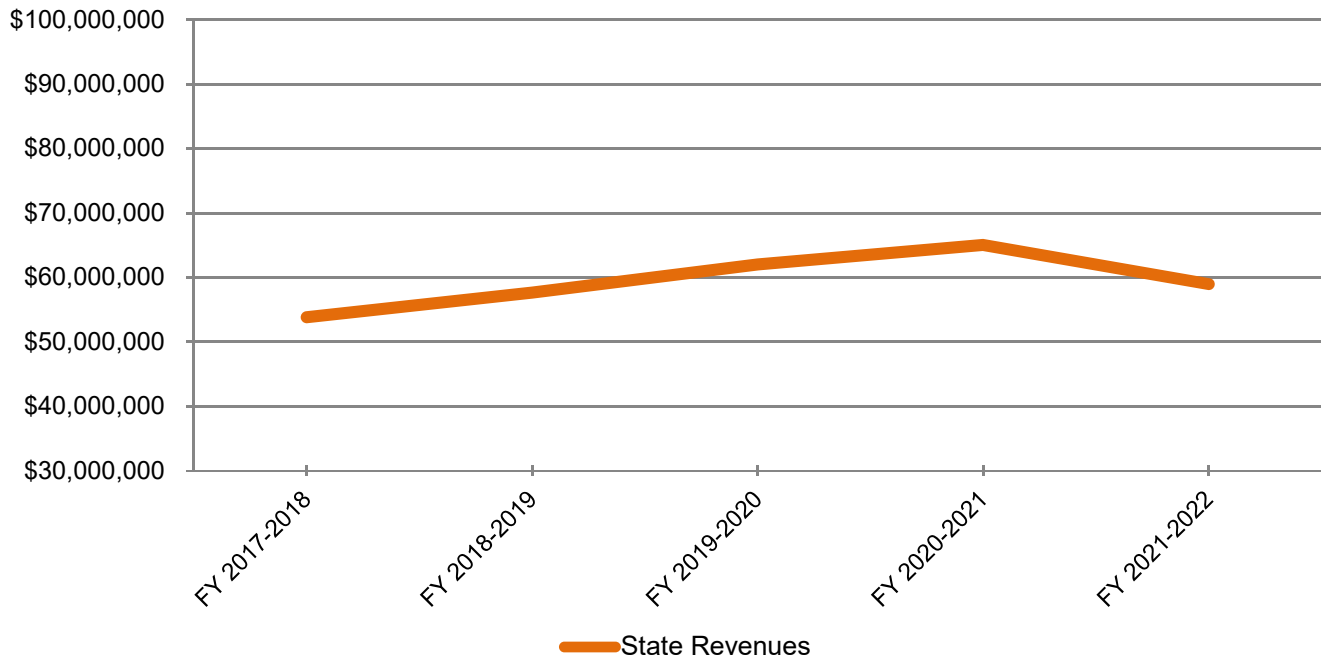
Revenues from current property taxes are budgeted at \$45,992,588 for fiscal year 2021-2022. In May of 1997, Oregon voters approved Ballot Measure 50, amending the Oregon Constitution to establish permanent property tax limits. As a result, Jackson County's permanent rate limit was set at \$2.0099 of 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 70.7 percent of real market value countywide (67.6 percent for new residential properties and 74.6 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 that the County expects to levy is the full permanent rate limit of \$2.0099 per \$1,000 of assessed value. When applied to the projected assessed value, the budgeted taxes imposed will be \$47,062,115 and reflect the current assessed value plus 3.5 percent. Of this amount, the County expects to collect 94 percent for a net of \$44,238,388. In November 2019, voters approved bonds in the amount of \$28,000,000. At the end of fiscal year 2019-2020, the County issued \$23,870,000 in general obligation bonds to finance the Emergency Communications of Southern Oregon (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. In; at the time this budget was prepared, the bonds had not been sold. The County expects to levy a flat rate tax in the amount of \$1,866,170 on behalf of its ECSO Debt Service Fund; and expects to collect 94 percent, or \$1,754,200, in the first year. 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



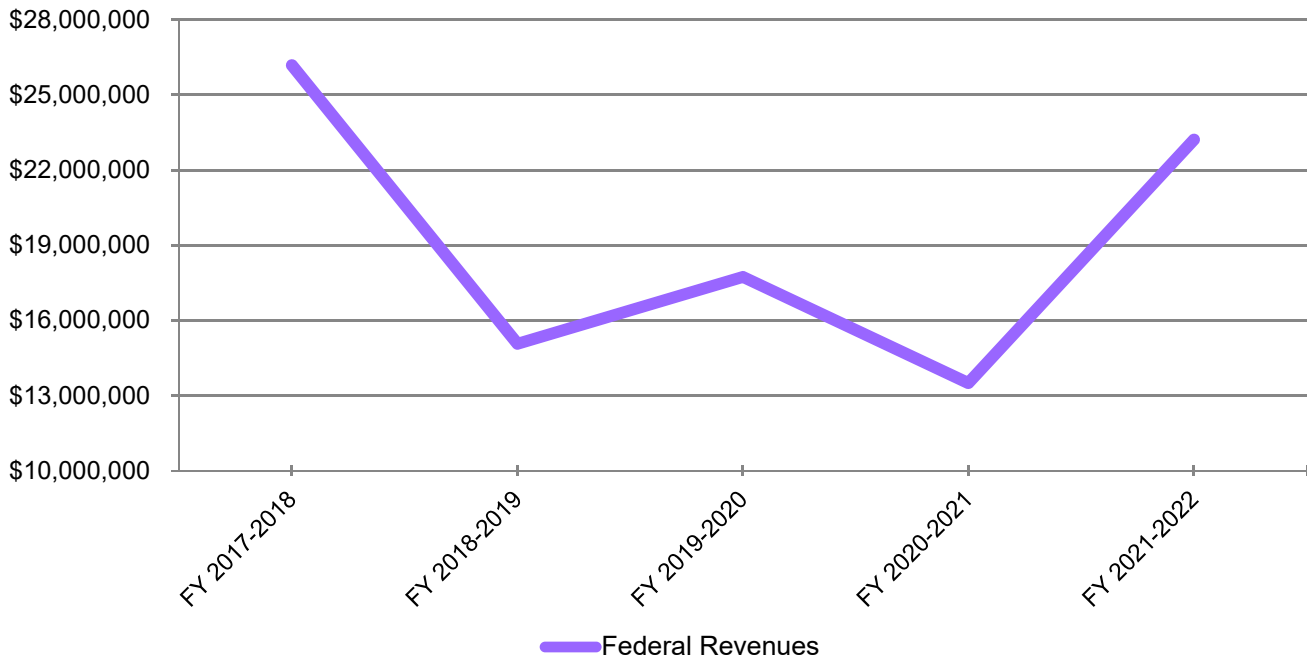
These revenues are generally dedicated grants and taxes provided by, or through, the State for specific County programs. Health and Human Services (HHS) receives the majority of this revenue, to support State-mandated programs such as Developmental Disabilities, Mental Health, and Public Health. State 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 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.

GRANTS, GIFTS, ALLOCATIONS AND DONATIONS

Federal Revenues

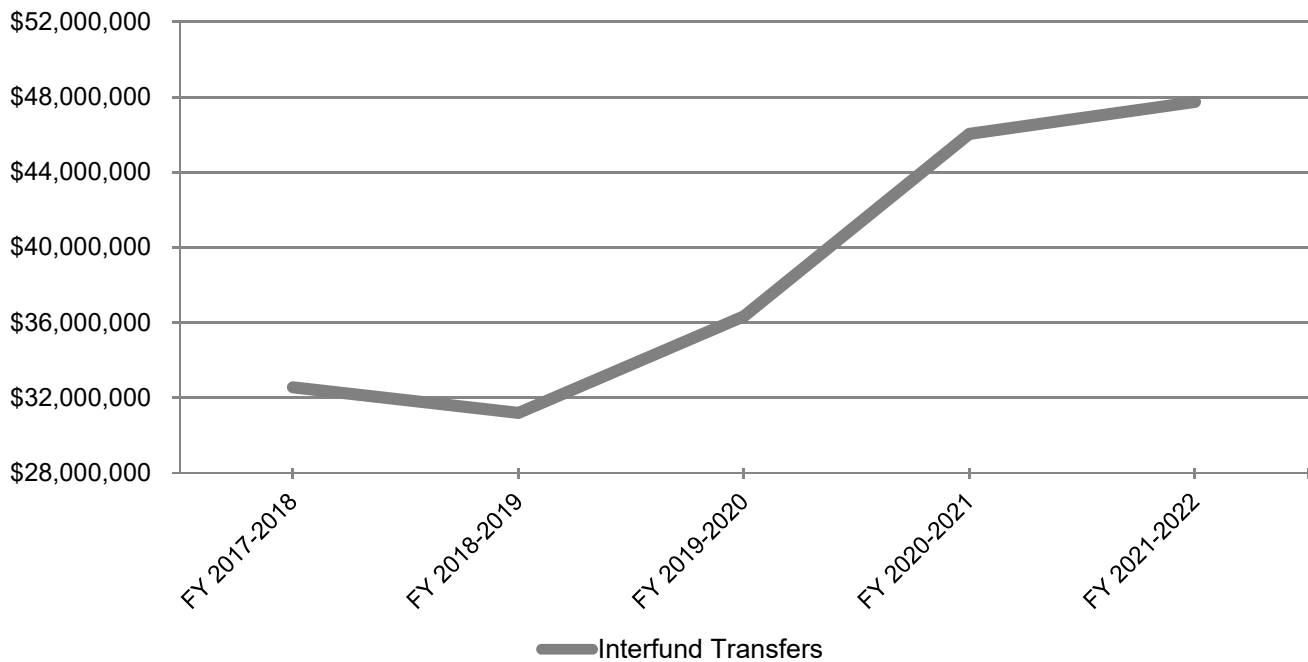


Funding fluctuates greatly from year to year depending on the types of program funding available from the Federal government. Federal monies generally have program-specific funding criteria. The Airport is usually the largest recipient of Federal monies from the Federal Aviation Administration (FAA) dedicated to Airport improvements. The current Airport improvements are stormwater detention pond construction, a Hangar Taxilane Reconstruction Study, replacement of the Terminal HVAC system, and perimeter road improvements. The Airport will receive COVID-19 funding from the FAA, and reimbursement from the United States Forest Service for the Tanker Base Apron Rehabilitation project. 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. The American Recovery Act included funding for counties nationwide who had been recipients of the Federal subsidies through Payment in Lieu of Taxes (PILT) and the Secure Rural Schools and Community Self-Determination Act (SRS). Payments will be made during fiscal years 2021-2022 and 2022-2023. It is not clear if these funds will replace the PILT and SRS programs, or be in addition to them. Revenues have been conservatively budgeted in General Fund Fiduciary based upon prior years' funding as exact amounts are not known. Due to the uncertain nature of this funding source, General Fund Fiduciary will receive this revenue.

INTERFUND TRANSFERS



These revenues include transfers between funds (Interfund Transfers) and charges to County departments for services provided by another County department (Interdepartmental Charges). Interfund Transfer make up 2.2 percent of the County's revenue. The largest transfers are from Airport Passenger Facility Charges to fund requirement match amounts for FAA Airport Improvement Grants, General Fund Fiduciary to provide funds to HHS, the Animal Shelter and Human Services Agencies; Road System Development to pay for road improvements; Solid Waste to provide for Code Enforcement Officers, and Video Lottery Fund to jail operations with programs that address addiction problems, mental health issues, and education (GED).

Interdepartmental Charges now account for 7.9 percent of revenues which increased significantly in fiscal year 2020-2021 when the County's largest union group joined the County's Self-Insurance Health Plan. The costs of providing health insurance to non-represented employees and the Service Employees International Union (SEIU) are billed to each department through Interdepartmental Charges. Other charges to departments include services provided by the Board of Commissioners, County Administration, County Counsel, Facility Maintenance, Finance, Human Resources, Information Technology, Internal Audit, Mail Courier, Motor Pool, Self-Insurance, and Workers' Compensation.

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	\$117,435,552	\$10,000	\$350,000	\$273,552	\$16,362,187
Revenues					
GRANTS, GIFTS, ALLOC & DONATIONS	\$26,198,346	\$388,000	\$294,537	\$175,000	\$22,091,489
FEES & OTHER SERVICE CHARGES	\$11,140,464	\$0	\$0	\$0	\$2,459,306
PROPERTY TAX	\$44,238,388	\$0	\$0	\$0	\$0
BOND PROCEEDS	\$318,750	\$0	\$0	\$0	\$0
ALL OTHER RESOURCES	\$2,029,690	\$2,000	\$5,000	\$3,282	\$0
<i>Revenues Subtotal</i>	\$83,925,638	\$390,000	\$299,537	\$178,282	\$24,550,795
INTERFUND TRANSFERS & IS REIMB	\$2,288,373	\$0	\$15,000	\$0	\$4,584,502
Grand Total Revenues	\$203,649,563	\$400,000	\$664,537	\$451,834	\$45,497,484
Expenditures					
PERSONNEL SERVICES	\$55,762,973	\$0	\$104,856	\$0	\$19,231,407
MATERIALS & SERVICES	\$44,967,133	\$0	\$340,450	\$451,834	\$10,286,076
CAPITAL OUTLAY	\$5,000	\$0	\$0	\$0	\$0
DEBT SERVICE	\$0	\$0	\$0	\$0	\$0
SPECIAL PAYMENTS	\$535,041	\$400,000	\$0	\$0	\$0
<i>Expenditures Subtotal</i>	\$101,270,147	\$400,000	\$445,306	\$451,834	\$29,517,483
INTERFUND TRANSFERS	\$5,732,878	\$0	\$0	\$0	\$0
CONTINGENCY	\$10,000,000	\$0	\$64,000	\$0	\$4,000,001
ENDING FUND BALANCE & RESERVES	\$86,646,538	\$0	\$155,231	\$0	\$11,980,000
Grand Total Expenditures	\$203,649,563	\$400,000	\$664,537	\$451,834	\$45,497,484
CHANGE IN FUND BALANCE	(\$30,789,014)	(\$10,000)	(\$194,769)	(\$273,552)	(\$4,382,187)

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 -26 percent. The General Fund has a health fund balance which fluctuates based on the needs of County departments and programs.
- 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 -56 percent. The fund balance is accumulated through donations and grants. Projects are completed as funding becomes available.
- 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 -27 percent. Approximately 49 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	\$918,459	\$30,520	\$20,350,000	\$3,995,900	\$30,750
<u>Revenues</u>					
GRANTS, GIFTS, ALLOC & DONATIONS	\$1,756,049	\$0	\$19,263,000	\$0	\$0
FEES & OTHER SERVICE CHARGES	\$0	\$200,000	\$715,200	\$1,274,500	\$0
PROPERTY TAX	\$0	\$0	\$0	\$0	\$0
BOND PROCEEDS	\$0	\$0	\$0	\$0	\$0
ALL OTHER RESOURCES	\$10,000	\$500	\$400,000	\$24,200	\$0
<i>Revenues Subtotal</i>	\$1,766,049	\$200,500	\$20,378,200	\$1,298,700	\$0
INTERFUND TRANSFERS & IS REIMB	\$0	\$0	\$2,185,000	\$0	\$0
Grand Total Revenues	\$2,684,508	\$231,020	\$42,913,200	\$5,294,600	\$30,750
<u>Expenditures</u>					
PERSONNEL SERVICES	\$1,071,436	\$0	\$9,534,920	\$0	\$0
MATERIALS & SERVICES	\$658,243	\$200,500	\$11,631,169	\$139,203	\$30,750
CAPITAL OUTLAY	\$0	\$0	\$11,735,000	\$0	\$0
DEBT SERVICE	\$0	\$0	\$0	\$0	\$0
SPECIAL PAYMENTS	\$0	\$0	\$0	\$0	\$0
<i>Expenditures Subtotal</i>	\$1,729,679	\$200,500	\$32,901,089	\$139,203	\$30,750
INTERFUND TRANSFERS	\$0	\$0	\$185,000	\$1,076,663	\$0
CONTINGENCY	\$100,000	\$0	\$2,500,000	\$0	\$0
ENDING FUND BALANCE & RESERVES	\$854,829	\$30,520	\$7,327,111	\$4,078,734	\$0
Grand Total Expenditures	\$2,684,508	\$231,020	\$42,913,200	\$5,294,600	\$30,750
CHANGE IN FUND BALANCE	(\$63,630)	\$0	(\$13,022,889)	\$82,834	(\$30,750)

Explanation of Change in Fund Balance:

- General Road Fund: The change in the General Road Fund balance is -64 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	\$1,350,000	\$1,369,253	\$0	\$125,000	\$25,921,248
<u>Revenues</u>					
GRANTS, GIFTS, ALLOC & DONATIONS	\$0	\$0	\$1,060,000	\$575,000	\$0
FEES & OTHER SERVICE CHARGES	\$917,410	\$0	\$0	\$0	\$0
PROPERTY TAX	\$0	\$0	\$0	\$0	\$0
BOND PROCEEDS	\$0	\$0	\$0	\$0	\$0
ALL OTHER RESOURCES	\$15,835	\$17,600	\$14,400	\$0	\$311,054
<i>Revenues Subtotal</i>	\$933,245	\$17,600	\$1,074,400	\$575,000	\$311,054
INTERFUND TRANSFERS & IS REIMB	\$6,476	\$0	\$0	\$550,000	\$0
Grand Total Revenues	\$2,289,721	\$1,386,853	\$1,074,400	\$1,250,000	\$26,232,302
<u>Expenditures</u>					
PERSONNEL SERVICES	\$702,754	\$0	\$0	\$0	\$0
MATERIALS & SERVICES	\$402,562	\$1,386,853	\$130,306	\$650,000	\$0
CAPITAL OUTLAY	\$150,000	\$0	\$0	\$600,000	\$26,232,302
DEBT SERVICE	\$0	\$0	\$0	\$0	\$0
SPECIAL PAYMENTS	\$0	\$0	\$0	\$0	\$0
<i>Expenditures Subtotal</i>	\$1,255,316	\$1,386,853	\$130,306	\$1,250,000	\$26,232,302
INTERFUND TRANSFERS	\$0	\$0	\$944,094	\$0	\$0
CONTINGENCY	\$176,350	\$0	\$0	\$0	\$0
ENDING FUND BALANCE & RESERVES	\$858,055	\$0	\$0	\$0	\$0
Grand Total Expenditures	\$2,289,721	\$1,386,853	\$1,074,400	\$1,250,000	\$26,232,302
CHANGE IN FUND BALANCE	(\$491,945)	(\$1,369,253)	\$0	(\$125,000)	(\$25,921,248)

Explanation of Change in Fund Balance:

- Surveyor Fund: The change in the Surveyor Fund balance is -36 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 fiscal year 2021-2022, and there is the potential for the fund balance to be spent by June 30, 2022.
- 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	\$515,000	\$0	\$2,100,000	\$1,200,000	\$1,452,400
<u>Revenues</u>					
GRANTS, GIFTS, ALLOC & DONATIONS	\$0	\$0	\$0	\$80,000	\$0
FEES & OTHER SERVICE CHARGES	\$0	\$75,000	\$625,000	\$0	\$0
PROPERTY TAX	\$0	\$0	\$0	\$0	\$0
BOND PROCEEDS	\$0	\$0	\$0	\$0	\$0
ALL OTHER RESOURCES	\$8,000	\$0	\$15,000	\$18,000	\$19,500
<i>Revenues Subtotal</i>	\$8,000	\$75,000	\$640,000	\$98,000	\$19,500
INTERFUND TRANSFERS & IS REIMB	\$0	\$0	\$0	\$0	\$0
Grand Total Revenues	\$523,000	\$75,000	\$2,740,000	\$1,298,000	\$1,471,900
<u>Expenditures</u>					
PERSONNEL SERVICES	\$0	\$0	\$0	\$0	\$0
MATERIALS & SERVICES	\$0	\$0	\$70,000	\$0	\$0
CAPITAL OUTLAY	\$0	\$0	\$0	\$0	\$1,471,900
DEBT SERVICE	\$0	\$0	\$0	\$64,000	\$0
SPECIAL PAYMENTS	\$0	\$0	\$0	\$0	\$0
<i>Expenditures Subtotal</i>	\$0	\$0	\$70,000	\$64,000	\$1,471,900
INTERFUND TRANSFERS	\$0	\$75,000	\$1,400,000	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
ENDING FUND BALANCE & RESERVES	\$523,000	\$0	\$1,270,000	\$1,234,000	\$0
Grand Total Expenditures	\$523,000	\$75,000	\$2,740,000	\$1,298,000	\$1,471,900
CHANGE IN FUND BALANCE	\$8,000	\$0	(\$830,000)	\$34,000	(\$1,452,400)

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 2021-2022.

	INTERNAL SERVICES FUNDS					
	Central Services	Computer Replacement	Motor Pool	Risk Mgmt-Gen Auto Liability	Self-Insurance Health Plan	Workers' Comp
BEGINNING FUND BALANCE	\$2,537,662	\$1,210,631	\$715,000	\$8,151,831	\$3,902,200	\$3,494,393
<u>Revenues</u>						
GRANTS, GIFTS, ALLOC & DONATIONS	\$704,951	\$0	\$38,000	\$0	\$0	\$0
FEES & OTHER SERVICE CHARGES	\$441,132	\$0	\$51,000	\$0	\$3,371	\$0
PROPERTY TAX	\$0	\$0	\$0	\$0	\$0	\$0
BOND PROCEEDS	\$0	\$0	\$0	\$0	\$0	\$0
ALL OTHER RESOURCES	\$60,000	\$30,913	\$18,000	\$80,000	\$70,840	\$27,100
<i>Revenues Subtotal</i>	\$1,206,083	\$30,913	\$107,000	\$80,000	\$74,211	\$27,100
INTERFUND TRANSFERS & IS REIMB	\$15,362,121	\$915,664	\$2,887,335	\$1,919,219	\$14,983,016	\$721,744
Grand Total Revenues	\$19,105,866	\$2,157,208	\$3,709,335	\$10,151,050	\$18,959,427	\$4,243,237
<u>Expenditures</u>						
PERSONNEL SERVICES	\$10,793,623	\$0	\$235,614	\$122,040	\$0	\$96,564
MATERIALS & SERVICES	\$5,627,581	\$337,102	\$1,198,468	\$2,705,179	\$18,253,720	\$1,427,280
CAPITAL OUTLAY	\$87,000	\$335,000	\$1,270,000	\$0	\$0	\$0
DEBT SERVICE	\$0	\$0	\$0	\$0	\$0	\$0
SPECIAL PAYMENTS	\$0	\$0	\$0	\$0	\$0	\$0
<i>Expenditures Subtotal</i>	\$16,508,204	\$672,102	\$2,704,082	\$2,827,219	\$18,253,720	\$1,523,844
INTERFUND TRANSFER	\$0	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$2,400,000	\$0	\$289,304	\$0	\$0	\$0
ENDING FUND BALANCE & RESERVES	\$197,662	\$1,485,106	\$715,949	\$7,323,831	\$705,707	\$2,719,393
Grand Total Expenditures	\$19,105,866	\$2,157,208	\$3,709,335	\$10,151,050	\$18,959,427	\$4,243,237
CHANGE IN FUND BALANCE	(\$2,340,000)	\$274,475	\$949	(\$828,000)	(\$3,196,493)	(\$775,000)

Explanation of Change in Fund Balance:

- Central Services Fund: The change in the Central Services Fund balance is -92 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 23 percent. This fluctuates from year to year according to replacement needs.
- Risk Management-General and Auto Liability Fund: The change in the Risk Management-General and Auto Liability Fund balance is -10 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 -82 percent. The County's largest union group joined the Self-Insurance Health Plan in fiscal year 2020-2021. The fund balance will fluctuate based on the amount of claims in a year.
- Workers' Compensation Fund: The change in the Workers' Compensation Fund balance is -22 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	\$112,992	\$36,823,100	\$290,165	\$800,000
<u>Revenues</u>				
GRANTS, GIFTS, ALLOC & DONATIONS	\$0	\$19,520,722	\$614,169	\$1,344,070
FEES & OTHER SERVICE CHARGES	\$0	\$7,428,525	\$1,764,454	\$3,390,550
PROPERTY TAX	\$1,754,200	\$0	\$0	\$0
BOND PROCEEDS	\$0	\$0	\$0	\$0
ALL OTHER RESOURCES	\$6,650	\$340,300	\$1,000	\$25,000
<i>Revenues Subtotal</i>	\$1,760,850	\$27,289,547	\$2,379,623	\$4,759,620
INTERFUND TRANSFERS & IS REIMB	\$0	\$890,307	\$8,500	\$426,375
Grand Total Revenues	\$1,873,842	\$65,002,954	\$2,678,288	\$5,985,995
<u>Expenditures</u>				
PERSONNEL SERVICES	\$0	\$4,860,900	\$417,524	\$2,033,496
MATERIALS & SERVICES	\$0	\$8,486,372	\$2,185,764	\$1,898,368
CAPITAL OUTLAY	\$0	\$7,604,306	\$0	\$550,000
DEBT SERVICE	\$1,760,650	\$890,307	\$0	\$700,000
SPECIAL PAYMENTS	\$0	\$0	\$0	\$0
<i>Expenditures Subtotal</i>	\$1,760,650	\$21,841,885	\$2,603,288	\$5,181,864
INTERFUND TRANSFERS	\$0	\$925,307	\$75,000	\$0
CONTINGENCY	\$0	\$2,129,141	\$0	\$572,502
ENDING FUND BALANCE & RESERVES	\$113,192	\$40,106,621	\$0	\$231,629
Grand Total Expenditures	\$1,873,842	\$65,002,954	\$2,678,288	\$5,985,995
CHANGE IN FUND BALANCE	\$200	\$3,283,521	(\$290,165)	(\$568,371)

Explanation of Change in Fund Balance:

- Expo Park Enterprise Fund: The change in the Expo Park Enterprise Fund balance is -100 percent. The COVID-19 pandemic restrictions resulted in the cancellation of all large public gatherings.
- Recreation Enterprise Fund: The change in the Recreation Enterprise Fund balance is -71 percent. The fund balance fluctuation is normal based on current projects and reserves set aside for future projects.

TOTAL ALL FUNDS	
	FY 2021-2022
BEGINNING FUND BALANCE	\$251,827,795
<u>Revenues</u>	
GRANTS, GIFTS, ALLOC & DONATIONS	\$94,103,333
FEES & OTHER SERVICE CHARGES	\$30,485,912
PROPERTY TAX	\$45,992,588
BOND PROCEEDS	\$318,750
ALL OTHER RESOURCES	\$3,553,864
<i>Revenues Subtotal</i>	\$174,454,447
INTERFUND TRANSFERS & IS REIMB	\$47,743,632
Grand Total Revenues	\$474,025,874
<u>Expenditures</u>	
PERSONNEL SERVICES	\$104,968,107
MATERIALS & SERVICES	\$113,464,913
CAPITAL OUTLAY	\$50,040,508
DEBT SERVICE	\$3,414,957
SPECIAL PAYMENTS	\$935,041
<i>Expenditures Subtotal</i>	\$272,823,526
INTERFUND TRANSFERS	\$10,413,942
CONTINGENCY	\$22,231,298
ENDING FUND BALANCE & RESERVES	\$168,557,108
Grand Total Expenditures	\$474,025,874
CHANGE IN FUND BALANCE	(\$83,270,687)

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	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 ADOPTED	2021-2022 ADOPTED
ASSESSOR					
Federal Resources	\$0	\$0	\$769	\$0	\$0
State Resources	\$672,040	\$630,717	\$770,562	\$689,925	\$721,658
Local Resources	\$2,454,571	\$2,789,843	\$2,431,172	\$3,534,691	\$3,693,752
Other Resources	\$154,437	\$189,626	\$408,919	\$389,961	\$395,645
Total Revenues	\$3,281,048	\$3,610,186	\$3,611,423	\$4,614,577	\$4,811,055
Total Expenditures	\$3,281,048	\$3,610,186	\$3,611,423	\$4,614,577	\$4,811,055
BOARD OF COMMISSIONERS					
Federal Resources	\$0	\$0	\$26,000	\$0	\$0
State Resources	\$0	\$0	\$0	\$0	\$0
Video Lottery Resources	\$12,399	\$30,748	\$39,726	\$44,094	\$44,094
Local Resources	\$0	\$0	\$0	\$0	\$0
Other Resources	\$608,884	\$777,218	\$765,394	\$946,171	\$910,684
Total Revenues	\$621,283	\$807,966	\$831,120	\$990,265	\$954,778
Total Expenditures	\$641,245	\$722,871	\$893,794	\$990,265	\$954,778
COMMUNITY JUSTICE – ADULT SUPERVISION AND PROGRAMS					
Federal Resources	\$0	\$0	\$181,243	\$0	\$0
State Resources	\$4,113,908	\$4,584,629	\$4,921,008	\$4,690,573	\$5,004,088
Local Resources	\$346,777	\$5,000	\$145,368	\$868,306	\$1,217,148
Other Resources	\$1,134,479	\$1,048,098	\$1,020,718	\$1,009,350	\$850,900
Total Revenues	\$5,595,165	\$5,637,728	\$6,268,337	\$6,568,229	\$7,072,136
Total Expenditures	\$5,595,165	\$5,461,718	\$5,921,371	\$6,568,229	\$7,072,136
COMMUNITY JUSTICE – TRANSITION CENTER					
Federal Resources	\$492,314	\$440,766	\$353,493	\$377,000	\$350,000
State Resources	\$2,080,599	\$2,285,390	\$2,396,370	\$2,342,193	\$2,205,313
Local Resources	\$1,100,502	\$926,766	\$1,448,690	\$2,263,722	\$2,477,480
Other Resources	\$760,463	\$1,065,409	\$751,500	\$726,250	\$567,500
Total Revenues	\$4,433,878	\$4,718,331	\$4,950,054	\$5,709,165	\$5,600,293
Total Expenditures	\$4,433,878	\$4,718,331	\$4,950,054	\$5,709,165	\$5,600,293



DEPARTMENT - PROGRAM	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 ADOPTED	2021-2022 ADOPTED
COMMUNITY JUSTICE – JUVENILE SERVICES					
Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$1,312,991	\$1,494,174	\$1,288,545	\$1,326,954	\$1,467,277
Local Resources	\$4,365,020	\$4,569,548	\$4,653,947	\$5,498,338	\$5,346,317
Other Resources	\$57,335	\$57,199	\$61,599	\$57,700	\$53,400
Total Revenues	\$5,735,346	\$6,120,921	\$6,004,090	\$6,882,992	\$6,866,994
Total Expenditures	\$5,735,345	\$6,120,921	\$6,004,090	\$6,882,992	\$6,866,994
COUNTY ADMINISTRATION – COMMUNITY DEVELOPMENT BLOCK GRANT					
Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$79,374	\$0	\$0	\$300,000	\$300,000
Local Resources	\$0	\$0	\$0	\$0	\$0
Other Resources	\$0	\$26,713	\$0	\$10,000	\$10,000
Total Revenues	\$79,374	\$26,713	\$0	\$310,000	\$310,000
Total Expenditures	\$79,374	\$26,713	\$0	\$310,000	\$310,000
DISTRICT ATTORNEY					
Federal Resources	\$733,646	\$800,342	\$820,393	\$966,512	\$1,035,412
State Resources	\$409,601	\$367,031	\$294,914	\$283,728	\$281,002
Local Resources	\$4,064,695	\$4,092,987	\$4,653,999	\$5,798,153	\$5,925,744
Other Resources	\$303,859	\$435,936	\$313,848	\$213,600	\$235,600
Total Revenues	\$5,511,800	\$5,696,296	\$6,083,154	\$7,261,993	\$7,477,758
Total Expenditures	\$5,511,800	\$5,696,296	\$6,083,154	\$7,261,993	\$7,477,758
FINANCE – TAXATION OFFICE					
Federal Resources	\$0	\$0	\$6,122	\$0	\$0
State Resources	\$119,250	\$108,547	\$127,973	\$100,000	\$110,000
Local Resources	\$314,488	\$333,095	\$370,526	\$474,138	\$525,824
Other Resources	\$216,850	\$198,758	\$202,616	\$196,300	\$206,702
Total Revenues	\$650,588	\$640,400	\$707,237	\$770,438	\$842,526
Total Expenditures	\$650,548	\$640,400	\$707,237	\$770,438	\$842,526
HEALTH AND HUMAN SERVICES – ENVIRONMENTAL PUBLIC HEALTH					
Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$105,099	\$106,386	\$122,317	\$120,000	\$141,030
Local Resources	\$11,256	\$43,976	\$60,319	\$62,000	\$63,000
Other Resources	\$893,685	\$892,006	\$1,050,963	\$1,109,400	\$1,063,200
Total Revenues	\$1,010,040	\$1,042,368	\$1,233,599	\$1,291,400	\$1,267,230
Total Expenditures	\$831,940	\$886,011	\$810,979	\$1,291,400	\$1,267,230



DEPARTMENT - PROGRAM	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 ADOPTED	2021-2022 ADOPTED
HEALTH AND HUMAN SERVICES – MENTAL HEALTH					
Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$11,585,928	\$10,315,265	\$10,006,458	\$11,702,916	\$11,075,330
Local Resources	\$10	\$4,032	\$216	\$0	\$0
Other Resources	\$145,737	\$145,901	\$99,735	\$728,581	\$551,387
Total Revenues	\$11,731,675	\$10,465,198	\$10,106,409	\$12,431,497	\$11,626,717
Total Expenditures	\$9,926,051	\$9,853,676	\$9,858,095	\$12,431,497	\$11,626,717
HEALTH AND HUMAN SERVICES – PUBLIC HEALTH					
Federal Resources	\$1,394,747	\$1,397,185	\$2,254,760	\$1,359,342	\$1,405,243
State Resources	\$3,556,785	\$3,938,485	\$2,554,775	\$3,166,672	\$3,693,974
Local Resources	\$0	\$60	\$23	\$0	\$0
Other Resources	\$1,375,061	\$733,244	\$983,607	\$1,459,473	\$1,458,391
Total Revenues	\$6,326,594	\$6,068,974	\$5,793,166	\$5,985,487	\$6,557,608
Total Expenditures	\$6,241,173	\$5,876,680	\$5,793,159	\$5,985,487	\$6,557,608
HEALTH AND HUMAN SERVICES – VETERANS' SERVICES					
Federal Resources	\$0	\$0	\$0	\$0	\$0
State Resources	\$195,863	\$194,279	\$207,351	\$206,351	\$207,350
Local Resources	\$0	\$0	\$0	\$0	\$0
Other Resources	\$268,445	\$402,721	\$434,588	\$452,160	\$452,160
Total Revenues	\$464,308	\$597,000	\$641,939	\$658,511	\$659,510
Total Expenditures	\$464,293	\$597,000	\$641,939	\$658,511	\$659,510
ROADS AND PARKS					
Federal Resources	\$1,543,923	\$1,263,523	\$1,303,017	\$1,728,283	\$710,000
State Resources	\$17,361,263	\$19,188,584	\$24,314,595	\$24,188,746	\$19,474,070
Local Resources	\$1,064,797	\$647,632	\$852,767	\$529,537	\$522,537
Other Resources	\$25,975,332	\$30,069,805	\$34,105,550	\$33,630,771	\$37,233,210
Total Revenues	\$45,945,314	\$51,169,544	\$60,575,930	\$60,077,337	\$57,939,817
Total Expenditures	\$24,863,239	\$27,193,130	\$33,613,621	\$60,077,337	\$57,939,817
SHERIFF – CORRECTIONS					
Federal Resources	\$747,031	\$770,115	\$1,001,473	\$1,028,000	\$1,028,000
State Resources	\$1,812,831	\$1,811,807	\$1,792,593	\$1,803,648	\$1,803,648
Video Lottery Resources	\$959,766	\$920,000	\$900,000	\$900,000	\$900,000
Local Resources	\$7,758,235	\$8,900,039	\$9,692,389	\$10,246,710	\$11,114,355
Other Resources	\$196,427	\$256,905	\$263,233	\$326,000	\$226,000
Total Revenues	\$11,474,290	\$12,658,866	\$13,649,687	\$14,304,358	\$15,072,003
Total Expenditures	\$11,474,290	\$12,658,866	\$13,649,687	\$14,304,358	\$15,072,003



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 223,240 – an increase of 1,950 in 2020 with an average growth rate of approximately 0.72 percent over the past 10 years. Approximately 69 percent of Jackson County residents live in the 11 incorporated cities, which include Ashland, Butte Falls, Central Point, Eagle Point, Gold Hill, Jacksonville, Medford, Phoenix, Rogue River, Shady Cove, and Talent. The remainder live in the unincorporated areas of the County.

Medford, with a population of 83,115, 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 21,105), 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 13 inches of rainfall a year. While the weather can be mild – average high temperature is 87° and average low temperature is 35° – 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 for Jackson County was \$398,458 in 2020. In 2019 (the latest figures available), the median household income in Jackson County was \$56,357 and the per capita personal income was \$48,291.

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: (2020) \$34,601,251,454
Annual Precipitation: 13.30"
Principle Industries: Retail, Medical
Tourism, Manufacturing, Agriculture, Lumber

VOTERS

Democrat	45,646
Independent	8,317
Republican	49,385
Non-Affiliated	52,561
All Others	3,211
Total Registered Voters	159,120

PER CAPITA INCOME

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
2019	\$48,291

AGE	POPULATION	PERCENT
0-9	23,889	10.7%
10-19	25,032	11.2%
20-29	24,134	10.8%
30-39	25,725	11.5%
40-49	26,947	12.1%
50-59	29,029	13.0%
60-69	31,904	14.3%
70-79	22,870	10.3%
80+	13,710	6.1%
TOTAL	223,240	100.0%

POPULATION

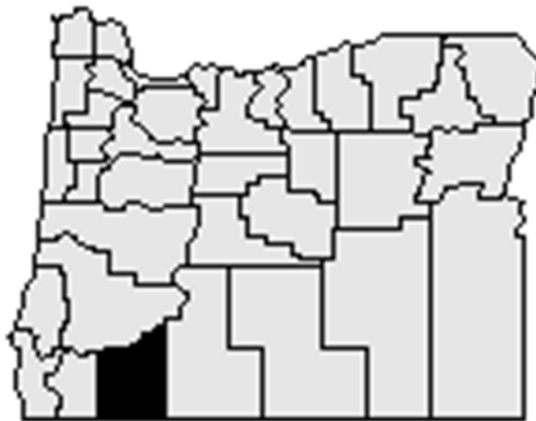
	7/1/19	7/1/20	Percent Change
Total Jackson County	221,290	223,240	0.88%
Ashland	20,960	21,105	0.69%
Butte Falls	460	460	0.00%
Central Point	18,365	18,755	2.12%
Eagle Point	9,260	9,375	1.24%
Gold Hill	1,220	1,240	1.64%
Jacksonville	3,015	3,040	0.83%
Medford	81,465	83,115	2.03%
Phoenix	4,650	4,660	0.22%
Rogue River	2,235	2,250	0.67%
Shady Cove	3,145	3,140	-0.16%
Talent	6,465	6,530	1.01%
Unincorporated	70,020	69,570	-0.69%



COMPARISONS

Fiscal Year	Population	School Enrollment	Unemployment Rate
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%
2019-2020	223,240	29,210	7.8%

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



CAPITAL AND DEBT SCHEDULES

CAPITAL PROJECTS AND CAPITAL OUTLAY SCHEDULE ADOPTED FOR FISCAL YEAR 2021-2022

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 2021-2022 are listed in the table below.

Item	Fund	Replace	Add'l	Cost	Dept Total
AIRPORT					
Sectional Push Plow	Enterprise		1	\$15,000	
Server	Enterprise	1		\$22,000	
De-Icing Applicator	Enterprise	1		\$25,000	
Switches – SISCO	Enterprise	2		\$30,000	
Forklift	Enterprise	1		\$40,000	
Security Projects	Enterprise	1		\$80,000	\$212,000
ASSESSMENT					
Office Remodel	General	1		\$5,000	\$5,000
INFORMATION TECHNOLOGY					
Perimeter Defense ASA	Internal Services	2		\$12,000	
ESX Server Hardware	Internal Services	8		\$75,000	\$87,000
ROADS AND PARKS					
Fleet Services					
Floor Scrubber Machine	Special Revenue	1		\$10,000	
Tire Changing Machine	Special Revenue	1		\$45,000	
Motor Pool					
SUV – Mid-Size	Internal Services		1	\$30,000	
Pickup – Extended Cab	Internal Services	1		\$35,000	
Pickup – 1-Ton Flatbed Ext Cab	Internal Services	1		\$40,000	
Pickup – 1-Ton 4x4 Ext Cab	Internal Services	1		\$40,000	
SUV – Full-Size Equipped	Internal Services	1		\$70,000	
Pickup – 4x4 Extended Cab	Internal Services	2		\$90,000	
SUV – Mid-Size	Internal Services	3	1	\$140,000	
SUV – Full-Size Equipped	Internal Services	11		\$825,000	\$1,270,000
Road Maintenance					
Slide-In Water Tank	Special Revenue	1		\$30,000	
Slide-In Sander/16'	Special Revenue	1		\$35,000	
Dump Truck – 4 Axle	Special Revenue	1		\$200,000	

Item	Fund	Replace	Add'l	Cost	Dept Total
Flail Mower – Truck Mounted	Special Revenue	1		\$220,000	
Sprayer – Truck Mounted	Special Revenue	1		\$250,000	\$735,000
SURVEYOR					
Robotic Total Station and GPS Receiver	Special Revenue	1		\$60,000	
Robotic Total Station and GPS Receiver	Special Revenue	1		\$90,000	\$150,000

NON-RECURRING CAPITAL PROJECTS AND CAPITAL OUTLAY

The projects listed below, adopted for fiscal year 2021-2022, 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 374 of this document.

✳ AIRPORT

Purchase Item ***KC-97 Elevator Replacement***
Source of Funding Operating Revenue/Airport Enterprise Fund
FY 2021-2022 Budget \$45,000
Total Project Cost \$45,000
Purpose To replace 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 2022

Purchase Item ***Hangar Taxilane Reconstruction/PCI Study***
Source of Funding Operating Revenue/Airport Enterprise Fund
FY 2021-2022 Budget \$109,838
Total Project Cost \$2,939,288
Purpose Final phase and grant closeout of the Hangar Taxilane Reconstruction Project to include the PCI Study.
Operating Impact Ongoing repair and maintenance costs will be reduced by approximately \$10,000 annually.
Estimated Completion 2022

Purchase Item ***Baggage Handling System***
Source of Funding Operating Revenue/Airport Enterprise Fund
FY 2021-2022 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 2022

Purchase Item ***Terminal HVAC Systems***
Source of Funding Operating Revenue/Airport Enterprise Fund
FY 2021-2022 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 2022



Purchase Item	<i>Perimeter Road Improvements</i>
Source of Funding	FAA Grants and Operating Revenue/Airport Enterprise Fund
FY 2021-2022 Budget	\$350,000
Total Project Cost	\$350,000
Purpose	To improve sage access around the perimeter of the Airfield.
Operating Impact	Repair costs are expected to be \$1,000 annually.
Estimated Completion	2022
Purchase Item	<i>Post Master Plan Environmental Assessment</i>
Source of Funding	FAA Grants and Operating Revenue/Airport Enterprise Fund
FY 2021-2022 Budget	\$640,000
Total Project Cost	\$1,125,000
Purpose	To finalize the Airport's Master Plan update as required by the FAA.
Operating Impact	The Master Plan revision is an expense that occurs approximately every 10 years.
Estimated Completion	2022
Purchase Item	<i>Aircraft Rescue and Firefighting (ARFF) Truck</i>
Source of Funding	FAA Grants and Operating Revenue/Airport Enterprise Fund
FY 2021-2022 Budget	\$875,000
Total Project Cost	\$875,000
Purpose	The Airport's current truck is nearing the end of its useful life and will remain in service as the backup truck.
Operating Impact	Maintenance costs will decrease by approximately \$3,000 annually.
Estimated Completion	2022
Purchase Item	<i>Stormwater Detention Pond Design and Construction</i>
Source of Funding	FAA Grants and Operating Revenue/Airport Enterprise Fund
FY 2021-2022 Budget	\$4,972,464
Total Project Cost	\$4,972,464
Purpose	To complete the 2021 projects listed on the Airport's 2021 Capital Improvement Plan programmed with the FAA.
Operating Impact	This project will mitigate stormwater on the Airport which will allow future projects to occur without separate mitigation efforts each time, and will save the Airport time and money by not having to complete environmental work before each future project.
Estimated Completion	2022

✳ **FIDUCIARY AND SPECIAL FUNDS**

CAPITAL PROJECTS

Purchase Item	<i>Helo Drive Road Extension</i>
Source of Funding	Operating Revenue/General Fund
FY 2021-2022 Budget	\$200,000
Total Project Cost	\$200,000
Purpose	Extend Helo Drive for access to County-owned property and Airport Radio.
Operating Impact	None until the road has met its useful life.
Estimated Completion	2022



Purchase Item ***Library HVAC Replacement***
Source of Funding Operating Revenue/General Fund
FY 2021-2022 Budget \$400,000
Total Project Cost \$400,000
Purpose Replace existing HVAC to extend the useful life of the facility.
Operating Impact Slight increase in facility operating costs.
Estimated Completion 2022

ECISO CAPITAL PROJECT

Purchase Item ***ECISO Communications Infrastructure Upgrade***
Source of Funding Fund Balance/ECISO Capital Project Fund
FY 2021-2022 Budget \$26,232,302
Total Project Cost \$28,000,000
Purpose Emergency 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 Impact Ongoing operating costs and repairs will be the responsibility of ECISO, a standalone public entity.
Estimated Completion 2022

WHITE CITY CAPITAL PROJECTS

Purchase Item ***Land***
Source of Funding Fund Balance/General Fund
FY 2021-2022 Budget \$1,471,900
Total Project Cost \$1,471,900
Purpose Upon termination of the Urban Renewal Agency of Jackson County (URA) in June 2014, the funds were transferred to the Jackson County budget. It is intended that this money will be used for local improvements within the boundary of the old URA.
Operating Impact None after initial purchase.
Estimated Completion 2022

✳ INFORMATION TECHNOLOGY

Purchase Item ***SAN Files and Shelves (2)***
Source of Funding Operating Revenue/Internal Services Fund
FY 2021-2022 Budget \$335,000
Total Project Cost \$335,000
Purpose Replace outdated network area storage with higher security equipment.
Operating Impact Annual maintenance costs are expected to be approximately \$25,000.
Estimated Completion 2022



* ROADS AND PARKS

ENGINEERING

Purchase Item *Land for Right-of-Way*
Source of Funding General Road Fund
FY 2021-2022 Budget \$1,250,000
Total Project Cost \$1,250,000
Purpose Hazard eliminations and modernizations on the County road system.
Operating Impact Land 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 2021-2022 Budget \$9,750,000
Total Project Cost \$18,750,000
Purpose To make road improvements and necessary repairs to maintain a safe road system. The following maps and photos identify projects for: Cunningham Avenue overlay; Dean Creek Road surfacing and striping; Dixie Road surfacing; East Ashland Lane surfacing; East Pine Street and Biddle Road overlay; East Vilas Road improvement; Foothill Road improvement (Delta Waters Road to Dry Creek Road, and East Vilas Road to Corey Road); Hamrick Road overlay; Irish Lane surfacing; Juliet Avenue surfacing; Pacific Avenue overlay; Table Rock Road-receiving lane addition; White City area overlays (portions of Division Road, Avenue H, Wilson Way, and 25th, 26th, and 29th Streets); Worthington Road surfacing. Additional surface gravel roads, slurry seal and stripe, and the asphalt overlay programs are included in the project.
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 *Howard Prairie Yurts*
Source of Funding Operating Revenue/Recreation Enterprise Fund
FY 2021-2022 Budget \$150,000
Total Project Cost \$150,000
Purpose Increase the number of available yurts for rent at Howard Prairie Lake.
Operating Impact Public usage and Park revenues are expected to increase slightly.
Estimated Completion 2022

Purchase Item *Emigrant Lake Paving*
Source of Funding Bureau of Reclamation Grant and Operating Revenue/Recreation Enterprise Fund
FY 2021-2022 Budget \$400,000
Total Project Cost \$400,000
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 the reduced number of repairs needed.
Estimated Completion 2022



Project Title

Clay Street Reconstruction

Project Location

Siskiyou Boulevard to Faith Avenue

Project Purpose

Provide Matching Funds to City of Ashland
To Reconstruct Roadway & Provide
Appropriate Pedestrian & Bicycle Facilities
Per City of Ashland Design

Expected Completion Date

2023



Existing Condition

Looking North – Inadequate Roadside
Facilities and Failing Pavement

Existing Condition

Looking North – Inadequate Roadside
Facilities and Failing Pavement



Project Title

Cunningham Avenue Overlay

Project Location

Orchard Home Drive – Eastern
Intersection to Warren Way

Project Purpose

Asphaltic Overlay

Expected Completion Date

2022



Existing Condition

Asphalt Deterioration

Existing Condition

Looking West From Warren Way



Project Title

Dean Creek Road Surfacing/Striping

Project Location

Blackwell Road to Bear Creek
Greenway Trailhead

Project Purpose

Resurface/Smooth Roadway With Slurry
Seal and Restripe for Shared Use

Expected Completion Date

2022



Existing Condition

Looking South

Existing Condition

Looking West



Project Title

Dixie Road Surfacing

Project Location

Michael Road to Cul-de-Sac

Project Purpose

Convert Gravel Road
To Chip Seal Surface

Expected Completion Date

2022



Existing Condition

Looking East
From Michael Road

Existing Condition

Looking North
From Cul-de-Sac



Project Title

East Ashland Lane Surfacing

Project Location

Butler Creek Road to Irish Lane

Project Purpose

Convert Gravel Road
To Chip Seal Surface

Expected Completion Date

2022



Existing Condition

Looking East
From Butler Creek Road

Existing Condition

Looking West
From Irish Lane



Project Title
East Pine Street and Biddle Road
Overlay

Project Location
Bear Creek Bridge
To Table Rock Road

Project Purpose
Overlay Asphaltic Concrete

Expected Completion Date
2022



Existing Condition
Looking West

Existing Condition
Looking East



Project Title

East Vilas Road Improvement

Project Location

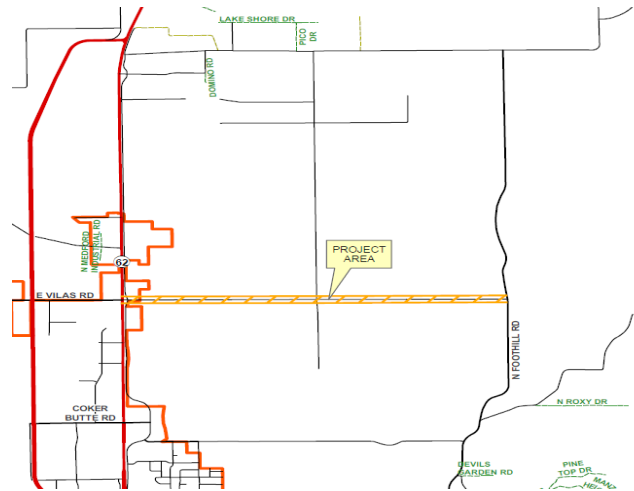
Crater Lake Avenue to Foothill Road

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

2022



Existing Condition

Narrow Roadway With Minimal Shoulder and Deep Ditches

Existing Condition

Inadequate Base Support For Heavy Truck Traffic



Project Title

Foothill Road Improvement

Project Location

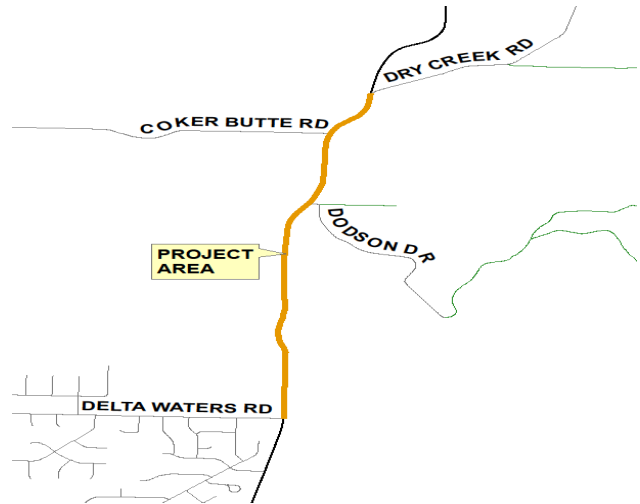
Delta Waters Road to Dry Creek Road

Project Purpose

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

Expected Completion Date

2022

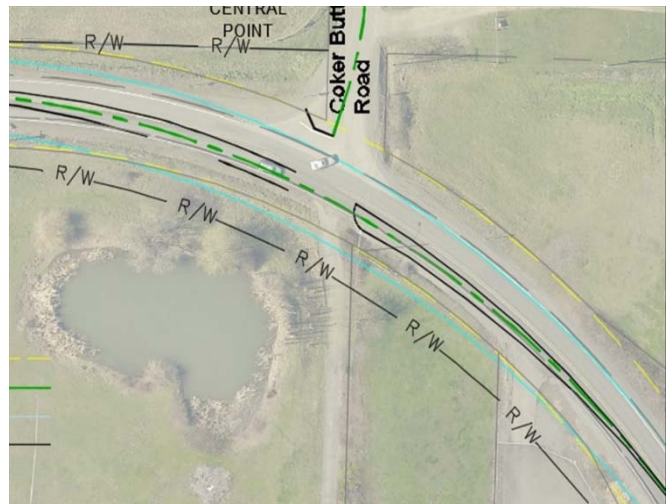


Existing Condition

Foothill Road at Coker Butte Road

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

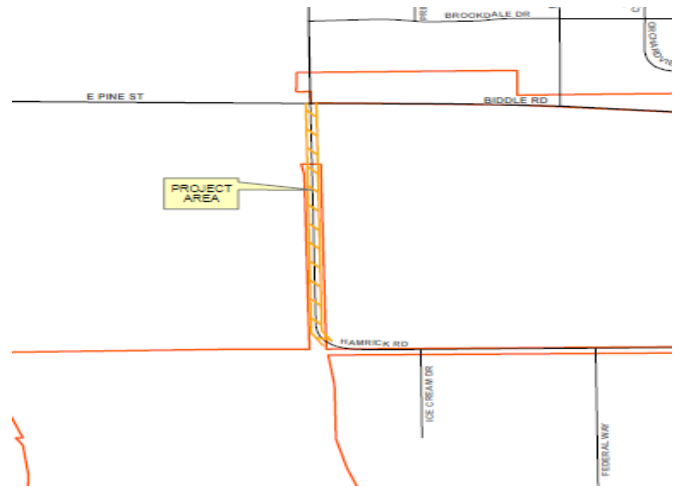
East Pine Street to 90-Degree Corner

Project Purpose

Asphalt Overlay

Expected Completion Date

2021-2022



Existing Condition

Deteriorating Surface

Existing Condition

Deteriorating Surface



Project Title

Irish Lane Surfacing

Project Location

Butler Creek Road
To East Ashland Lane

Project Purpose

Convert Gravel Road
To Chip Seal Surface

Expected Completion Date

2022



Existing Condition

Looking North
From East Ashland Lane

Existing Condition

Looking South
From Butler Creek Road



Project Title

Juliet Avenue Surfacing

Project Location

Modoc Road to End of County
Maintenance

Project Purpose

Convert Gravel Road
To Chip Seal Surface

Expected Completion Date

2022



Existing Condition

Looking West
From Modoc Road

Existing Condition

Looking East



Project Title

Pacific Avenue Overlay

Project Location

Avenue G to Railroad Crossing

Project Purpose

Overlay Asphaltic Concrete

Expected Completion Date

2022



Existing Condition

Asphalt Deterioration

Existing Condition

Looking North
From Railroad Crossing



Project Title

Table Rock Road:
Receiving Lane Addition

Project Location

Antelope Road to Mosquito Lane

Project Purpose

Widen Roadway to Allow
Dual Left Turn Lane

Expected Completion Date

2021



Existing Condition

Looking West:
Unused Turn Lane

Existing Condition

Looking North:
Future Receiving Lane/Merge Area



Project Title

2021 White City Area Overlays

Project Location

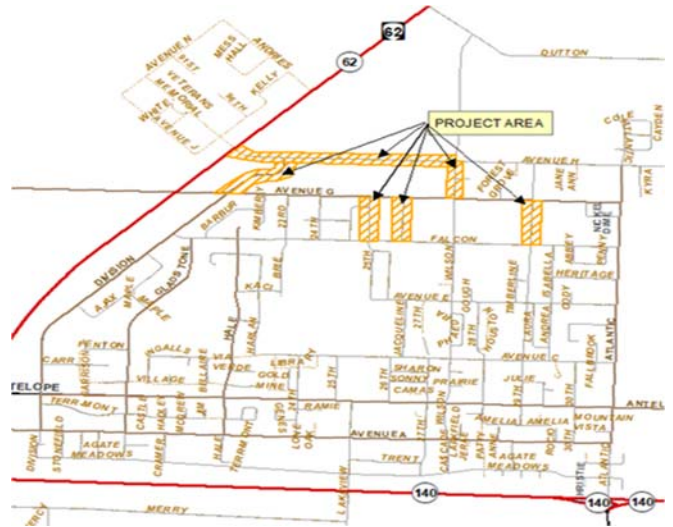
Portions of Division Road; Avenue H;
Wilson Way; and 25th, 26th, and 29th Streets

Project Purpose

Overlay Asphaltic Concrete
And Upgrade Curb Ramps

Expected Completion Date

2021



Existing Condition
Asphalt Deterioration

Existing Condition
Asphalt Deterioration



Project Title

Worthington Road Surfacing

Project Location

End of Asphalt to Bridge #675

Project Purpose

Convert 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 \$666,716,883. The County’s bonded debt for the ECSO Bonds is only 4.23 percent of this \$666,716,883 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

\$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. Principal payments are payable on June 1 of each year. The bonds are on a level debt structure. The Moody/S & P Global Bond ratings are Aa2/AA respectively. Below are the projected Maturity and Payment Schedules.

Maturity Schedule – Series 2020

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
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%



Maturity Schedule – Series 2020

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 2021-2022

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)]	\$666,716,883
Less General Obligation Bonds Outstanding Principal Beginning of FY	– 28,210,287
Jackson County’s Total Debt Margin – General Obligation Bonds	\$638,506,596

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. The Moody/S & P Global Bond ratings are A/A- respectively. Below are the projected Maturity and Payment Schedules.

Maturity Schedule – Series 2013

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
2022	\$367,000	2.840%	100%
2023	\$378,000	2.840%	100%
2024	\$240,000	2.840%	100%

Payment Schedule for Fiscal Year 2021-2022

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. The Moody/S & P Global Bond ratings are A/A- respectively. Below are the projected Maturity and Payment Schedules.

Maturity Schedule – Refunding Series 2016

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
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 2021-2022

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	\$333,358,442
Less Airport Revenue Bonds Outstanding Principal	– 13,155,000
Less Roads Bancroft Bonds Outstanding	– <u>228,165</u>
Jackson County’s Total Debt Margin – Revenue Bonds	\$319,975,277

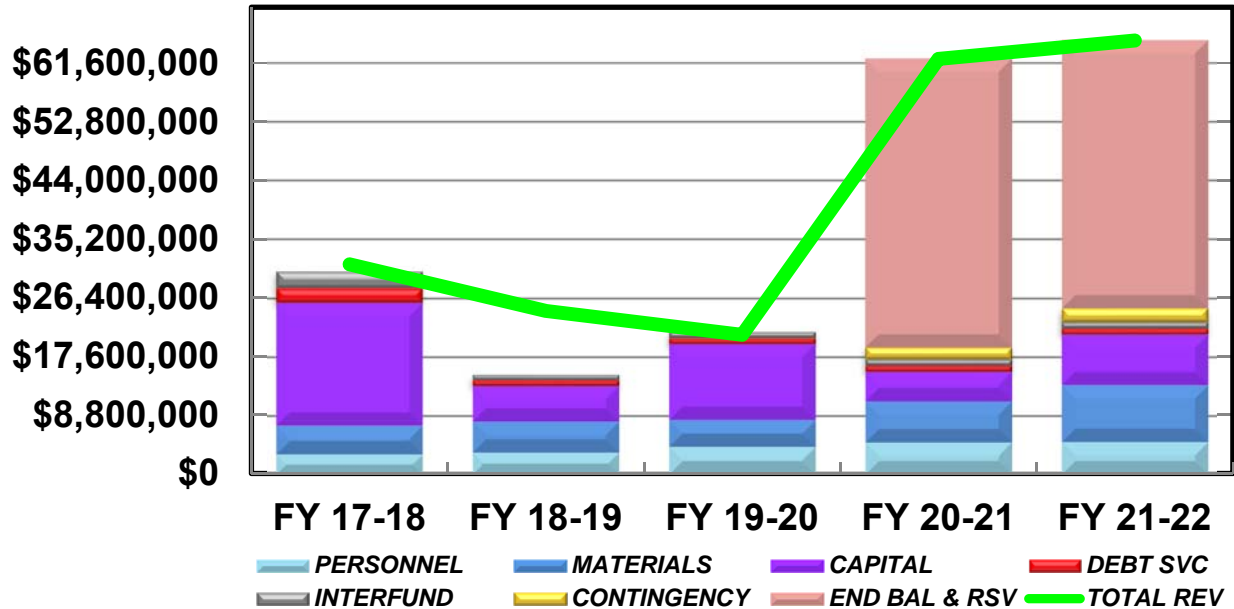


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AIRPORT

2017-2018 TO 2021-2022

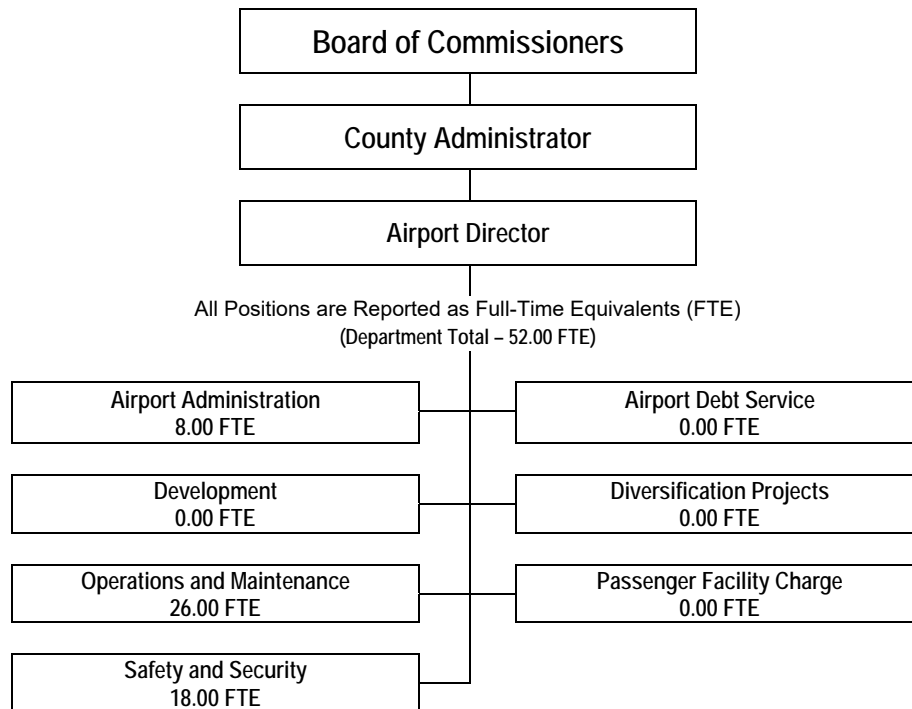


	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Adopted	FY 21-22 Adopted
PERSONNEL	\$3,007,921	\$3,279,384	\$4,128,865	\$4,779,166	\$4,860,900
MATERIALS	\$4,302,943	\$4,618,712	\$4,040,895	\$6,152,546	\$8,486,372
CAPITAL	\$18,388,621	\$5,345,780	\$11,350,871	\$4,454,682	\$7,604,306
DEBT SVC	\$2,211,978	\$874,724	\$890,669	\$893,630	\$890,307
INTERFUND	\$2,510,701	\$800,064	\$912,722	\$925,669	\$925,307
CONTINGENCY	\$0	\$0	\$0	\$1,799,657	\$2,129,141
END BAL & RSV	\$0	\$0	\$0	\$43,242,560	\$40,106,621
TOTAL EXP	\$30,422,164	\$14,918,664	\$21,324,022	\$62,247,910	\$65,002,954
TOTAL REV	\$31,388,058	\$24,403,593	\$20,815,369	\$62,247,910	\$65,002,954
FTEs	48.25	48.25	51.25	52.00	52.00

The increase in Materials, Capital, and Contingency is due to Federal Aviation Administration funding for Airport maintenance and capital improvements. Between FY 20-21 and FY 21-22, 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 15 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.

Department Objectives for Fiscal Year 2021-2022

- Finding new sources of revenue to remain sustainable and self-sufficient.
- Re-acquire frequencies of daily air service flights lost due to COVID-19 pandemic.
- 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 2021 projects for the betterment of the Airport and local citizens.

Department Accomplishments for Prior Year

- Maintained compliance with all Federal Security and Safety requirements.
- Completed Phase 2 of the Hangar Taxilane Rehabilitation project.
- Installed a second Passenger Boarding Bridge.
- Completed both the Master Plan and the Wildlife Hazard Management Plan.
- Awarded two Federal Aviation Administration (FAA) grants totaling \$1,573,010 for completion of Phase 2 of the Hangar Taxilane Rehabilitation project, a pavement condition index study, and design of a Stormwater Detention Pond.

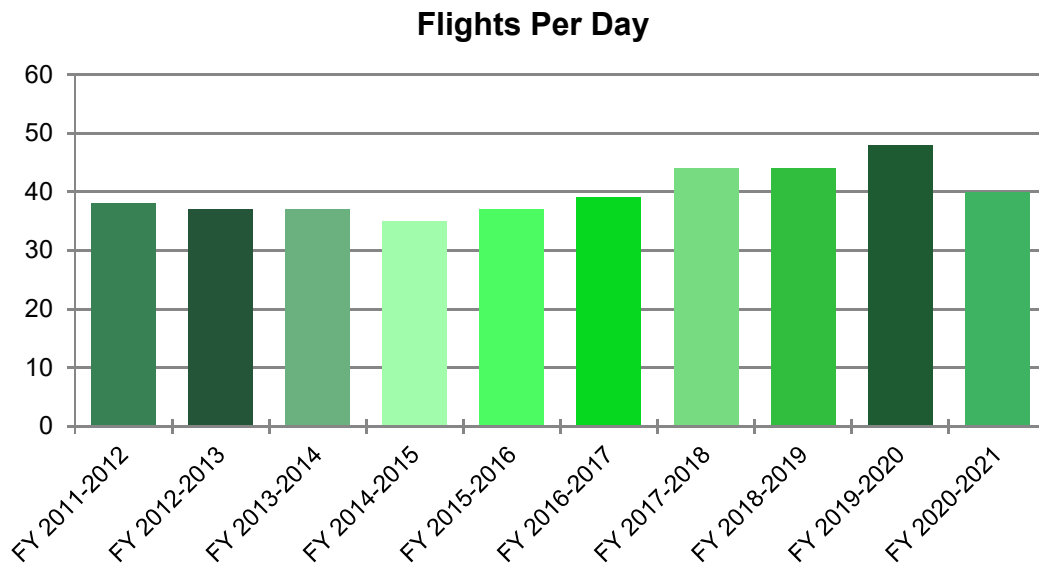


AIRPORT

- Awarded a FAA grant under the Coronavirus Aid, Relief, and Economic Stability (CARES) Act in the amount of \$15,066,760 to reimburse the Airport for operating and maintenance costs due to the unprecedented decline in aviation as a result of the COVID-19 pandemic.

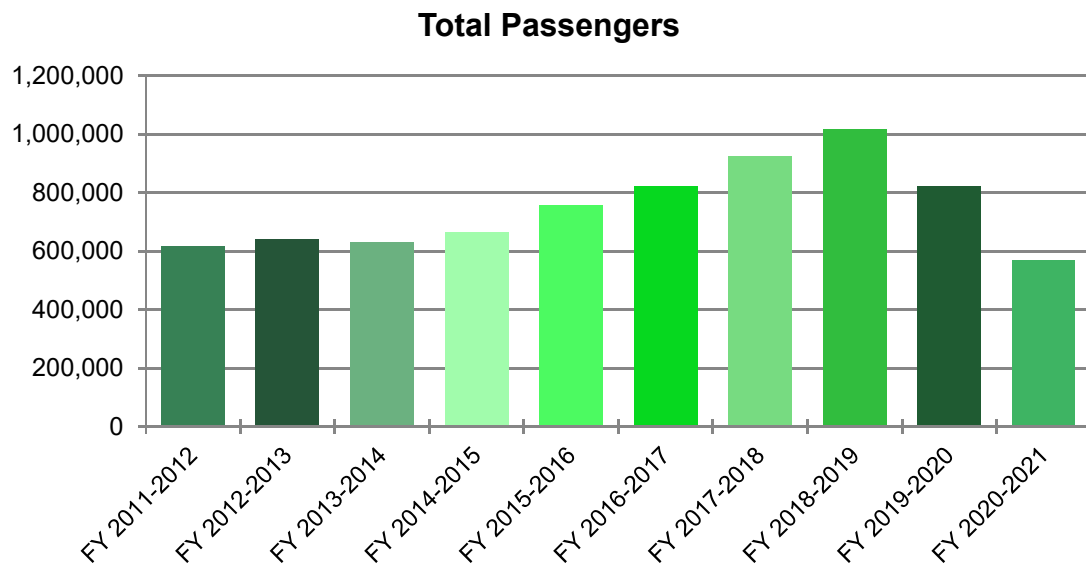
Benchmark

Average daily flights fell to 38 this year due to the COVID-19 pandemic. However, the Airport outperformed the majority of its industry peers. All air service routes were maintained and, in fact, three additional routes were gained. Alaska Airlines returned Los Angeles service after a three-year absence, and Allegiant Airlines added service to San Diego and Orange County/John Wayne Airport. During the pandemic, 80 percent of the Airport's 2019 capacity was maintained, with an average 60 percent load factor (second best in the northwest). As travel restrictions ease, and conference and business travel resume, numbers will return as well.



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

AIRPORT



Airport Administration

Program Purpose

The Airport Administration Program is responsible for providing administration of Airport properties and recommends capital improvements on the Airport's 938 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.

Strategic Goals and Measures

Department Goal: Maintain high standards of service to the traveling public; provide safe access to Airport facilities; provide opportunities for economic growth of the Airport; and ensure all customers and tenants are treated equally and fairly. Supporting the achievement of County Strategic Goals 2, 4, 8, 9, and 12.

Performance Measure 1: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Land available for aviation purposes that is actually leased at the Airport	23%	24%	28%	9%	10%

The table, above, shows how much of the leasable airfield property is actually leased. The purchase of additional property this past year has lowered the percentage leased, while interest in airfield property is increasing. The Airport's economic development manager has actively pursued new tenants. An updated advertising strategy is planned for fiscal year 2021-2022, and it should increase the amount of leased airfield land.

Performance Measure 2: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Annual CPI increase	1.30%	2.10%	2.40%	1.80%	1.00%

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.

Performance Measure 3: To find new ways to obtain revenues to allow the Airport to remain competitive in the market for our airlines and other tenants, while remaining a self-supporting Enterprise Fund.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Expected operational revenues	\$12,327,740	\$14,407,712	\$13,141,342	\$11,332,448	\$18,728,492



Airport Administration

The Airport is consistently working to generate new revenues for the operational side of the Airport through rates and charges. The fiscal year 2021-2022 projected revenues are a result of this work and an increase from the fiscal year 2020-2021 expected revenues due to planned draw-downs of the Federal Aviation Administration (FAA) Coronavirus Aid, Relief, and Economic Security (CARES) Act grant to cover runway maintenance and other operating expenses.

Significant Issues in the Year Ahead

The most significant issues in the upcoming year will be the stormwater detention pond project. Staff will continue to provide additional support services during this project.

Financial Condition

This Program is funded 100 percent through Airport rates and charges, with supplemented funds from the CARES Act. The Airport is currently in a good financial state.

Program: 010101	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$4,244,785	\$5,043,700	\$4,616,154	\$5,208,733	\$13,149,839
Fees & Other Service Charges	\$7,894,654	\$8,496,604	\$6,900,891	\$7,821,498	\$5,278,353
All Other Resources	\$188,302	\$820,687	\$857,784	\$300,600	\$300,300
Interfund Transfers	\$0	\$46,720	\$0	\$0	\$0
Total	\$12,327,741	\$14,407,711	\$12,374,829	\$13,330,831	\$18,728,492
EXPENDITURES					
Personnel Services	\$600,640	\$640,104	\$1,303,971	\$1,053,603	\$1,083,228
Materials & Services	\$1,742,735	\$2,311,052	\$1,684,683	\$2,104,088	\$2,055,260
Capital Outlay	\$102,595	\$14,904	\$0	\$15,000	\$0
Total	\$2,445,970	\$2,966,060	\$2,988,654	\$3,172,691	\$3,138,488
Full-Time Equivalent	7.10	7.20	7.20	8.00	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.

Strategic Goals and Measures

Department Goal: Make all scheduled bond payments on time and continue to look for ways to reduce interest costs. Supporting the achievement of County Strategic Goals 5 and 12.

Performance Measure 1: 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 \$4.39 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
2022	\$367,000	2.840%	100%
2023	\$378,000	2.840%	100%
2024	\$240,000	2.840%	100%

Payment Schedule for Fiscal Year 2021-2022

Total Payment	Principal	Interest	Remaining Principal
\$389,763	\$367,000	\$22,763	\$618,000

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
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 2021-2022

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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Interfund Transfers	\$2,082,517	\$753,344	\$890,669	\$890,669	\$890,307
Fund Balance	\$0	\$0	\$0	\$451,617	\$451,617
Total	\$2,082,517	\$753,344	\$890,669	\$1,342,286	\$1,341,924
EXPENDITURES					
Materials & Services	\$2,375	\$1,500	\$1,500	\$0	\$0
Debt Service	\$2,211,978	\$874,724	\$890,669	\$893,630	\$890,307
Ending Balance and Reserves	\$0	\$0	\$0	\$448,656	\$451,617
Total	\$2,214,353	\$876,224	\$892,169	\$1,342,286	\$1,341,924
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.

Strategic Goals and Measures

Department Goal: Work to obtain funding, and ensure responsible development at the Airport to provide and maintain compliance with the Federal Aviation Administration (FAA) regulations. Supporting the achievement of County Strategic Goals 4, 5, 8, 10, and 12.

Performance Measure 1: Maintain current Capital Improvement Program (CIP) that is on file with the Federal Aviation Administration (FAA).

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 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.

Performance Measure 1: Comply with FAA grant eligibility requirements while pursuing available and appropriate Federal grants.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Active Federal grants included in budget	3	2	4	3	3

In fiscal year 2021-2022, the number of Airport Improvement Program (AIP) grants that may be awarded or active is unknown. The Airport has budgeted for three: AIP 53 to fund construction of a stormwater detention pond and Taxiway B3 removal; AIP 54 for post-master plan environmental work; and AIP 55 for the purchase of a new Aircraft Rescue and Firefighting (ARFF) fire truck.

Significant Issues in the Year Ahead

Coordination of construction efforts related to the stormwater detention pond and post-master plan environmental needs. The purchase of the fire truck may be pushed back if the FAA determines it is ineligible this year. The Development Program 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.



Development

Financial Condition

This Program is funded by State and FAA grants and Customer Facility Charges (CFCs). There is a 6.25 percent local match requirement for Federal grant projects which is met through the Passenger Facility Charge Program. PFCs will provide the remaining match for the Federal projects.

Program: 010105	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$13,811,718	\$4,128,910	\$4,844,453	\$3,045,204	\$6,370,883
Fees & Other Service Charges	\$747,912	\$2,949,235	\$588,638	\$800,000	\$500,000
Interfund Transfers	\$428,184	\$0	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$36,143,193	\$31,237,470
Total	\$14,987,814	\$7,078,145	\$5,433,091	\$39,988,397	\$38,108,353
EXPENDITURES					
Materials & Services	\$189,540	\$0	\$650	\$0	\$120,000
Capital Outlay	\$17,968,318	\$5,191,728	\$10,999,767	\$3,348,682	\$6,597,306
Interfund Transfers	\$961,909	\$0	\$281,984	\$282,921	\$281,869
Contingency	\$0	\$0	\$0	\$1,799,657	\$2,129,141
Ending Balance and Reserves	\$0	\$0	\$0	\$36,077,697	\$33,671,829
Total	\$19,119,767	\$5,191,728	\$11,282,401	\$41,508,957	\$42,800,145
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.

Strategic Goals and Measures

Department Goal: Maintain a constant cash flow by diversifying uses of Airport property. Supporting the achievement of County Strategic Goals 8, 10, and 12.

Performance Measure 1: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Land available for non-aviation related purposes actually leased at the Airport	9.7%	10.2%	10.5%	6.8%	9.0%

After purchasing 38.11 acres last year, the Airport now has approximately 267 acres of land located outside of 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 (ECISO), 2.40 acres; and the Car Rental Maintenance Facility, 1.70 acres. The fiscal year 2021-2022 projection reflects a possible lease with the City of Medford 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, minor repairs to a leased building, and some utilities on various properties. This Program is funded 100 percent through rental rates and charges.

Program: 010104	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Fees & Other Service Charges	\$75,096	\$73,500	\$108,839	\$187,441	\$157,572
Total	\$75,096	\$73,500	\$108,839	\$187,441	\$157,572
EXPENDITURES					
Materials & Services	\$2,873	\$2,948	\$3,025	\$33,400	\$58,400
Total	\$2,873	\$2,948	\$3,025	\$33,400	\$58,400
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; terminal, curbside, and parking facilities that accommodate the movement of vehicles and traffic; and roadways that provide access to and egress from active areas.

Strategic Goals and Measures

Department Goal: To coordinate and supervise all operational and maintenance activities of the Airport. Supporting the achievement of County Strategic Goals 1, 4, 5, 8, 9, and 12.

Performance Measure 1: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Cost per enplaned passenger	\$8.37	\$7.66	\$7.40	\$12.35	\$11.78

The cost per enplaned passenger is utilized as a means to measure whether the Airport is marketable to airlines and tenants. By year end 2019, the Airport set a new high record of almost 1,100,000 passengers, and the trend continue to show an increase in passenger numbers through March 2020, until the COVID-19 pandemic. The numbers plummeted by 90 percent, but have since recovered and remained at around 50 percent for the last quarter of 2020. The number of projected passengers in fiscal year 2021-2022 is expected to keep trending slightly upward, which should bring the cost per enplaned passenger down.

Performance Measure 2: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Noted airfield discrepancies	0	3	0	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.

Significant Issues in the Year Ahead

Allocate and/or re-allocate resources to effectively manage the ramifications of unprecedented consequences of the COVID-19 pandemic; construction of the Airport detention pond; crack sealing and sealcoating the primary runway; and coordinating ramp expansion activities and construction.



Operations and Maintenance

Financial Condition

The Operations and Maintenance Program continually strives to find more efficient methods to conduct business, without sacrificing results. This Program is funded 100 percent through Airport rates and charges.

Program: 010103	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$206	\$0	\$0	\$0
Total	\$0	\$206	\$0	\$0	\$0
EXPENDITURES					
Personnel Services	\$1,566,356	\$1,599,368	\$1,814,268	\$2,374,069	\$2,405,052
Materials & Services	\$2,109,698	\$2,066,267	\$2,090,229	\$3,148,317	\$5,731,957
Capital Outlay	\$284,898	\$99,079	\$333,439	\$1,011,000	\$927,000
Interfund Transfers	\$0	\$0	\$22,053	\$35,000	\$35,000
Total	\$3,960,952	\$3,764,714	\$4,259,989	\$6,568,386	\$9,099,009
Full-Time Equivalent	23.00	23.00	26.00	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.

Strategic Goals and Measures

Department Goal: Support legislative calls to increase the PFC amount from the current \$4.50 for each enplaned passenger, and maintain approval from the Federal Aviation Administration (FAA) for project expenditures. Supporting the achievement of County Strategic Goals 4, 8, 10, and 12.

Performance Measure 1: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Collection year approvals	10	9	18	17	16

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

The COVID-19 pandemic has lowered the Airport's enplanements as fewer people are traveling. Increasing enplanements to a level that will support already identified uses of that funding will be the focus in the years ahead.

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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Fees & Other Service Charges	\$1,892,430	\$1,994,568	\$1,885,232	\$2,370,600	\$1,492,600
All Other Resources	\$22,460	\$96,120	\$122,709	\$40,000	\$40,000
Fund Balance	\$0	\$0	\$0	\$4,988,355	\$5,134,013
Total	\$1,914,890	\$2,090,688	\$2,007,941	\$7,398,955	\$6,666,613
EXPENDITURES					
Materials & Services	\$0	\$0	\$0	\$75,000	\$75,000
Interfund Transfers	\$1,548,792	\$800,064	\$608,685	\$607,748	\$608,438
Ending Balance and Reserves	\$0	\$0	\$0	\$6,716,207	\$5,983,175
Total	\$1,548,792	\$800,064	\$608,685	\$7,398,955	\$6,666,613
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.

Strategic Goals and Measures

Department Goal: Pass all Transportation Security Administration (TSA) security inspections. Supporting the achievement of County Strategic Goals 1, 4, and 9.

Performance Measure 1: Compliance with all 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, secure, and pleasant environment to all who travel through the Rogue Valley International-Medford Airport (MFR). 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, no one should become complacent. The United States is dealing with an adaptive, emerging adversary, and the threat space is not constant, so it is essential 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 TSA has taken 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 with upgrades, installing additional surveillance cameras as needed, and emphasizing recurrent training. The Airport's partnership with TSA management and local employees remains strong through day-to-day conversations, and through monthly stakeholder meetings, thereby ensuring 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, the Airport now has armed security on the property 24/7 as a means to mitigate security risks. The Security/Enforcement 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.



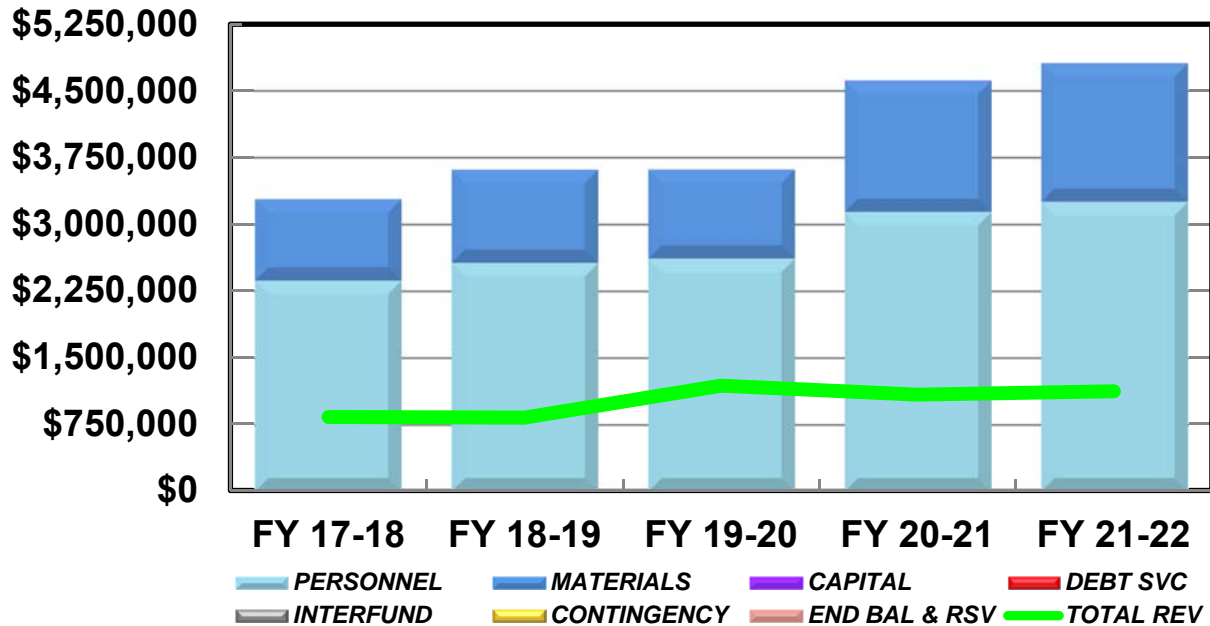
Safety and Security

Program: 010102	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Total	\$0	\$0	\$0	\$0	\$0
EXPENDITURES					
Personnel Services	\$840,925	\$1,039,912	\$1,010,625	\$1,351,494	\$1,372,620
Materials & Services	\$255,723	\$236,945	\$260,806	\$791,741	\$445,755
Capital Outlay	\$32,810	\$40,070	\$17,665	\$80,000	\$80,000
Total	\$1,129,458	\$1,316,927	\$1,289,096	\$2,223,235	\$1,898,375
Full-Time Equivalent	18.15	18.05	18.05	18.00	18.00



ASSESSOR

2017-2018 TO 2021-2022

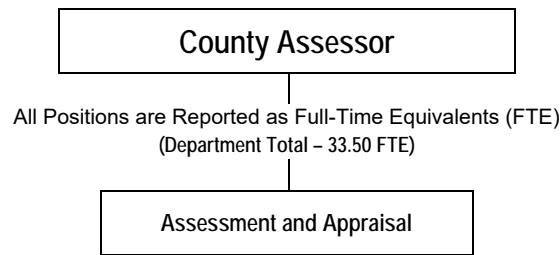


	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Adopted	FY 21-22 Adopted
PERSONNEL	\$2,364,939	\$2,565,615	\$2,611,642	\$3,135,992	\$3,248,393
MATERIALS	\$916,109	\$1,044,571	\$999,781	\$1,473,585	\$1,557,662
CAPITAL	\$0	\$0	\$0	\$5,000	\$5,000
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$3,281,048	\$3,610,186	\$3,611,423	\$4,614,577	\$4,811,055
TOTAL REV	\$826,477	\$820,343	\$1,180,251	\$1,079,886	\$1,117,303
FTEs	33.50	33.50	33.50	33.50	33.50

Between FY 20-21 and FY 21-22, there are no major changes to this budget and 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 15 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.

Department Objectives for Fiscal Year 2021-2022

- The clerical staff will mail out and process approximately 5,000 annual business personal property returns.
- The cartography staff will process approximately 11,000 documents including: processing and recording deeds, transferring titles, court documents, marriage certificates, death certificates, maintain and add to suppression property account list, document imaging and indexing, sales letters, and plat processing.
- 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.
- The Assessor's Office will continue to support citizens affected by the 2020 wildfire disasters by quickly and efficiently processing the Application for Proration of Taxes Due to Damage by Fire or Act of God as they are submitted.
- Continue to update policies and procedures that meet State and County directives regarding COVID-19 concerns.

Department 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 meet 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.



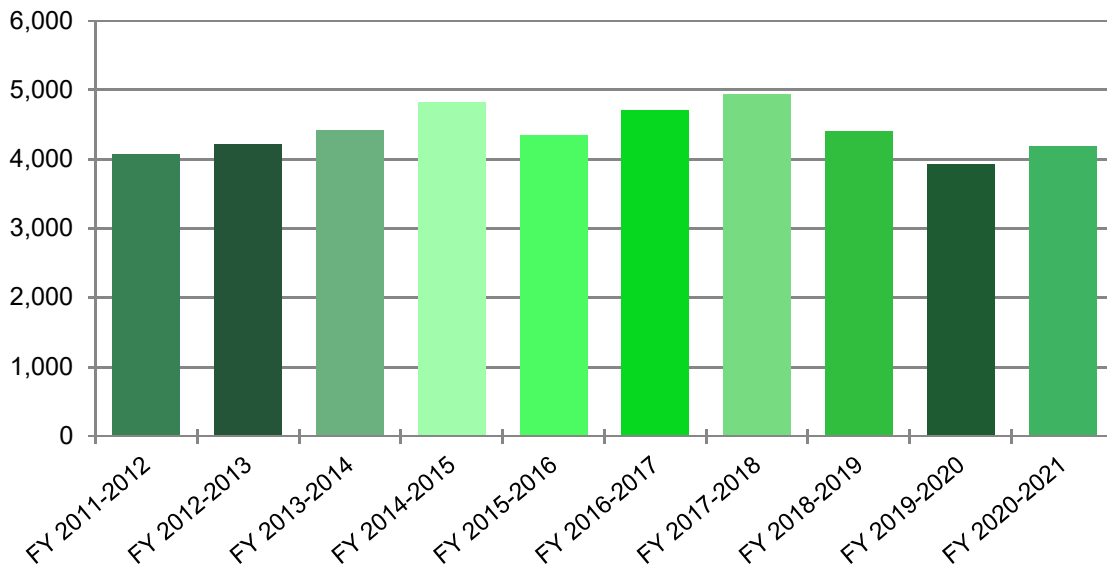
ASSESSOR

- Two major events impacted staff's workload. Beginning last March, the State and County both declared a state of emergency due to the COVID-19 pandemic. In order to protect staff and the public from being infected, the Office closed to the public, and interaction with the public was converted to phone, emails, and internet conference type meetings. The Assessor's Office staff established office processes and procedures to mitigate the spread of the virus. These steps included developing COVID-19 training specific to the Assessor's Office, consistent stocking of personal protective equipment (PPE) and sanitation supplies, and regular and consistent staff updates. The second major event was a September fire disaster that involved several thousand properties. Staff was swamped with telephone calls and taxpayer questions about how the fire damage would be reflected on property tax statements. On the day the fire started, staff anticipated the public's need for information and drafted press releases, and started planning to set up information tables at various locations around the County where displaced homeowners were being temporary sheltered, such as the Jackson County Expo. To date, the Assessor's staff has processed 1,928 Applications for Proration of Taxes Due to Damage by Fire Act of God for properties damaged in the wildfires.

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.

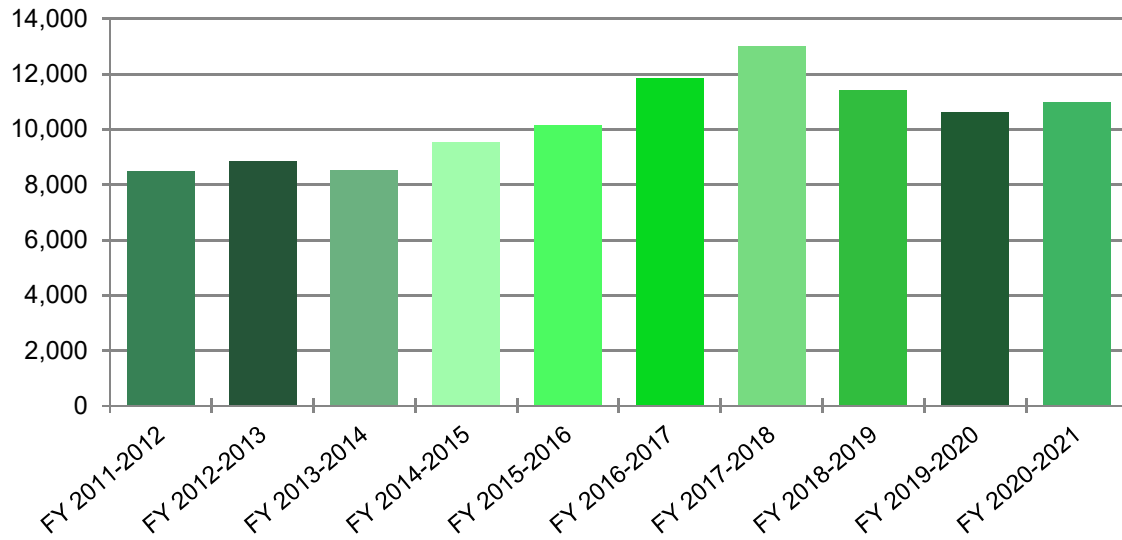
New Construction Permits



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.

ASSESSOR

Recorded Documents Processed by Cartography



Assessment and Appraisal

Program Purpose

The Assessor's Office is a State-mandated program that establishes an estimate of fair market value on all residential, commercial, business personal property, industrial land, and all industrial improvement values less than \$1,000,000 in Jackson County for tax purposes. The Assessment and Appraisal Program administers all laws governing the assessment and appraisal of all properties in Jackson County; maintains records and maps; documents ownership changes recorded in the Clerk's Office; verifies all sales that occur in Jackson County; determines real estate market trends, property tax exemptions, and farm and forest special assessments; and prepares and levies taxes.

Strategic Goals and Measures

Department Goal: Serve all citizens fairly by documenting and applying equitable assessments on taxable property in an accurate and timely manner by using accepted appraisal principles, and strive for excellence in employee performance through accurate processes. Supporting the achievement of County Strategic Goals 2, 9, and 11.

Performance Measure 1: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
New property accounts appraised	100%	100%	100%	100%	100%

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.

Performance Measure 2: Perform recalibration and inventory review cycle of residential properties by strategically targeting market areas of the County. The goal is to revalue properties that have not been recently inspected and to capture real market value changes, such as omitted property, and to improve the ratios calculated from sold properties.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Inventory reviewed accounts per appraiser	187	210	230	210	220

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 2020-2021 saw a slight decrease in accounts worked. Fiscal year 2021-2022 is projected to fall within a range of 190 and 230.

Performance Measure 3: 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.



Assessment and Appraisal

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Tax appeals per appraiser	3.2	4.4	5.8	5.0	5.2

The number of taxpayers appealing their tax bill real market valuation fluctuates slightly year over year. The projected number of appeals for fiscal year 2020-2021 is expected to fall within a range of four to six appeals per appraiser.

Significant Issues in the Year Ahead

The Assessment and Appraisal Program will work on the following issues in fiscal year 2021-2022: 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

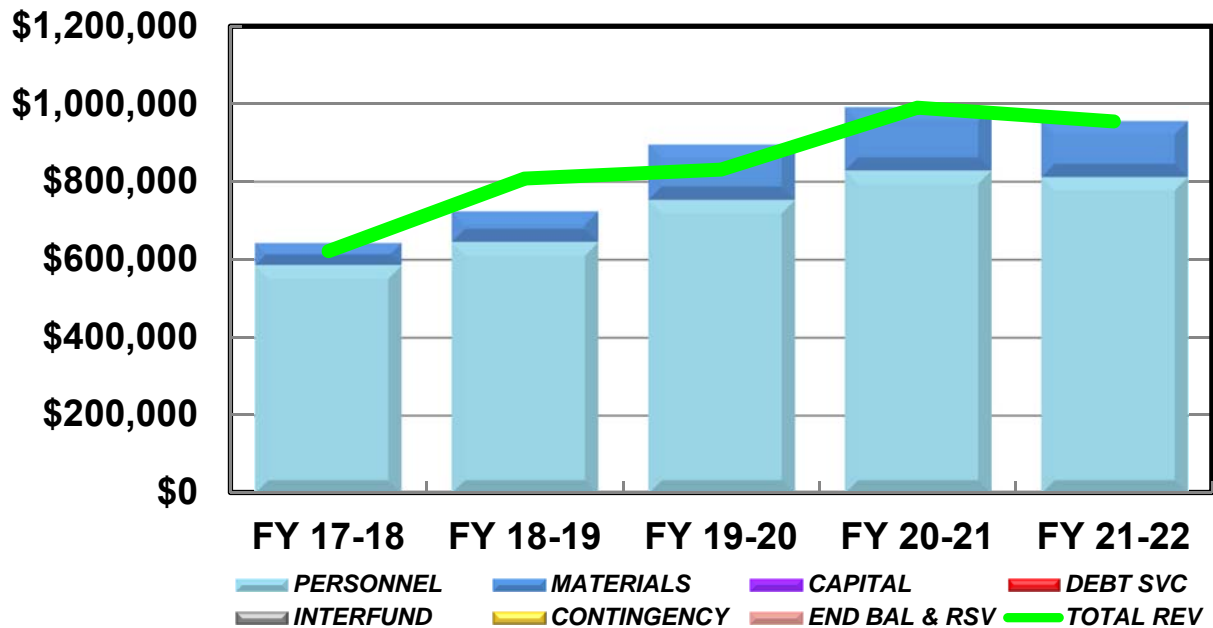
The Assessment and Appraisal Program receives approximately 16 percent of its funding from the County Assessment Function Funding Assistance (CAFFA) grant. This funding source is generated by fees collected on recorded documents and 25 percent of the interest on delinquent taxes. The Program collects service late filing fees that represent 9 percent of the total budget; the remaining 75 percent is funded by the County's General Fund.

Program: 050101	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$672,040	\$630,717	\$771,331	\$689,925	\$721,658
Fees & Other Service Charges	\$153,466	\$189,591	\$408,049	\$389,461	\$395,155
All Other Resources	\$971	\$35	\$870	\$500	\$490
Total	\$826,477	\$820,343	\$1,180,250	\$1,079,886	\$1,117,303
EXPENDITURES					
Personnel Services	\$2,364,939	\$2,565,615	\$2,611,642	\$3,135,992	\$3,248,393
Materials & Services	\$916,109	\$1,044,571	\$999,781	\$1,473,585	\$1,557,662
Capital Outlay	\$0	\$0	\$0	\$5,000	\$5,000
Total	\$3,281,048	\$3,610,186	\$3,611,423	\$4,614,577	\$4,811,055
Full-Time Equivalent	33.50	33.50	33.50	33.50	33.50



BOARD OF COMMISSIONERS

2017-2018 TO 2021-2022



	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Adopted	FY 21-22 Adopted
PERSONNEL	\$584,215	\$643,613	\$751,745	\$827,216	\$810,254
MATERIALS	\$57,030	\$79,258	\$142,049	\$163,049	\$144,524
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	\$641,245	\$722,871	\$893,794	\$990,265	\$954,778
TOTAL REV	\$621,283	\$807,966	\$831,120	\$990,265	\$954,778
FTEs	5.55	5.50	5.50	5.50	5.50

Between FY 20-21 and FY 21-22, Materials decreased due to a reduction in insurance costs to the Program, and there were 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 15 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.

Department Objectives for Fiscal Year 2021-2022

- Continue to actively address, both on the State and Federal level, the devastating effects that the coronavirus (COVID-19) pandemic's rules and regulations are having on Jackson County's citizens and businesses.
- 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.

Department Accomplishments for Prior Year

- Identified and addressed 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 COVID-19 pandemic
- Continued work on the project to implement Governor's Executive Order 12-07 (a pilot program for regional farm and forest land conservation).
- Continued with 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.
- 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, and rules and regulations, that the best interest of Jackson County and its citizens is always in the forefront.

Strategic Goals

Department Goal: Be available to the public, oversee financial stability of the County, maintain intergovernmental and organizational communication; and conduct quasi-judicial hearings as needed. Supporting the achievement of all 12 County Strategic Goals.

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.

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.

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.

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

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.



Board of Commissioners

Significant Issues in the Year Ahead

The Board of Commissioners will work on the following issues in 2021-2022: continue to work diligently to influence and coordinate with State and Federal agencies the impact of COVID-19 to Jackson County; continue 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 44.29 percent of the charges are to the County's General Fund.

Program: 020101	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$26,000	\$0	\$0
Fees & Other Service Charges	\$44	\$69	\$14	\$100	\$100
Interfund Transfers	\$621,239	\$807,897	\$805,106	\$990,165	\$954,678
Total	\$621,283	\$807,966	\$831,120	\$990,265	\$954,778
EXPENDITURES					
Personnel Services	\$584,215	\$643,613	\$751,745	\$827,216	\$810,254
Materials & Services	\$57,030	\$79,258	\$142,049	\$163,049	\$144,524
Total	\$641,245	\$722,871	\$893,794	\$990,265	\$954,778
Full-Time Equivalent	5.55	5.50	5.50	5.50	5.50

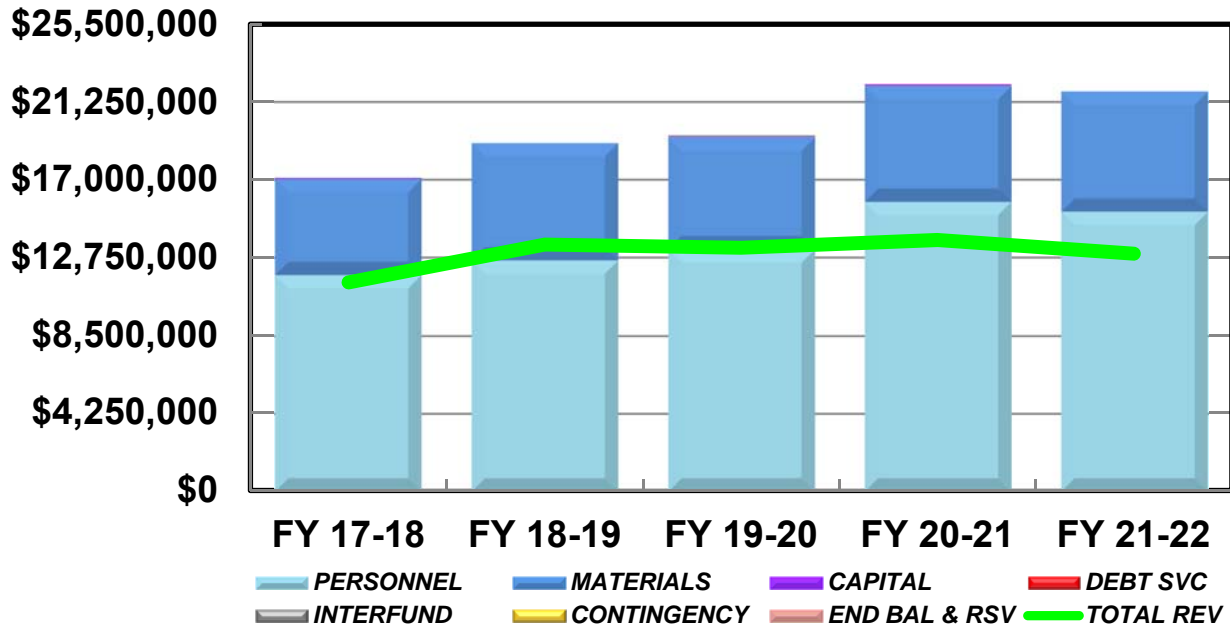


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COMMUNITY JUSTICE

2017-2018 TO 2021-2022



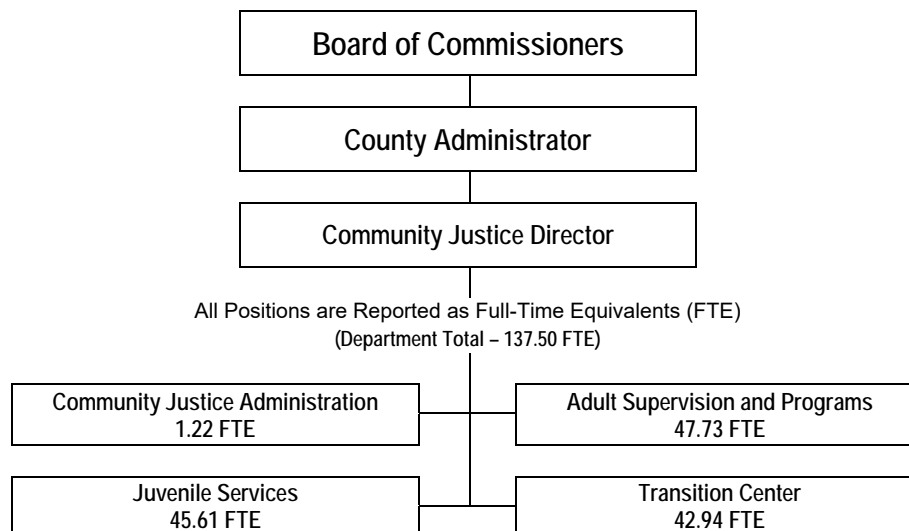
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Adopted	FY 21-22 Adopted
PERSONNEL	\$11,776,303	\$12,580,688	\$13,183,092	\$15,770,911	\$15,236,093
MATERIALS	\$5,250,719	\$6,404,393	\$6,102,181	\$6,323,304	\$6,559,294
CAPITAL	\$62,872	\$0	\$42,990	\$106,853	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$79,975	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$17,089,894	\$18,985,081	\$19,408,238	\$22,201,068	\$21,795,387
TOTAL REV	\$11,382,361	\$13,449,765	\$13,273,092	\$13,700,526	\$12,954,714
FTEs	146.00	145.50	148.50	145.50	137.50

The reduction in Capital is due to the completion of the closed-circuit monitoring system upgrade. With the State's COVID-19 restrictions, and the changes in State law due to Ballot Measure 110 that limits criminal prosecution for drug possession and reduces the need for supervised probation, the Department has reduced 8.00 FTE positions through retirements and vacancies between FY 20-21 and FY 21-22. 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 15 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.

Department Objectives for Fiscal Year 2021-2022

- The Community Justice Resource Center served 3,788 individuals in its first year of operation. This is an innovative approach to providing integrated wraparound services for justice-involved individuals. The Resource Center has been a focal point for providing services throughout the COVID-19 pandemic, as well as the aftermath of the Alameda Fire. The addition of local service providers from Cutting Edge Employment, La Clinica Del Valle, the Addictions Recovery Center (ARC), and ACCESS have built a more robust core of service providers for the Resource Center.
- Community Justice has partnered with the Pathfinder Network to provide evidence-based cognitive behavioral groups and services, along with peer mentoring, for correctional clients that are on supervision.
- Community Justice is dedicated to reducing adult probation caseloads in order to effectively introduce evidence-based risk assessments, interactive case planning, and skill building for all high-risk adults on supervision.
- The Transition Center dispatched 92 crews to fight fires locally. Crews contributed to firefighting efforts on the Grizzly Creek and South Obenchain Fires. Despite reduced numbers due to COVID-19 distancing protocols, the Transition Center still dispatched 1,334 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

Department Accomplishments for Prior Year

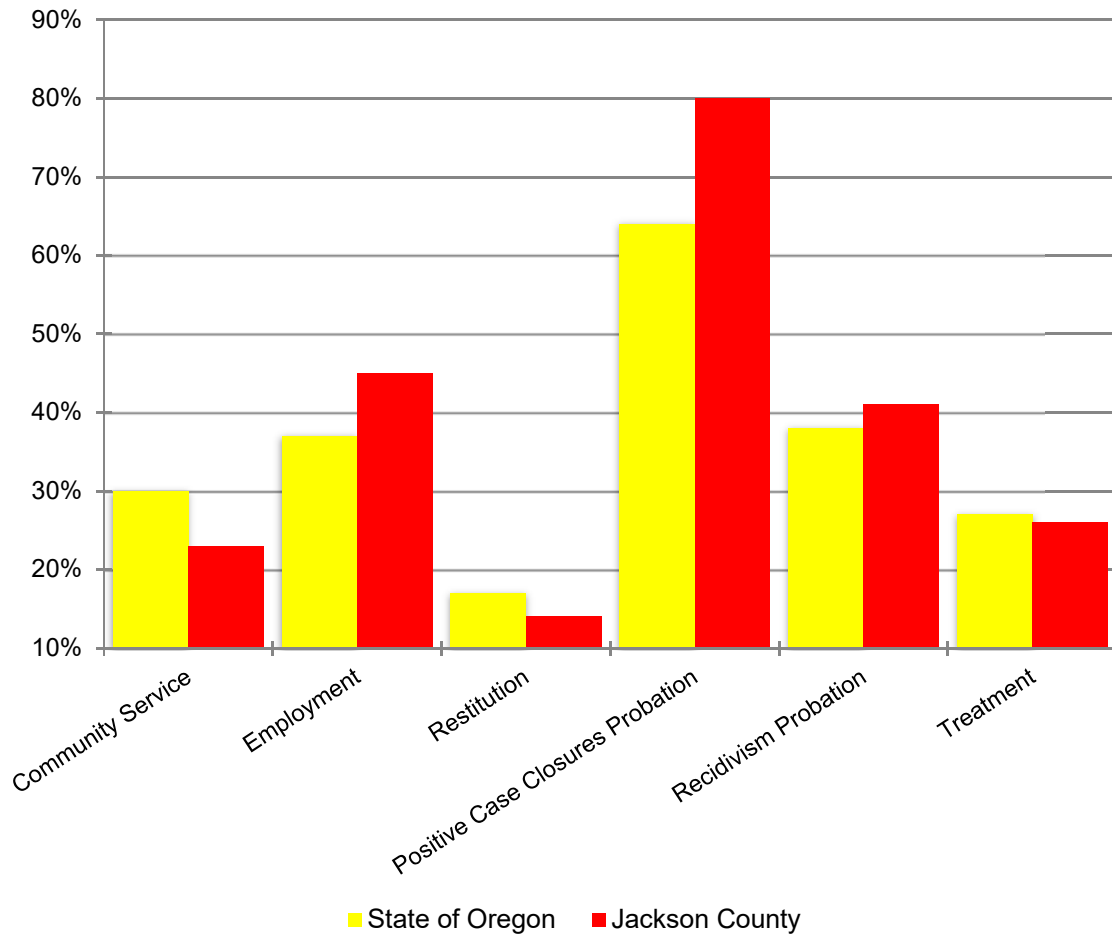
- Community Justice has been able to provide safe living and working environments throughout the COVID-19 pandemic. By providing additional protections in the work environment, as well as distancing protocols in residential programs, staff have been able to maintain core services while keeping safe.
- While both the Transition Center and the Juvenile Center were evacuated during the Alameda Fire, Community Justice was able to ensure the safety of all of those in residential services during the Fire. In the time since the Fire, staff and partners have provided supports and connections for those receiving services who were impacted.
- 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 8,736 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.
- 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.

Benchmark

On a statewide comparison, the benchmarks for adult community justice in Jackson County are comparable with the State average, dipping slightly lower on restitution and community service. These outcomes, that have traditionally been trending higher than the State average, have been adversely affected by the COVID-19 pandemic. Community service has been limited to accommodate Occupational Safety and Health Administration (OSHA) restrictions involving physical contact and the ability to conduct work crews. Jackson County continues to improve in getting clients exposed to treatment and, with newly adopted strategies, many more justice-involved individuals are finding employment. Giving justice-involved individuals the ability to deal with chemical addictions, addressing mental health issues, enhancing ways to find gainful employment, finding long-term housing, and changing patterns of criminal thinking will also reduce recidivism and increase successful case closures over time. The Department continues to make the payment of fines, fees, and restitution a part of the collaborative 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.

Strategic Goals and Measures

Department Goal: To oversee, evaluate, and manage the daily operations of Community Justice by utilizing evidence-based practices, data collection, and highly trained, ethical, and dedicated employees. Supporting the achievement of County Strategic Goals 1 and 10.

Performance Measure 1: 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 2021-2022, 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, and the Department of Corrections' monthly reports, as well as with an in-house Program Analyst position. In fiscal year 2021-2022, 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.

Performance Measure 2: Provide ongoing training to minimize civil liability, promote staff safety, and assure competence in all tasks completed by employees.

In fiscal year 2021-2022, 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 aware of issues including implicit bias, gender equality, equity, cultural diversity, and inclusion. Probation Officers will continue to be trained in evidence-based case planning, officer and community safety, used of evidence-based risk assessments, gender responsive concepts, addiction and mental health issues, and current case management practices. All staff will be trained on maintaining a safe workplace during the COVID-19 pandemic, including all Occupational Safety and Health Administration (OSHA) and State mandates for infection control and safety. Also, staff will be trained with updated harassment and equity policies.

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 (66 percent). Other funding streams include jail assessments (21 percent), the Solid Waste Fund (12 percent), and fees (1 percent). The Community Justice Administration received no support from the County's General Fund.



Community Justice Administration

Program: 480105	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$289,209	\$87,361	\$2,089,077	\$2,972,456	\$413,087
Fees & Other Service Charges	\$54,011	\$39,460	\$44,091	\$48,000	\$42,000
All Other Resources	\$0	\$0	\$281	\$250	\$250
Interfund Transfers	\$19,800	\$19,800	\$19,800	\$19,800	\$19,800
Total	\$363,020	\$146,621	\$2,153,249	\$3,040,506	\$475,137
EXPENDITURES					
Personnel Services	\$18,039	\$629,850	\$892,489	\$1,253,910	\$175,055
Materials & Services	\$194,807	\$813,759	\$1,614,398	\$1,786,772	\$276,560
Total	\$212,846	\$1,443,609	\$2,506,887	\$3,040,682	\$451,615
Full-Time Equivalent	0.06	0.09	9.29	10.90	1.22



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.

Strategic Goals and Measures

Department Goal: To provide a framework of services and interventions to address criminal behavior and activity in our community, and to provide a means for guided client rehabilitation, change, and restitution. The Department works collaboratively with community partners, treatment organizations, and law enforcement agencies to deliver a variety of innovative and effective programs in a balanced and equitable approach. Supporting the achievement of County Strategic Goals 1, 4, 9, and 10.

Performance Measure 1: Increase positive case closure outcomes in probation and post-prison cases.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Positive case closures/probation	63%	64%	72%	80%	80%
Positive case closures for post-prison	74%	77%	70%	70%	75%

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 2021-2022, 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 2021-2022, staff will continue to use the Resource Center to help facilitate client re-entry to the community from the County jail and Transition Center. The Resource Center will provide a one stop hub where clients can connect with housing, mental health, employment and self-sufficiency resources. The overall goal is to provide those individuals who have been sentenced to probation a foundation in which to refrain from re-entering the criminal justice system, gain employment, receive ongoing health care and counseling, and be a productive member of the community.

Performance Measure 2: Increase percentage of high-risk supervised justice-involved clients with a Behavior Change Plan (BCP) in the statewide Offender Management System (OMS).



Adult Supervision and Programs

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Clients with a BCP case plan entered into the OMS	n/a*	n/a*	85	300	600

*New service in 2020; no data available.

In Jackson County, evidence-based assessments are utilized to identify the criminogenic domain that is most likely to lead to re-offending. The supervising officer then creates a targeted case plan to change the beliefs and behaviors that drive the criminal behavior. This includes goal development, cognitive behavioral interventions, and referrals to evidence-based treatment or programming. Criminogenic domains most often targeted in BCPs are criminal beliefs and values, patterns of antisocial behavior, and criminal companions. In addition, substance use and employment are often secondary domains of goal setting and targeted behavior change. Current research shows that case plans based on validated risk assessments and cognitive behavioral interventions with skill practice are most effective in reducing recidivism. Jackson County Parole and Probation Officers have received training in the development of BCPs and have begun developing case plans with all high-risk justice-involved individuals starting September 1, 2020.

Performance Measure 3: Increase supervision fee collection as measured by total amounts collected during fiscal year.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Supervision fees collected	\$527,153	\$524,579	\$604,374	\$540,000	\$450,000

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 2021-2022, 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.

The events of 2020, and recent changes in State law, have led to a sharp decline in supervised cases. Due to COVID-19 restrictions put on the Court and local law enforcement, Community Justice saw a decrease of over 355 supervised cases from 2020. Also, with the implementation of Senate Bill 110, which limits the criminal prosecution of drug possession, the Department anticipates a further decline in drug cases that would have historically received supervised probation. These two factors have created a projected downward trend in the collection of supervision fees.

Performance Measure 4: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Treatment hours provided to clients presenting with mental health issues	1,443	1,300	1,470	1,500	1,500



Adult Supervision and Programs

Providing mental health services to justice-involved individuals is vital to rehabilitation, continuity of care, and success on supervision. In fiscal year 2021-2022, 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 addition, Community Justice plans to work closely with the Medford Police Department's Livability Team, in cadence with Mental Health, to bring services and intervention to our local homeless population. 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 2021-2022, Community Justice will continue to grow the Resource Center for all clients releasing from the County jail and Transition Center. Due to the COVID-19 pandemic, service levels were dramatically impacted. This allowed staff to secure new resources, create a trauma informed environment, and update internal monitoring and communication. Once restrictions are lifted, all released individuals will have access 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 will be 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 2021-2022, Community Justice will continue to host quarterly community resource fairs for adults on supervision to access community resources and services.

Jackson County Community Justice uses general funds to provide supervision of misdemeanor domestic violence cases. Typically not funded through the Community Corrections Act, these justice-involved clients pose significant risks to the community and to the individuals who have been victims of these crimes. Intensive supervision, focused treatment, and accountability can provide improved community safety and offer rehabilitation.

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. Community Justice will provide direct referral and assessments for drug and addiction issues, working closely with local providers. In addition, the Department will partner with local sex offender treatment providers to enhance treatment options and availability to ensure that all clients on supervision will be able to be evaluated and treated.

In partnership with the Pathfinders Network, Community Justice has developed the Resilience and Recovery Project. Pathfinders Peer Support Specialists will work with justice-involved individuals on supervision to reinforce successes, build self-efficacy, hope, and resilience. Pathfinders Specialists will provide classes, groups, and individual navigation support at Parole and Probation and at the Transition Center. The program operates from an evidence-based, trauma-informed, and recovery-oriented foundation. Anchored by their lived experience and expertise, Specialists will also work with individuals to provide navigation support, along with resources and referrals and support successful engagement with community supervision and other legal obligations. Resilience and Recovery Project staff will work with Resource and Transition Center staff, Parole and Probation Officers, and other supports in the participant's life to support their success.

In 2021, the statewide Justice Reinvestment Initiative (JRI) continues with counties 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.



Adult Supervision and Programs

Once COVID-19 restrictions are lifted, and the Courts begin to assess and process the backlog of individuals awaiting jurisdiction, Community Justice will continue to enhance, improve, and provide pre-trial services with the goal to provide information and resources to the Court for adults-in-custody awaiting criminal trial, along with in-house resources to monitor and supervise clients pending their Court appearance.

In addition, in 2021, Community Justice will begin a robust and comprehensive training program to educate staff on cultural agility, implicit bias, gender equality, diversity, responsiveness, and equity. The Department will also resume its focus on criminal justice ethics and leadership.

Financial Condition

Adult Supervision and Programs receive the majority of funding from the Community Corrections Act (CCA) and other Department of Corrections programs (65 percent). Other funding streams include fees (11 percent) and grants (20 percent), which include Measure 57, Justice Reinvestment Initiative funds, and the Family Sentencing Alternative Program. The remaining 4 percent is from the County's General Fund.

Program: 480101	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$4,902,833	\$6,538,330	\$5,250,497	\$4,820,573	\$6,567,880
Fees & Other Service Charges	\$949,412	\$1,043,793	\$1,017,840	\$1,009,350	\$850,900
All Other Resources	\$5	\$0	\$0	\$0	\$0
Interfund Transfers	\$185,062	\$0	\$0	\$0	\$0
Total	\$6,037,312	\$7,582,123	\$6,268,337	\$5,829,923	\$7,418,780
EXPENDITURES					
Personnel Services	\$4,459,137	\$4,442,524	\$4,864,360	\$5,365,900	\$5,738,521
Materials & Services	\$1,938,384	\$2,047,243	\$1,054,622	\$1,202,329	\$2,785,201
Capital Outlay	\$22,873	\$0	\$0	\$0	\$0
Interfund Transfers	\$0	\$0	\$28,092	\$0	\$0
Total	\$6,420,394	\$6,489,767	\$5,947,074	\$6,568,229	\$8,523,722
Full-Time Equivalent	51.23	50.05	48.46	44.93	47.73



Juvenile Services

Program Purpose

The Juvenile Services Program provides community safety and rehabilitation through the use of supervision and restorative justice services for youth placed on diversion and probation, with the goal of reducing recidivism and increasing prosocial outcomes. Collaboration between community partners is vital to the deliver of services and the success of youth.

Strategic Goals and Measures

Department Goal: To maintain high employee standards through the continual improvement of service delivery and training opportunities. Supporting the achievement of County Strategic Goals 1, 4, 9, and 10.

Performance Measure 1: Provide evidence-based practices, programming, and services to help reduce juvenile recidivism rates.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Juveniles who do not re-offend	77.0%	77.5%	78.0%	78.5%	79.0%

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.

Performance Measure 2: Increase prosocial outcomes in youth by demonstrating a reduction in risk level at the time of probation closure.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Reduction in risk level of juveniles at time of probation closure	97%	92%	78%	90%	90%

Continued efforts and reallocation of resources are being made to address the individualized needs of youth more effectively. Through learning new prosocial skills and activities, juveniles can leave supervision at a lower risk to re-offend. In fiscal year 2019-2020, a higher than normal number of youth increased their risk levels through continued violations of probation or progressing into the adult criminal justice system.

Performance Measure 3: Provide opportunities for juveniles to repair harm to individuals and the community through community service.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Community service hours completed by juveniles	2,853	2,400	1,208	1,400	1,400



Juvenile Services

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. Due to lower overall referrals (policy reports), and the COVID-19 pandemic and restrictions, the Program has fewer youth placed onto work crews and in community placement opportunities, resulting in a large decrease in total number of hours completed by youth.

Significant Issues in the Year Ahead

Due to the COVID-19 pandemic and restrictions, service delivery within the entire Juvenile Services Program has been altered to ensure the safety of staff and youth. Additionally, the closure of in-person education services and limitations of home visits have resulted in a decrease of contact with youth under supervision. Although additional measures, such as facetime, zoom, text, and phone calls, have been put in place, it provides less connection with what is actually occurring with youth. Efforts will be made to balance the need to ensure staff and youth safety, with the need to provide an appropriate level of services to youth, in an effort to keep them from moving farther into the juvenile justice system.

As the number of youth admitted to detention that exhibit mental health issues continues to rise, the Program will work closely with on-site mental health staff to ensure adequate training for staff, and that services for youth are provided.

The probation unit will be reviewing services needed to provide alternatives to detention to assist in the lower number of detention beds available. Having the after school and skill, transition, education, and vocational programs resume will help to fill this needed gap. Additionally, working with community partners in providing mental health and substance abuse services will greatly assist in providing the needed services to youth living in the community.

Decriminalization of the possession of drugs (Ballot Measure 110) will be monitored to determine if an increased number of youths are referred to the Program compared to previous years. Efforts will be made to work with local and statewide partners to clarify the services to youth from this measure as it does not clearly define the differences for youth from adults.

An effort to provide a more intense service delivery model to a smaller number of youths placed in the Program's residential program will result in a more structured effort to ensure that an appropriate waiting list is maintained to remain at, or near, the 10-bed capacity, ensuring the needed revenue to support the program.

The Program is implementing group facilitation training to ensure that staff are providing valuable evidence-based skill development groups, in addition to a trauma informed care and restorative justice focus.

Financial Condition

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



Juvenile Services

Program: 480109	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$1,319,804	\$1,496,052	\$1,290,378	\$1,327,454	\$1,486,477
Fees & Other Service Charges	\$50,522	\$55,322	\$59,766	\$56,700	\$51,700
All Other Resources	\$0	\$0	\$0	\$500	\$500
Total	\$1,370,326	\$1,551,374	\$1,350,144	\$1,384,654	\$1,538,677
EXPENDITURES					
Personnel Services	\$4,044,769	\$4,211,638	\$4,139,013	\$4,961,507	\$4,961,473
Materials & Services	\$1,690,576	\$1,909,283	\$1,865,077	\$1,814,632	\$1,923,521
Capital Outlay	\$0	\$0	\$0	\$106,853	\$0
Total	\$5,735,345	\$6,120,921	\$6,004,090	\$6,882,992	\$6,884,994
Full-Time Equivalent	49.22	46.90	48.26	46.68	45.61



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.

Strategic Goals and Measures

Department Goal: Provide a viable alternative to jail or prison where community safety is enhanced through client accountability, positive behavioral change programming, and transitional housing. Supporting the achievement of County Strategic Goals 1, 4, 9, and 10.

Performance Measure 1: Provide an alternative correctional service for individuals sentenced or sanctioned in Jackson County.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Individuals who complete the program without absconding or returning to jail	81.5%	82.0%	84.0%	86.0%	86.0%

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. A screening tool was introduced this past year to determine incoming clients' need for medication-assisted treatment. Clients are able to attend a virtual doctor visit and receive assistance in securing prescribed medication that will increase their ability to successfully complete their sentence.

The Transition Center employment services that are offered include preparation for, and completion of, resume/job search workshops; and directed job search. This is in addition to a contracted peer mentor program that provides focused peer support to clients residing at the Center.

Performance Measure 2: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Revenue earned by crews dispatched into the community	\$633,827	\$697,682	\$601,719	\$450,000	\$500,000

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



Transition Center

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.

The reduction in projected revenue is largely due to COVID-19 and reduced population restrictions, in addition to local wildfires which halted work crews for nearly three weeks in September 2020. Future client availability to populate work crews is also in question due to legislative changes surrounding the decriminalization of certain drug laws.

***Performance Measure 3:** Offer housing for justice-involved individuals transitioning to this community from prison, and for 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Individuals successfully transitioning to community housing	65.0%	69.0%	88.0%	89.0%	89.0%

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.

***Performance Measure 4:** 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Individuals successfully completing TCP	74.0%	70.0%	82.0%	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 reintegrate into the community in a guided job search to obtain gainful employment. After obtaining employment,



Transition Center

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

A decrease in work crew revenue is anticipated based on a reduction in sanction clients participating in work crews due to COVID-19 restrictions. The extent of the impact from COVID-19 restrictions in 2021 is uncertain at this time. Future client availability to populate work crews is also in question due to legislative changes surrounding the decriminalization of certain drug laws.

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. This past year, the Transition Center increased its contract to include two additional home confinement beds.

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 (37 percent) from the Community Corrections Act (CCA) and other Oregon Department of Corrections' programs (6 percent). Other funding streams include contracts completed by the clientele, including fighting fires (8 percent) and Justice Reinvestment Initiative funds (7 percent), as well as client fees (1 percent). The remaining 41 percent is from the County's General Fund.



Transition Center

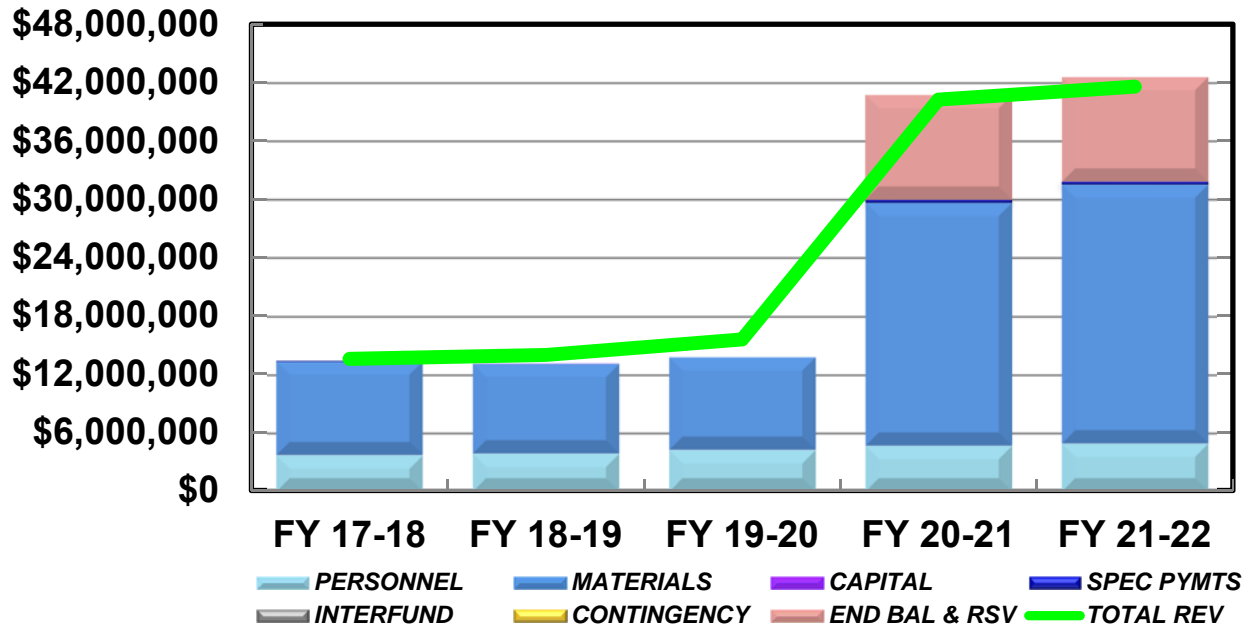
Program: 480104	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$2,868,520	\$3,123,019	\$2,765,059	\$2,736,193	\$2,964,620
Fees & Other Service Charges	\$398,238	\$693,535	\$406,234	\$388,500	\$306,750
All Other Resources	\$502	\$7	\$0	\$750	\$750
Interfund Transfers	\$344,443	\$353,086	\$330,070	\$320,000	\$250,000
Total	\$3,611,703	\$4,169,647	\$3,501,363	\$3,445,443	\$3,522,120
EXPENDITURES					
Personnel Services	\$3,254,358	\$3,296,676	\$3,287,229	\$4,189,594	\$4,361,044
Materials & Services	\$1,426,952	\$1,634,109	\$1,568,084	\$1,519,571	\$1,574,012
Capital Outlay	\$39,999	\$0	\$42,990	\$0	\$0
Interfund Transfers	\$0	\$0	\$51,883	\$0	\$0
Total	\$4,721,309	\$4,930,785	\$4,950,186	\$5,709,165	\$5,935,056
Full-Time Equivalent	45.50	48.46	42.49	42.99	42.94

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COUNTY ADMINISTRATION

2017-2018 TO 2021-2022

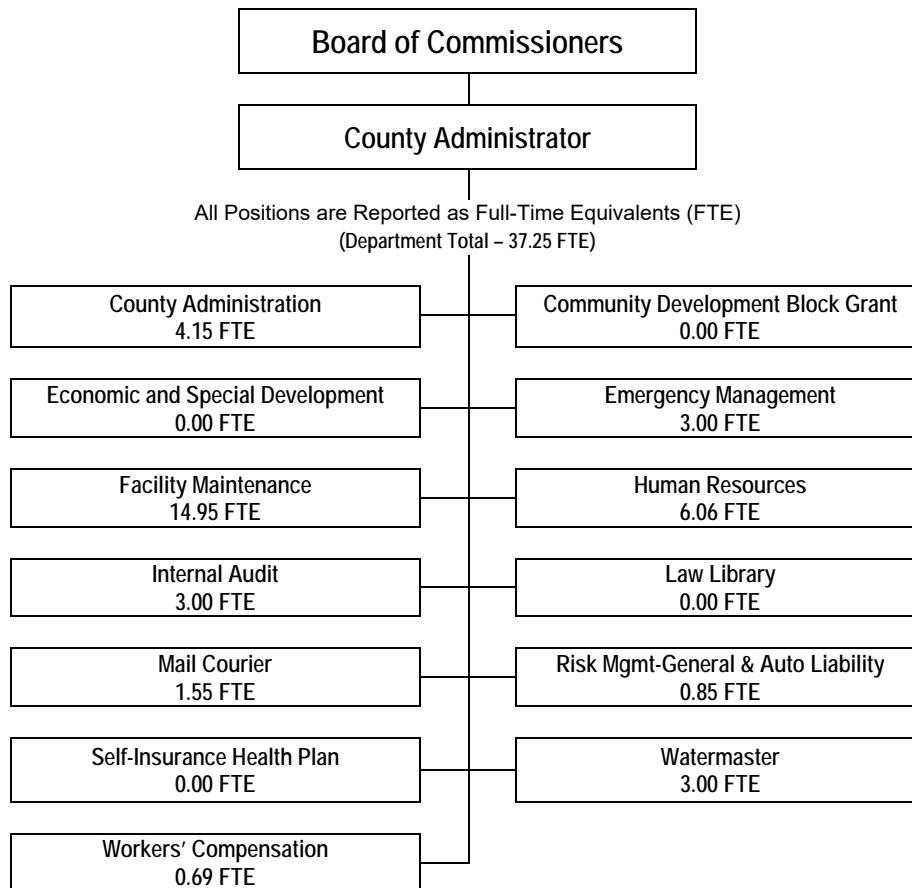


	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Adopted	FY 21-22 Adopted
PERSONNEL	\$3,697,499	\$3,859,729	\$4,235,858	\$4,665,227	\$4,893,923
MATERIALS	\$9,661,114	\$9,233,595	\$9,541,815	\$24,969,369	\$26,611,917
CAPITAL	\$0	\$28,969	\$9,270	\$0	\$0
SPEC PYMTS	\$79,374	\$26,713	\$0	\$310,000	\$310,000
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$15,000	\$0
END BAL & RSV	\$0	\$0	\$0	\$10,788,420	\$10,779,451
TOTAL EXP	\$13,437,987	\$13,149,006	\$13,786,943	\$40,748,016	\$42,595,291
TOTAL REV	\$13,544,481	\$13,950,936	\$15,548,168	\$40,243,301	\$41,571,127
FTEs	39.87	37.50	35.75	36.25	37.25

For FY 21-22, the decrease in Contingency is due to the completion of the Law Library remodel. Between FY 20-21 and FY 21-22, FTEs increased by 1.00 FTE for a new Program Manager II position to provide additional operational support in the Emergency Management Program. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between "Actual" and "Adopted" Budgeted Numbers located on page 15 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.

Department Objectives for Fiscal Year 2021-2022

- Internal Audit will provide independent and objective analysis, assurance, and information that enhances transparency and aids decision-makers in the management of County resources and operations.
- Local fires and the COVID-19 pandemic have added more pressure to the rising costs in construction and services, and the demand for labor and materials have been outpacing supply. For upcoming projects, Facility Maintenance will work hard to find qualified contractors to bid, to stay in budget, and to finish projects on time.

COUNTY ADMINISTRATION

- As contracted labor costs continue to rise, Facility Maintenance will prioritize utilizing in-house skilled labor to mitigate the cost gap whenever possible. To be able to do this, Facility Maintenance will continue with efforts to hire and retain skilled tradesmen and promote training whenever possible.
- Human Resources will complete the job classification and compensation study on all Jackson County Employees Association, Service Employees International Union (SEIU), job classifications.
- A review and update of procedures for determining minimum qualifications and reclassifications for job positions within the County will be done by Human Resources.
- A new hire survey will be created, and improvements to the terminated employee survey will be made, to improve the quality of data from employee feedback.
- An emphasis will be made on reducing the number of lost work days per workers' compensation claims through a focus on return-to-work options.
- The Watermaster's Office will continue to be proactive in interpreting water supply and forecast information so that Jackson County water managers have the necessary information to make decisions in times of water shortages. Staff will also continue to work with water users to promote water measurement and water use compliance.
- Staff from the Watermaster's Office will continue to partner with local groups to provide assistance in monitoring water sources that were impacted by local wildfires.

Department Accomplishments for Prior Year

- Internal Audit assisted the County's response to the COVID-19 pandemic and to the September 2020 wildfires.
- During fiscal year 2020-2021, Facility Maintenance expects to complete over 9,000 work tickets through the County, over 70 mid-year department-requested projects, and complete capital improvement projects totaling over \$2,000,000.
- Facility Maintenance continued to effectively maintain 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 delivered a number of major improvement projects, including a sizable Justice Building renovation project which included the remodel of one courtroom that, in turn, allowed for another courtroom to be added; this project was completed within budget estimates.
- Emergency operations, due to COVID-19 and the local wildfires, have received support from Facility Maintenance, including increased and repurposed custodial services to meet the new demands of COVID-19.
- The online employment application has been streamlined to improve applicant experience.
- Collective bargaining agreements have been secured with two of the County's unions.
- Expanded recognition of employees with tenure of 25 consecutive years or more with the County.
- A new tool and process, County Automated Acknowledgement Routing Tracking (CAART), has been launched to add automated tracking and report efficiencies on required task compliance.
- A countywide automated tool and process was launched for testing and ensuring bilingual competence of those employees who must communicate in a second language.
- In fiscal year 2020-2021, staff from the Watermaster's Office met with irrigation associations to discuss water delivery practices to promote responsible water management; met contractual obligations, and provided reliable water records within the Rogue River Basin Streamgaging Network despite the challenges of COVID-19 and the local wildfires; and embraced a new virtual world of meetings and trainings, in addition to the creation of a new database system to allow staff to work remotely while still maintaining a high level of efficiency.
- The online complaint database was improved to allow all staff in the Watermaster's Office to seamlessly view and work records together to reduce and mediate water use complaints among landowners.
- The Watermaster's Office worked with water users to help identify resources that were made available due to the 2020 drought declaration, and also to promote the water measurement of surface and groundwater sources.
- Jackson County was awarded the Government Finance Officers Association's prestigious "distinguished budget presentation" award for fiscal year 2020-2021 and the distinguished financial reporting award for fiscal year 2019-2020.



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.

Strategic Goals

Department Goal: Provide expert management of the County by ensuring organizational effectiveness; communicating the County's mission, goals, objectives, and programmatic initiatives to the public and employees; preparation and oversight of the annual County budget; and managing the County's capital projects. Supporting the achievement of all 12 County Strategic Goals.

The strategic goals are as follows:

To 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.

To 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.

To 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.

To 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.

To 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. The ongoing COVID-19 pandemic will impact the County's budget overall and County Administration will be closely monitoring State and Federal funding. County Administration will continue to oversee the revitalization of the County as a result of the September 2020 fires. County Administration is also working toward a resolution of jail overcrowding.



County Administration

Financial Condition

County Administration is a Central Services program that is funded by interfund transfers. Approximately 43.84 percent of the charges are to the County's General Fund.

Program: 080101	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$39,998	\$0	\$0
Fees & Other Service Charges	\$8,772	\$1,452	\$1,074	\$2,300	\$2,300
Interfund Transfers	\$836,776	\$978,360	\$1,012,204	\$1,057,586	\$1,065,035
Total	\$845,548	\$979,812	\$1,053,276	\$1,059,886	\$1,067,335
EXPENDITURES					
Personnel Services	\$869,942	\$906,984	\$1,033,119	\$991,657	\$994,199
Materials & Services	\$46,047	\$37,121	\$32,563	\$68,229	\$73,136
Total	\$915,989	\$944,105	\$1,065,682	\$1,059,886	\$1,067,335
Full-Time Equivalent	4.80	4.15	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 opportunities, and for housing and suitable living environments for persons of low- and moderate-incomes. Projects are undertaken with non-entitlement areas of the County and local cities that do not received direct funding from the US Department of Housing and Urban Development.

Strategic Goals and Measures

Department Goal: Provide efficient services to associated non-profits so they can, in turn, be effective in the execution of grant activities that support low- and moderate-income individuals. This involves being timely, accurate, consistent, and thorough in grant administration activities. Supporting the achievement of County Strategic Goals 1, 3, and 4.

County Administration serves as the grant administrator for housing and economic-related CDBG funds awarded to Jackson County from the State of Oregon. The State CDBG program provides grants through a competitive application process and requires the County to work with a non-profit organization to fulfill grant activities. The non-profit(s) is a subrecipient of the grant(s) and is 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. Examples of grant rehabilitation projects for homeowners are: replacing failed septic systems, repairing leaking roofs, replacing broken heating systems, and updating homes for individuals with disabilities.

Significant Issues in the Year Ahead

When eligible for funding in the years ahead, the County and local non-profits will continue to participate in, and apply for, CDBG 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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$79,374	\$26,713	\$0	\$310,000	\$310,000
Total	\$79,374	\$26,713	\$0	\$310,000	\$310,000
EXPENDITURES					
Special Payments	\$79,374	\$26,713	\$0	\$310,000	\$310,000
Total	\$79,374	\$26,713	\$0	\$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 supports regional partnerships, provides administration for the Taylor Grazing Fees, and provides staff support for the Community Development Block Grant Program.

Strategic Goals and Measures

Department Goal: Provide economic opportunities for citizens through the support of regional partnerships in Jackson County. Supporting the achievement of County Strategic Goals 3, 4, 5, 10, and 12.

Performance Measure 1: Identify and provide financial assistance for programs that provide economic development, cultural awareness, natural resources education, and agricultural development.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Total contributions made according to revised budget	51%	74%	91%	100%	99%

During fiscal year 2020-2021, the County received two matching grants from the State of Oregon through its Business Development Department along with Coronavirus Aid, Relief, and Economic Security (CARES) Act funding directly from the State to assist local businesses negatively impacted by the COVID-19 pandemic.

For fiscal year 2021-2022, the County will continue to partner with Rogue Valley Council of Governments (RVCOG) and Southern Oregon Regional Economic Development, Inc. (SORED) on several programs. RVCOG provides 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 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 Metropolitan Planning Organization, a Federally-mandated transportation policy-making organization made up of representatives from local governments and governmental transportation authorities. SORED provides education and guidance for businesses that will assist in the creation of sustainable jobs and a diverse economy in Southern Oregon.

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

Significant Issues in the Year Ahead

The region's economy has been diversifying from its traditional timber products foundation. Over the past few years, the region had seen an increase in medical and retail businesses. The COVID-19 pandemic has negatively impacted many businesses. The County will continue to work with regional partnerships to assist with, and encourage, economic development in the area.



Economic and Special Development

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 84 percent by the County's General Fund, with the remaining 16 percent dedicated to land improvements as part of the Taylor Grazing fees.

Program: 080302	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$0	\$500	\$500
Total	\$0	\$0	\$0	\$500	\$500
EXPENDITURES					
Materials & Services	\$128,203	\$213,789	\$85,083	\$122,229	\$447,537
Total	\$128,203	\$213,789	\$85,083	\$122,229	\$447,537
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).

Strategic Goals and Measures

Department Goal: Protect the safety of Jackson County citizens through community preparedness, education, and coordinated EOC. Supporting the achievement of County Strategic Goals 1, 4, 10, and 12.

Performance Measure 1: Promote coordinated disaster responses by maintaining an effective EOC, educating emergency responders about updated National Incident Management System (NIMS) compliance, and holding multi-agency disaster exercises.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Multi-agency disaster trainings held	3	3	2	3	4
Critical agencies participating in exercises	80%	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.

Performance Measure 2: 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.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Community, organization, and conference preparedness presentations	n/a*	2	20	12	15

*New measurement; data not available.

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.

Performance Measure 3: Improve emergency communications with the public and other agencies during emergencies.



Emergency Management

<i>Outcome(s)</i>	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Population enrolled in "Citizen Alert" system	20,000*	34,485*	38,000*	41,800*	45,500*
Increase in population enrolled	7%	53%	9%	10%	9%

*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

Jackson County and local cities have begun the recovery and rebuilding process in the areas affected by the September 2020 wildfires. Emergency Management will continue with inter-agency collaborations and public-private partnerships to assist in the recovery and rebuilding efforts.

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. Generally, this Program receives approximately \$120,000 in Emergency Management Performance Grant (EMPG) funds to offset program costs.

The Emergency Management Program receives approximately 22 percent of its funding from grants, 11 percent from Title III funds, and the remaining 67 percent is funded from the County's General Fund.



Emergency Management

Program: 080301	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$101,623	\$90,000	\$68,751	\$183,297	\$123,868
Fees & Other Service Charges	\$1,298	\$0	\$0	\$60,021	\$60,021
Total	\$102,921	\$90,000	\$68,751	\$243,318	\$183,889
EXPENDITURES					
Personnel Services	\$117,954	\$87,869	\$137,302	\$249,177	\$406,914
Materials & Services	\$63,835	\$103,139	\$123,625	\$174,728	\$142,595
Total	\$181,789	\$191,008	\$260,927	\$423,905	\$549,509
Full-Time Equivalent	1.67	1.50	1.50	2.00	3.00

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). Custodial, contract procurement, remodels, and new construction are managed within this Program.

Strategic Goals and Measures

Department Goal: Maintain County-owned and leased 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. Provide construction management/contract procurement to ensure projects adhere to construction specifications/building codes, and that they are completed on schedule and within budget; during design, the use of energy and environmentally efficient methods, materials, and with products best suited for the longevity of the building, are a priority. Manage and administer the custodial contract to ensure that County buildings are cleaned on schedule, as per cleaning specifications; this provides a clean and safe environment for customers and employees. Supporting the achievement of County Strategic Goals 1, 2, 4, 5, 9, and 10.

Performance Measure 1: Through the use of in-house labor, training, and careful planning, the Facility Maintenance Program controls the costs of materials and outside services.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Annual maintenance costs per square foot	\$2.16	\$2.26	\$2.52	\$2.65	\$2.68

Performance Measure 2: Provide oversight of County projects from inception to completion.

The Facility Maintenance Project Manager oversees, and is involved with, County projects. This includes design, budget approval, contract procurement, construction oversight, review and approval of submittals, change orders, and close out of projects. As a result of this high level of involvement, Facility Maintenance has been able to consistently save time, money, and materials throughout the projects. Numerous projects are designed and delivered in-house to control costs and stakeholder satisfaction.

The County, when appropriate, 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.

Performance Measure 3: Manage and administer the custodial contract to ensure that County buildings are cleaned on schedule as per cleaning specifications.

Facility Maintenance manages the County's custodial contract to oversee quality and minimize customer complaints. With the onset of the COVID-19 pandemic, cleaning and sanitation are of utmost importance. 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.

Facility Maintenance

Significant Issues in the Year Ahead

The local construction and contractor service industry has experienced a labor shortfall, and an increase in costs over the years. With the Alameda and South Obenchain Fires in September 2020, and the restrictions of COVID-19, these industries will continue to be stressed and will present challenges for County projects in the coming year.

Financial Condition

Facility Maintenance is a Central Services program that is funded by interfund transfers. Approximately 80.75 percent of the charges are to the County's General Fund.

Program: 080103	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$820,652	\$627,941	\$673,317	\$611,916	\$578,050
Fees & Other Service Charges	\$1,673	\$1,550	\$1,653	\$0	\$0
Interfund Transfers	\$3,070,258	\$2,840,133	\$2,943,235	\$3,566,609	\$3,789,740
Total	\$3,892,583	\$3,469,624	\$3,618,205	\$4,178,525	\$4,367,790
EXPENDITURES					
Personnel Services	\$1,127,749	\$1,225,224	\$1,314,711	\$1,511,608	\$1,550,061
Materials & Services	\$2,785,777	\$2,211,580	\$2,157,868	\$2,666,917	\$2,817,729
Capital Outlay	\$0	\$18,439	\$0	\$0	\$0
Total	\$3,913,526	\$3,455,243	\$3,472,579	\$4,178,525	\$4,367,790
Full-Time Equivalent	15.90	14.90	14.90	14.95	14.95



Human Resources

Program Purpose

Human Resources is a team of professionals in the County Administrator's Office (CAO) that support all County departments in recruitment and selection, new hire onboarding, personnel action administration, classification and compensation, labor relations and negotiations, performance management, employee training and development, and employee benefit administration. Human Resources responds to inquiries from the public upon request.

Strategic Goals and Measures

Department Goal: Focus on qualified applicant pools, employee engagement, and efficiencies in processes to improve the applicant experience and employee productivity. Supporting the achievement of County Strategic Goals 2, 9, and 10.

Performance Measure 1: To increase the number of qualified applicants for regular job openings.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Applications that passed minimum qualifications and forwarded to hiring managers	n/a*	45%	39%	42%	42%
Of disqualified applications, percentage that were not completed correctly	n/a*	15%	10%	10%	12%
Total applications received	5,891	7,972	5,263	6,100	6,307

*New measurement; data not available.

Applicant data is for regular employee job openings and does not include postings for extra help jobs. For projected fiscal year 2021-2022, a three-year or four-year average was used depending on data available.

The percentage of applications that passed minimum qualifications dropped slightly from the prior fiscal year, with the percentage of applications that were not completed correctly improving slightly. Human Resources will continue to work closely with the special advisory group of hiring managers to simplify instructions for applicants on how to complete the application, and streamline the online application to less pages. Minimum qualifications for job classifications, and procedures for determining applicant qualifications, will be reviewed and updated, as appropriate.

Performance Measure 2: To expand efficiencies for implementing and tracking compliance requirements through the use of the automated tool, County Automated Acknowledgement Routing Tracking (CAART).

Human Resources will implement a more regular cycle for reviewing all countywide personnel-related policies and will encourage departments to use CAART for department-specific policies and procedures.

Performance Measure 3: To better understand employee needs and concerns through feedback opportunities.



Human Resources

<i>Outcome(s)</i>	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Regular employees who terminated*	n/a**	12%	13%	13%	13%
Terminated* employees with five years or less tenure	n/a**	68%	68%	70%	69%
Employees who terminated for better opportunity or were dissatisfied	n/a**	38%	48%	50%	45%

*Voluntarily or involuntarily.

**New measurement; no data available.

For projected fiscal year 2021-2022, a three-year average was used. The outcome data indicates where to focus efforts to better understand employee needs and concerns, and improve their experiences at the County. A new hire follow-up survey will be created, and the exit interview form will be improved and automated to better capture, measure, and analyze respective feedback from employees. The Service Employees International Union (SEIU)/Management Joint Committee will continue regular discussions on operational, non-bargaining-related topics of mutual interest and concern. Another committee with management and SEIU employees will be launched to discuss needs and quality of services received related to their employee benefits and total wellness program. The County will complete a job classification and compensation study on SEIU job classifications, and will conduct discussions and solicit feedback from department management and employees, as appropriate.

Significant Issues in the Year Ahead

The full impact of the COVID-19 pandemic on securing qualified applicants for County job openings and retaining the talent needed for delivering County services remains unknown. In the year ahead, the County will begin preparation for bargaining with the unions of three different employee groups.

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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$46,035	\$0	\$0
Fees & Other Service Charges	\$3,616	\$1,190	\$1,101	\$0	\$0
All Other Resources	\$0	\$2	\$0	\$0	\$0
Interfund Transfers	\$695,636	\$782,859	\$980,695	\$1,060,102	\$1,083,055
Total	\$699,252	\$784,051	\$1,027,831	\$1,060,102	\$1,083,055
EXPENDITURES					
Personnel Services	\$540,465	\$747,906	\$794,691	\$835,855	\$852,719
Materials & Services	\$148,057	\$146,183	\$99,774	\$224,247	\$230,336
Total	\$688,522	\$894,089	\$894,465	\$1,060,102	\$1,083,055
Full-Time Equivalent	5.92	6.40	6.40	6.01	6.06



Internal Audit

Program Purpose

The Internal Audit Program facilitates continual improvements in County operations and outcomes by conducting audits and performing other analytical work that prevents and detects fraud, waste, and abuse; verifies compliance with statutory, grant-imposed, policy, and other requirements; and helps to improve the efficiency and effectiveness of County operations.

Strategic Goals and Measures

Department Goal: Interact with departments in a positive and constructive manner to achieve a cooperative approach to continual process improvement efforts. Supporting the achievement of County Strategic Goals 2, 9, 10, and 12.

Performance Measure 1: Departments audited and/or collaborated with on non-audit projects or projects of medium to large size.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Departments audited and/or collaborated with on medium to large projects	50%	63%	56%	50%	50%

The COVID-19 pandemic and the Alameda and South Obenchain Fires of September 2020 impacted all County operations, including Internal Audit's ability to conduct audits. Additionally, audit staff time was partially re-assigned to COVID-19 and fire-related activities.

Significant Issues in the Year Ahead

The economic impact resulting from the pandemic is unknown as of this writing, but can be expected to impact County revenue and, in turn, operations. Major operational changes, should they occur, will play a large role in determining future audit schedules.

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 41 percent of the charges are to the County's General Fund.

Internal Audit

Program: 080102	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$34,072	\$0	\$0
Interfund Transfers	\$498,767	\$598,056	\$577,448	\$620,269	\$633,511
Total	\$498,767	\$598,056	\$611,520	\$620,269	\$633,511
EXPENDITURES					
Personnel Services	\$433,331	\$448,449	\$480,901	\$500,701	\$509,446
Materials & Services	\$111,189	\$104,873	\$110,276	\$119,568	\$124,065
Total	\$544,520	\$553,322	\$591,177	\$620,269	\$633,511
Full-Time Equivalent	3.05	3.00	3.00	3.00	3.00



Law Library

Program Purpose

The Law Library provides various research options for individuals who need to research Federal, State, and local laws within the funding amounts allocated by the State of Oregon Judicial Department.

Strategic Goals and Measures

Department Goal: Encourage citizen access to the legal system in Jackson County by providing legal research materials for litigants, attorneys, judges, and the general public. Supporting the achievement of County Strategic Goals 2, 4, and 10.

Performance Measure 1: Within the financial resources available, provide free access to a collection of materials needed by citizens, lawyers, and judges to answer their legal research questions.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Expenditures for collection	\$114,918	\$115,735	\$120,712	\$126,300	\$114,200
Collection purchases made according to the adopted budget	101.70%	98.08%	97.11%	91.77%	100.00%

The Law Library continues to provide a vital service to the public, litigants, attorneys, and judges by purchasing and maintaining legal materials that cannot be found for free online. The research collection includes technical legal documents for attorneys, and self-help guides and materials for pro se litigants through web-based access and printed publications. Due to the ongoing COVID-19 pandemic and reduced State revenues during fiscal year 2020-2021, Senate Bill 5723 reduced the Law Library appropriation to the Oregon Judicial Department. As a result, the Jackson County Law Library received a 25 percent reduction in State revenue for fiscal year 2020-2021. The Law Library will be entering new subscription contracts for fiscal year 2021-2022 with the focus on increasing computer workstations with online subscriptions that provide the most current legal research available. Computer workstations also provide basic word processing and spreadsheet software programs for patrons to utilize. Additional research materials, not available through the reduced contracted rates, are purchased separately as updates become available.

Performance Measure 2: Increase Law Library patron usage, and provide assistance to self-represented individuals through the Jackson County Circuit Court Facilitation Program.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Average cost for facilitation services per individual served	n/a*	n/a*	n/a*	\$32.96	\$27.89

*New measurement; data not available.

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 within the Justice Building (where the State Courts are located), thereby allowing self-represented individuals direct access to legal research materials while utilizing facilitation services.



Law Library

Facilitation contact includes phone calls, emails, and in-person assistance. The average cost per contact is anticipated to decrease in fiscal year 2021-2022 as State-imposed COVID-19 restrictions are lifted and more individuals seek assistance through the Law Library and facilitation services.

Significant Issues in the Year Ahead

The Law Library Program will closely monitor any potential funding restrictions due to reduced State revenues from the COVID-19 pandemic. Non-subscription collection purchases will be delayed, slightly, until the annual State payment is made in August 2021 and revenues for the fiscal year are known.

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 available through less expensive online services. These changes will reduce reliance upon the fund balance to support operations. The majority of Law Library revenues come from the Oregon Judicial Department based on the civil filing fees from the Jackson County Circuit Court. The remaining revenue is generated interest on the fund balance. The Law Library Program receives no General Fund support.

Program: 080601	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Fees & Other Service Charges	\$208,983	\$208,579	\$202,196	\$202,196	\$200,000
All Other Resources	\$1,936	\$5,708	\$6,457	\$1,000	\$500
Fund Balance	\$0	\$0	\$0	\$63,060	\$30,520
Total	\$210,919	\$214,287	\$208,653	\$266,256	\$231,020
EXPENDITURES					
Personnel Services	\$85,367	\$6,245	\$0	\$0	\$0
Materials & Services	\$168,694	\$178,638	\$244,031	\$211,100	\$200,500
Contingency	\$0	\$0	\$0	\$15,000	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$40,156	\$30,520
Total	\$254,061	\$184,883	\$244,031	\$266,256	\$231,020
Full-Time Equivalent	1.05	0.80	0.00	0.00	0.00



Mail Courier

Program Purpose

To provide services to County departments in order to meet their distribution, delivery, and communication needs.

Strategic Goals and Measures

Department Goal: Provide efficient services to County departments and programs. Supporting the achievement of County Strategic Goals 9 and 10.

Performance Measure 1: Provide cost effective delivery services for County staff and programs.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Average cost of service per delivery day	\$223.64	\$238.85	\$240.86	\$273.13	\$273.24
Average cost of processing letters and packages per work day	\$243.77	\$252.53	\$253.49	\$291.98	\$292.14

The Mail Courier Program operates with 1.50 full-time equivalent positions. Costs associated with picking up and delivering mail and interoffice envelopes between County locations include staff time, vehicle expenses, and supplies. Costs associated with processing outgoing mail and packages includes postage meter maintenance and supplies, and monthly service charges for non-United States Postal Service pick-up and delivery services. Expected and projected costs are anticipated to increase slightly due to increases in salaries and postage meter maintenance.

Significant Issues in the Year Ahead

Courier staff and management continually examine routes and practices to ensure efficiency of the County's mail room services. The postage meter machine is approaching the end of its useful life; staff will continue to monitor the maintenance and repair costs associated with this machine.

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.

The Mail Courier Program 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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Interfund Transfers	\$116,604	\$121,294	\$128,590	\$141,287	\$141,910
Total	\$116,604	\$121,294	\$128,590	\$141,287	\$141,910
EXPENDITURES					
Personnel Services	\$93,530	\$99,674	\$104,002	\$116,888	\$117,877
Materials & Services	\$23,790	\$23,172	\$19,587	\$24,399	\$24,033
Total	\$117,320	\$122,846	\$123,589	\$141,287	\$141,910
Full-Time Equivalent	1.55	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.

Strategic Goals and Measures

Department Goal: Effectively manage the Program by implementing transfer of risk strategies through County processes, the use of Third-Party Administrators, and insurance coverage purchases to protect the County. Supporting the achievement of County Strategic Goals 4 and 10.

Performance Measure 1: Secure a variety of cost-effective insurance coverages to offset the risk of County operations and services.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Change in costs of all insurance policy coverages	0.7%	5.7%	3.3%	9.8%	1.0%
Change of excess general liability insurance coverage cost	-1.6%	0.0%	3.0%	18.6%	1.0%

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.

Performance Measure 2: Effectively manage the Program by resolving all claims efficiently and fairly, while minimizing costs to the departments. Process claims promptly and accurately, and represent the County's interest in approving, denying, or settling claims.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Average risk management chargeback cost per regular employee	n/a*	\$2,501	\$2,331	\$2,063	\$2,315

*New measurement; data not available.

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 2020-2021 to project for adequate and stable reserve funding, as well as cost allocation distributions through fiscal year



Risk Management-General and Auto Liability

2022-2023. The next actuarial valuation will be completed during fiscal year 2022-2023 for budget years 2023-2024 and 2024-2025.

Financial Condition

The Risk Management-General and Auto Liability Fund remains in sound financial condition. Insurance policy premiums are expected to increase in future years 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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$845	\$552	\$4,140	\$0	\$0
All Other Resources	\$81,930	\$285,869	\$266,763	\$206,010	\$80,000
Interfund Transfers	\$2,097,229	\$2,026,878	\$1,909,353	\$1,724,287	\$1,919,219
Fund Balance	\$0	\$0	\$0	\$7,875,621	\$8,151,831
Total	\$2,180,004	\$2,313,299	\$2,180,256	\$9,805,918	\$10,151,050
EXPENDITURES					
Personnel Services	\$234,609	\$113,645	\$120,742	\$120,988	\$122,040
Materials & Services	\$2,215,641	\$1,052,772	\$1,447,404	\$2,770,536	\$2,705,179
Ending Balance and Reserves	\$0	\$0	\$0	\$6,914,394	\$7,323,831
Total	\$2,450,250	\$1,166,417	\$1,568,146	\$9,805,918	\$10,151,050
Full-Time Equivalent	2.93	1.85	0.90	0.85	0.85

Self-Insurance Health Plan

Program Purpose

The Self-Insurance Health Plan Program covers the Jackson County Service Employees International Union (SEIU) and the non-represented employee groups. This Program pays medical, prescription, dental, and vision claims through self-insurance, in addition to the employer-sponsored medical Wellness Center. Risk Management administers the County's program for the in-house Jackson County Health Plan.

Strategic Goals and Measures

Department Goal: Manage the rising health care costs of providing employees with a quality health care plan. Supporting the achievement of County Strategic Goals 9 and 10.

Performance Measure 1: Manage health care claims to a level that maintains an aggregate loss ratio of less than 90 percent.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Health care claims loss ratio	79.8%	91.6%	97.3%	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. Encourage employees to utilize the County's employer-sponsored Wellness Center.

Performance Measure 2: Manage prescription claims to a level not to exceed 25 percent of the Self-Insurance Health Plan's medical claims.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Prescription claims	20.8%	23.8%	18.9%	20.0%	20.0%

Further promote utilization of the County's 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.

Performance Measure 3: Manage total plan premium costs to not increase by more than 10 percent each plan year.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Change in health insurance premium	6.8%	3.1%	3.9%	6.0%	6.0%



Self-Insurance Health Plan

In fiscal year 2008-2009, the County became self-insured under the Jackson County Health Plan; and in fiscal year 2020-2021, SEIU joined the 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. The County purchased an excess Stop Loss insurance policy for large claims.

Significant Issues in the Year Ahead

In April 2019, the County's employer-sponsored Wellness Center changed vendors. For fiscal year 2021-2022, 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 one other participating self-insured company with the capacity to obtain a second self-insured partner. With this partnership in place, the County's operational and overhead expenses are reduced.

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.

Program: 080401	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Fees & Other Service Charges	\$16,281	\$16,938	\$208	\$4,446	\$3,371
All Other Resources	\$16,232	\$63,462	\$59,409	\$50,000	\$70,840
Interfund Transfers	\$3,969,092	\$4,175,080	\$5,612,537	\$15,161,666	\$14,983,016
Fund Balance	\$0	\$0	\$0	\$3,040,612	\$3,902,200
Total	\$4,001,605	\$4,255,480	\$5,672,154	\$18,256,724	\$18,959,427
EXPENDITURES					
Materials & Services	\$3,216,935	\$4,445,223	\$4,445,873	\$17,147,516	\$18,253,720
Ending Balance and Reserves	\$0	\$0	\$0	\$1,109,208	\$705,707
Total	\$3,216,935	\$4,445,223	\$4,445,873	\$18,256,724	\$18,959,427
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. Watermaster Program staff will continue to provide education and outreach to local educators, agency partners, and stakeholders to promote sustainability and water supplies for the future.

Strategic Goals and Measures

Department Goal: Provide efficient customer services, promote responsible water management, monitor and record water supply, and assure sufficient and sustainable water supplies are available to meet current and future needs. Supporting the achievement of County Strategic Goals 1, 2, 4, 5, 7, 9, 10, 11, and 12.

Performance Measure 1: Perform stream flow measurements and record flow measurement data 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 and for in-stream water rights that protect habitat for fish in streams that have been identified as critical habitat for endangered fish species.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Stream flow measurements made	460	410	440	420	420
Stream flow measurements made per full-time equivalent (FTE) position	184	137	200	120	120
Flow measurement data processed on average five days or less	86%	79%	32%	85%	85%

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, predicting trends, and water distribution. The data that is collected is made available to the public for education and recreation, such as boating, fishing, and swimming. During fiscal year 2019-2020, the Program had a vacant position which resulted in an increase in measurements made per FTE, but also increased processing time. The reason for the increase was due to obstacles that arose because of infrastructure issues introduced by COVID-19 restrictions.

Performance Measure 2: Inspect water storage facilities that are expected to meet the safety hazard rating requirements in Jackson County.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Storage facilities inspected annually	95%	93%	93%	100%	100%



Watermaster

The Watermaster Program partners with local irrigation districts and the Army Corps of Engineers to protect the safety of Jackson County citizens during high flow events by monitoring and regulating winter water storage. State law requires storage facilities to be inspected annually, dependent upon the safety hazard rating requirement, 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 2019. Staff was denied access to two of the reservoirs and they were not inspected; these sites will be added to the list needing inspection next fiscal year.

Performance Measure 3: Promote the economic development land, maintain public records, and process water right research requests within 10 business days.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Water right research completed within 10 business days	71%	64%	65%	65%	85%

The proof of a legal source of water to obtain a license for growing commercial marijuana and hemp have increased the need for water right research requests from the public. Although there was a 13 percent increase in research from fiscal year 2018-2019, staff was able to complete the research in less time. Water right research can be complicated and may require records from the Oregon Water Resources Department, or access archived files. The Watermaster Program maintains set office hours Monday through Friday providing customer service, research on water rights, and well log information for properties.

Performance Measure 4: Investigate water use complaints within four days.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Water use complaints investigated within four days or less	83%	82%	60%	70%	85%

The Watermaster Program serves all citizens fairly by responding to complaints relating to water use. The need for proof of a legal water source to obtain a license for growing commercial marijuana and hemp has increased awareness among the public, causing complaints to increase. Although there was a vacant position for six months during fiscal year 2019-2020, which increased the amount of time to investigate complaints, all complaints have been investigated.

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 is at 88 percent of average, and precipitation is at 73 percent of average. 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 marijuana and hemp production continue to impact workload and the number of calls, complaints, new water right application requests, and water right researches.



Watermaster

Financial Condition

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 Program continues to pursue 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.

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.

Program: 080305	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$163,705	\$167,551	\$190,057	\$190,605	\$196,554
Fees & Other Service Charges	\$5,248	\$2,764	\$3,299	\$3,529	\$1,849
Total	\$168,953	\$170,315	\$193,356	\$194,134	\$198,403
EXPENDITURES					
Personnel Services	\$194,552	\$189,738	\$176,237	\$238,896	\$244,103
Materials & Services	\$116,552	\$117,308	\$121,849	\$157,637	\$165,807
Capital Outlay	\$0	\$10,530	\$9,270	\$0	\$0
Total	\$311,104	\$317,576	\$307,356	\$396,533	\$409,910
Full-Time Equivalent	3.00	3.00	3.00	3.00	3.00



Workers' Compensation

Program Purpose

The Workers' Compensation Program is administered by Human Resources and provides claims management and return-to-work assistance to departments and employees. In partnership with a contracted Third-Party Administrator and Agent-of-Record, the Program provides loss control functions through self-insurance and loss financing to all County operations. 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.

Strategic Goals and Measures

Department Goal: Focus the Workers' Compensation Program on monitoring injuries and claims, and encouraging modified duty whenever possible for an earlier return-to-work of insured workers. Supporting the achievement of County Strategic Goals 9 and 10.

Performance Measure 1: Enhance reporting for monitoring injuries, workers' compensation claims, and trends.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Percentage of employees who filed workers' compensation claims	6.7%	4.0%	4.7%	5.4%	5.2%
Percentage of employees who filed incident reports	n/a*	n/a*	27.1%	30.2%	29.6%
Total workforce (regular employees and extra help)	985	1,312	1,206	1,080	1,145

*New measurement; data not available.

For projected fiscal year 2021-2022, a four-year average was used. Actual fiscal year numbers may be updated and different from prior year annual budget numbers to adjust for, and reflect, ongoing claim activity that span across more than one fiscal year.

The percentage of employees who filed workers' compensation claims remained steady in comparison to the prior fiscal year. Human Resources will continue to partner with Information Technology to develop a dashboard report to enable real-time incident tracking, and on those incidents that result in the filing of an 801 Form (indicator of potential workers' compensation claim). Dashboard reports will be available for County and department management and safety committees.

Fiscal year 2019-2020 was the first full year of automated data available on incident reports through the new automated system. All workers' compensation claims have a corresponding incident report. Incident reports are also generated any time that an incident of any kind takes place on County property, regardless if an employee was involved.

For the duration of the COVID-19 pandemic, the County will continue to use and refine the incident tracking system for meeting the Oregon Occupational Safety and Health Association (OSHA) requirement for investigating whether an employee's COVID-19 infection was work or personal related. The investigation reports will be attached to an incident report in the automated system. Employees who test positive for COVID-19 may file a workers' compensation claim at their discretion if they feel they were infected at the workplace.

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

Performance Measure 2: Reduce the number of lost work days per workers' compensation claim by encouraging opportunities for modified duty days and/or early return-to-work options.



Workers' Compensation

<i>Outcome(s)</i>	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Lost days per claim	28.9	24.2	3.5	12.7	17.3
Modified duty days per claim	37.9	25.6	38.4	20.2	30.5

For projected fiscal year 2021-2022, a four-year average was used. While fiscal year 2019-2020 had lower days per claim than prior fiscal years, it was considered an anomaly year due to an unusual circumstance. The Human Resources' Program Coordinator, who administers the County's Workers' Compensation Program, will update training and information content to include more specific guidance for determining modified duty and early return-to-work options. Enhanced content will be in the countywide New Hire Orientation, the New Manager Program, and the Supervisor Toolkit. A report will be created in the incident report system for analysis on themes on the types of incidents that lead to lost days, and which departments tend to have these particular types of incidents. Monthly tips on how to minimize these types of injuries will be posted on the County's internal website, and will be discussed in Countywide and department safety committee meetings.

Significant Issues in the Year Ahead

It remains unknown whether the COVID-19 pandemic will have a significant impact on workers' compensations claims through the spread of infection in the workplace. Based on an actuarial valuation of the County's Workers' Compensation Program, a cost allocation distribution was made for fiscal year 2021-2022 to ensure adequate funding from which to pay for claims. The County also maintains an excess coverage insurance policy from which large claims over a certain threshold will be covered.

Financial Condition

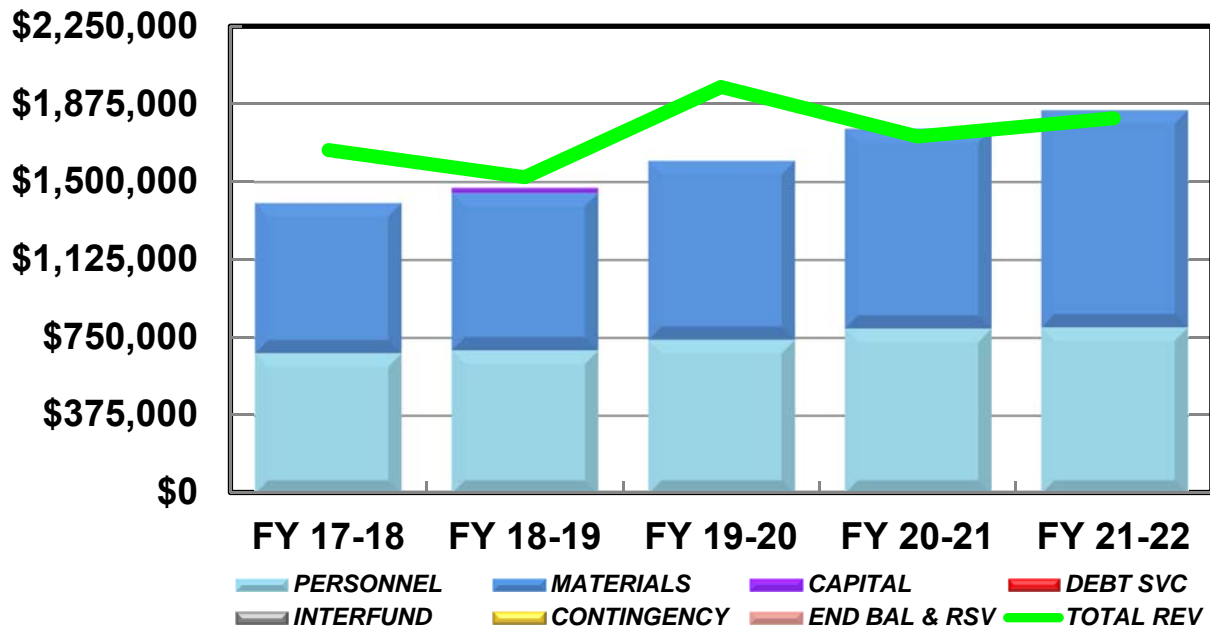
The County's Workers' Compensation Fund remains in sound financial condition. For fiscal year 2021-2022, chargebacks to departments will reflect the recommended reserve funding as outlined in the fiscal year 2020-2021 actuarial valuation. This budget is based on the County forecast of a continued 75 percent confidence level for workers' compensation claims. This Program is funded by charges to the County's General and Operating Funds.

Workers' Compensation

Program: 080501	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$35,294	\$66,075	\$50,950	\$0	\$0
All Other Resources	\$38,215	\$139,754	\$125,415	\$107,500	\$27,100
Interfund Transfers	\$674,443	\$722,176	\$609,208	\$656,220	\$721,744
Fund Balance	\$0	\$0	\$0	\$3,342,662	\$3,494,393
Total	\$747,952	\$928,005	\$785,573	\$4,106,382	\$4,243,237
EXPENDITURES					
Personnel Services	\$0	\$33,995	\$74,154	\$99,457	\$96,564
Materials & Services	\$636,393	\$599,797	\$653,883	\$1,282,263	\$1,427,280
Ending Balance and Reserves	\$0	\$0	\$0	\$2,724,662	\$2,719,393
Total	\$636,393	\$633,792	\$728,037	\$4,106,382	\$4,243,237
Full-Time Equivalent	0.00	0.35	0.35	0.74	0.69

COUNTY CLERK

2017-2018 TO 2021-2022

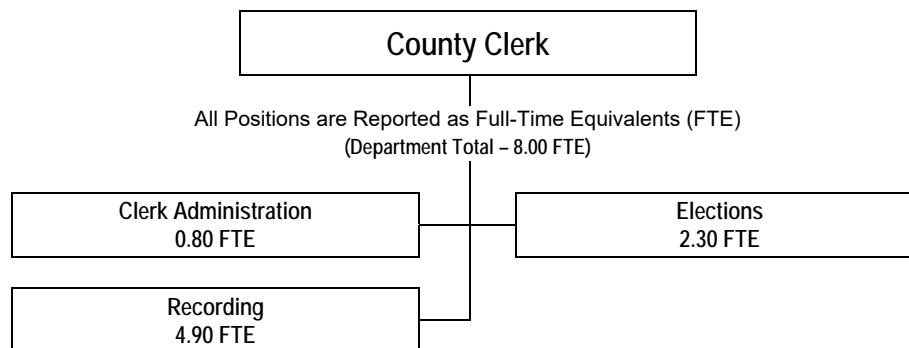


	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Adopted	FY 21-22 Adopted
PERSONNEL	\$673,086	\$686,837	\$738,128	\$792,275	\$798,577
MATERIALS	\$723,905	\$760,208	\$862,722	\$962,637	\$1,045,709
CAPITAL	\$0	\$23,118	\$0	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$1,396,991	\$1,470,163	\$1,600,850	\$1,754,912	\$1,844,286
TOTAL REV	\$1,652,041	\$1,521,403	\$1,956,875	\$1,718,130	\$1,806,131
FTEs	8.00	8.00	8.00	8.00	8.00

Between FY 20-21 and FY 21-22, there are no major changes to this budget and 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 15 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.

Department Objectives for Fiscal Year 2021-2022

- Conduct two to four regularly scheduled elections which will include a Special Election in November 2021; a Mid-Term Primary Election in May 2021 with filings that will include State and local measures, candidates for Congress, State Representatives and Senators, and County Commissioners among other positions; and subsequent administrative or mandatory recounts to follow as required by State law.
- Record approximately 53,000 plus documents and issue approximately 1,300 marriage licenses.
- Process approximately 60 plus petitions, schedule and 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; this will be a multi-year project.
- The State will start the process of procuring a new Centralized Voter Registration (OCVR) system with ongoing monitoring and continual upgrades.
- Implement new processing platform along with upgrades to server, operating system, and computers on the ballot sorter, including installation and continued training of support staff.
- Process and/or update 160,000 plus voter registration cards in paper or digital formats.
- Continued success in the eRecording program with increasing percentages (79 percent) of eRecordings by due to the COVID-19 pandemic. Will also continue to add government partners, attorneys, and new submitters from around the country.
- Continue monitoring of workload, performance, processes and procedures, and revenue (ongoing each year).
- 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.
- Start a multi-year project concerning digitizing, preserving, and restoring historical indexes (books) within the Clerk's records including both the Recording and Elections Programs.
- Continue historic records indexing project designed to add index to scanned images already loaded in the land records management system.
- Purchase a mylar/plat scanner to make images readily available to the public in the land records management system.
- Legislative changes during the 2021 legislative session will have effects on the Elections and Recording Programs, and on the BoPTA.

Department Accomplishments for Prior Year

- Successfully conducted countywide elections including the November 2020 Presidential Election (79 percent turnout), and a May 2021 Districts Election, during the COVID-19 pandemic.
- 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 Help American Vote Act (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 160,000 plus voter registration cards both electronically or paper format.
- Recorded approximately 53,000 documents and issued approximately 1,300 marriage licenses.
- Processed 58 BoPTA petitions requesting a reduction in property values and held appropriate hearings and issued orders; also includes administrative tasks as required by State statute. All hearings were held by telephone conference call due to COVID-19 restrictions.
- 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.
- Requested a Recording Program audit focusing on workload versus staffing, and review of processes and procedures. Audit recommendations implemented and continued monitoring of workload and performance standards.
- Continued yearly review and updates of staff expectations.
- Recording fund revenues remain strong as interest rates remain low, resulting in a high volume of secondary mortgage market refinances.
- The need for affordable housing will continue for years to come due to the recent wildfires and low interest rates.
- Jackson County received approximately \$23,000 during fiscal year 2020-2021 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 Elections Program received a grant from the Secretary of State's Office for election security. Both the Clerk's Office and the Community Justice Department joined to replace/upgrade the security system (cameras and lighting) at the Community Corrections/Elections building on West Main Street.
- The Elections Program also installed cameras at all official ballot drop sites under County control/guidance.
- The Elections Program received a grant in the amount of \$111,846 from the Center for Tech and Civic Life to fund expenses related to COVID-19 for the Presidential General Election in November 2020; the grant funding was used for items such as temporary staffing, envelopes, ballot drop boxes, election marketing, etc.
- 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



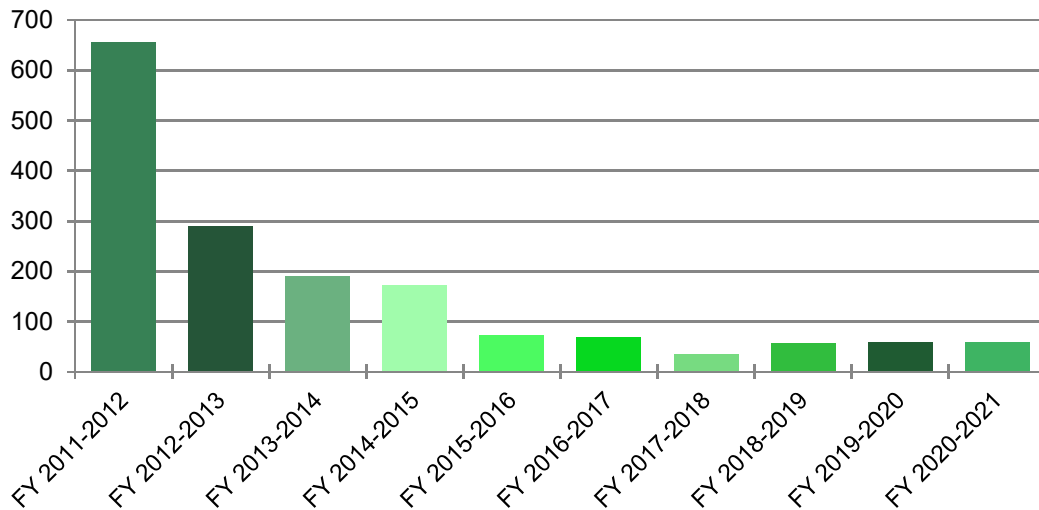
COUNTY CLERK

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.

- Purchased six new desk top computers for ballot administration, adjudication, and scan stations; these new computers replaced four laptops that were purchase four and one-half years ago, and added two new desk tops for adjudication stations.
- Purchased two new large television monitors for additional ballot adjudication stations due to increasing voter registration and the need for additional adjudication stations.
- Updated computers, camera, and server on the high-speed ballot sorter; will use the new platform for processing and sorting ballots in the May 2021 District Election.
- Installed two factor authentication finger print readers, supplied by the Secretary of State's Office, for OCVR application.

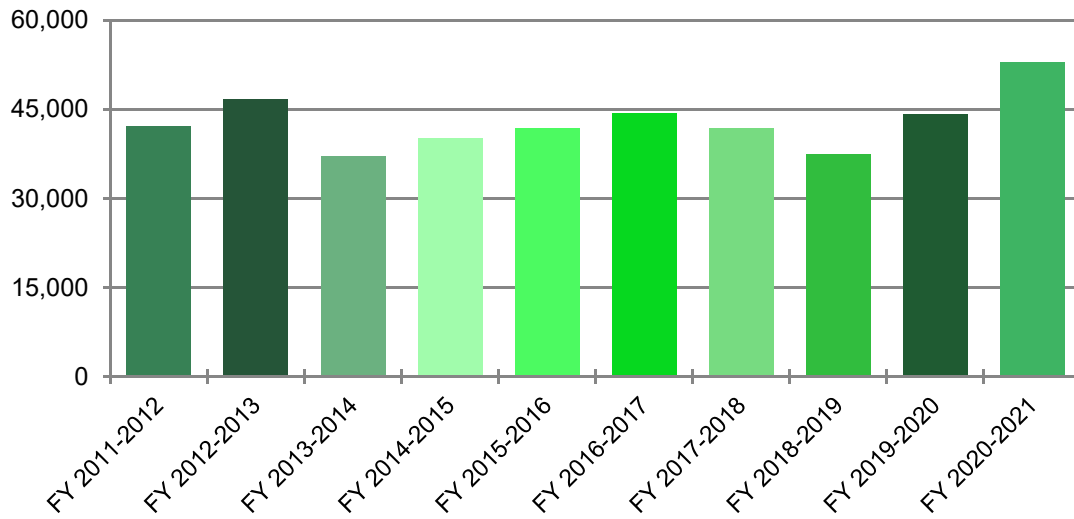
Benchmark

BoPTA Petitions Filed

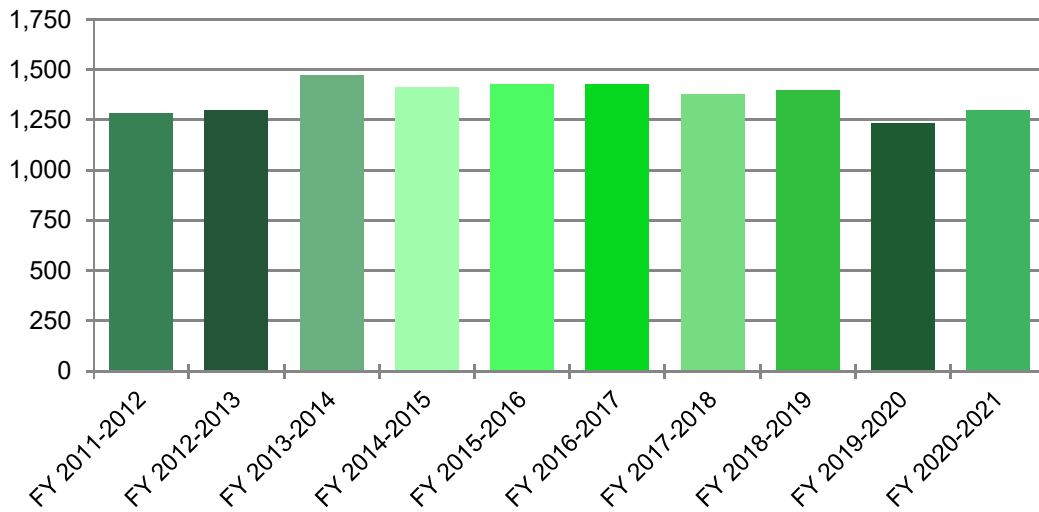


COUNTY CLERK

Documents Recorded



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.

Strategic Goals and Measures

Department Goal: Promote the Clerk's Office programs to the public, represent the Clerk's Office at public engagements, and serve the public timely and efficiently. Supporting the achievement of County Strategic Goals 2, 4, and 9.

Performance Measure 1: Educate the public on the functions of the Clerk's Office programs and engaging in community outreach.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Presentations and participation	n/a*	n/a*	60	75	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.

Performance Measure 2: 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.

Performance Measure 3: 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. Use County purchasing cards, whenever possible, to pay Office billings.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Payments made by purchasing card	34.41%	33.65%	25.18%	20.00%	20.00%



Clerk Administration

Approximately 50 percent of the Clerk's Office payments are to vendors set up with the Finance Department's electronic payment option. The Clerk's Office strives for a goal of 20 percent of purchases to be made by County purchasing card. The Program continually challenges staff to utilize more cost-efficient ways in the performance of daily office operations. Program purchasing includes ordering recycled office supply products over non-recycled products, use of County's procurement policy, and seeking bids on outsourced jobs. 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. Use of scanners producing digital images in both Recording and Elections has saved thousands of dollars in paper costs along with the implementation of eRecording, electronic voter registration, and automatic voter registration. Vote by mail, App, and online voting will further reduce costs.

Significant Issues in the Year Ahead

Continued COVID-19 response in both of the Clerk's Office Programs that includes scheduling appointments for services, limiting customers at any given time in the office, daily sanitizing, masks, and expanding online services. All of this is being done to ensure the health and wellness of staff and the public that is served.

A scheduled Special Election may be held in November 2021, and a Mid-Term Primary Election will be held in May 2022; along with two other scheduled election dates (March and September).

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.

Work in a non-partisan fashion with the Secretary of State and county geographic information system (GIS) teams to implement redistricting lines into OCVR during fiscal year 2021-2022.

The Clerk's Office has replaced computers for the Elections' ballot sorter (six-year replacement) as well as upgrades to the computer operating system and server. Staff is working with the Fluence mail team to educate use of the new sorting platform for the upcoming 2021-2022 election cycle. COVID-19 restrictions have made in-person training difficult, and staff is working on a solution for the training issues.

Jackson County has realized an increase in voter registration of approximately 40,000 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.

Continued expansion of eRecording to various business partners and 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, has been met. Recordings are now on the verge of 80 percent eRecording within Jackson County as COVID-19 restrictions have encouraged business partners to eRecord documents; eRecordings are currently at 79 percent.

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. The OACC has a bill to change the name of BoPTA to the Property Value Appeals Board in the 2021 legislative session.

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.



Clerk Administration

Property data online and the Clerk's inquiry functions and the ability to maintain these are obsolete. The Information Technology Department is planning to retire the County Clerk's current online document inquiry function and migrate to a digital research product offered in a recording suite of products.

Economic conditions make the Clerk's Office volatile to financial market conditions. Interest rates for housing loans remain low. New construction sales show continued increases, and subdivisions continue at a steady pace. The need for housing in Jackson County has become a top priority, especially due to the September 2020 fires that ravaged local communities. The Clerk's Office will continue to monitor its revenues and expenditures, and make adjustments when warranted.

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

Program: 150101	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$17,103	\$0	\$0
All Other Resources	\$1,148	\$476	\$50	\$0	\$0
Total	\$1,148	\$476	\$17,153	\$0	\$0
EXPENDITURES					
Personnel Services	\$109,556	\$112,662	\$129,631	\$122,386	\$131,409
Materials & Services	\$212,204	\$219,563	\$257,310	\$20,361	\$22,702
Total	\$321,760	\$332,225	\$386,941	\$142,747	\$154,111
Full-Time Equivalent	0.75	0.75	0.75	0.75	0.80

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.

Strategic Goals and Measures

Department Goal: Provide voter registration services, conduct elections, and assist public in a timely and efficient manner; thereby providing confidence in Jackson County Elections. Supporting the achievement of County Strategic Goals 2, 4, 9, 11, and 12.

Performance Measure 1: Maintain and update voter registration records in electronic format using the Oregon Centralized Voter Registration (OCVR) software program. Compile registration data in order to accommodate the various requests that Elections receives for specific voter statistics.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Registered voters	149,200	153,900	155,319	161,500	165,000
Fluctuation of voters from prior year	3.25%	3.15%	1.00%	4.00%	2.50%

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 2021, there are currently 30 states and the District of Columbia (DC) participating in the ERIC program.

The increase in registered voters in fiscal year 2020-2021 is due to the Presidential Primary and General Elections in 2020. Registered voters in fiscal year 2021-2022, and future years, are projected to continually increase, but at a slower pace, due to the Real ID Act being fully implemented in Oregon. The increase is also a result of House Bill (HB) 2177 (the 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, as long as the individual secures a Real ID Act-compliant license.

Performance Measure 2: 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.

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.

Performance Measure 3: Perform all related tasks to conduct all elections by mail, and certify election results by State-mandated deadlines.



Elections

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Elections certified by State of Oregon reporting deadlines	100%	100%	100%	100%	100%

Prepare ballots; mail voter pamphlets and ballots to registered voters; process ballots; perform mandatory, statutory, and administrative recounts; certify election results and provide reports to the State of Oregon; 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 2021-2022, including a November 2021 Special Election. Other election dates are September 2021 and March 2022.

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 fiscal year 2020-2021.

The State will start the process of procuring a new OCVR system with ongoing monitoring and continual upgrades.

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.

Legislative changes during the 2021 legislative session will have effects on the Elections and Recording Programs, including BoPTA.

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 Special Election in November 2021 and the 2022 May Primary 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 1.1 percent of its funding from the County's General Fund.



Elections

Program: 150103	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$187,473	\$207,615	\$211,853	\$219,000	\$204,000
Fees & Other Service Charges	\$5,008	\$15,244	\$14,438	\$21,000	\$15,000
Interfund Transfers	\$1,032	\$626	\$585	\$1,200	\$1,200
Total	\$193,513	\$223,485	\$226,876	\$241,200	\$220,200
EXPENDITURES					
Personnel Services	\$200,222	\$218,507	\$232,114	\$254,104	\$255,530
Materials & Services	\$427,999	\$462,190	\$525,024	\$684,123	\$753,339
Capital Outlay	\$0	\$15,223	\$0	\$0	\$0
Total	\$628,221	\$695,920	\$757,138	\$938,227	\$1,008,869
Full-Time Equivalent	2.50	2.40	2.40	2.40	2.30

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.

Strategic Goals and Measures

Department Goal: Provide multiple options for the public to request and record documents. Stay current with workload while serving the public in a timely and efficient manner. Supporting the achievement of County Strategic Goals 2, 4, 9, 11, and 12.

Performance Measure 1: 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.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Documents recorded	41,807	37,459	44,173	53,000	53,000
Documents recorded per staff hour worked	5.77	6.17	6.64	8.00	8.00
Documents recorded by eRecording	n/a*	69.28%	72.18%	79.40%	82.50%

*New measurement; data not available.

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.

Performance Measure 2: Issue marriage and domestic partnership forms, file marriage licenses upon receipt, certify copies, and maintain records in accordance with Oregon laws.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Marriage licenses issued	1,375	1,399	1,232	1,300	1,300
Marriage licenses processed per full-time equivalent position	344	341	300	317	317
Partnership forms received	4	1	4	2	2



Recording

The Clerk's Office is the only County office authorized to issue marriage licenses at a cost determined by the Oregon State Legislature. Beginning in February 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. Certified copies of licenses were streamlined within the marriage/domestic partner software applications 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.

Performance Measure 3: Provide administrative assistance to BoPTA.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
BoPTA petitions filed	35	56	59	58	60

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.

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 success in the eRecording program with increasing percentages (79 percent) of eRecordings due to COVID-19 restrictions. Will also continue to add government partners, attorneys, and new submitters from around the country.

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 an online-based digital document research program as offered by the recording suite of products.

Purchase a mylar/plat scanner to make images readily available to the public in the records management system.

Changes during the 2021 legislative session will have effects on the Recording Program, including BoPTA.

The County Clerk's Office will continue to implement and seek further cost reducing measures throughout the fiscal year and work with Internal Auditors in comparing workload reports to full-time equivalents to ensure proper staffing in all Programs.



Recording

Financial Condition

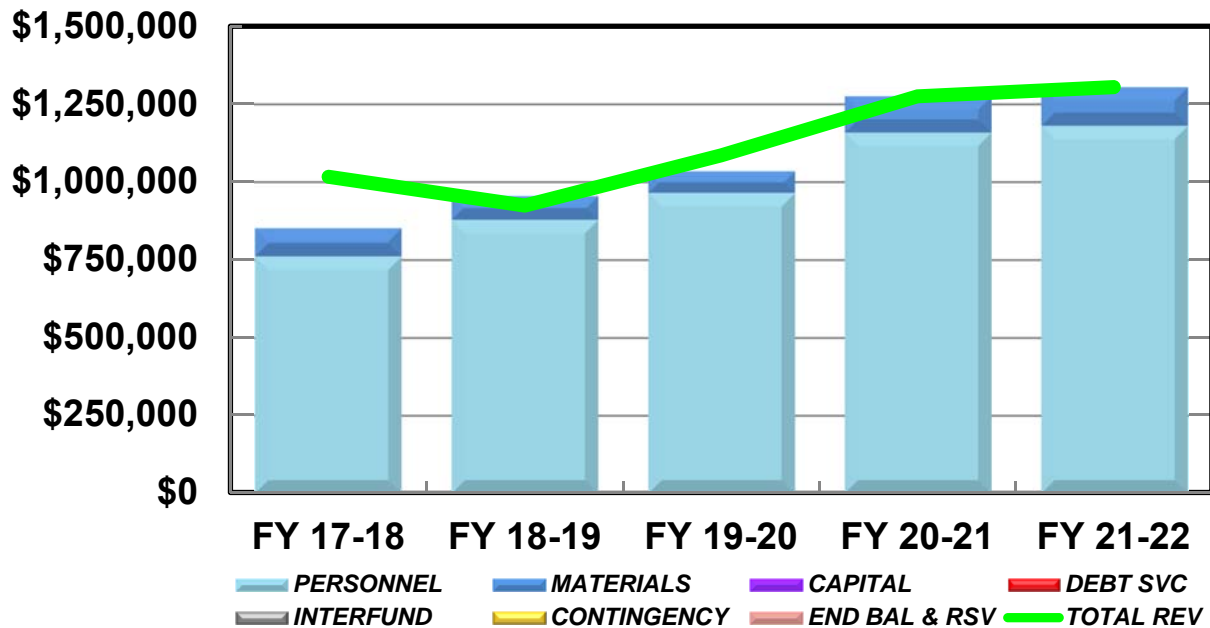
Economic conditions make the Recording Program revenues vulnerable to financial market conditions. The Recording Program is increased recordings during fiscal year 2019-2020. Interest rates have proven effects on the secondary mortgage market, either upward or downward, but a steady flow of refinances and housing purchases is anticipated based on the need for housing not ending anytime soon. The Recording Program is seeing strong property sales data and newly plated subdivisions and partition plats. With a very low vacancy rate percentage 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 96.6 percent funded by charges to users, and receives 3.4 percent of its funding from the County's General Fund.

Program: 150102	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$13,756	\$12,771	\$15,676	\$13,000	\$10,000
Fees & Other Service Charges	\$1,443,624	\$1,284,571	\$1,697,170	\$1,463,930	\$1,575,931
All Other Resources	\$0	\$100	\$0	\$0	\$0
Total	\$1,457,380	\$1,297,442	\$1,712,846	\$1,476,930	\$1,585,931
EXPENDITURES					
Personnel Services	\$363,308	\$355,668	\$376,384	\$415,785	\$411,638
Materials & Services	\$83,702	\$78,455	\$80,388	\$258,153	\$269,668
Capital Outlay	\$0	\$7,895	\$0	\$0	\$0
Total	\$447,010	\$442,018	\$456,772	\$673,938	\$681,306
Full-Time Equivalent	4.75	4.85	4.85	4.85	4.90

COUNTY COUNSEL

2017-2018 TO 2021-2022

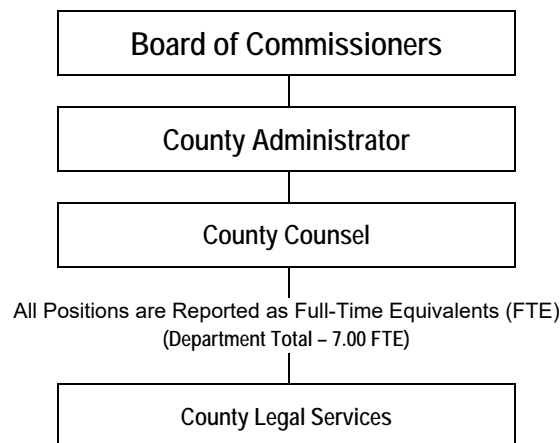


	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Adopted	FY 21-22 Adopted
PERSONNEL	\$760,550	\$878,043	\$964,342	\$1,157,899	\$1,179,393
MATERIALS	\$90,878	\$76,311	\$69,322	\$116,797	\$124,652
CAPITAL	\$0	\$0	\$0	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$851,428	\$954,354	\$1,033,664	\$1,274,696	\$1,304,045
TOTAL REV	\$1,015,590	\$922,894	\$1,084,491	\$1,274,696	\$1,304,045
FTEs	6.00	7.00	7.00	7.00	7.00

Between FY 20-21 and FY 21-22, there are no major changes to this budget and 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 15 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.

Department Objectives for Fiscal Year 2021-2022

- 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.
- 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.

Department Accomplishments for Prior Year

- Provided high quality and cost-effective legal representation regarding a wide range of legal matters including legal issues related to the states of emergency
- Lead negotiations resulting in successor collective bargaining agreements with the County's employee unions.
- 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.

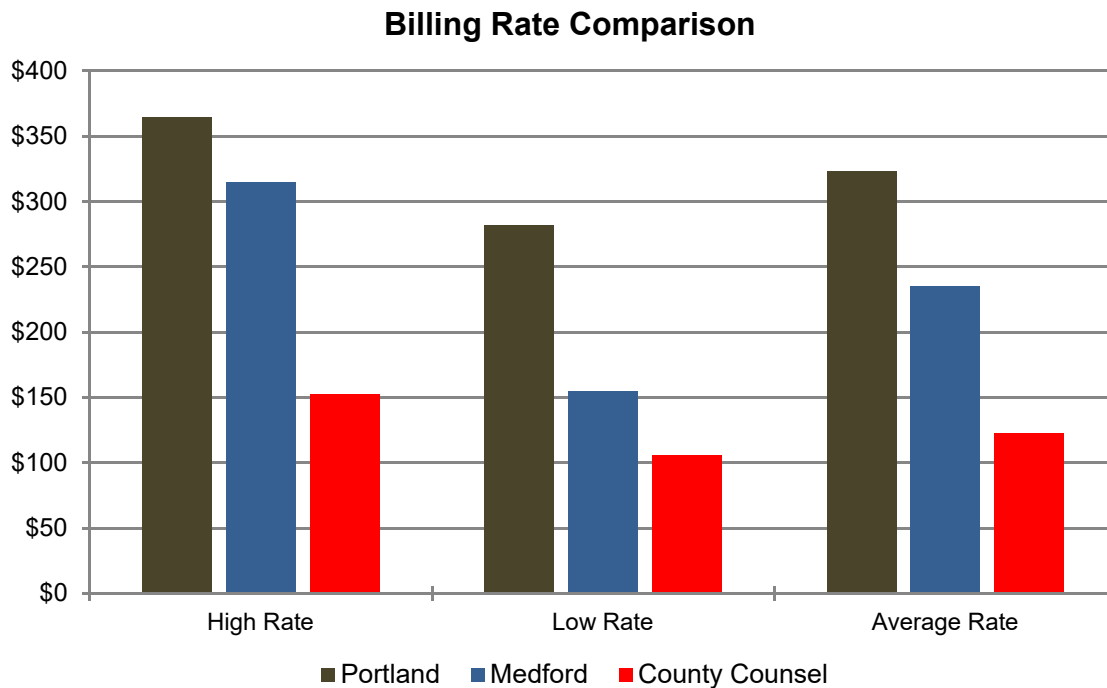


COUNTY COUNSEL

- Represented the County in various matters before the Courts, the Oregon Bureau of Labor and Industries, the Oregon Employment Relations Board, and the Oregon Land Use Board of Appeals.
- Presented a variety of pertinent trainings and briefings to the Board of Commissioners, advisory committees, and departments.

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 2021-2022 budget numbers. *(Note: Based upon experience, one in-house attorney would be billed at the High Rate and the remaining four in-house attorneys 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.

Strategic Goals and Measures

Department Goal: To deliver cost-effective, quality legal services and creative solutions, while adhering to the highest ethical standards. Supporting the achievement of County Strategic Goals 1, 2, 4, 9, 10, and 12.

Performance Measure 1: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Client satisfaction with quality of legal advice and services provided by Counsel	90%	90%	90%	90%	90%

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.

Performance Measure 2: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Contracts reviewed within three working days	92%	95%	94%	90%	90%

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 as individual departments within the County.

Performance Measure 3: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
County-related litigation handled by attorneys in Counsel's Office	92%	97%	97%	95%	95%



County Legal Services

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.

Performance Measure 4: 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; ongoing response to the various states of emergency facing the County; 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.

Program: 070101	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$36,903	\$0	\$0
Fees & Other Service Charges	\$1,540	\$2,159	\$302	\$200	\$200
Interfund Transfers	\$1,014,050	\$920,735	\$1,047,286	\$1,274,496	\$1,303,845
Total	\$1,015,590	\$922,894	\$1,084,491	\$1,274,696	\$1,304,045
EXPENDITURES					
Personnel Services	\$760,550	\$878,043	\$964,342	\$1,157,899	\$1,179,393
Materials & Services	\$90,878	\$76,311	\$69,322	\$116,797	\$124,652
Total	\$851,428	\$954,354	\$1,033,664	\$1,274,696	\$1,304,045
Full-Time Equivalent	6.00	7.00	7.00	7.00	7.00

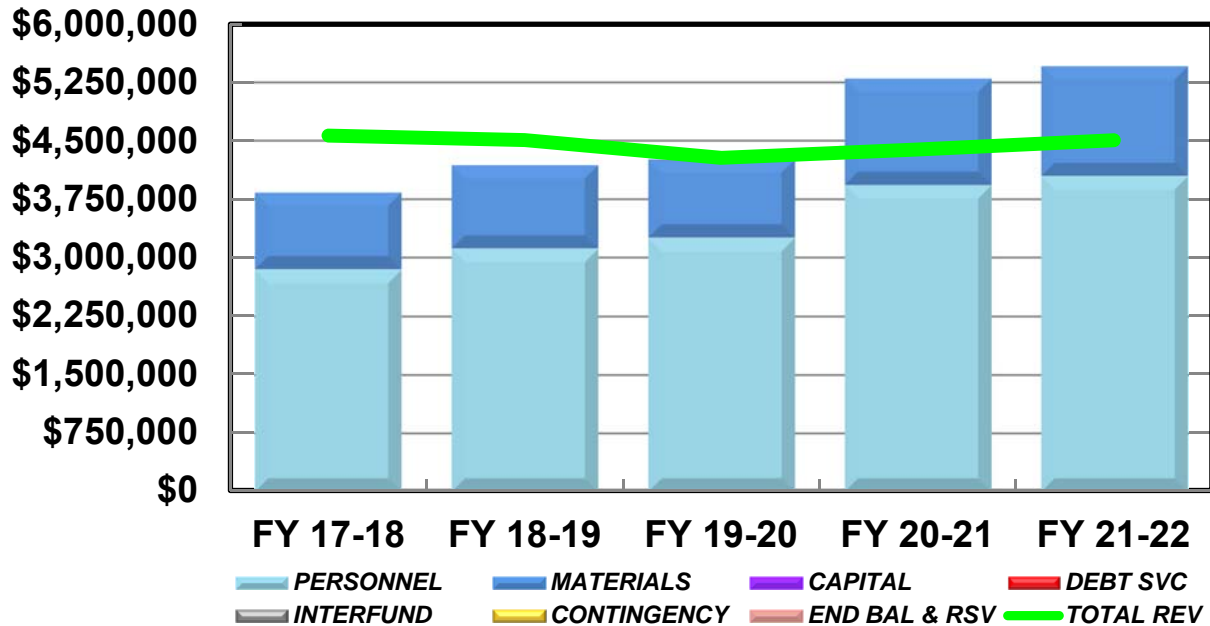


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DEVELOPMENT SERVICES

2017-2018 TO 2021-2022



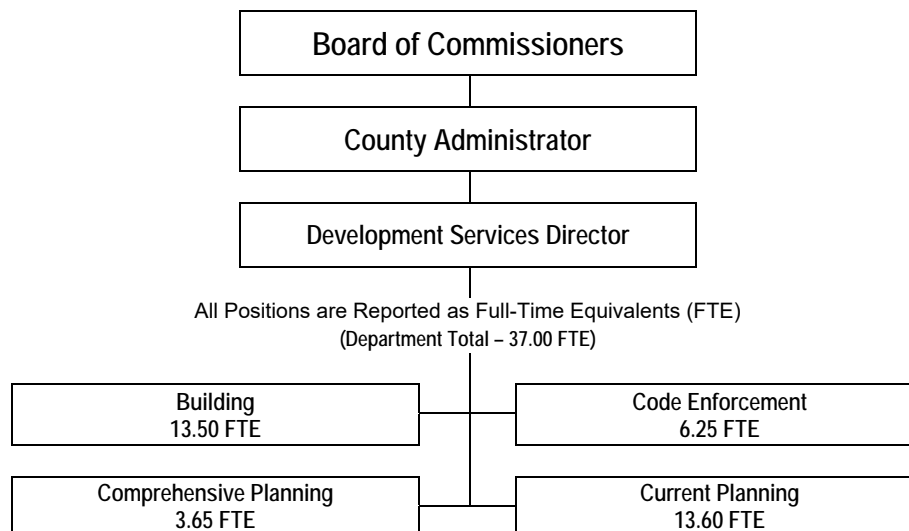
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Adopted	FY 21-22 Adopted
PERSONNEL	\$2,839,971	\$3,106,966	\$3,246,085	\$3,924,550	\$4,039,618
MATERIALS	\$988,075	\$1,072,490	\$1,009,625	\$1,368,819	\$1,413,483
CAPITAL	\$0	\$0	\$0	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$3,828,046	\$4,179,456	\$4,255,710	\$5,293,369	\$5,453,101
TOTAL REV	\$4,567,099	\$4,509,805	\$4,281,141	\$4,388,282	\$4,507,285
FTEs	36.00	37.00	37.00	37.00	37.00

Between FY 20-21 and FY 21-22, there are no major changes to this budget and 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 15 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; structural, plumbing, and electrical inspections; and code compliance.

Department Objectives for Fiscal Year 2021-2022

- The Department has projected revenues conservatively with a slight 3 percent increase in the Community Development Fee over what was budgeted for fiscal year 2020-2021. The Department continues to rely on the General Fund and was allocated \$212,410 in General Fund revenue for fiscal year 2021-2022. There is also a \$733,406 transfer from the Solid Waste Fund to help support the Code Enforcement Program. The Building Program is fee-based and does not receive General Fund support.
- Efforts to contain or reduce costs will continue to be exercised during fiscal year 2021-2022. While the Department had a 24 percent decrease in customers at both the planning and building counters from fiscal year 2018-2019 to fiscal year 2019-2020, the number of customers served through webmail increased by 33 percent. The budget for the Department, as a whole, has been increased by just under 4 percent from fiscal year 2020-2021.
- During fiscal year 2021-2022, 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. Updates to Chapter 7, Overlays, of the LDO are planned for floodplain-related changes as they pertain to the Federal Emergency Management Agency (FEMA) rule changes as well as the ongoing Chapter 4, Resources, changes for State legislative changes will be the focus.
- 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 (ADU) Application and standards update that will allow for more user-friendly intake and processing. This is in line with the anticipated legislative changes that will further change ADU allowances.



DEVELOPMENT SERVICES

- In order to succeed at meeting the Current Planning Program goals, it is imperative that the vacant Planner II positions are filled by experienced Planners. With the increase in applications, the Program is in search of Planners that know Oregon land use laws and can implement the policies of the LDO without exhaustive training.
- The Building Program recently implemented an electronic plan review software system. The Program will continue its outreach and training opportunities for the public and contractors on the improvements and advantages of both the permitting system and the new electronic plan review submittal system.
- The biggest significant issue for the Code Enforcement Program continues to be marijuana-related code enforcement cases. The summer of fiscal year 2020-2021 saw a significant increase in unpermitted and illegal marijuana grow sites. It is expected that this trend will continue into the summer of fiscal year 2021-2022. The local hemp industry saw significant losses last fiscal year. The number of acres of hemp grown in the Rogue Valley has significantly decreased. It is expected that Code Enforcement will continue to see some cases related to the hemp industry; however, market forces have largely decreased the need for enforcement.
- The Comprehensive Planning Program anticipates the submittal of three new Urban Growth Boundary Amendment (UGBA) applications in fiscal year 2021-2022. Participating jurisdictions include Jacksonville, Phoenix, and Talent. The City of Central Point's UGBA was initiated in 2020 and will be finalized prior to the beginning of fiscal year 2021-2022.
- Jackson County's Insurance Services Office (ISO) and the FEMA Community Rating System (CRS) end of term cycles are coming up this year. These are important as insurance premiums benefit for those communities that participate.
- 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.

Department Accomplishments for Prior Year

- 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.
- The Building Program, using COVID-19 grant assistance monies, implemented a new electronic plan review system. Contractors or design professionals can now submit their plans for review electronically. The new software will allow for back and forth "mark up's" and resubmittals.
- The Building Program also started a virtual inspection program where certain, less complicated, inspections can now be done by video and directly inputted into the permit tracking software system. This allows contractors the ability to keep projects moving without waiting for an inspector to arrive on site.
- The COVID-19 pandemic impacted all Programs.
- After the September 2020 fires, Development Services was charged with the initial damage assessment. In partnering with five city jurisdictions, neighboring Josephine County, and several local fire districts, there were 3,421 structure locations assessed as to FEMA damage assessment levels in the course of 13 days. County staff included Building, Planning, and Code Enforcement participation. The County's Information Technology Department created an app that was used and in real-time Global Positioning System (GPS) locations were cataloged and assessments made.
- Current Planning staff have been developing public outreach and awareness projects as part of the FEMA 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 Planning Division, through a series of task force meetings with area fire districts and the Oregon Department of Forestry, implemented a streamlined fire safety and fuelbreak inspection and tracking system. A one-point contact system was created with writeable forms that improved efficiency and processing timelines.
- The Building Program exceed statutory requirements for building inspections completed.
- Due to COVID-19, Code Enforcement operations and enforcement abilities changed dramatically with the suspension of the hearings process. While this change did shift enforcement more heavily towards working with owners to find creative solutions for compliance, it also gave the Program many opportunities to build and develop positive and effective working relationships with other State and local enforcement agencies which enhanced the



DEVELOPMENT SERVICES

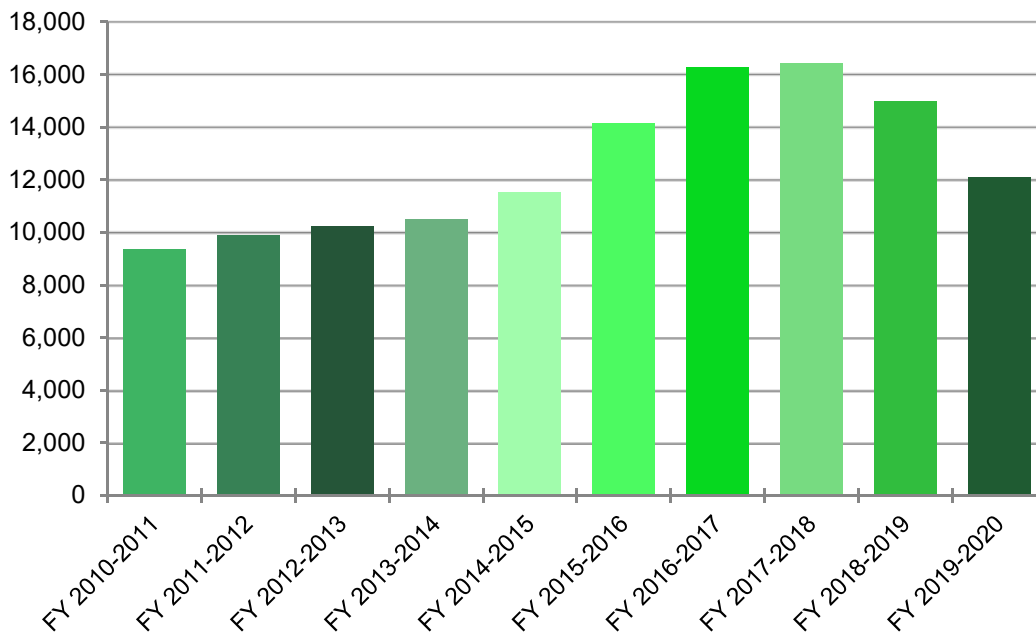
Program's overall goals. Local fire districts, the Jackson County Sheriff's Office, the Interagency Marijuana Enforcement Team (IMET), Oregon State Police, Medford Area Drug and Gang Enforcement (MADGE), Oregon Occupational Safety and Health Administration (OSHA), Oregon Department of Fish and Wildlife, Department of State Lands, Oregon Department of Environmental Quality (DEQ), and many more agencies have been involved with increased coordination on Code Enforcement-related violations to assist property owners in attaining voluntary compliance during the COVID-19 pandemic.

- The Central Point Urban Growth Boundary (UGB) expansion process went smoothly and at record pace. The process was so well refined that the Jackson County Planning Commission, in conjunction with the Central Point Planning Commission, only had to hold one joint public hearing. The public hearing was very productive, and resulted in a unanimous recommendation of approval for expansion of the Central Point UGB.

Benchmark

During fiscal year 2019-2020, there was a significant decrease of 19 percent in the total number of customers served due to the COVID-19 pandemic. These numbers represent customers helped at the counter and through ePermitting. Not included in the graph is the number of customers served through approximately 19,557 phone calls and over 9,078 emails, which brings the overall total to roughly 40,736 customers being served by Development Services in fiscal year 2019-2020.

Number of Customers Served at Counter



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 responsible for ensuring code minimums are met to safeguard the public safety, health, and general welfare through affordability, structural strength, emergency means of egress, sanitation, light and ventilation, energy conservation, accessibility for disabled persons, and safety to life and property from fire and other hazards attributed to the built environment.

Strategic Goals and Measures

Department Goal: Provide a compliance program that ensures the public has access to licensed and registered contractors and highly qualified inspectors while ensuring plan review and inspections are completed within a timely and accurate manner. Supporting the achievement of County Strategic Goals 1, 2, 3, 9, and 11.

Performance Measure 1: Verify contractor and specialty licensing is valid and current.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Licenses verified as valid and current compared to permits pulled	100%	100%	100%	100%	100%

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.

Performance Measure 2: Provide an incentive to inspectors who exceed continuing education requirements that are mandated for their certification levels, and verify cross-training program is working by the number of inspectors cross certified in multiple disciplines.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Inspectors with certifications beyond basic requirement	100%	100%	100%	100%	100%
Average number of certifications held by each inspector	5.0	6.0	7.0	7.5	8.0

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.

Performance Measure 4: Complete plan reviews in a timely, professional, and accurate manner.



Building

<i>Outcome(s)</i>	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Time residential plan review is completed within a 10-day period	54%	58%	70%	72%	75%

Complete residential building plan reviews with either an approved or plan check deficiency notice within 10 working days. Commercial plan reviews can vary widely by type and complexity and are not included in this outcome.

Performance Measure 4: 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.

<i>Outcome(s)</i>	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Building inspections completed in less than 24 hours	99.5%	99.6%	99.7%	99.6%	100.0%
Mechanical inspections completed in less than 24 hours	99.8%	99.8%	99.8%	99.8%	100.0%
Electrical inspections completed in less than 24 hours	99.5%	99.5%	99.1%	99.9%	100.0%
Plumbing inspections completed in less than 24 hours	100.0%	99.8%	99.9%	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.

Significant Issues in the Year Ahead

This last year, the Department faced several challenges related to the COVID-19 pandemic, and the Almeda and South Obenchain Fires. Some of those challenges will continue into fiscal year 2021-2022 as the rebuilding of structures lost in the Fires will continue. To help in this capacity, and through reimbursed expenditures from the State Emergency Board Fund, an electronic plan review submittal software has been implemented. The Program will continue to 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 Building staff have been actively engaged with the State Building Codes Division, which hosts the web application of the software, to improve functionality for staff and customers.

Customers are also 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



Building

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.

The Building Program will continue its outreach and training opportunities for the public and contractors on the improvements and advantages of both the permitting system and the new electronic plan review submittal system.

Financial Condition

While the economy, in general, appears to be relatively flat because of COVID-19, it appears the residential construction market will increase this coming year due to the demand for affordable housing. Commercial projects are predicted to stay flat, or slightly decline, with the COVID-19 related issues. Residential growth is limited by the market prices of materials and construction labor workforce shortages. That said, the rebuild that will be happening in Jackson County due to the September 2020 fires will significantly increase the number of both commercial and residential structure permits. 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 Planning 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. The construction industry has remained steady with future estimates of growth in the related job market; therefore, staff is not currently recommending any additional building fee increases for fiscal year 2021-2022.

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

Program: 370102	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$210	\$0	\$0
Fees & Other Service Charges	\$1,849,186	\$1,874,531	\$1,715,922	\$1,953,126	\$1,989,751
Total	\$1,849,186	\$1,874,531	\$1,716,132	\$1,953,126	\$1,989,751
EXPENDITURES					
Personnel Services	\$1,129,071	\$1,206,623	\$1,281,334	\$1,517,632	\$1,546,264
Materials & Services	\$359,316	\$379,006	\$386,190	\$435,494	\$443,487
Total	\$1,488,387	\$1,585,629	\$1,667,524	\$1,953,126	\$1,989,751
Full-Time Equivalent	11.57	13.05	13.30	13.50	13.50



Code Enforcement

Program Purpose

The purpose of the Code Enforcement Program is to improve community livability by protecting the health and safety of County residents, along with the environment, by ensuring compliance with the County's land use, solid waste, riparian, floodplain, and building codes. 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 Goals and Measures

Department Goal: Provide a fair, courteous, and balanced Code Enforcement Program to the citizens of Jackson County. Supporting the achievement of County Strategic Goals 1, 2, 5, and 9.

Performance Measure 1: Provide part-time code enforcement services to the White City Enhanced Law Enforcement District (WCELED).

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
White City code enforcement code cases closed with compliance	62%	58%	34%	40%	43%
White City code enforcement active cases at year end	38%	33%	44%	34%	35%

In order to provide enhanced enforcement services to White City, the WCELED continues to fund a part-time compliance officer position. By monitoring cases that remain active a year end as a performance measure for White City, the Code Enforcement Program can assess effectiveness at successfully dispositioning cases through the enforcement process. These cases increased in fiscal year 2019-2020 from fiscal year 2018-2019. Due to the COVID-19 pandemic and a related shift in Program enforcement strategy, the fiscal year 2020-2021 expected numbers are lower than the prior year. Projections for fiscal year 2021-2022 are a slight increase, but mostly stable numbers. Staff continues to perform at a high level in meeting expectations, and they excel at working with violators to reach compliance.

Performance Measure 2: Evaluate and track statistics in a variety of categories to monitor trends and assess the effectiveness of enforcement efforts.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Code cases closed due to compliance	62%	55%	31%	21%	50%



Code Enforcement

<i>Outcome(s)</i>	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Code cases closed - unfounded	20%	25%	16%	19%	20%
New code cases opened	1,229	1,210	1,175	950	1,100
Code enforcement hearings held	191	108	33	24	150

The COVID-19 pandemic impacted the Code Enforcement Program in many ways. In mid-March, all enforcement hearings were suspended, and the Program's enforcement strategy shifted to notifying property owners/tenants of violations via a courtesy notice and requested voluntary compliance. This has proven only slightly effective, and a marked downward trend in compliance was noted.

A function of Code Enforcement is working in conjunction with the Building and Current Planning Programs to enforce annual temporary medical hardship permit expirations and expired building permits. This generally results in a combined total of approximately 160 code enforcement cases per year. Enforcement of these internally driven violations was also paused in mid-March at the onset of the pandemic. Code enforcement case numbers remain consistent when evaluated, excluding those violations, and overall violations in fiscal year 2021-2022 is expected to remain consistent.

The administrative hearings process was suspended as a result of COVID-19 restrictions, and the rate of compliance has dropped significantly. Without this valuable enforcement tool, violators are left with little incentive to comply. It is expected that the rate of compliance and number of hearings held will rise, and level again, in fiscal year 2021-2022 as Code Enforcement is able to re-start the hearings process and begin issuing formal citations for violations.

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 Code Enforcement 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 biggest significant issue continues to be marijuana-related code enforcement cases. The summer of fiscal year 2020-2021 saw a significant increase in unpermitted and illegal marijuana grow sites; it is expected that this trend will continue into the summer of fiscal year 2021-2022. The local hemp industry saw significant losses last fiscal year, and the number of acres of hemp grown in the Rogue Valley has significantly decreased. It is expected that Code Enforcement will continue to see some cases related to the hemp industry; however, market forces have largely decreased the need for enforcement. 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 marijuana and hemp. The number of solid waste violations significantly increased at the beginning of fiscal year 2020-2021, and the Program will continue to monitor the trend to determine the best methods of voluntary compliance.

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 4 percent of the budgeted revenue. The remaining 82 percent of the Program's funding comes from the County's General Fund with \$733,406 from the Solid Waste Fund.

Program: 370105	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$30	\$0	\$0	\$0	\$0
Fees & Other Service Charges	\$125,486	\$123,476	\$133,058	\$19,310	\$39,508
Interfund Transfers	\$98,516	\$113,449	\$113,449	\$117,452	\$120,039
Total	\$224,032	\$236,925	\$246,507	\$136,762	\$159,547
EXPENDITURES					
Personnel Services	\$317,822	\$405,726	\$461,715	\$560,374	\$601,806
Materials & Services	\$191,828	\$203,998	\$182,383	\$278,212	\$291,147
Total	\$509,650	\$609,724	\$644,098	\$838,586	\$892,953
Full-Time Equivalent	4.93	5.75	6.25	6.25	6.25

Comprehensive Planning

Program Purpose

The Comprehensive Planning Program engages with the community to develop and implement plans and programs to guide the development of Jackson County. The Program differs significantly from Current Planning in that Comprehensive Planning is designed to implement the community's long-range vision. The goal is to balance the long-term economic, environmental, and social health of the community consistent with State and Federal law. Comprehensive Planning also takes the lead role in research, data collection, and policy development as they relate to transportation, land use, and environmental planning. Outreach, coordination, and collaboration with neighboring stakeholders is a critical element of the Comprehensive Planning Program.

Responsibilities of the Comprehensive Planning Program include: processing amendments to the Comprehensive Plan and Land Development Ordinance; review and approval of Urban Growth Boundary Amendments; responding to community inquiries regarding zone changes; environmental management through participation in the Total Maximum Daily Load (TMDL) Program and Brownfield Coalition; and assisting the Current Planning Program in processing complex applications. The Comprehensive Planning Program also provides staffing to the Jackson County Bicycle Committee and acts as a voting member to the Rogue Valley Metropolitan Planning Organization.

Strategic Goals and Measures

Department Goal: Implement the policies of the Comprehensive Plan through the timely processing of long-range planning projects. Supporting the achievement of County Strategic Goals 1, 3, 4, 5, and 12.

It is difficult to have a quantitative metric on Comprehensive Planning projects given their fluidity and outside agency involvement. These projects are legislative in nature and do not have a statutory deadline from which to gauge success. The Program may have certain projects that, due to their complexity and political intricacies, carry over for several reporting years; this is no reflection on the staff processing those projects. To compensate for the lack of quantifiable measures, management is coordinating with the Comprehensive Planning team bi-weekly to ensure progress is being made on all applications and tasks. A number of the performance measures identified below are new for this reporting period, but are intended to provide a clearer depiction of the program as a whole.

Performance Measure 1: Process Land Development Ordinance (LDO) amendments within 12 months of initiation.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
LDO text amendments processed within 12 months of initiation	n/a*	n/a*	67%	100%	100%

*None initiated.

Processing amendments within 12 months of initiation ensures consistency with legislative changes to statewide planning policies. Amendments are often identified by staff and brought forward to the Board of Commissioners for formal project initiation. An update to Chapter 4, Resource Districts, of the LDO was initiated in 2019 and is currently in County Counsel's Office undergoing a detailed review.

Performance Measure 2: Render a staff decision on Urban Growth Boundary Amendments (UGBA) applications within 12 months of acceptance.

Comprehensive Planning

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Staff decision on UGBA applications within 12 months of acceptance	n/a*	n/a*	n/a*	100%	100%

*None accepted.

The Comprehensive Planning Program anticipates the submittal of three new UGBA applications in fiscal year 2021-2022. Participating jurisdictions include Jacksonville, Phoenix, and Talent. The City of Central Point UGBA was initiated in 2020 and will be finalized prior to the beginning of fiscal year 2021-2022.

Performance Measure 3: Render a staff decision on zone change requests within 12 months of acceptance.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Zone change decision within 12 months of acceptance	n/a*	n/a*	100%	100%	100%

*None accepted.

Zone change requests are one of the most complex planning applications the Program processes. Decisions on these requests may often be delayed due to public concern and appeals to the Land Use Board of Appeals (LUBA). The Program received one zone change request in the fiscal year 2019-2020 reporting period. Processing of the request was delayed due to the onset of COVID-19 and the cessation of public hearings. That project carried over into fiscal year 2020-2021 and has been appealed to LUBA.

Performance Measure 4: Finalize pre-application summaries within 45 days of receiving request.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Pre-application summaries finalized within 45 days of request	100%	100%	100%	100%	100%

Pre-application meetings are essential to the processing of long-range planning projects. This pre-application meeting allows the Planner to provide the applicant with detailed information that will assist in the submittal of a complete application. Complete applications lend themselves to shortened processing times.

Performance Measure 5: Prepare and submit the annual TMDL report on time.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Annual TMDL report submitted on time	100%	100%	100%	100%	100%

The TMDL report has been submitted on time in all reporting years, thereby ensuring compliance with environmental goals and policies.



Comprehensive Planning

Significant Issues in the Year Ahead

During fiscal year 2020-2021, the Almeda Fire decimated the Cities of Phoenix and Talent, and surrounding areas in the unincorporated Jackson County. In response to this emergency, it is anticipated that the year ahead will bring a significant increase in the number of zone change requests, UGBAs, and transportation system upgrades. These long-range planning projects take a considerable amount of time and rely upon coordination with multiple agencies. The Program may have to utilize available grant monies to hire contactors to aid in the processing of these applications.

Financial Condition

It appears that the economy will remain flat with predictions of a slight downward trend. However, because of the recent wildfires and anticipated rebuild process, and the general affordable housing shortage, it is expected that there will be an increase in residential permit applications. 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. During fiscal year 2021-2022, 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 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.

Program: 370101	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$63,537	\$0	\$0
Fees & Other Service Charges	\$630,581	\$449,432	\$457,518	\$430,366	\$436,315
Interfund Transfers	\$54,259	\$57,090	\$56,672	\$62,002	\$63,160
Total	\$684,840	\$506,522	\$577,727	\$492,368	\$499,475
EXPENDITURES					
Personnel Services	\$346,509	\$325,965	\$394,714	\$412,975	\$427,214
Materials & Services	\$100,506	\$94,158	\$83,818	\$135,104	\$138,984
Total	\$447,015	\$420,123	\$478,532	\$548,079	\$566,198
Full-Time Equivalent	5.97	4.15	3.85	3.65	3.65



Current Planning

Program Purpose

The Current Planning Program facilitates development on residential, commercial, industrial, and resource lands via implementation of the County's land development regulations in concert with State and Federally mandated policies and procedures. The Current Planning Program is driven by development requests. The Program is also responsible for providing accurate, timely information to the public on a daily basis.

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.

Strategic Goals and Measures

Department Goal: Render staff decisions in a timely manner by meeting statutory timelines for final decisions, and manage the floodplain development program within Jackson County. Supporting the achievement of County Strategic Goals 1, 2, 4, 5, and 6.

Performance Measure 1: Render a staff decision on Type 1 administrative land use permits within 20 days from the date of completeness.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Type 1 administrative land use permits completed in 20 days*	87%	90%	86%	75%	85%
Average number of processing days*	9	7	9	12	9

*From the date of completeness.

Although not required by State law, the Department utilizes the 30-day completeness review for Type 1 Administrative Permits consistent with the process for Type 2, 3, and 4 applications. The Type 1 permits are standards driven. They differ from the remaining permit types because they do not require discretion on the part of Planning staff. Instead, the applications are reviewed for consistency with the applicable standards and are either approved or denied. Working with applicants and agents ensures that the majority of the Type 1 permits are approved.

Performance Measure 2: Render a staff decision on Type 2 discretionary land use permits within 45 days from the date of completeness.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Type 2 discretionary land use permits completed in 45 days*	26%	34%	23%	25%	50%



Current Planning

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Average number of processing days*	67	66	70	66	45

*From the date of completeness.

The statutory timeline for a final decision on a Type 2 application is 120 days from the date of completeness if the property is located within the Urban Growth Boundary (UGB), and 150 days from the date of completeness if the property is located outside of the UGB. The Current Planning Program has had two Planner II positions open since September 2019. Although recruitment has been ongoing, the lack of qualified applicants has left the Program understaffed and overwhelmed for more than a year and a half. These vacancies resulted in longer processing times. Planner IIs are the production staff for the Program. In a typical year, at full staffing, each Planner II would maintain a project list of 28 to 30 applications. Those numbers have increased to 40 to 44 projects per Planner. Recruitment will remain ongoing.

Performance Measure 3: *Render a staff decision on Type 2 discretionary land use permits within 60 days from the date of completeness.*

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Type 2 discretionary land use permits completed in 60 days*	47%	34%	20%	40%	50%
Average number of processing days*	66	65	92	60	60

*From the date of completeness.

The statutory timeline for a final decision on a Type 2 application is either 120 or 150 days after the date of completeness, as determined by the location of the property. The Current Planning Program has had two Planner II positions open since September 2019. Although recruitment has been ongoing, the lack of qualified applicants has left the Program understaffed and overwhelmed for more than a year and a half. These vacancies resulted in longer processing times. Planner IIs are the production staff for the Program. In a typical year, at full staffing, each Planner II would maintain a project list of 28 to 30 applications. Those numbers have increased to 40 to 44 projects per Planner. Recruitment will remain on&&

Performance Measure 4: *Render a staff decision on Type 3 discretionary land use permits within 90 days from the date of completeness.*

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Type 3 discretionary land use permits completed in 90 days*	31%	38%	100%	100%	100%
Average number of processing days*	107	99	116	100	100

*From the date of completeness.



Current Planning

The statutory timeline for a final decision on a Type 3 application is either 120 or 150 days from the date of completeness, based on the location of the property. Type 3 applications are the most intricate applications that the Program processes. They are typically assigned to the senior Planning staff. Currently, there are four senior staff members. However, not all senior staff process Type 3 applications. Senior staff is separated into two Programs; Comprehensive Planning and Current Planning; this separation often requires Comprehensive Planners to process Current Planning applications.

Another critical element of the Current Planning Program is floodplain management. A central part of the floodplain 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. The Current Planning Program manages floodplain development within Jackson County through the National Flood Insurance Program and the issuance of floodplain permits.

***Performance Measure 5:** Render a decision on Type 1 floodplain permits within 20 days from the date of completeness.*

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Type 1 floodplain permits issued within 20 days*	88%	97%	94%	100%	100%
Average number of processing days*	8	5	5	1	5

*From the date of completeness.

Program staffing includes one full-time floodplain manager. The applications are minor and standards driven. The requirements are generated by the Federal Emergency Management Agency (FEMA) and adopted into the LDO for implementation. The Program expects to have an additional floodplain manager by the next fiscal reporting period. The new floodplain manager will be a certified member of the existing staff.

***Performance Measure 6:** Render a decision on Type 2 floodplain permits within 45 days from the date of completeness.*

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Type 2 floodplain permits issued within 45 days*	30%	50%	10%	50%	65%
Average number of processing days*	66	56	86	44	45

*From the date of completeness.

Type 2 floodplain permits are discretionary in nature and require consistency with the criteria detailed in Chapter 7, Overlays, of the LDO. It is anticipated that processing times will decrease with the certification of an additional floodplain manager.



Current Planning

Significant Issues in the Year Ahead

In order to succeed at meeting the Program goals, it is imperative that the vacant Planner II positions are filled by experienced Planners. With the increase in applications, the Program is in search of Planners that know Oregon land use laws and can implement the policies of the LDO without exhaustive training.

The COVID-19 pandemic altered many facets of the Department's daily operations in both fiscal years 2019-2020 and 2020-2021. With the onset of COVID-19 in March 2020, 67 percent of the Planning staff became remote workers. In response to COVID-19 mandates, the Department changed its intake process and provided applicants with the ability to submit plans and applications via online, and in a centrally located drop box. Without in-person submittals, the applications were processed and each remote Planner would come to the office weekly to pick up their files as assigned. Once in-person restrictions were lifted, the remote workforce shifted from 67 percent to 33 percent. Although COVID-19 resulted in the alteration of the Department's processes, staff's workload did not decrease. In the previous fiscal year, each Planner carried an average project load of 28 to 30 projects; this year, the average project load rose to 40 to 44.

In September 2020, the Governor declared an emergency due to the devastating Alameda and South Obenchain Fires. Soon after the declaration, staff reviewed existing policies and potential barriers to allowing affected property owners the ability to re-build. Each process, from Type 1 through Type 4, were examined. Policy and procedure memos were created to allow transitional housing and expedite re-builds. Initially, the main focus was on the devastated mobile home parks. This created an in-flux of over-the-counter Type 1 permits. In December, focus shifted to FEMA-provided housing. Thus far, one transitional project has been completed and is providing housing to 23 affected families. Currently, a majority of the affected sites are receiving cleanup assistance. As a Department, we anticipate an in-flux of re-build applications this spring. This has the ability to greatly affect processing times. However, it is also anticipated that two new Planners will be hired and trained in advance of the submittals.

Financial Condition

It appears that the economy will remain flat with predictions of a slight downward trend. However, due to the recent Fires and the general shortage of affordable housing, residential construction applications are predicted to increase. This is particularly important for the Current Planning Program as operational costs surpass fees collected. This is due in part to the fact that the Program provides services for which the Program receives little or no compensation. These services include answering inquiries that are not tied to an open land use application, whether it be over-the-counter, on the telephone, or by email. As such, the Program has historically relied upon the Community Development Fee to balance the Program's budget.

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 2021-2022, 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.

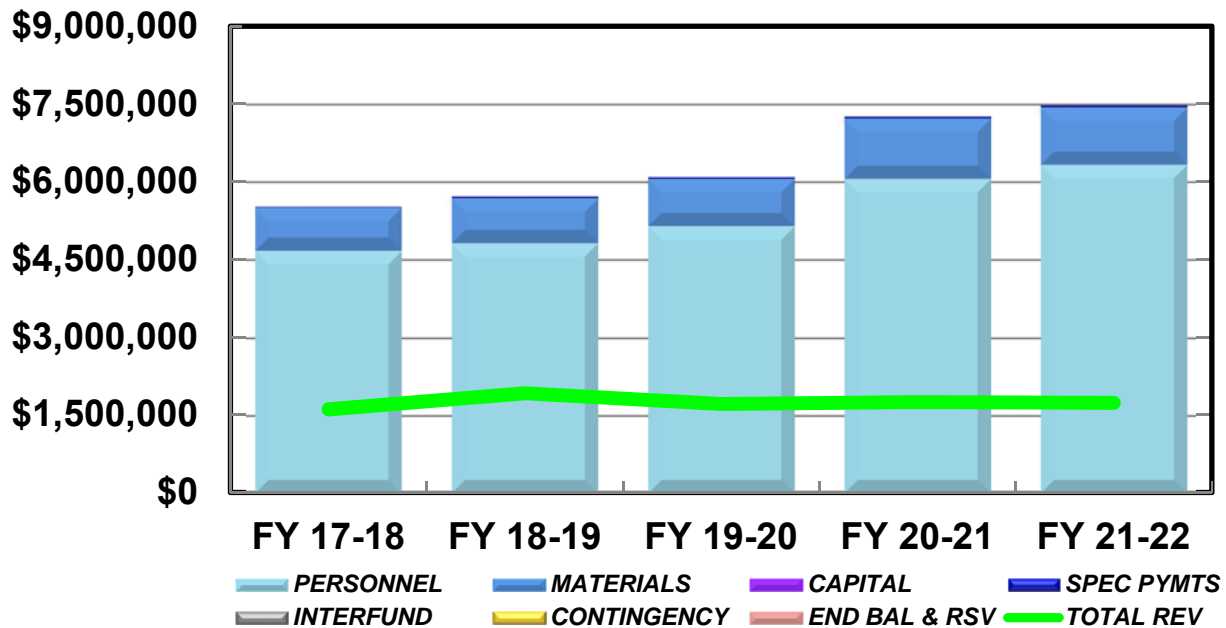


Current Planning

Program: 370104	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$10	\$0	\$0
Fees & Other Service Charges	\$1,809,041	\$1,891,827	\$1,740,764	\$1,806,026	\$1,858,512
Total	\$1,809,041	\$1,891,827	\$1,740,774	\$1,806,026	\$1,858,512
EXPENDITURES					
Personnel Services	\$1,046,570	\$1,168,652	\$1,108,322	\$1,433,569	\$1,464,334
Materials & Services	\$333,534	\$395,329	\$352,110	\$520,009	\$539,865
Total	\$1,380,104	\$1,563,981	\$1,460,432	\$1,953,578	\$2,004,199
Full-Time Equivalent	13.53	14.05	13.60	13.60	13.60

DISTRICT ATTORNEY

2017-2018 TO 2021-2022

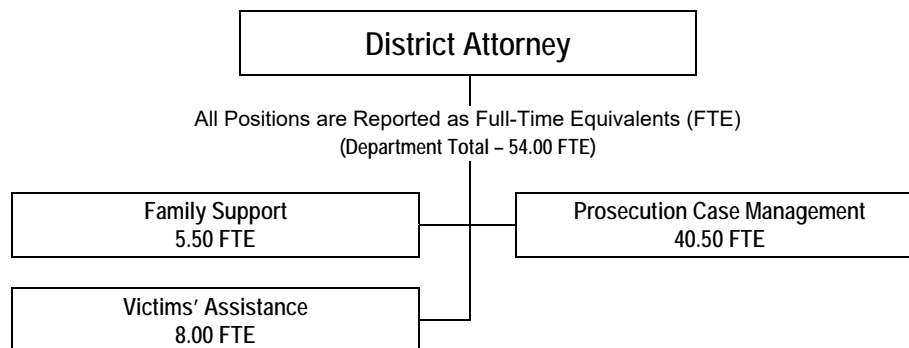


	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Adopted	FY 21-22 Adopted
PERSONNEL	\$4,664,680	\$4,812,264	\$5,139,377	\$6,054,786	\$6,323,579
MATERIALS	\$830,528	\$861,414	\$909,778	\$1,166,729	\$1,109,179
CAPITAL	\$0	\$0	\$0	\$0	\$0
SPEC PYMTS	\$16,592	\$35,939	\$34,853	\$40,478	\$45,000
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$5,511,800	\$5,709,617	\$6,084,008	\$7,261,993	\$7,477,758
TOTAL REV	\$1,604,674	\$1,914,191	\$1,707,345	\$1,745,337	\$1,728,977
FTEs	52.50	52.50	54.00	54.00	54.00

The increase in Special Payments is due to additional funding for a community partner. Between FY 20-21 and FY 21-22, 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 15 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.

Department Objectives for Fiscal Year 2021-2022

- The District Attorney's Office has a backlog of criminal cases due to the Court limiting appearances by defendants around COVID-19 mandates in 2020. It is unknown when the Court will be fully running in 2021. It is expected that when trials and Court appearances are back to pre-COVID-19 levels, the Office will be able to resolve many of the backlogged cases.
- The District Attorney's Office has seen a dramatic increase in clemency petitions and COVID-19 related commutations. Procedures have been streamlined to do victim notifications and comply with the statute on providing information to the Governor's Office.
- The grant-funded attorney position through the Justice Reinvestment Initiative is expected to end July 1, 2021. Community Justice will likely reapply for the grant and include this Office in the grant proposal. Even if the grant is not renewed, the Office will continue to work closely with Community Justice to provide some structure to downward departure sentences and referrals to Drug Courts.
- The District Attorney's Office is monitoring caseloads for attorneys. The domestic violence attorneys have too many cases; however, with the change in the drug laws, making most possession of controlled substance charges a violation, adjustments will be made to reduce the domestic violence caseloads by assigning cases to another attorney.
- With the legislature in session, the District Attorney's Office is taking a more proactive role in tracking proposed legislation and contacting local legislators on the impacts that those proposed laws will have on this Office and community.
- Due to COVID-19, accommodations have been passed down from the Department of Justice, Division of Child Support, to cease specific enforcement action on cases in this Office. These holds consist of all professional license suspensions, higher garnishment thresholds, and blocks placed on specific funds earned by constituents that may have been accumulated by State and Federal funds. Locally, this Office is attempting to implement contempt actions in Court, but staff may be limited in the numbers of cases that can be brought to Court on a weekly basis. This limits the amount of new show causes that can be filed to generate further income for constituents and the Family Support Program. Due to the accommodations and restrictions, above,

DISTRICT ATTORNEY

resources will need to be pulled together to ensure that enforcement does not dip below the Federal incentive numbers that are expected.

- A new Deputy District Attorney (DDA) is in the Family Support Program. This attorney will work half of their time in Family Support, and half of their time doing juvenile prosecutions.
- The Victims' Assistance Program will continue 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.

Department Accomplishments for Prior Year

- The Prosecution Case Management Program expects to file 7,180 cases with the Jackson County Circuit Court in fiscal year 2020-2021, which is a slight decrease over the previous year.
- The District Attorney's Office expects to handle 243 juvenile delinquency cases in fiscal year 2020-2021. The caseload has increased by 27 percent due, in part, to risk assessment tools used by juvenile services to determine if a youth should go through a diversion process or to Court.
- In fiscal year 2019-2020, the DDA assigned to Health and Human Services consulted on approximately 300 cases, and prepared for civil commitment hearings on 47 individual cases. The Court started a new docket for defendants who cannot aid and assist in a case. The DDA 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 District Attorney's Office has provided trainings to all of the attorneys on cultural competency, diversity, and inclusion. With the issues currently facing law enforcement and our communities, these are important issues to explore with our attorneys. Trainings on charging bias crimes have been offered and continue to be important to ensure every attorney has the knowledge and skills to charge these offenses when they occur.
- The Victims' Assistance Program provided services to 4,589 crime victims in fiscal year 2019-2020. That included 780 domestic violence victims, 42 victims of adult sexual abuse, 187 children who were sexually or physically assaulted by adults, and 16 family members of manslaughter or homicide victims.
- In fiscal year 2019-2020, the Family Support Program was successful in collecting an estimated \$10,338,908 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, 120 new Court actions were filed for Contempt of Court and probation violations. On cases with arrears, 69.95 percent received payments on those arrears.
- Over the past year, the Family Support Program has experienced a drop in total case count as well as collection numbers for currently billing cases. Both areas saw a drop due to COVID-19 related shutdowns and increased unemployment. Numerous case participants ended up losing their jobs, took willful leave, and ended up seeking Temporary Assistance for Needy Families (TANF) related services. This caused cases that were receiving payment to either drop or cease in collections all together. As some constituents went on TANF, their cases were transferred to the State-run program.
- The Family Support Program is meeting its standard to still allow the Office to receive full payments. The continued effort of staff has allowed the Office to become more digital in the means of communicating with constituents and other agencies. This has led to a decreased number of in-person visits and calls into the office as email seems to be the most effective way to communicate with parties on a case.
- The Victims' Assistance Program prepared 761 restitution orders in fiscal year 2019-2020, totaling \$809,1657.19 in restitution for the citizens and companies of Jackson County. The District Attorney's Office collected \$93,990.32 in restitution prior to sentencing.

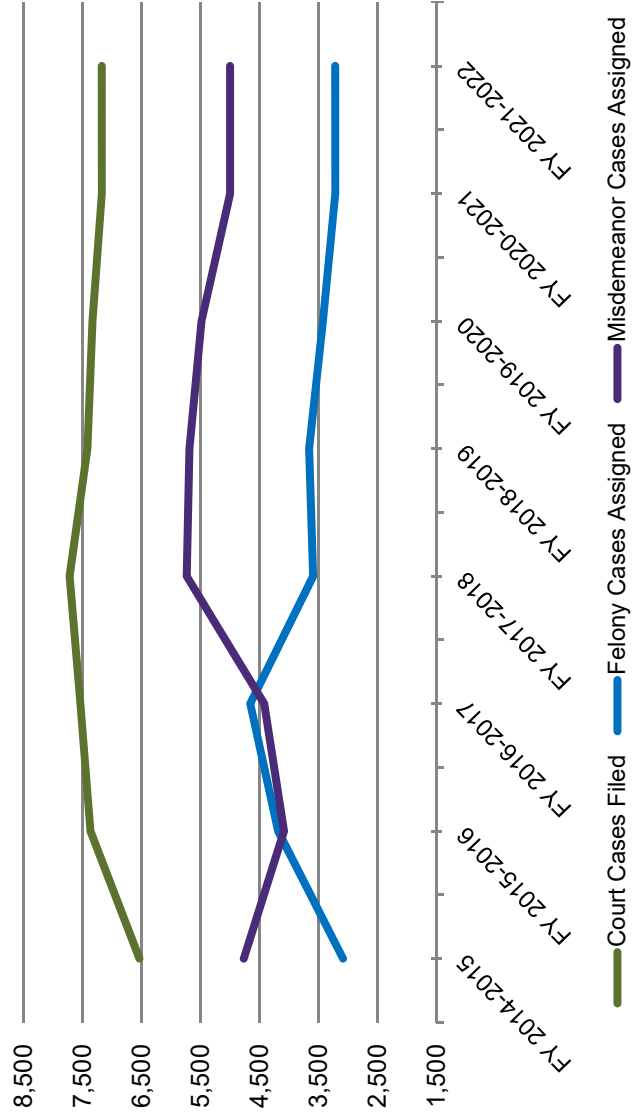
Benchmark

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. Adjustments on some caseloads are being made to reduce the number of cases that the domestic violence attorneys have; these cases take additional time to work with victims and advocates.



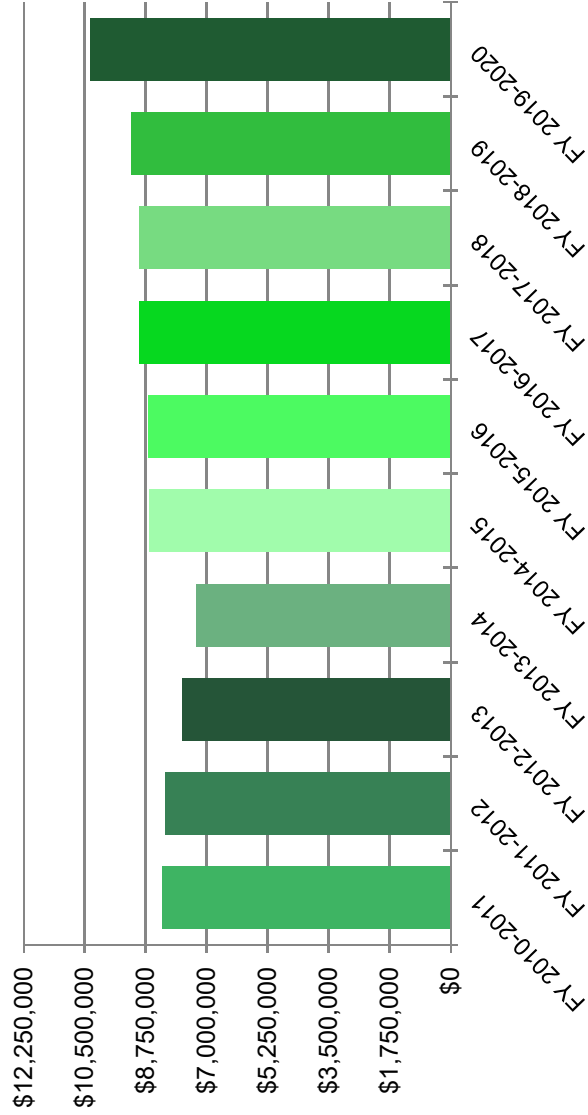
DISTRICT ATTORNEY

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 Family Support Program makes every effort to provide timely, quality customer service to the citizens of Jackson County.

Strategic Goals and Measures

Department Goal: 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. Supporting the achievement of County Strategic Goals 1, 2, 4, 9, and 10.

Performance Measure 1: Increase child support dollars collected and program performance levels on collections.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Child support collected (weighted*)	\$11,142,470	\$11,253,927	\$12,543,513	\$10,000,000	\$10,000,000
Unweighted/actual dollars	\$8,933,962	\$9,175,483	\$10,338,908	\$8,800,000	\$8,800,000
Cases with current/ongoing collections	73.89%	71.08%	70.48%	71.00%	71.00%
Cases with arrears receiving payment on the arrears	75.76%	74.60%	81.96%	80.00%	80.00%

*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. In the past year, collections dropped due to the State of Oregon, Child Support Program, ceasing many enforcement remedies in their system; they still allowed the collections by means of withholding orders, garnishments, and Federal offsets that were paid out. 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 orders decreased by 0.6 percent over the prior year due to Federal offsets being intercepted. Due to the intercepts, the number of actual child support dollars collected and distributed to families increased to \$10,338,908. The increase in dollars collected, compared to last year, was over 12.7 percent.

Performance Measure 2: Obtain payments from non-paying parents which may include Court sanctions for failure to pay child support.



Family Support

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
New Court actions (contempt and probation violations)	280	124	120	120	200
Actual number of Court appearances	876	598	438	450	550
Pre-contempt/probation violation payment agreements signed	98	72	38	30	60
Days of jail time ordered by the Court	79	295	241	240	250

In the past year, the State of Oregon, Division of Child Support, ceased all other enforcement remedies and allowed only processed contempt actions to proceed forward to Court. This caused a downward trend in numbers and collections for the Program. In the coming months, all enforcement remedies will be released and further actions can start to be taken in the fields of professional license suspensions, bank garnishments, and contempt proceedings in Court. The Jackson County District Attorney's Family Support Program relies on these methods to help assist families in need. The contempt process is the best driving force in collecting funds from parents that are required to pay support. 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. Origin, the State's new computer system, will be monitoring all contempt actions that are filed and will provide real time data collections, Court dates, and follow up requirements. This data will be reviewed by staff and a newly hired Deputy District Attorney.

Performance Measure 3: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Cases with child support orders	98.12%	94.82%	97.08%	97.00%	98.00%

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 automates this process by now allowing digital applications to be submitted and making it easier to apply for services by all constituents. 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 2,609 cases; that is a decrease of 3 percent from last year's 2,711 cases. Even though the numbers reflect a decrease, the Program, as a whole, still showed an increase in percentage with the overall program performance. The Program again received 100 percent of available Federal funding on this measure's performance.

Family Support

Significant Issues in the Year Ahead

As we move into the next fiscal year, the Family Support Program will be readjusting from the enforcement holds that the State of Oregon had placed on the program. The holds imposed by the State consisted of professional license suspensions, specific garnishments and contempt actions. These actions are monitored in the Origin system and tasked out to staff to review and process. The holds stopped the system from conducting such a feat causing a potential backlog of enforcement actions that will need to be taken. Projections show a potential of 2,100 pending actions in the system that currently exist and, once released, they will be tasked out in one lump sum. In some cases, this may cause a delay in Federal timeframes that are required to be completed. The Family Support Director, along with the new Deputy District Attorney that has been assigned to the Program, will evaluate a method for staff to complete specific tasks based on type and priority. This will ensure program compliance and that all constituents' cases are handled in the same manner.

Due to the cease of some actions in the Origin system, trainings for staff will need to be conducted on a one-on-one basis. The complexity of these trainings, and the inability to hold them in a group setting, will slow the process of getting back up to normal processing speeds. However, with assistance from the training programs in the State's Child Support Program, as well as personal Program Director-led trainings, staff will be fully retrained and ready to continue to process further actions. This progress will be tracked closely, and reports reviewed each week, to ensure that all cases are properly addressed that require actions.

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 \$364,412 depending on actual expenses. The State and Federal governments also provide performance-based "incentive funds" anticipated at \$89,000, and State General Funds at \$55,000. Approximately 19 percent of the Family Support Program is funded by the County's General Fund.

Program: 170102	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$481,163	\$431,855	\$458,382	\$495,647	\$508,412
Fees & Other Service Charges	\$10,872	\$8,763	\$12,305	\$9,000	\$11,000
Interfund Transfers	\$612	\$612	\$612	\$612	\$612
Total	\$492,647	\$441,230	\$471,299	\$505,259	\$520,024
EXPENDITURES					
Personnel Services	\$461,996	\$415,858	\$393,478	\$492,532	\$521,549
Materials & Services	\$107,630	\$98,237	\$100,136	\$121,481	\$122,846
Total	\$569,626	\$514,095	\$493,614	\$614,013	\$644,395
Full-Time Equivalent	5.80	6.67	5.50	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.

Strategic Goals and Measures

Department Goal: Ensure that justice-involved individuals are held accountable in the Courts through the filing and prosecution of appropriate charges. Supporting the achievement of County Strategic Goals 1, 2, 4, and 9.

Performance Measure 1: Maintain a manageable caseload per Deputy District Attorney (DDA) to ensure quality representation for victims and the citizens of Jackson County.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
DDAs assigned felony cases	11	13	13	13	13
Average of new felony cases assigned per DDA	327	282	264	248	248
DDAs assigned misdemeanor cases	6.2	6.0	6.0	6.0	6.0
Average of new misdemeanor cases assigned per DDA	926	949	915	834	834
Total cases filed with the Court	7,726	7,423	7,337	7,180	7,180
Change/fluctuation in total cases filed with the Court	2.40%	-3.92%	-1.16%	-2.14%	0.00%
Civil commitments/revocations	36	37	47	47	47

Jackson County law enforcement agencies submitted over 8,917 cases to the office in the 2019-2020 fiscal year. Of the cases submitted to the District Attorney's Office, 82.3 percent were filed with the Jackson County Circuit Court. The cases filed with the Court in fiscal year 2020-2021 are projected to decrease by 2 percent; this projection is based on the law change making most charges of possession of a controlled substance a violation. 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 2019-2020, the attorney prepared for hearings on 47 civil commitments. The District Attorney's Office will continue to strive to review submitted cases within 60 days of receiving the completed investigation. In 2020, the Office tried 20 jury trials, and the overall conviction rate was 83 percent. This significant decline in trials was due to COVID restrictions imposed by the Court, severely limiting criminal trials and in-person Court appearances.

Performance Measure 2: Deputy District Attorneys train/help area law enforcement officers to understand criminal statutory and constitution law and procedure. They also provide training and presentations to community partners and other public organizations.



Prosecution Case Management

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Hours of training provided	50	66	91	70	70

The District Attorney's Office provided trainings to a number of police agencies, both in person and by videoconference. Those trainings covered a vast array of topics including, but not limited to, officer involved shooting protocols, Karly's Law, search and seizure, legislative updates, and lethality assessment protocols. When school activities return to normal, "Rule-Out" outreach will continue, and will be aimed at middle school students to inform them about controlled substances, social media, and the criminal justice system, in collaboration with the Jackson County Circuit Court.

Performance Measure 3: Ensure that justice-involved juveniles are held accountable.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Delinquency cases opened with the Court	198	190	243	243	243
Change/fluctuation in delinquency cases opened with the Court	-10.8%	-4.0%	+27.9%	0.0%	0.0%

The juvenile delinquency cases saw a sharp increase in juvenile petitions filed with the Court. The Office currently has a 0.50 full-time equivalent attorney handling juvenile delinquency.

Significant Issues in the Year Ahead

The backlog of cases that have been delayed due to limited Court availability may take staff more than this next fiscal year to get back to normal procedures. An early responsibility program has been instituted to resolve some low-level crimes to alleviate a portion of that backlog. Aside from COVID issues, the Office has over 15 homicide cases pending, dating back to 2017. It is taking longer and longer, due to a number of factors, to resolve serious offenses. These cases are a priority to resolve, either by plea negotiations or trial.

There have also been some significant changes to Oregon drug laws. It is difficult to predict if the change in law, which goes into effect on February 1, 2021, will significantly impact cases already submitted. Although there may be a reduction in drug cases submitted, it is unknown if an increase in person/property crimes and driving under the influence crimes will be seen.

The lack of jail beds that are available in Jackson County continues to dictate how cases are handled. It is one factor in why cases do not resolve, and is a key reason why Jackson County experiences a very high failure to appear rate. The Office works closely with the Sheriff's Office and the Court on managing the chronic failure to appear defendant. The Deputy District Attorneys continue to refer defendants to alternative programs, like the Recovery Opportunity Court and intensive supervision programs offered by Jackson County Community Justice. 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 cases submitted to the Office by law enforcement was reduced slightly, which corresponded with fewer filings with the Court. Caseloads have increased because attorneys have been able to resolve as many



Prosecution Case Management

cases. One grant position, funded by the Justice Reinvestment Initiative, ended with the last fiscal year; and it is unknown if it will be renewed. The cases will be redistributed to reduce the caseloads, especially in domestic violence cases. It is expected that the marijuana grant position will be renewed. This grant funds one-half of the attorney's salary. The attorney will continue to concentrate on marijuana cases submitted by the Interagency Marijuana Enforcement Team (IMET) as well as money laundering and other related cases.

Financial Condition

The Prosecution Case Management Program receives revenue from fees for discovery, one grant that provides funding for 0.50 full-time equivalent (FTE) Deputy District Attorney position, and 1.00 FTE attorney position funded by Health and Human Services for civil commitments. Approximately 92 percent of the Prosecution Case Management Program is funded by the County's General Fund.

Program: 170101	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$312,594	\$486,231	\$354,563	\$357,127	\$254,867
Fees & Other Service Charges	\$285,278	\$422,358	\$296,672	\$200,000	\$221,000
Interfund Transfers	\$2,383	\$2,607	\$2,599	\$2,376	\$2,376
Total	\$600,255	\$911,196	\$653,834	\$559,503	\$478,243
EXPENDITURES					
Personnel Services	\$3,646,862	\$3,812,573	\$4,122,253	\$4,854,079	\$5,063,579
Materials & Services	\$603,676	\$639,635	\$683,663	\$896,456	\$838,785
Total	\$4,250,538	\$4,452,208	\$4,805,916	\$5,750,535	\$5,902,364
Full-Time Equivalent	38.65	38.12	40.45	40.45	40.50

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.

Strategic Goals and Objectives

Department Goal: To serve the citizens of Jackson County by protecting their safety and encouraging community participation in the criminal justice system. Supporting the achievement of County Strategic Goals 1, 2, 4, 6, and 9.

Performance Measure 1: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Clients who report that the services they received helped them better understand the criminal justice system*	77%	89%	88%	88%	90%

*As evidenced by a satisfaction survey.

Service recipients continue to be pleased with the service they receive from the Program. People continue to report an increased understanding of the criminal justice process.

Performance Measure 2: Hold convicted criminals accountable for the fiscal losses sustained by the victim.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Restitution orders completed by the time of sentencing	78%	79%	80%	82%	84%

Restitution will continue to be ordered in an accurate and timely fashion to help victims recover in the aftermath of a crime.

Performance Measure 3: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Escorts provided to citizens subpoenaed to Grand Jury	98%	99%	70%	25%	25%

The Grand Jury has move, primarily, to electronic testimony due to the COVID-19 pandemic. Consequently, witnesses rarely appear in person. Instead of escorting, Program staff call victims prior to the hearing and prepare



Victims' Assistance

them to testify electronically. This is not as comprehensive a service as the Program provides to victims and witnesses, who appear in person.

Performance Measure 4: Maintain a strong volunteer force in order to maximize program availability for victims.

<i>Outcome(s)</i>	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Obtain the donation 2,500 volunteer hours each year	98%	105%	83%	30%	70%

Most of the Program's volunteers are individuals who are at heightened risk for COVID-19 complications. Those volunteers have not been coming to the office since March 2020. The Program also has less need for volunteers because there are fewer in-person services. The Program hopes to see an increase in its volunteer participation in the future.

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. The Program anticipates an increased workload when the Circuit Court is able to increase in-person Court hearings and trials. The Program has seen a drastic reduction in Court escort and personal client contact with the onset of the COVID-19 pandemic. There is a backlog of cases with crime victims. Services will increase in response to cases moving forward in the coming months. The Program will continue to work closely with partner agencies in the community such as Community Works, Inc., the Children's Advocacy Center of Jackson County, the Sexual Assault Response Team, Resolve, and others.

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. The Program expects to be able to maintain the current staff level. Nearly 79 percent of the Program's expenses are covered by grants. Approximately 21 percent of the Victims' Assistance Program is funded by the County's General Fund.

Victims' Assistance

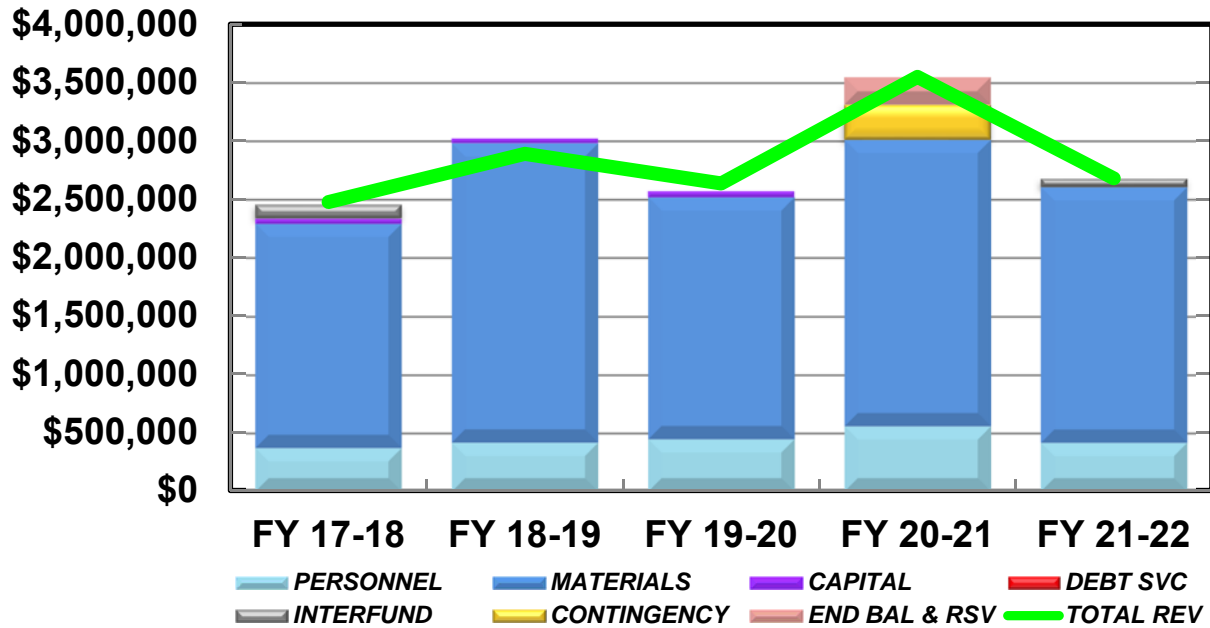
Program: 170103	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$511,167	\$561,384	\$581,823	\$679,963	\$730,098
Interfund Transfers	\$605	\$381	\$389	\$612	\$612
Total	\$511,772	\$561,765	\$582,212	\$680,575	\$730,710
EXPENDITURES					
Personnel Services	\$555,822	\$583,832	\$623,647	\$708,175	\$738,451
Materials & Services	\$119,222	\$123,543	\$125,979	\$148,792	\$147,548
Special Payments	\$16,592	\$35,939	\$34,853	\$40,478	\$45,000
Total	\$691,636	\$743,314	\$784,479	\$897,445	\$930,999
Full-Time Equivalent	8.05	7.72	8.05	8.05	8.00

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EXPO

2017-2018 TO 2021-2022

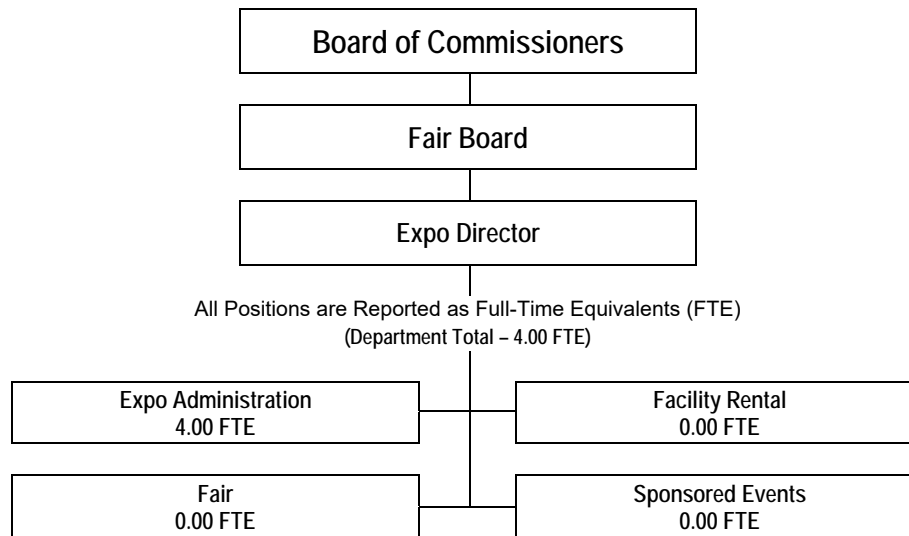


	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Adopted	FY 21-22 Adopted
PERSONNEL	\$371,507	\$418,454	\$447,209	\$559,270	\$417,524
MATERIALS	\$1,919,371	\$2,562,103	\$2,069,978	\$2,450,248	\$2,185,764
CAPITAL	\$45,000	\$42,119	\$53,625	\$0	\$0
DEBT SVC	\$742	\$573	\$46	\$0	\$0
INTERFUND	\$117,512	\$0	\$0	\$0	\$75,000
CONTINGENCY	\$0	\$0	\$0	\$301,800	\$0
END BAL & RSV	\$0	\$0	\$0	\$237,014	\$0
TOTAL EXP	\$2,454,132	\$3,023,249	\$2,570,858	\$3,548,332	\$2,678,288
TOTAL REV	\$2,475,031	\$2,888,365	\$2,634,331	\$3,548,332	\$2,678,288
FTEs	6.00	6.00	6.00	6.00	4.00

The increase in Interfund is a transfer to the Capital Projects Fund to replace the fire alarm system in the Event Center. The State's COVID-19 restrictions on public events resulted in the decrease in the Department's expenditures and a reduction of 2.00 FTE positions (Lead Grounds Worker and Project Specialist). 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 15 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, Southern Oregon BrewFest, Wild Rogue Pro Rodeo, Holiday Market, Bacon and Barrels, 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.

Department Objectives for Fiscal Year 2021-2022

- Reopen as a safe and viable rental option for the public.
- Implement cost control measures to maintain the viability of the Exposition Park.
- Be a valuable resource to the community by providing public space and staff assistance as needed.

Department Accomplishments for Prior Year

- The first Bacon and Barrels event was held.
- Repurpose of the grounds into a supply warehouse for personal protections supplies for County businesses and citizens.
- Pivot of County staff into emergency operations.



Expo Administration

Program Purpose

The Expo Administration Program is responsible for the overall operations of the Jackson County Exposition Park as a whole. Revenues in the Program are those that are not directly attributable to a single event, and expenses are general overhead expenses that are required to run the entire facility. This Program is helpful in the fee setting process to ensure that net overhead is covered by events.

Strategic Goals and Measures

Department Goal: Minimize overall costs and allocate to events appropriately based on venue usage to allow for financial performance of individual events to be measured. Supporting the achievement of County Strategic Goals 2, 3, 4, 7, 9, 11, and 12.

Performance Measure 1: Maintain standard cost per day allocations.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Standard cost per day – Event Center	\$964	\$1,512	n/a	n/a	n/a
Standard cost per day – barns	\$595	\$1,040	n/a	n/a	n/a
Standard cost per day – Padgham	\$554	\$869	n/a	n/a	n/a
Standard cost per day – Isola	\$583	\$911	n/a	n/a	n/a
Standard cost per day – Olsrud	\$581	\$914	n/a	n/a	n/a
Standard cost per day – amphitheater	\$788	\$1,236	n/a	n/a	n/a
Standard cost per day – Mace	\$663	\$993	n/a	n/a	n/a
Standard cost per day – grounds	\$663	\$520	n/a	n/a	n/a

Due to the COVID-19 pandemic and mandates by the Oregon Governor limiting public gatherings, rentals were canceled in the third quarter of fiscal year 2019-2020. Total days rented are used as the cost driver for the standard cost per day calculation; therefore, standard cost per day could not be calculated.

Significant Issues in the Year Ahead

Refinement of this model is paused until the public gathering restrictions are lifted. Controlling overhead costs is going to be critical for the Expo in the coming years to remain viable.



Expo Administration

Financial Condition

The Expo Administration Program incurs many unavoidable fixed costs, and some variable costs that can be controlled by management and staffing decisions. Revenue is primarily sponsorships attached to naming rights, and land rental income.

Program: 210103	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$104,156	\$135,003	\$218,866	\$165,000	\$146,000
Fees & Other Service Charges	\$172,476	\$150,771	\$132,817	\$170,000	\$127,000
All Other Resources	-\$280,633	-\$243,374	-\$285,301	-\$335,000	-\$15,500
Interfund Transfers	\$0	\$0	\$9,286	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$0	\$290,165
Total	-\$4,001	\$42,400	\$75,668	\$0	\$547,665
EXPENDITURES					
Personnel Services	-\$30,057	-\$50,000	\$57,542	\$0	\$345,755
Materials & Services	\$78,875	\$44	\$18,794	\$0	\$126,910
Capital Outlay	\$45,000	\$42,119	\$53,625	\$0	\$0
Debt Service	\$742	\$573	\$46	\$0	\$0
Interfund Transfers	\$117,512	\$0	\$0	\$0	\$75,000
Total	\$212,072	-\$7,264	\$130,007	\$0	\$547,665
Full-Time Equivalent	5.02	6.00	6.00	6.00	4.00

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.

Strategic Goals and Measures

Department Goal: Promotion of year-round usage of the Expo/Fairgrounds facilities, and to provide economic activity to the region during non-Fair periods of time. Supporting the achievement of County Strategic Goals 2, 3, 4, 7, 9, 11, and 12.

Performance Measure 1: Provide several venue options for rent for the public and private events.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Total possible rented days (all venues)	3,040	3,040	3,040	3,040	3,040
Total rented days	990	932	594	950	950
Rented percentage	32.57%	30.66%	19.53%	31.25%	31.25%
Increase/decrease over prior year	48.87%	-5.86%	-36.26%	60.00%	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); the sponsorship will be renewed in 2021. In 2017, Bi-Mart sponsored the Amphitheater in an agreement that includes marketing support and cash; they have already infused capital into the venue. In 2020, Bi-Mart agreed to a modified sponsorship due to the COVID-19 pandemic and related restrictions that prevented events from being held in the Amphitheater. Bi-Mart will extend the sponsorship by one year, or renegotiate, depending on the timeline of being able to host public events in the Amphitheater.

The Expo has been unable to host public events due to the COVID-19 restrictions on public gatherings. In the interim, the Expo facility has been utilized as a personal protection equipment (PPE) storage and distribution site, a shelter for wildfire victims, and a base for Federal Emergency Management Agency (FEMA) operations.

Significant Issues in the Year Ahead

The Expo is patiently waiting for the COVID-19 restrictions to be lifted in order to be able to open for public events. Marketing in the next fiscal year will focus on safety, including sanitation.

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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$35,820	\$27,239	\$8,604	\$22,000	\$20,475
Fees & Other Service Charges	\$595,677	\$623,333	\$452,454	\$616,046	\$421,904
All Other Resources	\$191,016	\$209,712	\$262,540	\$287,037	\$0
Total	\$822,513	\$860,284	\$723,598	\$925,083	\$442,379
EXPENDITURES					
Personnel Services	\$296,399	\$373,678	\$309,677	\$467,354	\$34,844
Materials & Services	\$591,991	\$724,695	\$713,606	\$809,085	\$407,535
Contingency	\$0	\$0	\$0	\$92,500	\$0
Total	\$888,390	\$1,098,373	\$1,023,283	\$1,368,939	\$442,379
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.

Strategic Goals and Measures

Department Goal: Provide a high quality and safe County Fair for the citizens of Jackson County and other neighboring counties. Supporting the achievement of County Strategic Goals 2, 3, 4, 7, 9, 11, and 12.

Performance Measure 1: The goal of the Jackson County Fair is to provide an educational and entertainment opportunity for an ever-expanding regionwide population, while focusing on the responsibility of promoting sound fiscal management.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Attendance	70,000	75,000	65,000	0	40,000
Increase/decrease over prior year	-6.04%	6.00%	-16.67%	-100.00%	100.00%

Due to the COVID-19 pandemic and the Oregon Governor's mandate prohibiting gatherings, the 2020 Jackson County Fair was canceled.

Significant Issues in the Year Ahead

Due to the pandemic and the Oregon Governor's mandate, the timing of being able to have public events is still uncertain. A smaller scale Fair is in the budget for fiscal year 2021-2022 in the event that restrictions on public gatherings is lifted.

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 lotter 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.



Fair

Program: 210101	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$220,315	\$200,463	\$178,514	\$188,167	\$272,667
Fees & Other Service Charges	\$818,669	\$794,314	\$1,015,165	\$1,015,500	\$658,500
All Other Resources	\$77,472	\$37,052	\$43,599	\$29,789	\$0
Interfund Transfers	\$3,707	\$4,704	\$0	\$7,380	\$4,500
Fund Balance	\$0	\$0	\$0	\$539,514	\$0
Total	\$1,120,163	\$1,036,533	\$1,237,278	\$1,780,350	\$935,667
EXPENDITURES					
Personnel Services	\$71,581	\$57,790	\$69,895	\$41,493	\$25,062
Materials & Services	\$771,399	\$874,653	\$798,843	\$851,267	\$910,605
Contingency	\$0	\$0	\$0	\$125,000	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$237,014	\$0
Total	\$842,980	\$932,443	\$868,738	\$1,254,774	\$935,667
Full-Time Equivalent	0.48	0.00	0.00	0.00	0.00

Sponsored Events

Program Purpose

The Sponsored Events Program is responsible for producing events that include the rodeo and Spring Fair, Harvest Fair, Holiday Market, Brewfest, Bacon and Barrels, and internally produced concerts.

Strategic Goals and Measures

Department Goal: Produce high quality, well attended events for the general public. Supporting the achievement of County Strategic Goals 2, 3, 4, 7, 9, 11, and 12.

Performance Measure 1: Offer a rodeo and Spring Fair event that provides quality entertainment and educational opportunities.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Paid attendance	6,709	6,057	0	0	4,500
Increase/decrease over prior year	1.59%	-9.70%	-100.00%	n/a	100.00%

Due to the COVID-19 pandemic and the Oregon Governor's mandate preventing public gatherings, the rodeo was canceled in fiscal years 2020-2021 and 2021-2022. 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. Due to the COVID-19 pandemic and the Oregon Governor's mandate preventing public gatherings, the rodeo was canceled in fiscal years 2020-2021 and 2021-2022.

Performance Measure 2: In partnership with the City of Central Point, produce the Southern Oregon BrewFest event which offers the public a quality event featuring local cooking contestants and breweries.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Glasses purchased	2,773	4,303	5,200	0	3,000
Increase/decrease over prior year	-10.90%	55.17%	20.84%	-100.00%	100.00%

Due to the COVID-19 pandemic and the Oregon Governor's mandate preventing public gatherings, the Southern Oregon BrewFest was canceled in fiscal year 2020-2021. 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 event.

Performance Measure 3: Organize and coordinate the Holiday Market event to attract a variety of talented crafters to offer a unique shopping experience to the public.



Sponsored Events

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Spaces rented	201	203	255	22	175
Increase over prior year	1.52%	1.00%	20.00%	-91.37%	695.00%

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. The 2020 event was held under strict COVID-19 restrictions with regards to public gatherings.

Performance Measure 4: Attract a variety of connoisseurs, enthusiasts, and product distributors to offer a unique tasting experience to the public during the Bacon and Barrels event.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
General admission tickets	n/a*	n/a*	1,140	0	800
Increase over prior year	n/a*	n/a*	100%	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. Due to the COVID-19 pandemic and the Oregon Governor’s mandate preventing public gatherings, the Bacon and Barrels event was cancelled in fiscal year 2020-2021.

Significant Issues in the Year Ahead

The most significant challenge for the Sponsored Events Program is the current restriction on public gatherings due to the COVID-19 pandemic. Until this is lifted, the Expo is unable to produce any of these events.

Financial Condition

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



Sponsored Events

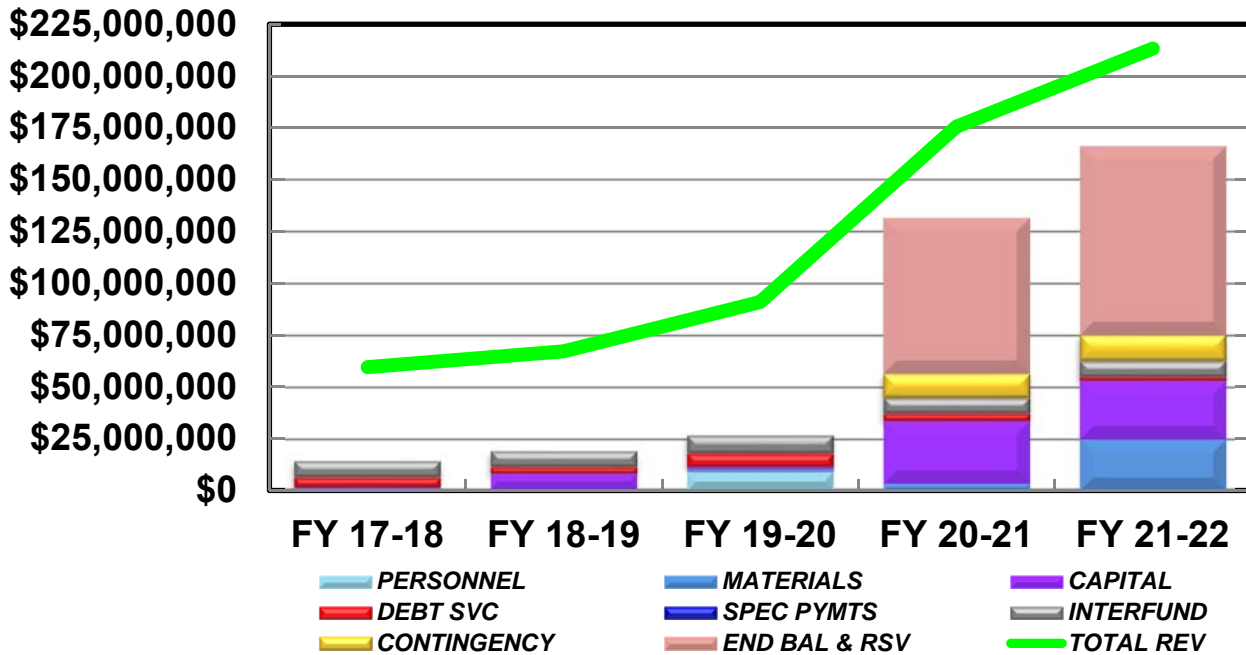
Program: 210104	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$131,594	\$139,084	\$64,989	\$194,755	\$175,027
Fees & Other Service Charges	\$380,123	\$783,631	\$526,502	\$607,750	\$557,050
All Other Resources	\$21,218	\$24,459	\$6,297	\$38,174	\$16,500
Interfund Transfers	\$3,421	\$1,975	\$0	\$2,220	\$4,000
Total	\$536,356	\$949,149	\$597,788	\$842,899	\$752,577
EXPENDITURES					
Personnel Services	\$33,583	\$36,986	\$10,095	\$50,423	\$11,863
Materials & Services	\$477,106	\$962,711	\$538,735	\$789,896	\$740,714
Contingency	\$0	\$0	\$0	\$84,300	\$0
Total	\$510,689	\$999,697	\$548,830	\$924,619	\$752,577
Full-Time Equivalent	0.50	0.00	0.00	0.00	0.00

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FIDUCIARY AND SPECIAL FUNDS

2017-2018 TO 2021-2022



	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Adopted	FY 21-22 Adopted
PERSONNEL	\$0	\$0	\$9,023,716	\$0	\$0
MATERIALS	\$1,184,112	\$933,393	\$1,483,844	\$3,431,375	\$24,760,805
CAPITAL	\$619,738	\$7,509,576	\$1,169,407	\$30,248,245	\$28,304,202
DEBT SVC	\$4,661,199	\$3,025,473	\$6,312,614	\$3,503,325	\$1,760,650
SPEC PYMTS	\$378,714	\$325,867	\$326,610	\$384,000	\$400,000
INTERFUND	\$7,805,063	\$7,598,065	\$8,637,228	\$7,546,221	\$7,723,635
CONTINGENCY	\$0	\$0	\$0	\$11,571,704	\$12,400,000
END BAL & RSV	\$0	\$0	\$0	\$75,111,809	\$91,036,126
TOTAL EXP	\$14,648,826	\$19,392,374	\$26,953,419	\$131,796,679	\$166,385,418
TOTAL REV	\$59,503,293	\$67,184,206	\$90,932,436	\$175,557,196	\$213,275,300
FTEs	0.00	0.00	0.00	0.00	0.00

The large increases in Materials and Ending Balance and Reserves is due to funding from the American Rescue Plan; the County is awaiting guidance on acceptable usage of the funds. The decrease in Debt Service is due to the final payment on the new jail property being made in FY 19-20. Between FY 20-21 and FY 21-22, 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 15 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. Jackson County has made significant advances to preserve the long-term use of its facilities.

Strategic Goals

Supporting the achievement of County Strategic Goals 1, 7, and 12.

Capital improvement projects for fiscal year 2021-2022 are shown below.

• Corrections/Elections – Roof Replacement	\$ 125,000
• Courthouse – Core Building Roof Replacement	100,000
• Expo – Replace Fire Alarm System in Event Center	75,000
• Helo Drive Road Extension	200,000
• Jail – Upgrade Door Control Servers	85,000
• Justice Building – Carpet Replacement in Juvenile Court	60,000
• Libraries	
Ashland Library – Replace HVAC	400,000
Medford Library – Replace Carpet (Phase 1)	175,000
• Rogue Family Center – Carpet Replacement	30,000
	\$ 1,250,000

Program: 091201	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$122,722	\$39,375	\$218,389	\$175,000	\$575,000
All Other Resources	\$7,592	\$13,193	\$14,325	\$0	\$0
Interfund Transfers	\$742,936	\$939,522	\$1,776,184	\$605,000	\$550,000
Fund Balance	\$0	\$0	\$0	\$590,000	\$125,000
Total	\$873,250	\$992,090	\$2,008,898	\$1,370,000	\$1,250,000
EXPENDITURES					
Materials & Services	\$557,524	\$215,081	\$346,825	\$660,000	\$650,000
Capital Outlay	\$619,738	\$874,907	\$1,169,407	\$710,000	\$600,000
Interfund Transfers	\$0	\$20,000	\$0	\$0	\$0
Total	\$1,177,262	\$1,109,988	\$1,516,232	\$1,370,000	\$1,250,000
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.

Strategic Goals

Supporting the achievement of County Strategic Goals 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, and 12.

Revenues in the Central Services Fiduciary account are shown below.

Interest Income	\$ 60,000
Beginning Fund Balance	<u>2,537,662</u>
TOTAL	\$ <u>2,597,662</u>

Expenditures in the Central Services Fiduciary account are shown below.

Contingency	\$ 2,400,000
Reserves	<u>197,662</u>
TOTAL	\$ <u>2,597,662</u>

Program: 090901	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
All Other Resources	\$66,213	\$223,994	\$157,203	\$60,000	\$60,000
Fund Balance	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$1,511,704</u>	<u>\$2,537,662</u>
Total	\$66,213	\$223,994	\$157,203	\$1,571,704	\$2,597,662
EXPENDITURES					
Personnel Services	\$0	\$0	\$1,949,360	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$100,000	\$0
Contingency	\$0	\$0	\$0	\$1,471,704	\$2,400,000
Ending Balance and Reserves	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$197,662</u>
Total	\$0	\$0	\$1,949,360	\$1,571,704	\$2,597,662
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.

Strategic Goals

Supporting the achievement of County Strategic Goal 4.

Program: 091301	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$378,713	\$347,938	\$326,987	\$350,000	\$388,000
All Other Resources	\$314	\$5,213	\$1,201	\$4,000	\$2,000
Fund Balance	\$0	\$0	\$0	\$30,000	\$10,000
Total	\$379,027	\$353,151	\$328,188	\$384,000	\$400,000
EXPENDITURES					
Special Payments	\$378,713	\$325,867	\$326,610	\$384,000	\$400,000
Total	\$378,713	\$325,867	\$326,610	\$384,000	\$400,000
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.

Strategic Goals

Supporting the achievement of County Strategic Goals 1 and 4.

Program: 091001	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$151,133	\$184,763	\$173,048	\$191,400	\$175,000
All Other Resources	\$4,990	\$17,964	\$13,725	\$9,000	\$3,282
Fund Balance	\$0	\$0	\$0	\$358,281	\$273,552
Total	\$156,123	\$202,727	\$186,773	\$558,681	\$451,834
EXPENDITURES					
Materials & Services	\$213,305	\$228,345	\$234,250	\$558,681	\$451,834
Total	\$213,305	\$228,345	\$234,250	\$558,681	\$451,834
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. 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.

Strategic Goals

Supporting the achievement of County Strategic Goals 1, 4, and 12.

Program: 091901	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Revenue from Bonds & Other Debt	\$0	\$0	\$28,126,742	\$0	\$0
All Other Resources	\$0	\$0	\$178,070	\$0	\$311,054
Fund Balance	\$0	\$0	\$0	\$28,000,000	\$25,921,248
Total	\$0	\$0	\$28,304,812	\$28,000,000	\$26,232,302
EXPENDITURES					
Materials & Services	\$0	\$0	\$287,744	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$28,000,000	\$26,232,302
Total	\$0	\$0	\$287,744	\$28,000,000	\$26,232,302
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. 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.

Strategic Goals

Supporting the achievement of County Strategic Goals 1, 4, and 12.

Below are the projected Maturity and Payment Schedules.

Maturity Schedule – Series 2020

Fiscal Year	Principal Amount	Interest Rate	Yield or Price
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 2021-2022

Total Payment	Principal	Interest	Remaining Principal
\$1,760,650	\$820,000	\$940,650	\$22,330,000



ECSO Debt Service Fund

Program: 092001	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Property Tax Revenues	\$0	\$0	\$0	\$1,853,325	\$1,754,200
All Other Resources	\$0	\$0	\$0	\$14,300	\$6,650
Fund Balance	\$0	\$0	\$0	\$0	\$112,992
Total	\$0	\$0	\$0	\$1,867,625	\$1,873,842
EXPENDITURES					
Materials & Services	\$0	\$0	\$0	\$14,300	\$0
Debt Service	\$0	\$0	\$0	\$1,853,325	\$1,760,650
Ending Balance and Reserves	\$0	\$0	\$0	\$0	\$113,192
Total	\$0	\$0	\$0	\$1,867,625	\$1,873,842
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.

Strategic Goals

Supporting the achievement of County Strategic Goals 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, and 12.

The General Fund's revenues that are not directly attributable to a single program are included in the fiduciary budget. For fiscal year 2021-2022, 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	1,417,557
Marijuana Tax Share	585,360
Cable Franchise Fee	390,000
Loan Repayment (RV Park)	318,750
Solid Waste Fund	784,454
Current and Prior Year Property Taxes	44,888,388
Interest Income	1,196,798
Local Marijuana Tax	178,702
Beginning Fund Balance for Fiscal Year 2021-2022	116,561,287
Prior Year Carryover	874,265
	874,265
TOTAL	\$ <u>171,241,907</u>

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 2021-2022, those expenditures are:

Contracted Services	
Communications Agreements	\$ 100,000
RV Television	62,220
Special Projects	21,739,239
Operating Expenses	101,150
Transfers to Other Funds	
Board of Commissioners (General Fund Costs for Central Services)	66,609
IT/GIS (General Fund Costs for Central Services)	350,642
Accounting/Treasurer (General Fund Costs for Central Services)	82,526
Counsel (General Fund Costs for Central Services)	203,566
Administration (General Fund Costs for Central Services)	76,649
Internal Audit (General Fund Costs for Central Services)	44,273



General Fund Fiduciary

Human Resources (General Fund Costs for Central Services)	92,771
Facility Maintenance (General Fund Costs for Central Services)	1,005,220
Mail Courier (General Fund Costs for Central Services)	18,429
Capital Projects	445,000
Health and Human Services	3,088,988
Roads	228,205
Contingency	10,000,000
Reserves	75,103,001
Ending Fund Balance – General Fund	<u>11,543,537</u>

TOTAL \$ 124,352,025

Program: 091102	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$9,329,846	\$8,513,760	\$8,492,379	\$7,415,966	\$6,049,263
Fees & Other Service Charges	\$1,685,309	\$1,725,166	\$385,369	\$293,000	\$390,000
Property Tax Revenues	\$38,319,256	\$39,766,574	\$41,033,446	\$42,098,221	\$44,238,388
Revenue from Bonds & Other Debt	\$0	\$4,969,262	\$0	\$262,500	\$318,750
All Other Resources	\$1,520,145	\$4,182,258	\$3,662,788	\$2,634,370	\$2,025,500
Interfund Transfers	\$1,502,546	\$704,148	\$786,847	\$754,283	\$784,454
Fund Balance	\$0	\$0	\$0	\$79,499,211	\$117,435,552
Total	\$52,357,102	\$59,861,168	\$54,360,829	\$132,957,551	\$171,241,907
EXPENDITURES					
Personnel Services	\$0	\$0	\$12,200,233	\$0	\$0
Materials & Services	\$12,685	\$241,050	\$363,064	\$448,962	\$22,002,609
Capital Outlay	\$0	\$6,634,668	\$0	\$0	\$0
Debt Service	\$1,645,575	\$0	\$3,280,590	\$1,650,000	\$0
Interfund Transfers	\$5,876,240	\$5,650,561	\$6,627,305	\$5,554,535	\$5,702,878
Contingency	\$0	\$0	\$0	\$10,000,000	\$10,000,000
Ending Balance and Reserves	\$0	\$0	\$0	\$71,543,537	\$86,646,538
Total	\$7,534,500	\$12,526,279	\$22,471,192	\$89,197,034	\$124,352,025
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00



Solid Waste

Program Purpose

The Solid Waste Program serves the citizens of Jackson County by planning, implementing, and administering solid waste and recycling-related programs, governed by Oregon Revised Statutes (ORS) Chapters 459 and 459A, to ensure discarded materials are managed in such a way that both public health and the environment are protected.

Strategic Goals and Measures

Department Goal: 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. Supporting the achievement of County Strategic Goals 1, 4, and 10.

Performance Measure 1: Maintain a recycling recovery rate that exceeds the State of Oregon Department of Environmental Quality's (DEQ) requirements by administering programs in coordination with local cities within the Jackson County Wasteshed.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Recycling recovery rate	35.5%	33.0%	30.0%*	25.0%	25.0%

*DEQ has been delayed in releasing 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.

Performance Measure 2: To utilize solid waste funds to offset solid waste disposal and recycling-related costs for Jackson County departments.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Budgeted reimbursements made	100%	99%	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.

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.



Solid Waste

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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Fees & Other Service Charges	\$1,328,148	\$1,399,587	\$1,496,722	\$1,207,600	\$1,274,500
All Other Resources	\$26,444	\$99,847	\$106,953	\$15,000	\$24,200
Fund Balance	\$0	\$0	\$0	\$3,633,000	\$3,995,900
Total	\$1,354,592	\$1,499,434	\$1,603,675	\$4,855,600	\$5,294,600
EXPENDITURES					
Materials & Services	\$34,144	-\$5,222	\$21,014	\$139,736	\$139,203
Interfund Transfers	\$956,658	\$976,756	\$1,008,622	\$1,047,592	\$1,076,663
Contingency	\$0	\$0	\$0	\$100,000	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$3,568,272	\$4,078,734
Total	\$990,802	\$971,534	\$1,029,636	\$4,855,600	\$5,294,600
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.

Strategic Goals and Measures

Department Goal: Manage the Title III program to protect the citizens of Jackson County through grant funding of fire prevention and emergency services activities. Supporting the achievement of County Strategic Goals 1, 2, 4, 5, and 10.

Performance Measure 1: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Firewise communities program	0*	0*	1	1	1
Search, rescue, and other emergency services	0*	0*	1	1	1
Community wildfire protection plans	0*	0*	1	1	1
Expenditures certified	0%*	0%*	100%	100%	100%
Fund balance spent down	0%*	0%*	9%	23%	36%

*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, assisting 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 for emergency responses on national forest lands and the ability to reimburse for the implementation cost of community wildfire protection plans.



Title III/PL 115-141

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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$243,506	\$406,348	\$382,049	\$397,300	\$0
All Other Resources	\$0	\$17,243	\$24,332	\$10,000	\$10,000
Fund Balance	\$0	\$0	\$0	\$1,142,990	\$605,153
Total	\$243,506	\$423,591	\$406,381	\$1,550,290	\$615,153
EXPENDITURES					
Materials & Services	\$0	-\$4,509	\$100,785	\$1,550,290	\$615,153
Total	\$0	-\$4,509	\$100,785	\$1,550,290	\$615,153
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00



Title III/PL 116-94

Program Purpose

The purpose of the Title III/PL 116-94 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) 116-94.

Strategic Goals and Measures

Department Goal: Manage the Title III program to protect the citizens of Jackson County through grant funding of fire prevention and emergency services activities. Supporting the achievement of County Strategic Goals 1, 2, 4, 5, and 10.

Performance Measure 1: Manage Title III projects in accordance with the Public Law 116-94 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Firewise communities program	0*	0*	0*	0*	1
Search, rescue, and other emergency services	0*	0*	0*	0*	1
Community wildfire protection plans	0*	0*	0*	0*	1
Expenditures certified	0%*	0%*	0%*	0%*	100%
Fund balance spent down	0%*	0%*	0%*	0%*	5%

*Projects were approved in fiscal year 2021-2022; data does not exist.

The Jackson County Board of Commissioners will approve new projects in fiscal year 2021-2022 for the latest round of Title III funding. 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 will implement projects such as new Firewise Communities, assisting 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 116-94 projects each year until all the funds have been spent.

Significant Issues in the Year Ahead

The Secure Rural Schools (SRS) Act was reauthorized in December 2019, with payments from Federal agencies received during fiscal years 2020-2021 and 2021-2022. Each year, Title III funding has been reduced from the prior year's payments. All projects that request grants will not be funded.

Financial Condition

The Title III/PL 116-94 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.



Title III/PL 116-94

Program: 091501	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
All Other Resources	\$0	\$0	\$0	\$0	\$7,600
Fund Balance	\$0	\$0	\$0	\$0	\$764,100
Total	\$0	\$0	\$0	\$0	\$771,700
EXPENDITURES					
Materials & Services	\$0	\$0	\$0	\$0	\$771,700
Total	\$0	\$0	\$0	\$0	\$771,700
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.

Strategic Goals

Supporting the achievement of County Strategic Goals 3 and 4.

Program: 091601	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$985,874	\$952,415	\$1,057,856	\$945,000	\$1,060,000
All Other Resources	\$4,634	\$22,149	\$14,702	\$8,500	\$14,400
Total	\$990,508	\$974,564	\$1,072,558	\$953,500	\$1,074,400
EXPENDITURES					
Materials & Services	\$0	\$0	\$0	\$9,406	\$130,306
Interfund Transfers	\$972,165	\$950,748	\$939,726	\$944,094	\$944,094
Total	\$972,165	\$950,748	\$939,726	\$953,500	\$1,074,400
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. 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.

Strategic Goals

Supporting the achievement of County Strategic Goals 5 and 7.

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

Interest Income	\$ 19,500
Beginning Fund Balance	<u>1,452,400</u>
TOTAL	\$ <u>1,471,900</u>

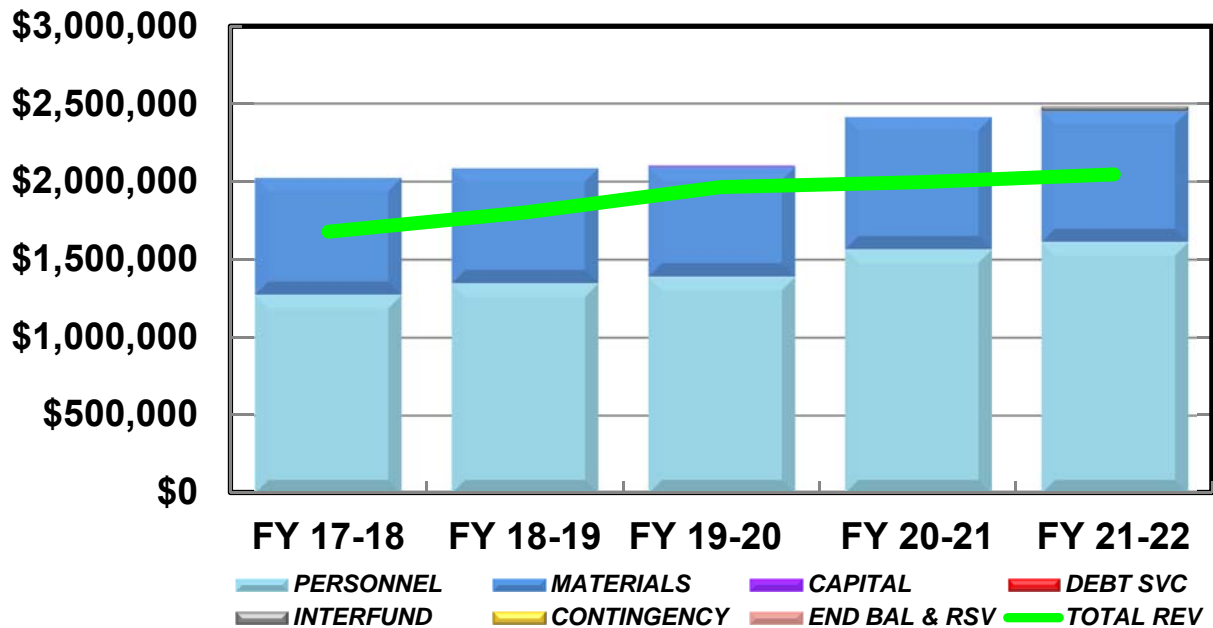
Expenditures in the White City Capital Projects account are shown below.

Capital Outlay - Land	\$ <u>1,471,900</u>
TOTAL	\$ <u><u>1,471,900</u></u>

Program: 091701	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
All Other Resources	\$12,470	\$43,396	\$39,080	\$28,200	\$19,500
Fund Balance	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$1,410,045</u>	<u>\$1,452,400</u>
Total	\$12,470	\$43,396	\$39,080	\$1,438,245	\$1,471,900
EXPENDITURES					
Capital Outlay	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$1,438,245</u>	<u>\$1,471,900</u>
Total	\$0	\$0	\$0	\$1,438,245	\$1,471,900
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

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2017-2018 TO 2021-2022

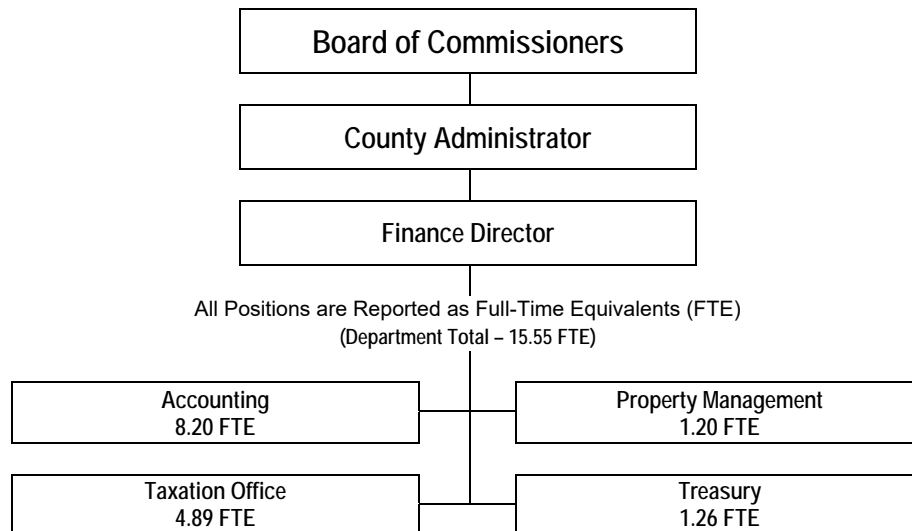


	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Adopted	FY 21-22 Adopted
PERSONNEL	\$1,270,256	\$1,344,188	\$1,386,491	\$1,561,501	\$1,609,322
MATERIALS	\$750,430	\$738,600	\$705,244	\$849,777	\$841,136
CAPITAL	\$0	\$0	\$8,798	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$30,000
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$2,020,686	\$2,082,788	\$2,100,533	\$2,411,278	\$2,480,458
TOTAL REV	\$1,677,983	\$1,801,586	\$1,965,235	\$1,995,988	\$2,046,480
FTEs	16.50	16.50	16.50	15.55	15.55

Between FY 20-21 and FY 21-22, there are no major changes to this budget and 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 15 of this document.

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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.

Department Objectives for Fiscal Year 2021-2022

- 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.

Department Accomplishments for Prior Year

- Implementation of teller for treasury, departments strengthening internal controls, and segregation of duties.
- Began processing tax payments for Klamath County.
- Processed tax payments for four counties in a pandemic environment.

Benchmark

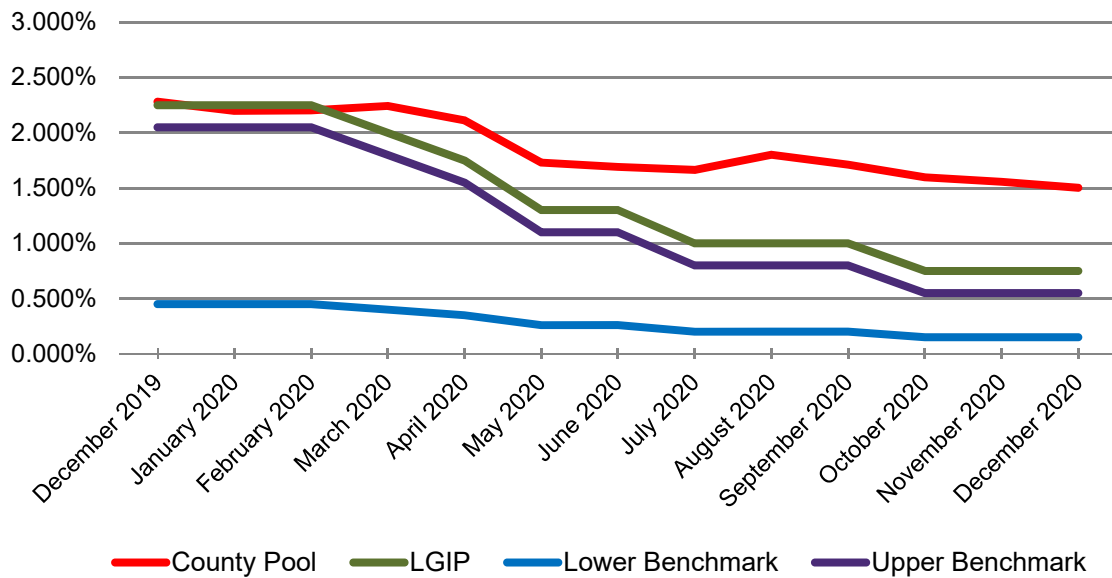
The Treasury benchmark is based on a range rather than a specific point or target. Realizing that any investment portfolio benchmark tends to be valid only over a complete market cycle, which runs for a number of years, the benchmark is shown over time. Our benchmark, as shown in the line graph below,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



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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.

Strategic Goals and Measures

Department Goal: Provide professional level, countywide, financial accounting and reporting services. Supporting the achievement of County Strategic Goals 4, 10, and 11.

Performance Measure 1: Provide technical oversight of all financial records of all County departments so that the County receives an unmodified opinion on their external audit and earns the Government Finance Officers Association (GFOA) award for financial report.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
External independent audit opinion	unmodified	unmodified	unmodified	pending	pending
Certificate for excellence in financial reporting	received	received	expected	expected	expected

Jackson County continues to receive an unmodified 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 37th consecutive year that Jackson County has been awarded GFOA's "Certificate of Achievement for Excellence in Financial Reporting."

Performance Measure 2: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Total payments	30,424	29,374	25,674	26,000	26,000
Paid by check	22.62%	23.17%	18.49%	18.00%	17.50%
Paid by electronic funds transfer (EFT)	10.59%	11.48%	12.26%	12.50%	13.00%
Paid by purchasing card	66.79%	65.35%	69.25%	69.50%	69.50%
Purchasing card rebate	\$108,629	\$106,357	\$120,859	\$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



Accounting

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.

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.

Financial Condition

Accounting is a Central Services program that is 86 percent funded by interfund transfers with approximately 43 percent of the charges to the County's General Fund. The remaining 14 percent of funding for the Accounting Program is from miscellaneous revenues (purchasing card rebate).

Program: 060101	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$108,653	\$106,992	\$131,054	\$120,000	\$120,000
Fees & Other Service Charges	\$0	\$48	\$5	\$0	\$0
All Other Resources	\$100	\$5	\$0	\$0	\$0
Interfund Transfers	\$586,477	\$716,320	\$697,377	\$741,260	\$767,756
Total	\$695,230	\$823,365	\$828,436	\$861,260	\$887,756
EXPENDITURES					
Personnel Services	\$637,634	\$682,192	\$708,398	\$789,003	\$818,090
Materials & Services	\$120,651	\$105,134	\$80,054	\$72,257	\$69,666
Total	\$758,285	\$787,326	\$788,452	\$861,260	\$887,756
Full-Time Equivalent	8.25	8.60	11.24	8.25	8.20

Property Management

Program Purpose

The Property Management Program is responsible for the County's real property assets, including the ranting of easements, negotiation of leases, and auctioning properties deemed to be surplus.

Strategic Goals and Measures

Department Goal: Determine the best course of action for all properties in the judgement phase, as well as management of all properties that are deeded to the County. Supporting the achievement of County Strategic Goals 2, 4, 9, and 10.

Performance Measure 1: Maximize payments on accounts in foreclosure with a goal of collecting on at least 90 percent to avoid final deed to the County.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
"Intent to Foreclose" notices sent	315	293	264	235	220
Judgments on properties	76	48	77	67	56
Properties deeded to County	21	20	14	4	13
Collected before final deed	93.33%	93.32%	94.70%	98.30%	94.00%

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.

Performance Measure 2: Obtain the highest return on properties that the County does acquire. Property can be sold either through lease or disposal. Maintain County database of properties.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Surplus properties in inventory	159	171	177	180	181
Fluctuation in surplus properties	-3.00%	7.00%	0.00%	2.00%	0.00%
Surplus properties available to the public	9	20	20	22	22
Change in available surplus properties	75.00%	55.00%	0.00%	10.00%	0.00%
Properties sold	8	14	11	12	12

Property Management

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Fluctuation in properties sold	65.20%	47.87%	21.43%	8.33%	0.00%

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.

Performance Measure 3: Ensure that real estate contracts on properties sold at auction remain current.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Real estate contracts	14	18	17	18	18
Percentage delinquent	0%	0%	0%	0%	0%

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.

Performance Measure 4: Ensure that the operating costs for County-owned properties do not exceed the lease revenue.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Property management leases	10	11	10	10	10
Total revenue	\$315,802	\$338,179	\$293,860	\$260,987	\$260,987
Total direct expenditures	\$276,251	\$301,223	\$227,505	\$227,505	\$260,987

County buildings and land that are no longer used by County services (primarily the former Health and Human Services building and the Rogue Family Center) are managed by the Property Management Program. It is critical that the revenue and associated expenses for these buildings be monitored and properly accounted for in the financial statements of the County. The Sheriff has staff that moved back into additional space in the Rogue Family Center towards the end of fiscal year 2019-2020.

Significant Issues in the Year Ahead

Carpet replacement and continued COVID-19 issues for cleaning in the Rogue Family Center.



Property Management

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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$197	\$300	\$0	\$0	\$0
Fees & Other Service Charges	\$449,099	\$468,355	\$580,998	\$603,035	\$611,845
Total	\$449,296	\$468,655	\$580,998	\$603,035	\$611,845
EXPENDITURES					
Personnel Services	\$108,954	\$109,540	\$106,809	\$138,568	\$134,702
Materials & Services	\$313,645	\$346,421	\$309,008	\$421,459	\$370,297
Interfund Transfers	\$0	\$0	\$0	\$0	\$30,000
Total	\$422,599	\$455,961	\$415,817	\$560,027	\$534,999
Full-Time Equivalent	1.60	1.60	1.10	1.28	1.20

Taxation Office

Program Purpose

The Taxation Office Program is responsible for the timely and efficient collection of property taxes on behalf of the taxing districts and the citizens of Jackson County.

Strategic Goals and Measures

Department Goal: Process collections of property taxes for Jackson County, and other counties, in an efficient and cost-effective manner by using best practices and modern equipment. Supporting the achievement of County Strategic Goals 2, 4, 9, 10, and 11.

Performance Measure 1: Process collections at a rate of at least 30,000 accounts per full-time employee.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Tax statements processed	99,727	99,846	101,124	101,444	101,450
Tax statements processed for Curry County	10,747	10,356	10,352	10,161	10,400
Tax statements processed for Douglas County	n/a*	n/a*	45,194	44,000	44,000
Tax statements processed for Klamath County	n/a*	n/a*	n/a*	15,659	15,700
Accounts handled per full-time employee	29,230	29,459	41,778	45,670	45,747

*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, and Curry County's, that the Department was able to expand and offer services to Douglas County in fiscal year 2019-2020, and Klamath County in fiscal year 2020-2021; this service benefits all counties.

Performance Measure 2: Produce and deliver Jackson County statements in the most cost-efficient manner. Cost should be between \$0.55 and \$0.66 per piece, adjusted annually for increase in postage costs.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Outside printing/postage costs per statement	\$0.49	\$0.52	\$0.56	\$0.56	\$0.56

The Taxation Office utilizes the most cost-effective contracted services to print and mail tax statements.



Taxation Office

Significant Issues in the Year Ahead

During fiscal year 2021-2022, the Taxation Office Program will continue to refine opportunities for efficiency and implementation of best practices to reduce costs and increase production.

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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$119,250	\$108,547	\$145,621	\$115,840	\$125,000
Fees & Other Service Charges	\$213,739	\$195,383	\$198,400	\$192,800	\$204,502
All Other Resources	\$104	\$566	\$2,335	\$1,100	\$2,200
Interfund Transfers	\$3,006	\$2,809	\$1,880	\$2,400	\$0
Total	\$336,099	\$307,305	\$348,236	\$312,140	\$331,702
EXPENDITURES					
Personnel Services	\$351,886	\$372,283	\$415,915	\$470,474	\$500,497
Materials & Services	\$298,662	\$268,117	\$282,523	\$299,964	\$342,029
Capital Outlay	\$0	\$0	\$8,798	\$0	\$0
Total	\$650,548	\$640,400	\$707,236	\$770,438	\$842,526
Full-Time Equivalent	4.60	4.65	1.91	4.58	4.89

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.

Strategic Goals and Measures

Department Goal: Security of public funds by ensuring that all investments are allowed by Oregon Revised Statute (ORS) Chapter 295, Depositories of Public Funds and Securities. Supporting the achievement of County Strategic Goals 4, 9, 10, and 12.

Performance Measure 1: Ensure the safety and liquidity of public funds by placing funds in the care of a third-party custodian or in a qualified financial institution as determined by the Oregon State Treasurer.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 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%

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.

Performance Measure 2: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Investments in compliance with investment policy diversification criteria	100%	100%	100%	100%	100%
Portfolio weighted average maturity at June 30	2.20	1.91	1.82	2.34	2.50

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 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.

Performance Measure 3: Invest portfolio in fixed income instruments at competitive rates to maximize interest income within investment constraints.



Treasury

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Average monthly balance invested funds	\$151,713,322	\$171,645,742	\$193,478,935	\$183,732,397	\$185,000,000
Total portfolio invested	91.73%	90.00%	84.89%	90.38%	92.00%
Average portfolio rate of return for Jackson County portfolio	1.98%	2.27%	1.69%	1.56%	1.00%
Average rate of return for Local Government Investment Pool	1.73%	2.63%	2.13%	0.81%	0.75%
Average rate of return three year Treasury notes	2.06%	2.75%	1.01%	0.21%	0.25%

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

Economic factors in 2020, including the COVID-19 pandemic, have caused a decrease in interest rates. It is, and will continue to be, a challenge to find attractive investment options for the County's investment portfolio.

Financial Condition

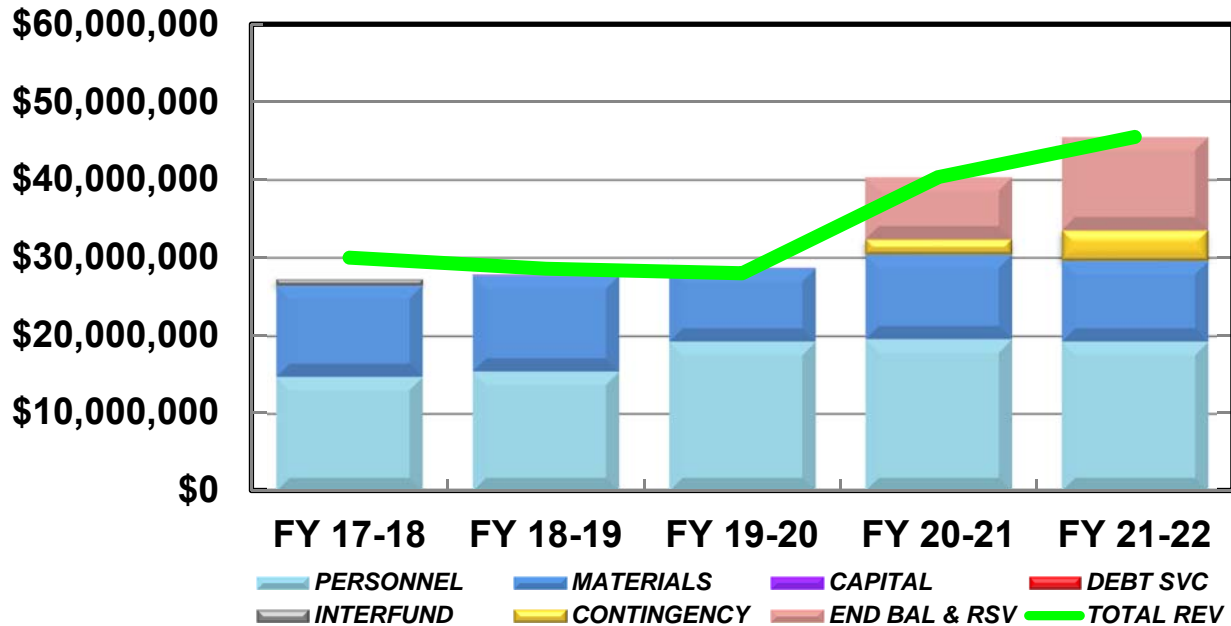
Treasury is a Central Services program that is 95 percent funded by interfund transfers with approximately 36 percent of the charges to the County's General Fund. An additional 4 percent in revenue is received through the State's County Assessment Function Funding Assistance (CAFFA) grant and ATM surcharge revenue.

Program: 060102	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$1,816	\$1,653	\$1,949	\$6,756	\$6,901
Fees & Other Service Charges	\$9,863	\$7,252	\$3,144	\$8,598	\$1,028
All Other Resources	\$0	\$240	\$10,303	\$0	\$0
Interfund Transfers	\$185,678	\$193,117	\$192,169	\$204,199	\$207,248
Total	\$197,357	\$202,262	\$207,565	\$219,553	\$215,177
EXPENDITURES					
Personnel Services	\$171,782	\$180,173	\$155,368	\$163,456	\$156,033
Materials & Services	\$17,472	\$18,928	\$33,659	\$56,097	\$59,144
Total	\$189,254	\$199,101	\$189,027	\$219,553	\$215,177
Full-Time Equivalent	2.05	1.65	2.25	1.44	1.26



HEALTH AND HUMAN SERVICES

2017-2018 TO 2021-2022

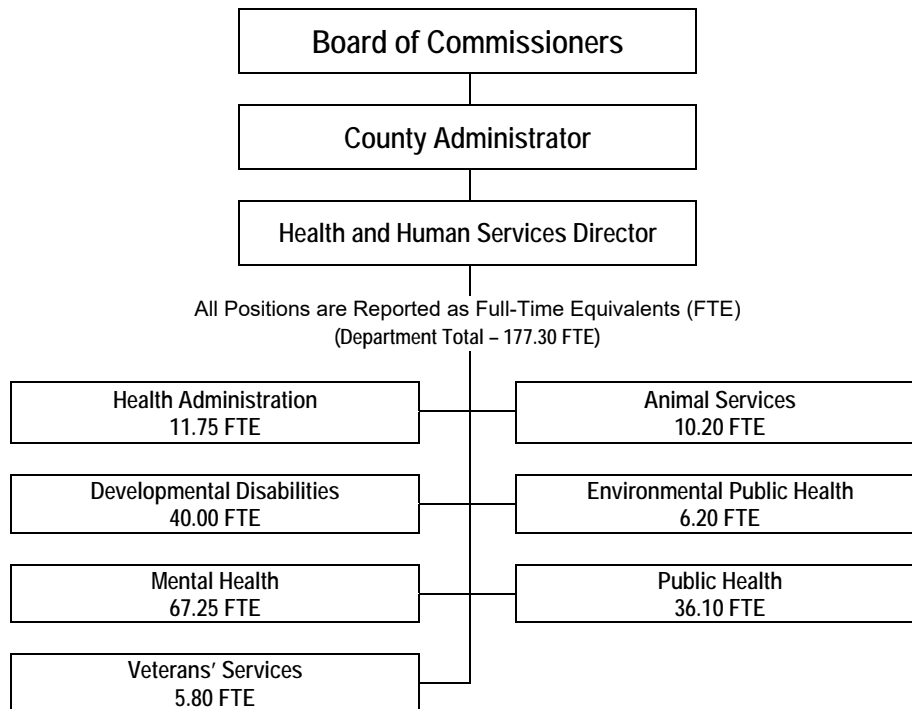


	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Adopted	FY 21-22 Adopted
PERSONNEL	\$14,676,177	\$15,388,199	\$19,240,411	\$19,533,456	\$19,231,407
MATERIALS	\$11,710,352	\$12,289,475	\$9,383,913	\$10,806,397	\$10,286,076
CAPITAL	\$0	\$108,400	\$63,000	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$825,480	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$2,000,000	\$4,000,001
END BAL & RSV	\$0	\$0	\$0	\$8,000,000	\$11,980,000
TOTAL EXP	\$27,212,009	\$27,786,074	\$28,687,324	\$40,339,853	\$45,497,484
TOTAL REV	\$29,963,279	\$28,534,963	\$27,950,328	\$40,339,853	\$45,497,484
FTEs	181.85	177.45	170.55	181.05	177.30

The fluctuation in Contingency and Ending Balance and Reserves is expected as the Department spends monies according to grant requirements. Between FY 20-21 and FY 21-22, there was a reduction of 3.75 FTEs that were designated for a project for which funding was not received. 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 15 of this document.

HEALTH AND HUMAN SERVICES

Organization Chart



Department Summary

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

Department Objectives for Fiscal Year 2021-2022

- Complete 80 percent of investigations of communicable diseases and outbreaks reported to Jackson County Local Public Health, pursuant to Oregon Administrative Rules, by interviewing cases that require an interview.
- Return to 100 percent of inspections of all licensed public food service facilities in Jackson County after a decline in the prior two years due to the COVID-19 pandemic.
- Increase dog licenses sold by 10 percent by implementing new strategies for compliance.
- Complete 95 percent of eligibility determinations/re-determinations within 90 days in the Developmental Disabilities Program.
- Increase interviews conducted with veterans and their families by 5 percent.
- Conduct crisis consults to individuals arrested as request by client or partner agencies, with a target completion rate of 95 percent.

Department Accomplishments for Prior Year

- All staff of Jackson County Health and Human Services responded to the COVID-19 pandemic in some way; either directly in the response, changing their own work environment, adapting to a new work model, and most importantly, by continuing to serve the community by providing needed services to the residents of the County.
- Jackson County Public Health has investigated 99.1 percent of all COVID-19 cases reported that required an interview.



HEALTH AND HUMAN SERVICES

- The Public Health Preparedness program provided the foundation and structure of the response to COVID-19 with a plan that clearly identified the roles, responsibilities, structure, and an implementation strategy that allowed for a successful working model.
- Environmental Public Health (EPH) staff has played a significant role in many aspects of the COVID-19 response. Several staff were transitioned with their many capabilities to support the initial phase of case investigation and contact tracing. In addition, they have provided a support link to restaurants in the community by assisting in the navigation of the many changes in guidance for operating in the pandemic.
- Animal Services deputies provided valuable service and support to emergency responders during both the Alameda and South Obenchain Fires and the improved working relationship allowed officers to be effective as emergency first responders during times of disaster response.
- Developmental Disabilities was able to continue to provide services to clients without much noticed change, except for the delivery model. However, two staff were re-assigned during COVID-19 to work directly as contact tracers using their skills and abilities of the case management work performed in their daily duties.
- Mental Health had several staff transition to the COVID-19 response team and had a significant role in the Incident Command duties, as well as assisting with the management of the County Self-Supported Recovery Site. A case management team was assigned to assist in 24/7 support to clients housed in this facility.

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.

Strategic Goals and Measures

Department Goal: Maintain high level of administrative support to the Programs within the Health and Human Services (HHS) Department by ensuring timely response and support to their needs. Supporting the achievement of County Strategic Goals 1, 2, 4, 9, 10, and 12.

Performance Measure 1: Provide overall direction and administration of all Health and Human Services' programs. Services to include budgeting, contracts, personnel, program planning, and compliance.

Performance Measure 2: Work with other health and human services providers (State agencies and non-profits) to continue to work toward more integrated services.

Significant Issues in the Year Ahead

The HHS workforce will continue to have significant transitions in the year ahead, including partners that operate out of the HHS Holly Street facility. In fiscal year 2019-2020, the delivery model within the Department was changed to the majority of the client services being delivered remotely. Administration identified the resource needs of the Programs to make this transition, acquired them as needed, and deployed a successful new work model. This was done with the help and coordination with many other departments within the County. In fiscal year 2021-2022, it is likely that HHS will transition back to an in-person service delivery model, but it will likely look different from prior years. HHS will work with each Program to ensure that the needs of clients and staff continue to be met in a safe, effective, and efficient manner.

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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$773,997	\$399,141	\$86,443	\$98,085	\$42,015
Fees & Other Service Charges	\$1,930,392	\$663,245	\$688,108	\$431,001	\$306,001
All Other Resources	\$97,242	\$441,960	\$357,145	\$300,000	\$0
Interfund Transfers	\$2,391,736	\$2,088,427	\$2,255,059	\$2,209,245	\$2,243,150
Fund Balance	\$0	\$0	\$0	\$9,923,895	\$16,000,000
Total	\$5,193,367	\$3,592,773	\$3,386,755	\$12,962,226	\$18,591,166
EXPENDITURES					
Personnel Services	\$1,380,240	\$366,813	\$3,676,538	\$570,460	\$563,025
Materials & Services	\$2,731,612	\$3,910,990	\$2,182,131	\$2,391,766	\$2,048,140
Interfund Transfers	\$825,480	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$2,000,000	\$4,000,001
Ending Balance and Reserves	\$0	\$0	\$0	\$8,000,000	\$11,980,000
Total	\$4,937,332	\$4,277,803	\$5,858,669	\$12,962,226	\$18,591,166
Full-Time Equivalent	16.94	16.28	13.38	13.25	11.75



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.

Strategic Goals and Measures

Department Goal: Increase responsible pet ownership; return stray domestic animals to owners or find new home for adoptable ones; and reduce the number of unwanted pets through education and enforcement of animal control ordinances and welfare standards. Supporting the achievement of County Strategic Goals 1, 9, and 10.

***Performance Measure 1:** 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; increase the live release rate of cats and dogs from the Shelter; and decrease length of stay.*

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Dogs and cats handled	3,588	3,359	3,115	2,184	2,800
Dogs and cats returned to owner, adopted, or transferred to another shelter/rescue	2,721	2,783	2,867	1,903	2,100
Live release rate for all animals	74.9%	81.9%	90.1%	84.0%*	88.0%
Average length of stay in days	9.35	11.50	9.60	8.40	7.00

*The overall live release rate, which had risen to just over 90 percent, has been impacted by an increase in the number of sick, injured, and aggressive animals that have been accepted by the Animal Shelter during the COVID-19 pandemic. The Shelter anticipates that strong support of the Program will allow additional resources to be identified to help these animals and return the live release rate to pre-pandemic levels.

In 2020, the Shelter took in 28 percent fewer dogs and cats compared to the previous year. This decrease was primarily attributed to the various impacts related to COVID-19, which resulted in the Shelter having to close to the public on March 22, 2020. The Shelter has been open by appointment only for limited adoption appointments and other services. The Shelter was also forced to evacuate during the Alameda Fire in September 2020, and was closed for adoptions for six weeks.

Lack of spay and neuter resources has led the Shelter to work with the Friends of the Animal Shelter (FOTAS) volunteer group to create a mobile spay/neuter trailer which will provide an independent surgical space at the facility. This will allow the Shelter to meet the increased demand for adoption, maintain the live release rate, and decrease the amount of time that animals spend in the Shelter (length of stay). In addition, the FOTAS group has agreed to provide funding which will allow the Shelter to microchip every animal that is adopted. Microchipping will help the Shelter return lost animals to their owners more quickly, and will help the Shelter staff evaluate the success of the adoption program.



Animal Services

Performance Measure 2: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Priority 1-2: dangerous dog, attacks to other animals, agency assist	508	595	520	370	490
Average response time in hours (priority 1-2)	n/a*	n/a*	n/a*	2	2
Priority 3-4: rabies cases, animal bites, welfare checks, confined stray animals	1,750	1,613	1,328	820	1,100
Average response time in hours (priority 3-4)	n/a*	n/a*	n/a*	24	24
Priority 5-6: Nuisance**, follow ups, kennel inspections, dead animals	1,095	1,071	1,029	978	1,000
Average response time in hours (priority 5-6)	n/a*	n/a*	n/a*	48	48
Animal bites to humans (reported)	422	523	512	392	420
Average response time in hours for human animal bites	n/a*	n/a*	n/a*	24	24
Dead animals removed from roads	794	715	652	751	700
Average response time in hours for dead animal removal	n/a*	n/a*	n/a*	48	48

*New measurement; no data available.

**Nuisance are barking dog complaints and dogs running at large.

Animal Services 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 Services deputies more time to handle 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.

Animal Services deputies provided valuable service and support to emergency responders during both the Alameda and South Obenchain Fires in September 2020, and the improved working relationship allowed deputies to be effective as emergency first responders during times of disaster response.

Moving forward, the Animal Services Program will prioritize call to help standardize and evaluate the effectiveness of the Program. In addition, the Animal Services dispatcher will track response times to various calls with the goal of collecting data on how well deputies are able to respond to emergency calls and requests for assistance from other agencies.

Performance Measure 3: Assure current rabies vaccination and licensure of all dogs over six months of age.



Animal Services

<i>Outcome(s)</i>	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Dog licenses sold	15,642	15,249	18,212	12,931	18,000
Percent of dog licenses sold or renewed online	n/a*	n/a*	n/a*	6%	10%

*New measurement; no data available.

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 difficult as a result of the restrictions imposed on veterinary offices during the COVID-19 pandemic. In order to provide owners with an affordable and accessible option, Animal Services has been conducting monthly “drive through” low-cost vaccination clinics for residents of Jackson County. To encourage compliance with pet licensing laws, dog owners who attend the clinics are required to purchase or renew a Jackson County dog license at the time of vaccination.

Licensing compliance continues to be a priority for fiscal year 2021-2022 since it is critical to increasing the Program’s primary funding source to help cover the persistent budget deficit. The Program Manager has been tasked to take the lead on licensing compliance by pursuing the following strategies: 1) provide an option for dog owners to use the internet to purchase and renew their dog licenses, which has the potential to increase revenue; 2) increase compliance for rabies reporting by contacting veterinary clinics that are not currently reporting as required; 3) encourage veterinarian offices to promote licensing to their clients who purchase a rabies vaccination for their dog(s); 4) remove perceived barriers for veterinarian offices so they are more willing to sell licenses to their clients; and 5) 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.

Significant Issues in the Year Ahead

The reputation of Jackson County Animal Services continues to be positive, and the public support of the Program during and after the disaster response, reflects a strong desire to see continued services. Despite the challenges of the COVID-19 pandemic and the fires, the Shelter and enforcement programs continue to grow and innovate as they strive to provide service to the community.

Looking forward, Animal Services continues to face several challenges: 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) identifying labor options to address a decrease in the number of trustees provided by Community Justice. In addition, the Shelter faces a new challenge in identifying ways to expand the capability to obtain spay and neuter services in order to keep up with the increased interest in adoption, and to aid in controlling animal populations.

Financial Condition

Financial donations from individuals and the 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 400 volunteers and foster providers 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. The volunteer group has continued financial stability, and there has been a recent addition of a strong part-time Executive Director. However, it is unrealistic to expect that FOTAS will have the ability to contribute significantly more revenue to the Shelter in the near future, except for potential one-time capital projects.



Animal Services

In the last budget cycle, the Shelter raised its adoption fees, and the dog license structure was simplified to encourage the sale of multiple-year licenses. In the future, multiple strategies will be needed to address the financial needs of the Program, which continues to receive support from outside funding.

The Animal Services Program receives 7 percent of its funding from the Solid Waste Fund and approximately 35 percent from the County's General Fund.

Program: 240107	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$170,807	\$152,428	\$180,916	\$154,000	\$148,515
Fees & Other Service Charges	\$749,086	\$778,416	\$726,759	\$838,600	\$800,405
All Other Resources	\$10,897	\$13,085	\$9,957	\$0	\$0
Interfund Transfers	\$543,236	\$626,927	\$646,951	\$667,776	\$692,141
Fund Balance	\$0	\$0	\$0	\$42,353	\$0
Total	\$1,474,026	\$1,570,856	\$1,564,583	\$1,702,729	\$1,641,061
EXPENDITURES					
Personnel Services	\$764,658	\$833,590	\$860,754	\$961,627	\$959,921
Materials & Services	\$827,384	\$639,015	\$676,379	\$741,102	\$681,140
Total	\$1,592,042	\$1,472,605	\$1,537,133	\$1,702,729	\$1,641,061
Full-Time Equivalent	11.06	9.26	10.45	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.

Strategic Goals and Measures

Department Goal: Provide timely access to developmental disabilities services for children and adults in Jackson County who are eligible. Supporting the achievement of County Strategic Goals 1, 2, 4, and 9.

Performance Measure 1: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Funded service plans in place within 60 days of eligibility	79.82%	70.41%	84.21%	85.00%	90.00%
Change in funded service plans in place within 60 days of eligibility	-6.48%	-11.79%	19.60%	1.20%	5.90%

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 371 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 July 1, 2021. Therefore, the Developmental Disabilities Program will continue to use the CNA 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 result was dramatically lower caseloads with over five new Case Managers. This, in turn, assisted the Program in a nearly 20 percent improvement in the outcome of this performance measurement.

Performance Measurement 2: Complete initial determinations of eligibility for services within state-mandated timelines. Ensure that all age-specific redeterminations of eligibility are completed as required.



Developmental Disabilities

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Eligibility determinations/re-determinations completed within 90 days	87.75%	82.82%	91.35%	93.00%	95.00%
Change in eligibility determinations/re-determinations completed within 90 days	21.20%	-5.62%	10.30%	1.81%	2.15%

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.

***Performance Measure 3:** 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Eligible children in out-of-home placements	9.93%	9.50%	6.67%	6.50%	6.25%
Change in eligible children in out-of-home placements	-8.27%	15.83%	29.79%	2.55%	3.85%

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.

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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 recent increase in Child Case Managers has dramatically improved the outcome of this performance measurement as the Program saw the single greatest percent in drop in children out-of-home placements with a nearly 30 percent improvement.

Performance Measurement 4: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 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 2019-2020, 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 2020-2021.

At this point, staff has considered dropping this performance measurement 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, and this is a likelihood starting in 2021. Due to this pending change and its potential impact to the historical success, the performance measurement is being left for now.

Significant Issues in the Year Ahead

The Oregon Office of Developmental Disabilities Services (ODDS) continued 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 continued through the end of 2019. However, the net growth in case management services for fiscal year 2019-2020 was only 1.6 percent. Still, the K Plan's impact over five years has resulted in the Developmental Disabilities Program growing from 16 employees in 2014 to 41 current employees.

In light of COVID-19, the Developmental Disabilities Program has successfully transitioned its services to remote work, only, for all but two Office Assistants who remain in the office to support abuse calls, as well as manage case file needs that cannot be managed electronically.

The total number of I/DD individuals receiving case management in Jackson County (including those in brokerage services) stands at 1,549 as of June 30, 2020. Developmental Disabilities Program case management reached 1,179 individuals as of June 30, 2020, while 371 adults receive case management through the local



Developmental Disabilities

brokerage. 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 years old) 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 \$5,154,192. The next biennial budget for the State is unknown at this time. In fiscal year 2021-2022, the Developmental Disabilities Program will receive no support from the County's General Fund.

Program: 240109	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$3,762,736	\$3,930,839	\$5,222,335	\$5,307,003	\$5,153,192
Fees & Other Service Charges	\$533	\$860	\$1,543	\$1,000	\$1,000
Total	\$3,763,269	\$3,931,699	\$5,223,878	\$5,308,003	\$5,154,192
EXPENDITURES					
Personnel Services	\$2,315,678	\$2,736,775	\$3,269,782	\$4,016,200	\$4,029,698
Materials & Services	\$903,500	\$821,931	\$917,600	\$1,291,803	\$1,124,494
Total	\$3,219,178	\$3,558,706	\$4,187,382	\$5,308,003	\$5,154,192
Full-Time Equivalent	31.41	33.23	41.00	41.00	40.00



Environmental Public Health

Program Purpose

The Environmental Public Health (EPH) 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.

Strategic Goals and Measures

Department Goal: Promote 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. Supporting the achievement of County Strategic Goals 1, 4, and 9.

Performance Measure 1: Prevent illness and injury by providing inspections and consultations for public food service facilities; pools and spas; tourist facilities (hotels/motels, recreational vehicle parks, organizational camps); drinking water systems; and childcare centers. Provide food handler education for food service workers. Promptly investigate suspect foodborne and waterborne illnesses.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Annual inspections completed	2,433	2,542	934	1,900	2,650
Percent of inspections completed	100%	100%	42%	75%	100%
Drinking water systems surveyed	39	37	43	45	45
Drinking water responded alerts	85	98	120	100	100
Food handlers tested	3,748	4,187	4,358	4,400	4,450

Note: data is based on calendar years 2018, 2019, 2020, 2021, and 2022.

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.

Performance Measurement 2: Reduce particulate air pollution through education, intervention, collaboration, and necessary enforcement of residential wood smoke and open burning regulations.



Environmental Public Health

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Citizen complaints that require response	40	35	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

The COVID-19 pandemic had a major impact on EPH in 2020. In March 2020, staff began fielding many questions relating to COVID-19, which resulted in three full-time equivalent positions essentially moving to COVID-19 related issues full time and, still being in the surge protocol and of February 2021, with no end in sight. That being said, OHA advised local Environmental Public Health programs to no longer conduct in-person inspections during periods of high case and infectious counts in each respective county. Jackson County EPH was able to do some virtual visits in some of the programs but, with limited staff and restrictions in place, this was reflective in the numbers of completed annual inspections by EPH staff; less than half of the required inspections for 2020 were able to be completed. With ongoing COVID-19 restrictions in place, is it unknown what the inspections numbers for 2021 will look like.

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 last year. EPH also significantly raised licensing fees in 2019, and another smaller increase in 2020. The drinking water program funds will be increasing by 20 percent starting in fiscal year 2021-2022 via a contract with the OHA; this is the first increase in funding for this program for close to a decade. 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.

Program: 240106	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$116,355	\$150,361	\$182,636	\$182,000	\$204,030
Fees & Other Service Charges	\$893,685	\$892,006	\$1,050,963	\$1,109,400	\$1,063,200
Total	\$1,010,040	\$1,042,367	\$1,233,599	\$1,291,400	\$1,267,230
EXPENDITURES					
Personnel Services	\$575,525	\$661,001	\$590,060	\$755,170	\$758,017
Materials & Services	\$256,415	\$225,011	\$220,919	\$536,230	\$509,213
Total	\$831,940	\$886,012	\$810,979	\$1,291,400	\$1,267,230
Full-Time Equivalent	6.70	6.20	5.95	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.

Strategic Goals and Measures

Department Goal: Improving the system of mental health care in Jackson County through program and partnerships. These efforts often involve collaborations with community partners and subcontractors who provide various types of mental health support services. Supporting the achievement of County Strategic Goals 1, 2, 4, 6, 9, 10, and 12.

Performance Measure 1: Promote both the prevention and promotion of mental health through various community education and prevention-based programs.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Individuals served by The Medford Drop/ YouthERA	200	265	234	120	200
People trained in suicide prevention	1,989	1,223	1,350	1,000	1,300

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 youth and young adults 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. Due to COVID-19, the services that have been provided by the Medford Drop have had to be altered drastically, which meant no drop-in hours, but rather contact through various types of technology including multiple social media and videoconferencing platforms. This has been a challenging time for youth, and Medford Drop has done a great job adapting to the challenges in a pandemic.

JCMH has been involved in a project with United Way of Jackson County to offer Mental Health First Aid (MHFA) courses to all downtown businesses in Medford. This has been a large part of the numbers reported during this past fiscal year. MHFA was very quick to switch to a remote platform that allowed JCMH staff to continue to provide these trainings in spite of the COVID-19 pandemic. JCMH continues to offer a variety of trainings in the community to promote awareness and knowledge around mental health issues and suicide prevention, including: MHFA trainings available to community members 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). JCMH also 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 also continues the "Zero Suicide" program to enhance screenings and safety planning with individuals that are served by JCMH.

Mental Health

Performance Measure 2: 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), and discharges 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
All crisis services	5,213	6,816	6,293*	6,500	5,500
CATS program	n/a	51	40	70	80
Pre-commitment investigation completed	720	682	619*	650	650

*Impacted by COVID-19.

In fiscal year 2019-2020, the decrease in the number of pre-commitment investigations completed is attributed to the fact that JCMH no longer responds to every physician hold at the three area hospitals. This determination was made by OHS, as it is not mandated by statute.

JCMH Mobile Crisis Response: JCMH continues to offer 24/7 crisis services to the community. In 2020, many of the JCMH services were readjusted to be more telehealth based and have staff work remotely from home, while still keeping walk-in services available during the Health and Human Services' building hours. JCMH continues to have strong partnerships with local law enforcement agencies, and continues to have 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.

Crisis and Transition Services (CATS) Program: A crisis service that JCMH continues to offer for youth and young adults who present to local emergency departments during a mental health crisis. JCMH staff are available to talk with the youth/family while they are at the hospital and provide immediate to the family and assist with services needed for the youth to be safely discharged from the emergency department. The JCMH CATS team has continued to provide support to youth and families in 2020, mainly through telehealth services and, when clinically appropriate and safety measures could be enacted, some limited in-person services. CATS program services are transitional in nature as the team supports the youth/family to engage in ongoing mental health services. This year, the State changed the eligibility age from 24 years old to only those 20 and younger. JCMH provided services to 40 youth and families in the CATS program in 2020.

Beckett Center: A 14 bed respite and subacute center for individuals needing mental health stabilization. This is a collaborative community project between JCMH and two local CCOs. JCMH contracts for one bed for the underinsured and indigent individuals. This 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. JCMH provided services to 39 individuals through a contract with the Beckett Center in fiscal year 2019-2020.

Performance Measure 3: 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.



Mental Health

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Individuals with severe mental illness receiving services*	55	51	52	55	60
Successful transition from foster care to the community	32	38	34	30	26
Individuals receiving choice program model services and funding	171	180	171	180	181

*Services to sustain capacity to live in the community.

JCMH continues to serve members of a local CCO and individuals with no insurance at all, or who are on Medicare and in need of these intensive services. It is anticipated that this number will increase as JCMH continues contract negotiations with a local CCO to expand these services.

JCMH, as the Local Mental Health Authority, continues to promote and develop adult foster homes (AFH) within Jackson County. JCMH oversees 19 AFH with 86 foster beds throughout the County with the goal of being able to eventually transition individuals to live independently with limited supports. JCMH also coordinates services with a newly opened five-bed residential treatment home. During fiscal year 2020-2021, one new AFH opened, and one previous home closed. The 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. The COVID-19 pandemic and the fire disasters in Jackson County have resulted in reduced housing stock and increasing rental rates which limit access to safe and affordable housing. The number of individuals projected to successfully transition 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 in preparation to move into a permanent housing arrangement. It is JCMH's intention to give notice on these two ACCESS properties and, as of June 20, 2021, no longer provide these services. This decision was made due to the higher level of care that many of the individuals that JCMH serves require, as well as the fact that JCMH does not receive any funding support from OHA to provide or support these homes.

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 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 initial housing expenses to facilitate transition into independent living. The Choice Program serves an average of 149 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. The Choice Program is currently in a discussion at the State level and, in all likelihood, will see a reduction in the amount contracted with the County to provide this service as OHA's intention is to move the majority of these dollars, and the management of clients, to the CCOs in July 2022.

Performance Measure 4: Provide smooth access into services that are determined to be medically necessary. Provide Wraparound, Parent-Child Interactive Therapy (PCIT), and 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



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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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Reduction in behavioral problems by parent report following PCIT	100%	100%	100%	100%	100%
New clinicians trained in PCIT	13	13	21	20	15
Trained clinicians receiving ongoing supervision in PCIT statewide	44	46	53	64	72
Early assessment supported alliance community education trainings	19	26	23*	28	36
Early assessment supported alliance program referrals screened	38	32	24*	28	32

*Lower number due to impacts of COVID-19 and school not being in session.

Services include: evidence-based practices and fidelity models in children's mental health, including PCIT, EASA, and Wraparound. JCMH is the State Center for Excellence for Parent-Child Interaction Therapy. Staff continues to see good outcomes from PCIT and continue to train other providers around the State 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 consultation to clinicians. These trainings have been particularly beneficial to the seven 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, and a PCIT recalibration training for clinicians. Due to the COVID-19 pandemic, some of the training originally planned for 2020 has been postponed to 20201, specifically the PCIT-Toddler training for 24 clinicians, and a "Within-Agency Training" training. The PCIT Center of Excellence also provides program development and consultation for new sites to support establishing new PCIT programs with treatment integrity. Of particular significance is the fact that the PCIT training program, and the JCMH PCIT program (direct service), were able to transition seamlessly to telehealth to continue providing services to clients, and to continue providing training and consultation to clinicians around the State.

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.

EASA is a high fidelity-based program 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.



Mental Health

Performance Measure 5: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Individuals arrested and received services at pre-or post-booking services	98	281	170*	200	200
Crisis consults performed by mental health staff with this population	26	30	17*	30	50
Individuals served in Mental Health Court	22	20	21	27	25
Individuals successfully completing Mental Health Court	7	4	10	10	6

*Lower number in jail due to COVID-19 restrictions.

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.

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 contracted provider 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. A workflow was recently created to enhance coordination between the jail and other community mental health treatment providers for existing clients who become incarcerated. JCMA forensic staff is the hub for this coordination as these clients have their Medicaid benefits when incarcerated.

Aid and Assist now has a funded position for this population through a contract with a local CCO. 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. Several clients have been restored to competency this year through community restoration. JCMH anticipates those numbers to increase each year.



Mental Health

Established in 2015, 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 20 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 that they have as the Local Mental Health Authority for Jackson County. Through contracts with the Oregon Health Authority and the local Coordinated Care Organizations, JCMH will continue to offer the services, as those resources allow, 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 and community partners; 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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$11,600,383	\$10,343,498	\$10,014,511	\$11,962,916	\$11,225,330
Fees & Other Service Charges	\$121,363	\$121,700	\$87,475	\$112,500	\$39,200
All Other Resources	\$9,929	\$0	\$4,422	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$356,081	\$362,187
Total	\$11,731,675	\$10,465,198	\$10,106,408	\$12,431,497	\$11,626,717
EXPENDITURES					
Personnel Services	\$6,072,148	\$6,665,849	\$6,648,813	\$8,678,087	\$8,003,581
Materials & Services	\$3,853,903	\$3,079,427	\$3,146,281	\$3,753,410	\$3,623,136
Capital Outlay	\$0	\$108,400	\$63,000	\$0	\$0
Total	\$9,926,051	\$9,853,676	\$9,858,094	\$12,431,497	\$11,626,717
Full-Time Equivalent	69.50	65.99	60.88	71.00	67.25

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.”

Strategic Goals and Measures

Department Goal: Reduce and control communicable disease within Jackson County by investigating reportable diseases, conducting screening and testing when appropriate, and providing information and resources to the health care community and the public. 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. Improve the health of the community by providing comprehensive immunization services for infants, children, and adults to decrease the incidence of vaccine-preventable diseases. Create positive health outcomes for all Jackson County Women, Infants, and Children (WIC) eligible pregnant and postpartum women, and children ages birth to five years old, by providing nutrition education, breastfeeding support, and health screenings; by issuing food benefits for healthy foods only; and by offering referrals to Health and Human Services (HHS) partners as well as community resources. Educate, promote, and coordinate effective community-based prevention strategies, and collaborate with the community and stakeholders to prevent and to reduce the rate of chronic and acute health conditions and improve the overall health through programs that provide tobacco prevention and education, substance abuse prevention, problem gambling prevention, and syringe exchange. Strengthen the abilities of HHS and Jackson County 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. Supporting the achievement of County Strategic Goals 1, 2, 4, 9, and 10.

Performance Measure 1: Perform timely and complete investigations of all reportable diseases and outbreaks requiring investigation.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Communicable disease reports	1,875	1,883	1,851*	11,700*	7,000*
Change in communicable disease reports (includes COVID-19)	10.9%	0.4%	-1.7%	730.0%	-40.0%
Percent cases interviewed**	83.3%	84.5%	83.6%**	75.0%	80.0%



Public Health

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Number of communicable disease outbreaks (includes COVID-19)	23	20	26	400	100
Average number of days to outbreak investigation (excludes COVID-19)	0.4	2.1	0.1	<1.0	<1.0

*Fiscal year 2019-2020 includes 117 COVID-19; fiscal year 2020-2021 includes 10,000 COVID-19; and fiscal year 2021-2022 includes 4,800 COVID-19.

**For those diseases that require an interview; excluding sexually transmitted infections (STIs), Human Immunodeficiency Virus (HIV), and tuberculosis (TB).

From January through December 2020, Public Health received over 7,500 reports of communicable diseases; a 306 percent increase over the previous calendar year. The reason for the very large jump in the number of cases relative to previous years was the emergence of the novel virus SARS-CoV-2, and the resultant COVID-19 pandemic. Almost 6,000 of the communicable disease reports received by Public Health were for case of COVID-19; over two-thirds of these cases were reported in November and December 2020. In addition to the investigation of COVID-19 cases, Oregon Investigative Guidelines required the local public health to contact, quarantine, and monitor all contacts of COVID-19; during July through December 2020, Public Health received the names of 9,663 contacts.

During calendar year 2020, there were 1,586 non-COVID communicable disease reports; a 14 percent decrease from the previous calendar year. The decrease can be accounted entirely by decreases in chlamydia (-21 percent) and Hepatitis C (-28 percent). These are diseases primarily detected during screening at routine wellness exams, and the decrease is likely due to an overall decrease in wellness exams/routine healthcare sought during the pandemic. It can reasonably be anticipated that, as the pandemic winds down and more regular healthcare-seeking behaviors resume, Jackson County will see an increase in other (non-COVID) communicable disease reports from delayed diagnosis during the pandemic.

Of the non-COVID communicable disease reports, 1,105 were STIs. Syphilis cases, overall, remained stable. However, there were six congenital syphilis cases (transmission of syphilis from a pregnant woman to her infant); the highest number seen in Jackson County in recent history. Gonorrhea cases increased by 15.1 percent.

There were 275 Hepatitis C cases (past or present infections) reported. Of the remaining cases, the most common were campylobacter (49) and salmonella (21). There were 11 reported, non-COVID, outbreaks that were investigated in Jackson County: gastroenteritis (3) and respiratory (8). In addition to the local outbreaks, Jackson County took part in the investigation of a national outbreak of Salmonella Newport; 20 Jackson County cases were connected to this outbreak and investigation work performed by the Jackson County Public Health Communicable Disease and Environmental Public Health staff helped in identifying the source (red onions) which, in turn, allowed the Federal government to take the needed actions to recall the contaminated food items and disrupt disease spread.

Communicable disease investigations and outbreaks can take many days and may involve multiple counties, staff members, public health programs, the Oregon Health Authority (OHA), and community organizations/schools. Communication, coordination, and follow-up with local healthcare and community organizations has proven especially helpful in these critical situations. Addressing COVID-19 has required a considerable scale-up of case investigation and contact tracing staff in order to implement a seven-day-a-week operation and meet the demands associated with the large number of COVID cases, contacts, and outbreaks.

Performance Measure 2: Conduct home visits to eligible clients of maternal and child health.



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Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Scheduled home or tele-visits	8,390	8,364	7,577	7,000	8,000

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 visits are typically home visits by nurses. However, many services were conducted via telephone to help protect the health of the families and staff during the pandemic. Prior to this year, reductions in scheduled visits to clients from year to year is due to staff turnover. During fiscal years 2019-2020 and 2020-2021, home visiting nurses shifted much of their time to provide COVID case investigation, contact tracing, and vaccinations which resulted in a reduction of home visiting services.

Performance Measure 3: Provide immunizations to all people seeking immunization services.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Immunizations provided	5,498	6,115	4,819	5,800	6,000

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 July 2019 to June 2020, the immunization program provided a total of 4,819 immunizations, a reduction of approximately 1,300 from the previous year. This decrease can be largely attributed to the pandemic in which many people stopped seeking in-person health services, except those that were urgent. In addition, the immunization program shifted from walk-in vaccinations to appointment-only in an effort to reduce the number of people in the Health and Human Services' building to help prevent the spread of COVID-19. The immunization number are expected to increase by providing COVID vaccine for the foreseeable future. The immunization clinic also provided 822 tuberculosis tests.

Performance Measure 4: Ensure all eligible families in Jackson County receive WIC services.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2023 Projected
WIC participants	8,262	8,277	7,410	7,072	7,400

Note: data is based on calendar years 2018, 2019, 2020, 2021, and 2022.

From January through December 2020, the WIC program had 16,971 individual contacts (3,610 of these were through online nutrition education lessons). The community also benefited from participants using WIC spending \$2,645,439 total WIC dollars on healthy foods and at local retailers, and \$26,304 at local growers' markets and farm stands through the issuance of the farm direct nutrition program coupons. During the COVID-19 pandemic, WIC staff have been providing services remotely via telephone appointments, and WIC participants have been appreciative of the convenience and safety of remote services which has helped to increase show rates and overall caseload.



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The Jackson County housing crisis has had a significant impact on WIC families. The number of County WIC participants who are homeless has increased from 10 to 87 during the period of January through December 2020. Since the Alameda and South Obenchain Fires, many WIC families are living in hotel rooms, with family members, or in mobile/temporary homes and shelters. WIC staff have also seen an increase in the number of WIC participants moving out of State, or out of the area. WIC staff are diligently working to refer WIC participants to important community resources and services.

Performance Measure 5: Reach the maximum number of youths in health promotion programs, and provide syringe exchange services for those seeking services.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Youth reached for substance abuse prevention education	7,500	7,930	67*	1,000*	7,000
Youth reached for problem gambling education	180	0	15*	180	180
Syringes exchanged	64,000	298,498	340,688	535,010	558,688

*Significant changes in data due to COVID-19 pandemic.

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. Staff has continued to reach out to city leaders to review the outcomes of the assessment. Due to the COVID-19 pandemic response and the impacts of the fires, completing this task has been delayed. The TPEP Coordinator was pulled into the COVID-19 response to do contact tracing and case investigation.

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. Due to the onset of COVID-19, several regular activities could not be accomplished or did not reach the typical amount of youth as in the past years. For Red Ribbon Week, ADPEP staff reached out to schools in order to gauge interest, and teachers replied that they were unable to take on additional activities. The fall substance abuse prevention poster art contest proceeded as usual, but was transitioned to an online format. Although fewer youth were reached, the activity prompted parents to have substance abuse related discussions with their children. ADPEP staff have continued to move forward with youth-reaching events and plan to have a nationally known speaker present to students in 2021. The Problem Gambling Awareness Program has continued to provide education to the Jackson County community. The program gambling calendar art contest was completed in spring 2020, and staff are currently working on a social media campaign. In the next couple of years, the program will focus on increasing the community's level of awareness based on a previously completed assessment.

In October 2020, Jackson County Public Health began its fifth 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. From October 2019 through September 2020, operating six hours per week, there were 427,134 syringes exchanged and a total of 5,196 encounters/client visits. The number of



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encounters increased by 15 percent compared to the previous year. Of the total number of encounters, 96 percent of clients received safe injection supplies to help reduce the risk of infections. Of the total encounters, 800 referrals were made. The most common referrals were for HIV and Hepatitis C Virus (HCV) testing, naloxone, medication-assisted treatment (MAT), and STI testing. Discussions occur with clients on preventing infections, reducing the risk of overdosing, and discussing access to medical care such as MAT and drug treatment. Forty-three percent of all encounters resulted in a discussion about HIV, Hepatitis C, STI, safe injection, and drug treatment. Throughout the 2019-2020 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, and supporting improved health outcomes for this population. This included partnering with Rogue Retreat's Urban Campground, Compassion Highway, and the Medford Police Department to increase access to safe disposal and HIV education. Nine HIV/HCV testing events were held before the COVID-19 pandemic began, resulting in 61 HIV tests and 24 HCV tests. The program continues to partner with HIV Alliance to provide naloxone kits and training to syringe exchange clients twice a month. From October 2019 through September 2020, there were 286 SEP client encounters with HIV Alliance for naloxone, and 568 naloxone kits were distributed. Of these encounters, 194 were for naloxone kit refills.

Performance Measure 6: Percent of staff who have completed the required Incident Command System (ICS) training per their public health role.

Activities within the Preparedness Program include: developing emergency response plans and exercise plans; responding to public health threats; hosting community preparedness education workshops; and presenting for local, State, and Federal agencies. Highlights for the program include the continuation of the Heroin and Fentanyl Overdose Surveillance System. Using this system, and in partnership with the Medford Police Department, Jackson County Public Health issued a Red Alert based on the number of overdoses in one evening and suspect overdose fatality. This surveillance and response system were chosen by the American Public Health Association to be highlighted in a poster session at their 2019 conference.

The Preparedness Program has been working to ensure that Public Health staff have completed the required ICS training per their public health role. Before the COVID-19 pandemic, 53 percent of staff had completed this training. The Public Health Preparedness Program has been front and center in responding to the COVID-19 pandemic. This program provided the foundation and structure to the COVID-19 response for Health and Human Services. This includes roles and responsibilities, the Incident Management Team structure, and the implementation of the Continuity of Operations Plan.

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.

Health and Human Services has been dedicating significant resources to COVID-19 since February 2020. This includes case investigation, contact tracing, coordinating vaccinations, working with community-based organizations, community healthcare providers, and other partners to reduce the spread of COVID-19 in Jackson County. As such, the primary focus of Public Health for the foreseeable future is the COVID-19 pandemic. It is unknown what funding will be available in the upcoming months to fund COVID-19 planning and response for fiscal year 2021-2022.

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



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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. This funding and associated staffing was shifted to provide COVID-19 response in February 2020. While it is not certain, it is anticipated that modernization funding will be provided to local public health departments in fiscal year 2021-2022, but the amount is unknown. If received, it is possible that this funding can be used for COVID-19 planning and response activities.

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 18.25 percent of the Public Health Program is funded by the County's General Fund.

Program: 240105	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$4,969,876	\$5,930,451	\$4,820,023	\$4,537,854	\$5,111,057
Fees & Other Service Charges	\$321,146	\$368,719	\$248,024	\$334,000	\$249,500
All Other Resources	\$0	\$0	\$10,522	\$0	\$0
Interfund Transfers	\$1,035,572	\$1,035,900	\$714,596	\$1,113,633	\$1,197,051
Total	\$6,326,594	\$7,335,070	\$5,793,165	\$5,985,487	\$6,557,608
EXPENDITURES					
Personnel Services	\$3,265,656	\$3,715,353	\$3,733,535	\$4,030,041	\$4,392,456
Materials & Services	\$2,975,517	\$3,424,920	\$2,059,624	\$1,955,446	\$2,165,152
Total	\$6,241,173	\$7,140,273	\$5,793,159	\$5,985,487	\$6,557,608
Full-Time Equivalent	40.64	40.63	33.10	33.60	36.10



Veterans' Services

Program Purpose

The Veterans' Services Program assists veterans, their children, and surviving widows with obtaining benefits from the Federal government.

Strategic Goals and Measures

Department Goal: Continue to grow the number of veterans and family members that are served annually. Supporting the achievement of County Strategic Goals 1, 2, 4, and 10.

Performance Measure 1: 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, because they are now disabled and low income, or because they are in need of care and assistance of another person.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Interviews conducted	3,750	5,036	5,243	5,400	5,700
Change in interviews conducted	-20.04%	34.29%	4.11%	2.99%	5.56%

The growth in interviews and compensation monies reflect a Veterans' Services Office with a stable staff. With the challenge of COVID-19, the Community Program Coordinator was critical in the development of a marketing campaign that specifically targeted Blue Water Navy Veterans and their surviving spouse. This led to an increase in appointments, and also quarterly payments of Veterans' Affairs pension compensation awards. The transition from working in the office to remote work locations has actually increased the number of contacts and interviews conducted over the last year. At this time, Veterans' Services is fully staffed with exceptional service officers and continues to increase both the one-on-one interviews, as well as increasing outreach and awareness within the community. With the recent passage of four additional presumptive conditions for Vietnam Veterans, staff expects to continue 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

In the year ahead, the Veterans' Services Program expects to transition back to in-person interviews with veterans. Because this population has been the most impacted by COVID-19, staff may have to continue with the phone interview model for some populations. Staff will continue to do outreach to veterans and their families with the expansion of presumptive conditions for Vietnam Veterans that may include in-person education sessions.

Financial Condition

Approximately 68.6 percent of the Veterans' Services Program is funded by the County's General Fund.



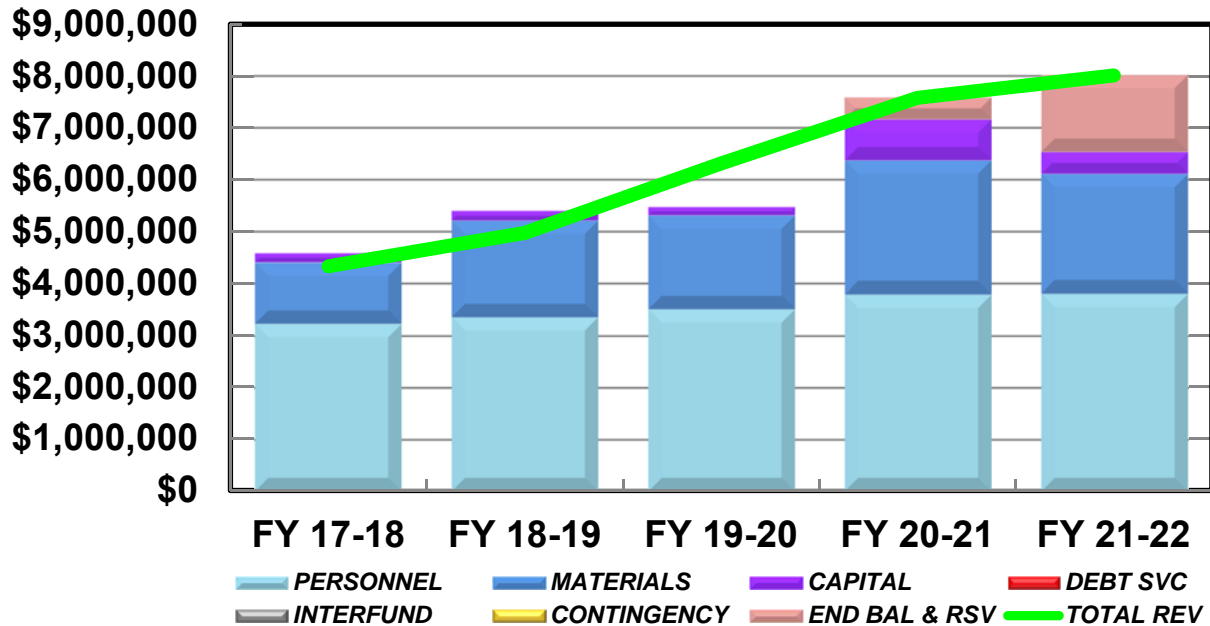
Veterans' Services

Program: 240111	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$195,863	\$196,279	\$207,351	\$206,351	\$207,350
Interfund Transfers	\$268,445	\$400,721	\$434,588	\$452,160	\$452,160
Total	\$464,308	\$597,000	\$641,939	\$658,511	\$659,510
EXPENDITURES					
Personnel Services	\$302,272	\$408,818	\$460,930	\$521,871	\$524,709
Materials & Services	\$162,021	\$188,182	\$180,979	\$136,640	\$134,801
Total	\$464,293	\$597,000	\$641,909	\$658,511	\$659,510
Full-Time Equivalent	5.60	5.86	5.80	5.80	5.80



INFORMATION TECHNOLOGY

2017-2018 TO 2021-2022

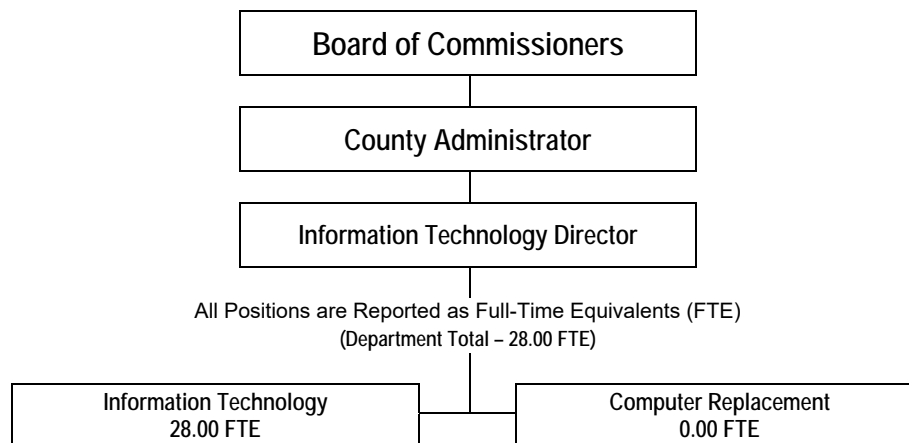


	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Adopted	FY 21-22 Adopted
PERSONNEL	\$3,227,859	\$3,354,533	\$3,508,259	\$3,788,390	\$3,805,551
MATERIALS	\$1,166,633	\$1,847,704	\$1,795,814	\$2,576,669	\$2,297,398
CAPITAL	\$177,136	\$188,018	\$159,709	\$791,940	\$422,000
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$421,428	\$1,485,106
TOTAL EXP	\$4,571,628	\$5,390,255	\$5,463,782	\$7,578,427	\$8,010,055
TOTAL REV	\$4,327,604	\$4,972,615	\$6,314,271	\$7,578,427	\$8,010,055
FTEs	32.00	31.00	30.00	29.00	28.00

The fluctuations in Materials, Capital, and Ending Balance and Reserves are expected as the Department uses four to six-year cycles to replace outdated electronic equipment and software. The decrease of 1.00 FTE (System Administrator II) from FY 20-21 to FY 21-22 was the result of a retirement. 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 15 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.

Department Objectives for Fiscal Year 2021-2022

- Replace the County's aging data storage systems to increase capacity and reduce maintenance costs.
- Replace the County's aging internet firewalls to increase security.
- Make improvements to database and workflow automation systems.

Department Accomplishments for Prior Year

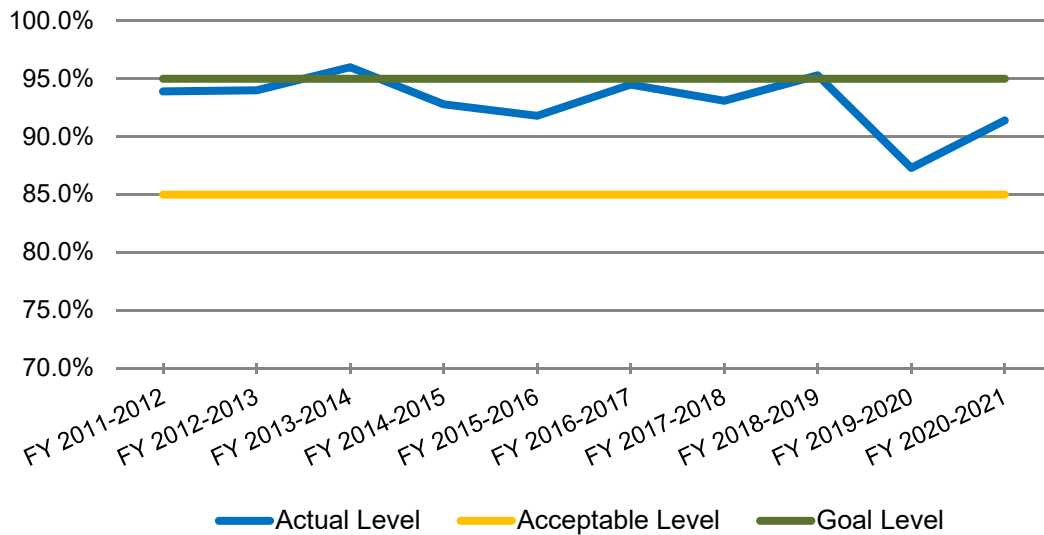
- Rapidly deployed tools for remote work due to COVID-19 pandemic, including Virtual Private Network (VPN), mobile devices, and videoconferencing.
- Supported the County's wildfire response and disaster recovery efforts.
- Implemented an Intrusion Detection System, and enhanced End Point Protection to improve security.
- Automated paper-based County administrative processes to improve speed and efficiency.
- Converted old criminal records to modern format, and retired the obsolete criminal database system.
- Replaced the majority of the network switch fleet.
- Replaced key components of Property Data Online.

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.

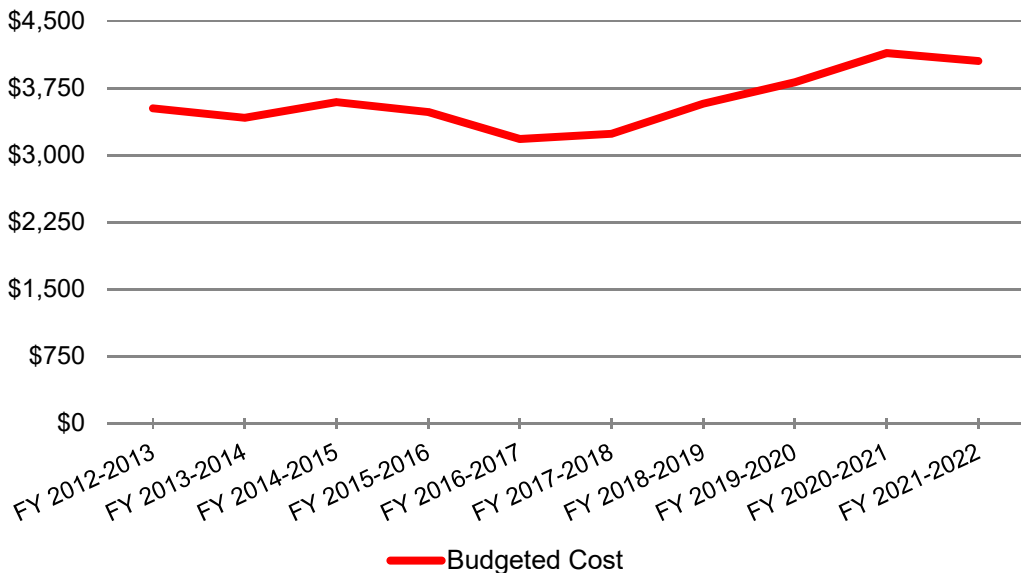
INFORMATION TECHNOLOGY

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.

Strategic Goals and Measures

Department Goal: Provide and maintain shared technology infrastructure, software, and communications to enable employees, partners, and the community to share and access information when and how they need it, while aligning spending with County priorities and industry trends. Supporting the achievement of County Strategic Goals 4, 9, 10, 11, and 12.

Performance Measure 1: Align spending with County priorities and industry trends for core services. 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.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Average operations charge per PC	\$2,266	\$2,409	\$2,586	\$2,709	\$2,749

Ongoing operations costs will increase slightly due to inflation.

Performance Measure 2: Align spending with County priorities and industry trends for software applications used by County staff and the public. 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.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Average E1 charge per employee	\$339	\$422	\$504	\$568	\$538

E1 costs increased in fiscal year 2020-2021 due to planned system upgrades.

Performance Measure 3: Align spending with County priorities and industry trends for telecommunications (voice systems) while providing efficient and effective telephone voice communications systems and mobile devices to meet each department's operational needs.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Average telecom charge per phone port	\$252	\$300	\$287	\$343	\$409



Information Technology

Phone system costs per port will increase substantially due to increased savings contributions toward a future phone system replacement.

Performance Measure 4: Align spending for web content management with County priorities and industry trends while assisting 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Average web content management charge per PC	\$119	\$133	\$117	\$167	\$168

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 County's aging data storage systems and internet firewalls; and improve workflow automation and database systems.

Financial Condition

Direct charges recover costs for specialized systems that benefit specific County departments. For example, the document recording software used by the Clerk is not used by other departments, so the Clerk is charged directly for maintenance of that system. Core service charges recover costs for shared services which are used by all County departments such as phones, email, and internet access. Core service charges are allocated proportionately across all departments on a per-PC, per-employee, or per-phone basis, as appropriate. Because many systems have a minimum maintenance cost regardless of the number of system users, the indirect charge per PC/employee/phone tends to increase when the County eliminates staff positions and decrease when the County adds positions.

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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$224,820	\$0	\$0
Fees & Other Service Charges	\$336,741	\$287,366	\$459,188	\$390,925	\$437,504
All Other Resources	\$0	\$0	\$9,500	\$0	\$0
Interfund Transfers	\$3,856,061	\$4,379,865	\$4,781,009	\$5,330,634	\$5,415,343
Total	\$4,192,802	\$4,667,231	\$5,474,517	\$5,721,559	\$5,852,847
EXPENDITURES					
Personnel Services	\$3,227,859	\$3,354,533	\$3,508,260	\$3,788,390	\$3,805,551
Materials & Services	\$1,108,422	\$1,244,207	\$1,509,952	\$1,795,169	\$1,960,296
Capital Outlay	\$177,136	\$188,018	\$159,709	\$138,000	\$87,000
Total	\$4,513,417	\$4,786,758	\$5,177,921	\$5,721,559	\$5,852,847
Full-Time Equivalent	32.00	31.00	30.00	29.00	28.00

Computer Replacement

Program Purpose

The Computer Replacement Program maintains productivity through lifecycle management of computer hardware, software, and Information Technology (IT) infrastructure assets. Obsolete tools impair staff productivity, so computer assets must be replaced or upgraded before they become outdated, and without taxing County departments' budgets with wide expense swings for equipment that has multi-year lifespans.

Strategic Goals and Measures

Department Goal: Maintain stable technology expenditures for County programs by providing departments the support and structure for technological upgrades that occur every few years. Supporting the achievement of County Strategic Goals 10 and 12.

Performance Measure 1: Maintain stability in the annual contribution rate for personal computer (PC) hardware replacement costs.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Average hardware contribution per PC	\$272	\$269	\$291	\$237	\$279

The annual contribution will rise next year due to increasing adoption of laptops and multiple-monitor configurations.

Performance Measure 2: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Annual average age of installed PC	n/a*	2.50	2.50	2.00	2.00

*New measurement; data not available.

IT'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.

Performance Measure 3: Maintain stability in annual contribution rate for software replacement costs.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Average software contribution per license	\$47	\$48	\$49	\$54	\$52

For better clarity in reporting, this metric has been changed from a per-PC in previous budgets, to a per-license contribution in this budget. As a result, contribution amounts shown here, for the previous fiscal years, will differ



Computer Replacement

from those reported in last year's budget. Costs increased in fiscal year 2020-2021 due to inflation and the expiration of a three-year pricing agreement.

Performance Measure 4: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Years behind the latest version	4	5	0	1	2

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 scope to include server hardware. Like personal computers, servers have 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 were 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 every 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

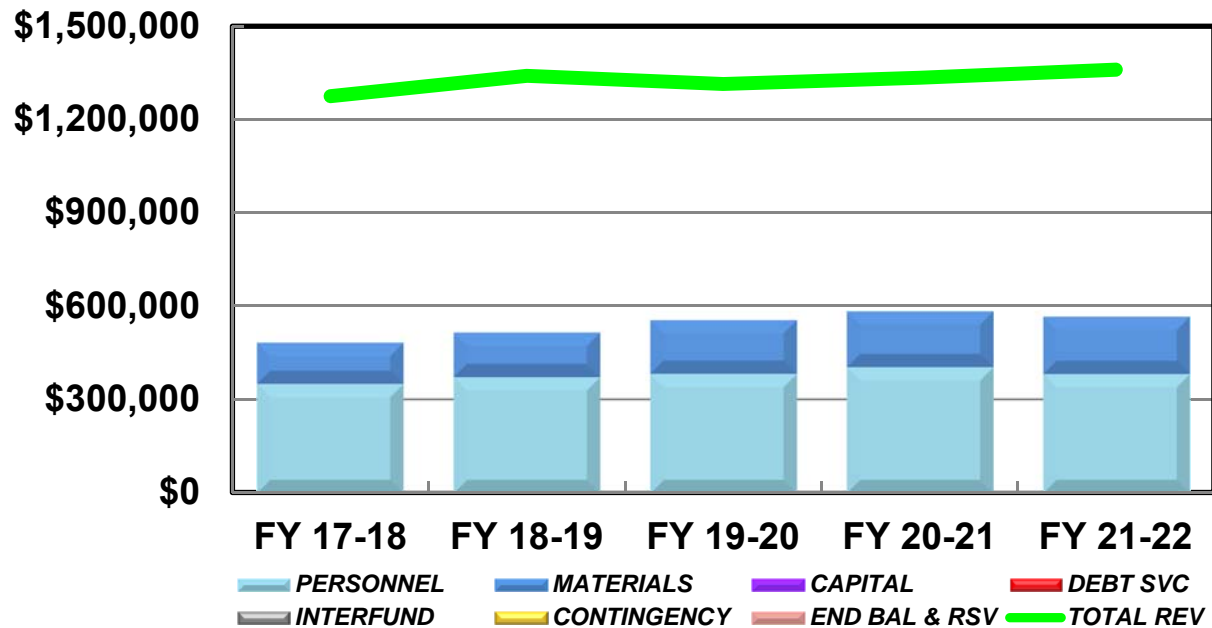
Program: 030101	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$475	\$600	\$500	\$0	\$0
All Other Resources	\$10,096	\$32,813	\$22,123	\$25,700	\$30,913
Interfund Transfers	\$124,231	\$271,970	\$817,131	\$1,130,087	\$915,664
Fund Balance	\$0	\$0	\$0	\$701,081	\$1,210,631
Total	\$134,802	\$305,383	\$839,754	\$1,856,868	\$2,157,208
EXPENDITURES					
Materials & Services	\$58,211	\$603,497	\$285,861	\$781,500	\$337,102
Capital Outlay	\$0	\$0	\$0	\$653,940	\$335,000
Ending Balance and Reserves	\$0	\$0	\$0	\$421,428	\$1,485,106
Total	\$58,211	\$603,497	\$285,861	\$1,856,868	\$2,157,208
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

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JUSTICE COURT DISTRICT

2017-2018 TO 2021-2022

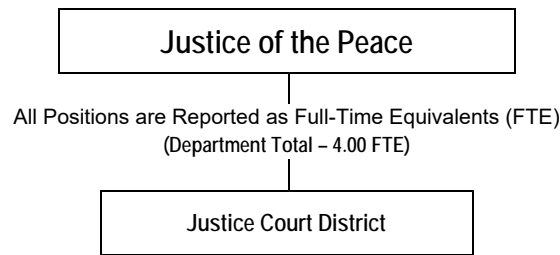


	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Adopted	FY 21-22 Adopted
PERSONNEL	\$348,023	\$369,776	\$380,425	\$401,603	\$379,707
MATERIALS	\$132,197	\$143,014	\$172,093	\$179,121	\$183,811
CAPITAL	\$0	\$0	\$0	\$0	\$0
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$0	\$0
END BAL & RSV	\$0	\$0	\$0	\$0	\$0
TOTAL EXP	\$480,220	\$512,790	\$552,518	\$580,724	\$563,518
TOTAL REV	\$1,274,930	\$1,340,612	\$1,314,070	\$1,334,252	\$1,360,225
FTEs	5.00	4.00	4.00	4.00	4.00

Between FY 20-21 and FY 21-22, there are no major changes to this budget and 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 15 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.

Department Objectives for Fiscal Year 2021-2022

- Process violations and citations issued by the following agencies: Jackson County Animal Control, Marine Patrol, Parks, Sheriff, and Weighmaster; Rogue Valley International-Medford Airport; Oregon State Police, Fish and Wildlife, and Weighmaster; and the Cities of Ashland (when issued outside of the City limits), Central Point, Jacksonville, Phoenix, Rogue River, Shady Cove, and Talent.
- Provide a growing County with judicial services in a cost-effective manner.
- Continue community education and outreach efforts utilizing technology.
- Monitor effects of legislation passed affecting local Courts.
- Continue to provide excellent service with three Court Clerks.
- Research and implement paperless processes.

Department Accomplishments for Prior Year

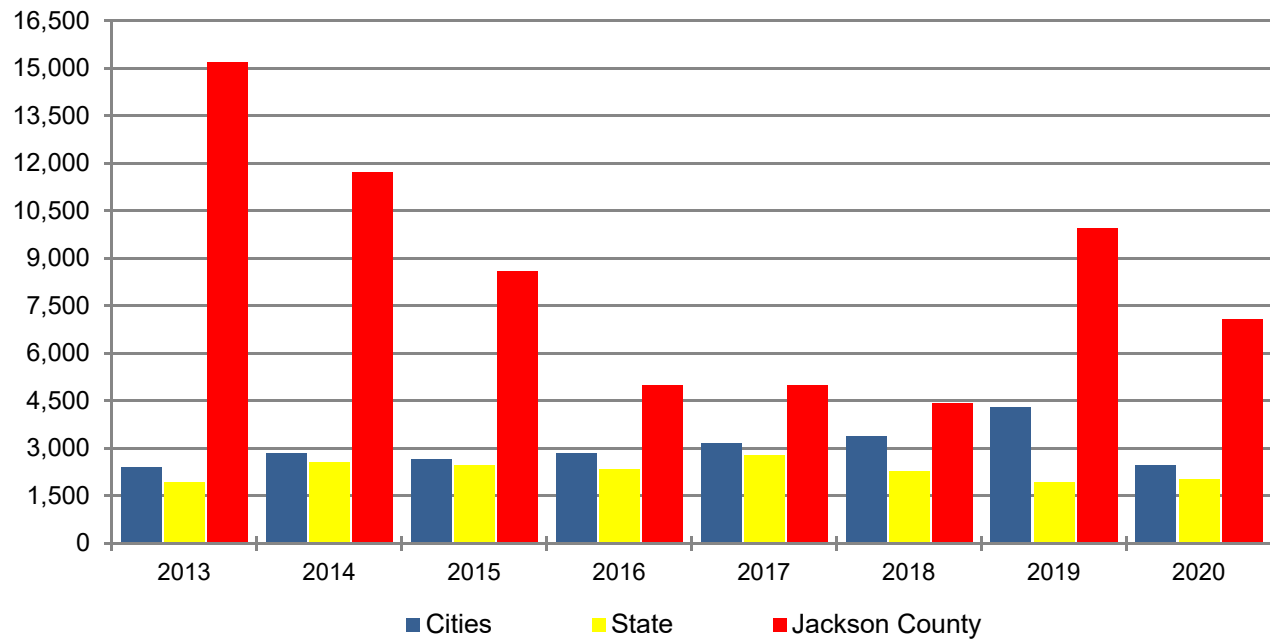
- Managed and processed increased case filings from the County and local law enforcement agencies during the COVID-19 pandemic, while maintaining safety for the public and staff.
- Implemented video trials for law enforcement personnel and the public.



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.

Strategic Goals and Measures

Department Goal: Strengthen cooperation between public agencies, encourage and ensure compliance with applicable laws, and efficiently and fairly process case filings. Supporting the achievement of County Strategic Goals 1, 2, 4, and 9.

Performance Measure 1: Provide cost effective services to efficiently process Court case filing submitted by governmental agencies.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Case filings per fiscal year	11,578	14,359	15,625	10,000	15,000
Cases filed per Court Clerk	3,859	4,786	5,208	3,333	5,000

Significant Issues in the Year Ahead

Monitoring the financial impacts of House Bill 4210, which repealed the Court's ability to suspend driving privileges for failure to pay fines.

Financial Condition

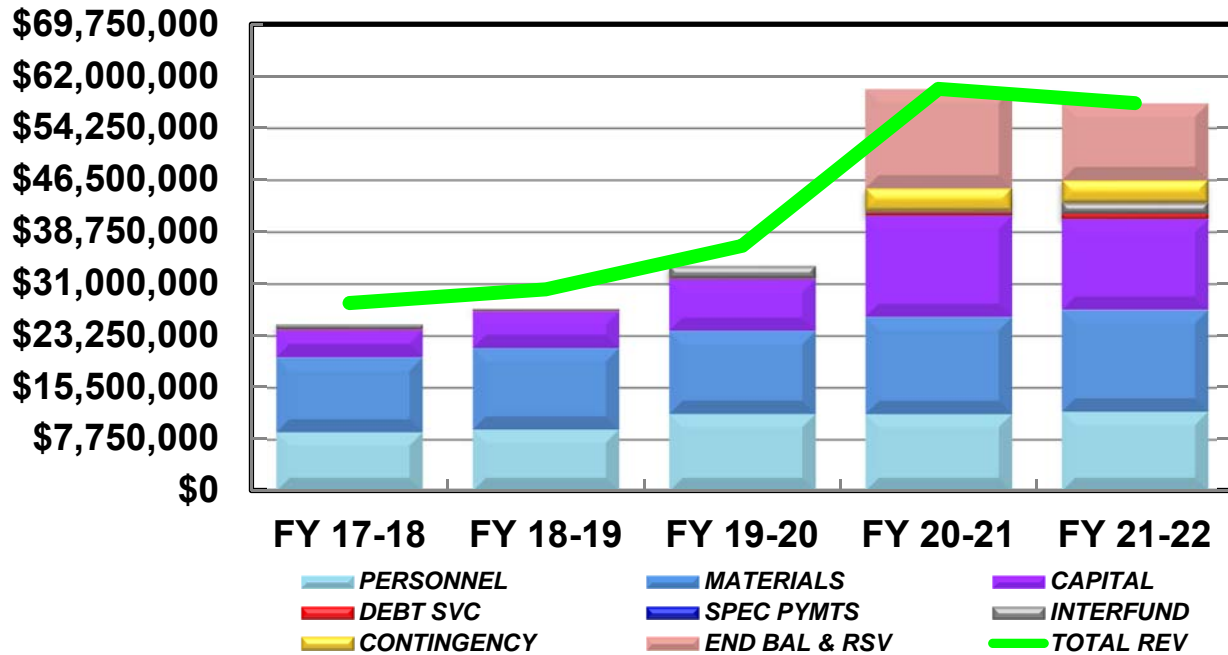
The Justice Court District is self-supported through fines collected from traffic and other violations.

Program: 280101	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$159	\$0	\$0
Fees & Other Service Charges	\$1,274,405	\$1,340,612	\$1,313,911	\$1,334,252	\$1,360,225
All Other Resources	\$525	\$0	\$0	\$0	\$0
Total	\$1,274,930	\$1,340,612	\$1,314,070	\$1,334,252	\$1,360,225
EXPENDITURES					
Personnel Services	\$348,023	\$369,776	\$380,425	\$401,603	\$379,707
Materials & Services	\$132,197	\$143,014	\$172,093	\$179,121	\$183,811
Total	\$480,220	\$512,790	\$552,518	\$580,724	\$563,518
Full-Time Equivalent	5.00	4.00	4.00	4.00	4.00



ROADS AND PARKS

2017-2018 TO 2021-2022

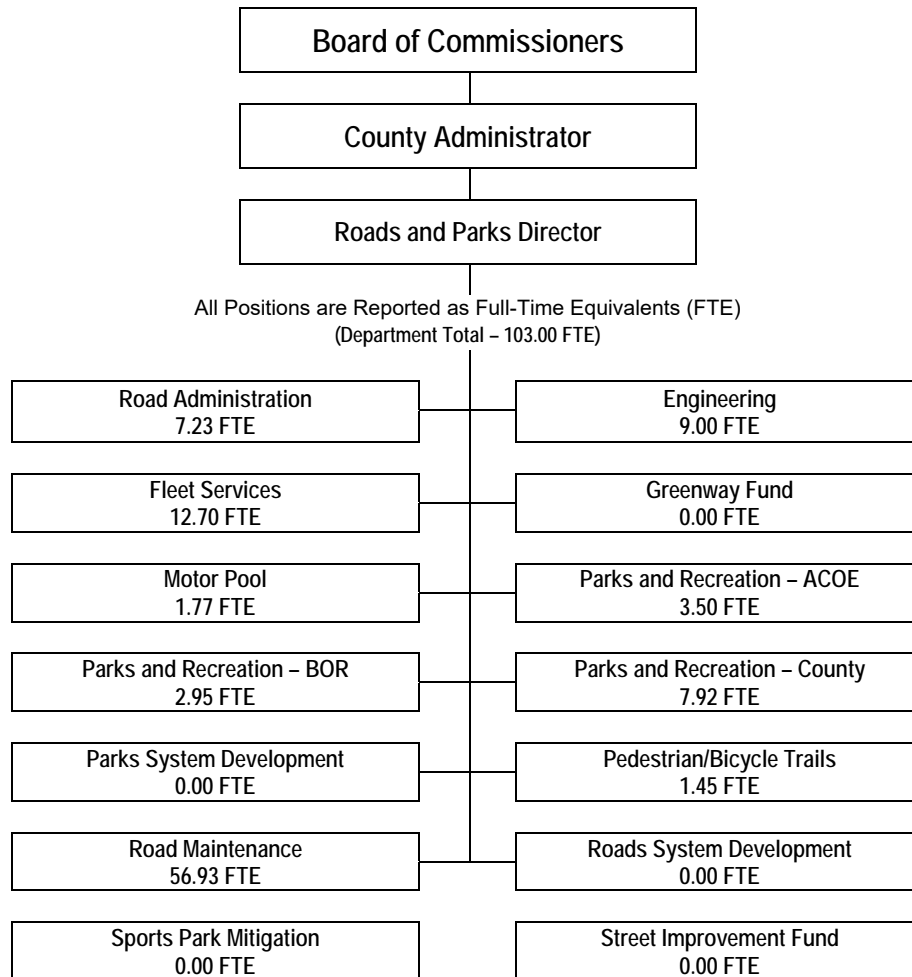


	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Adopted	FY 21-22 Adopted
PERSONNEL	\$8,807,901	\$9,229,265	\$11,552,295	\$11,529,983	\$11,908,886
MATERIALS	\$11,181,237	\$12,139,673	\$12,387,963	\$14,497,511	\$15,169,205
CAPITAL	\$4,072,885	\$5,484,329	\$7,728,038	\$15,153,065	\$13,555,000
DEBT SVC	\$120,863	\$71,249	\$80,287	\$430,968	\$764,000
INTERFUND	\$680,353	\$268,614	\$1,865,038	\$247,000	\$1,660,000
CONTINGENCY	\$0	\$0	\$0	\$3,412,065	\$3,425,806
END BAL & RSV	\$0	\$0	\$0	\$14,806,745	\$11,456,920
TOTAL EXP	\$24,863,239	\$27,193,130	\$33,613,621	\$60,077,337	\$57,939,817
TOTAL REV	\$28,039,943	\$30,087,469	\$36,599,516	\$60,077,337	\$57,939,817
FTEs	101.50	100.50	100.50	102.00	103.00

The changes in Capital, Interfund, and Ending Balance and Reserves are expected as the Department develops, plans, and completes multi-year projects. The increase in Debt Service is planned for additional payments to pay off the General Fund construction loan ahead of schedule. Between FY 20-21 and FY 21-22, the increase of 1.00 FTE (Park Ranger) due to increased Parks usage. 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 15 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.

Department Objectives for Fiscal Year 2021-2022

- 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 2021-2022 to \$17,500,000 which, when compared to historic levels, is a significant increase and will allow the Department to deliver much needed capital improvement projects which have been deferred for many years.
- Construction should be completed in fiscal year 2021-2022 for the East Vilas Road (Crater Lake Avenue to Foothill Road) project. 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



ROADS AND PARKS

poor clay subgrade of the existing road. Construction is estimated to start in the spring 2021 and be completed in the fall.

- The Roads and Parks Department will continue its program to select and pave a gravel road. During fiscal year 2021-2022, 1.51 miles of Worthington Road, a busy gravel road east of the City of Eagle Point, will be improved and paved to County standards.
- Design work will be completed, and construction started, for the Foothill Road (Delta Waters Road to Dry Creek Road) project. This partially 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 be completed in 2022.
- Another phase of Foothill Road (East Vilas Road to Corey Road) will also have design work completed in fiscal year 2021-2022. 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.
- A major initiative for fiscal year 2021-2022 will be getting future construction projects designed, permitted, and the right-of-way acquired in order to bid projects for construction.
- In an effort to maintain overall County 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 several roadways in the White City urbanized area. 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 both a truck-mounted spraying unit, as well as a truck-mounted flail mower. Both units are integral in the delivery of the vegetation management program. Replacement costs for the two units will be approximately \$470,000.
- Water levels at Emigrant and Howard Prairie Lakes are expected to be some of the lowest levels ever recorded. A major focus of the Department is to still provide quality recreational opportunities to County residents despite these challenging conditions.
- During fiscal year 2021-2022, the Department is expected to manage and operate the Joseph Stewart State Park located at Lost Creek Lake. This facility, previously operated by Oregon State Parks, will be a significant undertaking for the Department, but will result in improved levels of service to the public and increased revenues to the Department.
- Pavement improvements to one of the area's busiest parks will be completed in fiscal year 2021-2022 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 2021-2022 to ensure a high level of service is provided at this very visible park.

Department Accomplishments for Prior Year

- Construction was 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 was coordinated with an Oregon Department of Transportation (ODOT) project to construct a roundabout where the extension of Foothill Road will cross Highway 140. This project has now created a continuous "east-side bypass" from the City of Phoenix to White City.



ROADS AND PARKS

- Construction was also completed on a project which replaced Bridge #640, a timber bridge on Elder Mill Road over Trail Creek, with a new concrete structure using Federal bridge funds.
- The County completed the design of a capital project to improve East Vilas Road (Crater Lake Avenue to Foothill Road) project. This project will widen and improve East Vilas Road to include two travel lanes, wider shoulders, and turn lanes at intersections.
- The County continued 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.
- In an effort to continue to increase pavement condition, the County completed 72 miles of chip seals and contracted to complete a \$1,025,000 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.
- Completed the third 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 fully paid off the initial investment due to high demand.
- Despite the challenges of managing public parks during COVID-19 restrictions and low water levels at Emigrant and Howard Prairie Lakes, the Department completed the fiscal year with a positive cash flow for the Parks and Recreation Program.
- Successfully managed the fourth 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. The facility has been temporarily repurposed to assist with housing needs related to the Almeda and South Obenchain Fires. As these residents move to more permanent housing options, the park will once again serve recreational vehicle traveler needs.

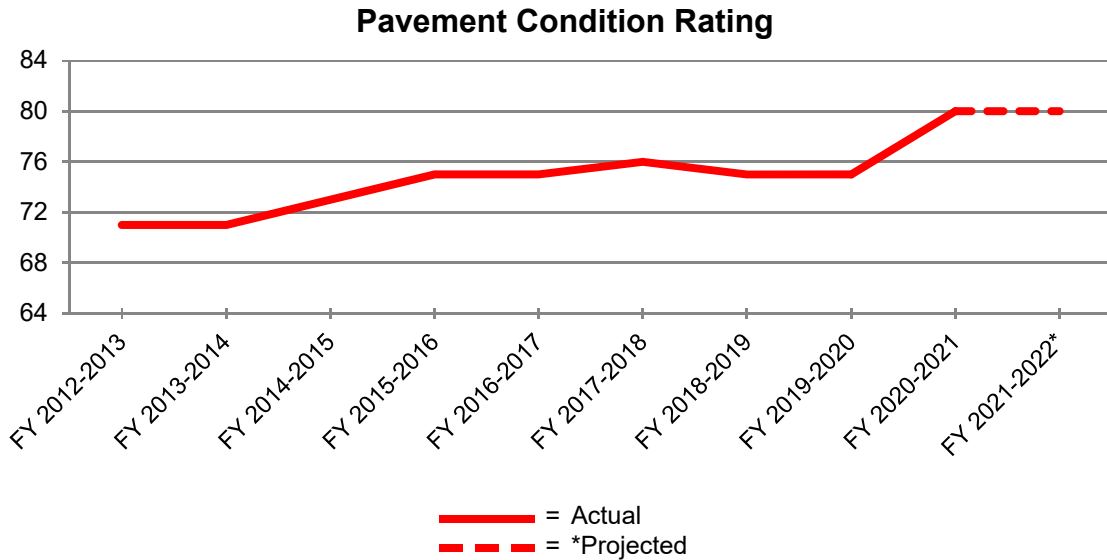
Benchmark

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 80 in the last inspection cycle. A recent significant increase in rating is partially attributed to a new contracted rating provider. Future years will be monitored to ensure stability in the rating process. The budget request for the 2021-2022 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 80 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 indicate less than necessary maintenance is being performed and deterioration may be getting ahead of maintenance.

ROADS AND PARKS

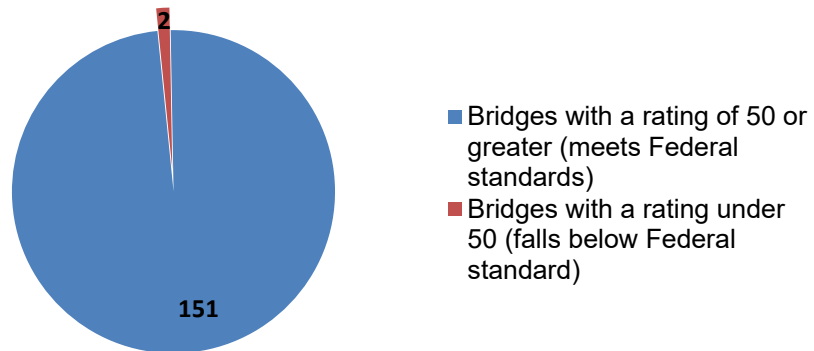


Bridge Condition: Sufficiency Rating is a nationally standardized score developed by the Federal Highway Administration and is used by all government agency bridge owners in the country (local, State and Federal). The maximum score is 100 and the minimum score is 0. Bridges with a score under 50 are considered deficient and are eligible for receipt of Federal bridge replacement funding. Within the 100 possible points are 50 points for structural integrity and 50 points for functionality (generally width, vertical clearance, horizontal and vertical alignment of bridge and bridge approaches, and adequacy of bike/pedestrian facilities). Bridges that score below 50 are either structurally deficient, functionally obsolete, or both.

Jackson County manages a total of 344 bridges with 153 of these being 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 2021-2022, all Jackson County bridges were found safe to drive over and, of the NBI structures, only two fall under NBI Federal standards. One of these bridges (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 the Swingle Road bridge.

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.

Strategic Goals and Measures

Department Goal: Oversee the general operations of the Roads and Parks Department, serve all citizens fairly, and ensure access to County government. Promote employee pride, high standards of performance, and a safe and healthful work environment, with the necessary resources to implement prevention programs and encourage safe work practices. Use of management information systems to provide analyses that allow program managers to have relevant cost accounting and budget data necessary to make informed and fiscally responsible decisions. Use both internal Department software as well as countywide software to capture and report needed data for decision making. Use other processes, where appropriate, to ensure informed decisions are made and better planned for the future. Supporting the achievement of County Strategic Goals 2, 4, 9, 10, 11, and 12.

Performance Measure 1: Provide a safe and healthful work environment for all employees.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Lost days reported	27	82	1	1	0

Note: Prior year numbers can change due to the reporting requirements of Oregon Occupational Safety and Health Administration (OSHA).

The number of lost days reported related to workers' compensation claims can be an indicator of the safety of the workplace. Lower numbers are preferred to indicate less time away from work due to injury. The Department continues to promote safety by providing necessary resources to implement prevention programs and train employees to be responsible and accountable for a safe work environment. A combination of efforts is used to meet this performance measure. 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.

Significant Issues in the Year Ahead

Primary focus and attention will continue to 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



Roads Administration

2021-2022 to be \$17,500,000 which, when compared to historic levels of revenue, has increased and will likely continue to increase over the next seven 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 COVID-19 pandemic has caused some reduction in revenues; however, the impact has not been substantial in meeting the Department's goals.

The Roads Administration Program is part of the Road Fund which receives no revenue from the County's General Fund.

Program: 390201	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$18,818,466	\$19,841,171	\$25,277,761	\$24,233,000	\$19,115,000
Fees & Other Service Charges	\$660,303	\$996,488	\$686,868	\$654,275	\$665,200
All Other Resources	\$147,372	\$626,755	\$660,031	\$200,000	\$400,000
Interfund Transfers	\$320,670	\$91,048	\$1,838,579	\$80,000	\$1,460,000
Fund Balance	\$0	\$0	\$0	\$20,500,000	\$20,350,000
Total	\$19,946,811	\$21,555,462	\$28,463,239	\$45,667,275	\$41,990,200
EXPENDITURES					
Personnel Services	\$889,411	\$923,161	\$2,564,388	\$1,005,823	\$925,136
Materials & Services	\$1,587,022	\$1,694,629	\$1,955,282	\$2,143,038	\$2,189,248
Capital Outlay	\$179,870	\$45,580	\$12,525	\$250,000	\$0
Contingency	\$0	\$0	\$0	\$2,500,000	\$2,500,000
Ending Balance and Reserves	\$0	\$0	\$0	\$10,613,916	\$7,327,111
Total	\$2,656,303	\$2,663,370	\$4,532,195	\$16,512,777	\$12,941,495
Full-Time Equivalent	9.50	8.00	8.20	8.16	7.23



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.

Strategic Goals and Measures

Department Goal: Provide quality engineering designs, plans, and construction inspections of road improvement projects to ensure they provide the most efficient balance of service, life, and cost. Develop roads to both enhance and maintain the natural attractiveness of the area, and maintain multiple transportation systems to provide for the health and safety of all citizens. Promote employee pride, high standards of performance, and productivity while making the best use of Jackson County's human and material resources, and planning for the future. Maintain public records to provide financial, historical, and statistical information to help strengthen cooperation between public agencies. Supporting the achievement of County Strategic Goals 1, 4, 5, 8, 9, 10, 11, and 12.

Performance Measure 1: Manage the County's bridges to ensure safety and accessibility by keeping rating scores above 50. Use County, State, and Federal funding to provide inspection, maintenance, and replacement of County bridges.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Bridges with a sufficiency rating of 50 or more	98%	98%	98%	99%	99%

Sufficiency Rating is a nationally standardized score developed by the Federal Highway Administration and is used by all government agency bridge owners in the country (local, State, and Federal). The maximum score is 100 and the minimum score is 0. Bridges with a score under 50 are considered deficient and are eligible for receipt of Federal bridge replacement funding. Within the 100 possible points are 50 points for structural integrity and 50 points for functionality (generally width, vertical clearance, horizontal and vertical alignment of bridge and bridge approaches, and adequacy of bike/pedestrian facilities). Bridges that score below 50 are either structurally deficient, functionally obsolete, or both.

Jackson County manages a total of 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 2020-2021, all Jackson County bridges were found safe to drive over and of the NBI structures, only two fall under NBI Federal standards. One of these bridges (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.

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 80 for the last inspection cycle in December 2020. 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 2021-2021, a



Engineering

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 \$1,000,000 pavement overlay and curb ramp improvement project on portions of Avenue H, Division Road, Wilson Way, 25th Street, 26th Street, and 29th Street in the White City area.

Fiscal year 2021-2022 will see design and construction for capital construction projects on several County roads. Construction will be completed on East Vilas Road, which is adding turn lanes and shoulders for safety as well as reconstructing the roadway base to better handle heavier vehicles. A project will begin to add an additional turn lane from Antelope Road onto Table Rock Road to decrease wait times for traffic during peak hours. Various asphalt overlays will be completed on multiple roadways to maintain pavement condition. In an effort to improve the livability and safety on some of the 164 miles of gravel roads in the County, a 1.5-mile section of Worthington Road in the Eagle Point area will be strengthened, prepared, and chip sealed in fiscal year 2021-2022, and thereafter managed as a paved road. Other gravel roads are planned for improvement in following years as well.

Lastly, design work will continue on multiple safety and capacity projects on the Foothill Road corridor. These projects include Foothill Road: Delta Waters Road to Dry Creek Road (scheduled for construction in 2022); Foothill Road: East Vilas Road to Corey Road (in 2023); and Foothill Road: Dry Creek Road to West Vilas Road section (in 2024). 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 prior 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.

Program: 390202	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Total	\$0	\$0	\$0	\$0	\$0
EXPENDITURES					
Personnel Services	\$815,951	\$1,007,020	\$1,140,691	\$1,274,283	\$1,315,289
Materials & Services	\$132,325	\$206,012	\$255,982	\$363,990	\$378,757
Capital Outlay	\$1,299,386	\$2,973,818	\$6,103,104	\$11,418,000	\$11,000,000
Total	\$2,247,662	\$4,186,850	\$7,499,777	\$13,056,273	\$12,694,046
Full-Time Equivalent	8.00	7.00	9.00	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.

Strategic Goals and Measures

Department Goal: Operate an equipment replacement and maintenance program for existing equipment that meets or exceeds its useful life to ensure the health and safety of all citizens. High standards of performance, productivity, and employee pride coupled with the use of the Jackson County's human and material resources help to plan for the future. Supporting the achievement of County Strategic Goals 1, 4, 9, 10, and 12.

Performance Measure 1: Maintain vehicles using an aggressive preventative maintenance program to minimize down time due to repair.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Work orders written as preventative maintenance	29%	27%	25%	27%	27%

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 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, including a truck-mounted sprayer and a truck-mounted flail mower. Both units are key in controlling vegetation along County roads. 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, as well as Motor Pool, on a reimbursable basis. 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



Fleet Services

no direct revenue from the County's General Fund. Refer to the Roads Administration Program's "Financial Condition" discussion for additional information.

Program: 390206	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$191,264	\$193,993	\$164,114	\$160,000	\$148,000
Fees & Other Service Charges	\$72,512	\$83,784	\$59,820	\$70,000	\$50,000
Interfund Transfers	\$445,789	\$522,034	\$524,873	\$480,000	\$725,000
Total	\$709,565	\$799,811	\$748,807	\$710,000	\$923,000
EXPENDITURES					
Personnel Services	\$902,929	\$882,430	\$933,440	\$1,160,801	\$1,258,479
Materials & Services	\$1,937,377	\$2,053,220	\$1,892,229	\$2,733,337	\$2,907,306
Capital Outlay	\$0	\$0	\$0	\$25,000	\$0
Total	\$2,840,306	\$2,935,650	\$2,825,669	\$3,919,138	\$4,165,785
Full-Time Equivalent	10.60	10.60	11.60	11.60	12.70

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.

Strategic Goals and Measures

Department Goal: Increase funding to maintain multiple transportation systems that both enhance and maintain the natural attractiveness of the area which helps to make recreational learning and cultural opportunities accessible. Making the best use of the Jackson County's human and material resources helps to plan for the future. Supporting the achievement County Strategic Goals 5, 7, 8, and 10.

Performance Measure 1: Increase trail segments on the Bear Creek and Rogue River Greenways.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Miles of new trail completed	0	0	2.5	0	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 2021-2022, 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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
All Other Resources	\$4,503	\$15,567	\$13,959	\$6,000	\$8,000
Fund Balance	\$0	\$0	\$0	\$500,000	\$515,000
Total	\$4,503	\$15,567	\$13,959	\$506,000	\$523,000
EXPENDITURES					
Materials & Services	\$0	\$5,322	\$0	\$0	\$0
Ending Balance and Reserves	\$0	\$0	\$0	\$506,000	\$523,000
Total	\$0	\$5,322	\$0	\$506,000	\$523,000
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.

Strategic Goals and Measures

Department Goal: Provide light-fleet vehicles and vehicle repair services to County departments. This centralized approach to equipment management is efficient in meeting high performance standards as well as utilizing and managing resources in the best ways possible. Additionally, a future view of vehicle replacement is utilized to ensure vehicles are replaced at the optimum time. Supporting the achievement of County Strategic Goals 9, 10, and 12.

Performance Measure 1: Maintain vehicles using an aggressive preventative maintenance program to minimize down time due to repair.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Work orders written as preventative maintenance	51%	64%	65%	56%	60%

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. Additionally, 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, which benefits this performance measure.

Performance Measure 2: Encourage increased vehicle utilization and monitor vehicle utilization data to optimize the size of the fleet.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Miles driven per unit (1,000s)	8.23	8.19	7.38	7.38	7.75

Optimizing the size of the fleet helps to reduce ownership costs by removing under-utilized units from service. Mileage data on each unit is tracked monthly and user departments are presented with this data. Downward trends in miles driven can raise questions about the utilization of the unit and may lead to possible disposal. The current downward trend of the fleet as a whole indicates more effort is to be focused on utilizing units.

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



Motor Pool

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.

During fiscal year 2020-2021, Motor Pool staff and the majority of Motor Pool operations were moved from its downtown Medford location to White City in order to improve service levels and efficiency. This change will continue to be refined and improved in fiscal year 2021-2022.

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 69 percent of this Program's revenue comes from the County's General Fund.

Program: 390401	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$54,992	\$43,611	\$37,045	\$40,000	\$38,000
Fees & Other Service Charges	\$167,148	\$64,369	\$29,669	\$57,000	\$51,000
All Other Resources	\$11,435	\$37,767	\$29,147	\$16,000	\$18,000
Interfund Transfers	\$2,193,403	\$2,410,291	\$2,400,221	\$3,118,521	\$2,887,335
Fund Balance	\$0	\$0	\$0	\$570,000	\$715,000
Total	\$2,426,978	\$2,556,038	\$2,496,082	\$3,801,521	\$3,709,335
EXPENDITURES					
Personnel Services	\$297,169	\$305,531	\$354,640	\$335,889	\$235,614
Materials & Services	\$1,005,039	\$1,063,069	\$1,108,361	\$1,360,267	\$1,198,468
Capital Outlay	\$1,410,225	\$1,092,475	\$1,154,853	\$1,152,000	\$1,270,000
Interfund Transfers	\$334,317	\$0	\$7,000	\$0	\$0
Contingency	\$0	\$0	\$0	\$303,365	\$289,304
Ending Balance and Reserves	\$0	\$0	\$0	\$650,000	\$715,949
Total	\$3,046,750	\$2,461,075	\$2,624,854	\$3,801,521	\$3,709,335
Full-Time Equivalent	3.06	3.06	1.86	2.87	1.77



Parks and Recreation – ACOE

Program Purpose

The Parks and Recreation – ACOE Program is a new program created in fiscal year 2021-2022. The Program consists of County parks managed through the terms of an Intergovernmental Agreement (IGA) with the Oregon Parks and Recreation Department (OPRD). These parks include all recreational facilities at Joseph Stewart Park on Lost Creek Lake, Casey State Recreational Area on the Rogue River, Prospect State Scenic Wayside, and Tub Springs State Wayside. The IGA expires on December 31, 2025. However, Parks is working directly with the US Army Corps of Engineers (ACOE) to enter into a lease agreement for operations of Joseph Stewart Park and is working with OPRD to transfer ownership of the other parks to Jackson County. The new Program will assist Parks in budgeting and managing the facilities.

Strategic Goals and Measures

Department Goal: Provide a variety of recreational opportunities through day-use, overnight accommodations, and landscape services. Develop, enhance, and maintain these facilities to boost the natural attractiveness of the area, and protect the health and safety of all citizens. Strengthen cooperation between public agencies to serve all citizens fairly, ensure access to County government, and make recreational learning and cultural opportunities accessible and available. High standards of performance, productivity, and employee pride, coupled with the use of the Jackson County's human and material resources, helps to plan for the future. Supporting the achievement of County Strategic Goals 1, 2, 4, 5, 7, 9, and 10.

Performance Measure 1: *Grow campsite occupancy rates to assist in funding the operations of the Program.*

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Revenue earned per campsite	n/a*	n/a*	n/a*	n/a*	\$2,040

*New measurement; data not available.

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.

Significant Issues in the Year Ahead

The 2021-2022 fiscal year will be the first year of operations of these recreational facilities. Priorities will be placed on offering a similar level of experience as OPRD, and enhancing facilities as the budget allows. It is expected that water levels at Lost Creek Lake will be favorable, as compared to Emigrant Lake and Howard Prairie Reservoir, and as such, the park will be very busy. Staffing levels will be monitored closely, so as to not over-staff during this first year of operations.

Financial Condition

The budget is prepared off of historical data from OPRD and their previous marina concessionaire. The expected revenues and expenses were checked with similar parks, such as Howard Prairie Resort, and are anticipated to be reliable for this first year of operations. As actual revenues are collected, adjustments will be made accordingly to meet targeted goals. The Parks and Recreation – ACOE Program receives no General Fund support.



Parks and Recreation – ACOE

Program: 390503	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$0	\$0	\$3,500
Fees & Other Service Charges	\$0	\$0	\$0	\$0	\$894,400
Interfund Transfers	\$0	\$0	\$0	\$0	\$19,075
Total	\$0	\$0	\$0	\$0	\$916,975
EXPENDITURES					
Personnel Services	\$0	\$0	\$0	\$0	\$564,521
Materials & Services	\$0	\$0	\$0	\$0	\$317,935
Total	\$0	\$0	\$0	\$0	\$882,456
Full-Time Equivalent	0.00	0.00	0.00	0.00	3.50

Parks and Recreation – BOR

Program Purpose

The Parks and Recreation – BOR Program is a new program created in fiscal year 2021-2022. The Program consists of County parks managed through the terms of a long-term management agreement with the US Bureau of Reclamation (BOR). These parks include all recreational facilities around Howard Prairie Reservoir, Emigrant Lake, and Agate Lake.

The parks are managed collectively and receive some minor assistance from an operational grant from the BOR. The goal is to make the BOR parks as self-sufficient as possible and add to the revenue generating strategy of the Parks and Recreation Program. Continual reorganization and cost containment strategies are employed to provide a variety of recreational experiences at the lowest available cost.

Strategic Goals and Measures

Department Goal: Provide a variety of recreational opportunities through day-use, overnight accommodations, and landscape services. Develop, enhance, and maintain these facilities to boost the natural attractiveness of the area, and protect the health and safety of all citizens. Strengthen cooperation between public agencies to serve all citizens fairly, ensure access to County government, and make recreational learning and cultural opportunities accessible and available. High standards of performance, productivity, and employee pride, coupled with the use of the Jackson County's human and material resources, help to plan for the future. Supporting the achievement of County Strategic Goals 1, 2, 4, 5, 7, 9, and 10.

Performance Measure 1: Grow campsite occupancy rates to assist in funding the operations of the Program.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Revenue earned per campsite	n/a*	n/a*	n/a*	n/a*	\$895

*New measurement; data not available.

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.

Significant Issues in the Year Ahead

It is expected that 2021 will be the worst water year on record at Emigrant and Agate Lakes, and Howard Prairie Reservoirs. Reservoir storage is forecast to be the lowest since dam construction. As a result, many recreational facilities on the waterbodies will be unusable and those that are usable are anticipated to see far lower than average use. As such, staffing levels will be minimized.

Pavement improvements at Emigrant Lake were delayed in fiscal year 2020-2021 due to COVID-19, and will be completed in fiscal year 2021-2022. The aging pavement is in severe disrepair and needs complete replacement. The work will be funded from BOR and Oregon State Parks grants.

Yurts are planned for installation at the Howard Prairie Resort. The facilities have been in high demand for many years, and are at capacity for the majority of summer at other County park facilities. The installation will help develop a more sustainable and diverse recreational experience to assist the parks in profitability during future low water years.



Parks and Recreation – BOR

The 2021-2022 fiscal year will be the first year of operations of these recreational facilities. Priorities will be placed on offering a similar level of experience as OPRD, and enhancing facilities as the budget allows. It is expected that water levels at Lost Creek Lake will be favorable, as compared to Emigrant Lake and Howard Prairie Reservoir, and as such, the park will be very busy. Staffing levels will be monitored closely, so as to not over-staff during this first year of operations.

Financial Condition

Severe drought conditions are expected to produce significantly lower than historic use and revenues. Some of this loss in revenue will be offset by a BOR operational grant. Staffing levels will be reduced to minimize expenses during the challenging year ahead. The Parks and Recreation – BOR Program receives no General Fund support.

Program: 390502	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted*	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$561,712	\$789,657	\$591,139	\$0	\$582,370
Fees & Other Service Charges	\$1,239,717	\$893,748	\$726,491	\$0	\$846,000
All Other Resources	\$0	\$0	\$318	\$0	\$0
Interfund Transfers	\$36,740	\$90,806	\$36,802	\$0	\$75,000
Total	\$1,838,169	\$1,774,211	\$1,354,750	\$0	\$1,503,370
EXPENDITURES					
Personnel Services	\$496,811	\$502,295	\$385,939	\$0	\$418,416
Materials & Services	\$587,748	\$573,391	\$437,739	\$0	\$467,650
Capital Outlay	\$95,437	\$331,564	\$174,841	\$0	\$550,000
Total	\$1,179,996	\$1,407,250	\$998,519	\$0	\$1,436,066
Full-Time Equivalent	0.00	3.59	0.00	0.00	2.95

*For fiscal year 2021-2022, Parks and Recreation management moved parks owned by the Bureau of Reclamation (BOR) into this new budgeted Program, separate from the Parks and Recreation - County Program. Line item transaction history of BOR parks has been moved from the Parks and Recreation – County Program to the new Program; however, because the budget is adopted at the program level, and not at the individual park business unit level, no adopted budget amounts were able to be moved. As such, the adopted budget amounts for fiscal year 2020-2021 are displayed in the Parks and Recreation – County Program, and are not displayed above as the Program itself did not exist in fiscal year 2020-2021.



Parks and Recreation – County

Program Purpose

The Parks and Recreation – County Program provides a variety of quality recreational opportunities for the citizens and visitors of Jackson County. There is a total of nine developed parks included in the Program (23 in the entire Parks and Recreation Program), as well as thousands of acres of undeveloped park land. Major parks in this Program include Willow Lake, the Southern Oregon Recreational Vehicle (RV) Park, Cantrall Buckley, and the many County parks along the Rogue River, as well as the Jackson County Sports Park. The Jackson County Parks and Recreation Advisory Committee assists Program management by providing input on the strategic direction of the Program and helping to develop Program priorities.

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 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.

Strategic Goals and Measures

Department Goal: Provide a variety of recreational opportunities through day-use, overnight accommodations, and landscape services. Develop, enhance, and maintain these facilities to boost the natural attractiveness of the area, and protect the health and safety of all citizens. Strengthen cooperation between public agencies to serve all citizens fairly, ensure access to County government, and make recreational learning and cultural opportunities accessible and available. High standards of performance, productivity, and employee pride, coupled with the use of the Jackson County's human and material resources, helps to plan for the future. Supporting the achievement of County Strategic Goals 1, 2, 4, 5, 7, 9, and 10.

Performance Measure 1: Grow campsite occupancy rates to assist in funding the operations of the Program.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Revenue earned per campsite	\$1,971	\$1,899	\$1,065	\$2,240	\$620*

*Decrease in fiscal year 2021-2022 projected due to assignment of Bureau of Reclamation (BOR) parks to a new program.

To assist with budgeting and future planning efforts, beginning in fiscal year 2021-2022 the BOR parks that are managed through a lease agreement have been moved from the Parks and Recreation – County Program (renamed) to the new Parks and Recreation – BOR Program in the Recreation Enterprise Fund. Additionally, as Jackson County has assumed operations of Joseph Stewart Park and other limited Oregon State Park properties, these parks have been assigned to the Parks and Recreation – ACOE (Army Corps of Engineers) Program. These budgetary moves will result in some minor, short-lived impacts to Program performance measure reporting. The



Parks and Recreation – County

Parks and Recreation – County Program incorporates all administrative overhead for the entire Parks and Recreation Program.

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 Southern Oregon RV Park continues to perform well, and is housing Southern Oregon fire victims through partnerships with State and Federal agencies. This income provides stable funding to rely on during drought years.

Significant Issues in the Year Ahead

The Southern Oregon RV Park will continue to play a large role for temporary housing for fire victims. As a result, it is anticipated that these consistent revenues will continue to assist the Parks and Recreation Program in paying off the General Fund construction loan ahead of schedule. Parks in this Program are not generally affected by drought, and are expected to be very busy this year. Parks were negatively impacted in fiscal year 2019-2020 due to a temporary full closure of all parks, per COVID-19 restrictions. However, once reopened, they were busy during the summer of 2020, and are expected to be equally busy in 2021.

The Landscape Services subprogram is expected to continue to generate a moderate amount of revenue to help fund the Parks and Recreation – County Program.

Financial Condition

The Landscape Services subprogram receives approximately 30 percent of its revenue by providing service to General Fund departments. The remaining 70 percent of revenue comes from services provided to other local governments and non-General Fund County departments.

The Parks and Recreation – County Program receives no General Fund support for maintenance and operation of park facilities. The 2021-2022 fiscal year is the 13th year that this Program has not been operationally supported by the General Fund.

Parks and Recreation – County

Program: 390501	2019-2020 Actual	2020-2021 Adopted	Department Requested	Recommended
REVENUES				
Grants, Gifts, Allocations, & Donations	\$533,926	\$2,118,929	\$758,200	\$758,200
Fees & Other Service Charges	\$1,144,288	\$2,525,500	\$1,650,150	\$1,650,150
All Other Resources	\$29,999	\$15,000	\$25,000	\$25,000
Interfund Transfers	\$338,815	\$409,675	\$332,300	\$332,300
Fund Balance	\$0	\$600,000	\$800,000	\$800,000
Total	\$2,047,028	\$5,669,104	\$3,565,650	\$3,565,650
EXPENDITURES				
Personnel Services	\$1,260,204	\$1,725,749	\$1,050,559	\$1,050,559
Materials & Services	\$1,041,778	\$1,657,440	\$1,112,783	\$1,112,783
Capital Outlay	\$6,812	\$1,183,065	\$0	\$0
Debt Service	\$42,968	\$352,968	\$700,000	\$700,000
Contingency	\$0	\$507,000	\$572,502	\$572,502
Ending Balance and Reserves	\$0	\$242,882	\$231,629	\$231,629
Total	\$2,351,762	\$5,669,104	\$3,667,473	\$3,667,473
Full-Time Equivalent	13.34	12.92	7.92	7.92

Parks System Development

Program Purpose

The purpose 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 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.

Strategic Goals and Measures

Department Goal: Focus on increasing the capacity of the parks and development that both enhances and maintains the natural attractiveness of the area, which helps to make recreational learning and cultural opportunities accessible and available. Make the best use of the Jackson County's human and material resources to help plan for the future. Supporting the achievement of County Strategic Goals 5, 7, 10, and 12.

Performance Measure 1: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Funds transferred for projects	\$0	\$100,000	\$50,000	\$50,000	\$75,000

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. In fiscal years 2018-2019, 2019-2020, and 2020-2021, all Parks SDCs were allocated to help pay down the loan balance which was incurred during the building of the Southern Oregon RV Park. In fiscal year 2021-2022, revenues will be used as match to install yurts that will help generate operational revenues at Howard Prairie Resort.

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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Fees & Other Service Charges	\$54,025	\$49,239	\$50,092	\$50,000	\$75,000
All Other Resources	\$299	\$2,721	\$955	\$0	\$0
Total	\$54,324	\$51,960	\$51,047	\$50,000	\$75,000
EXPENDITURES					
Interfund Transfers	\$0	\$100,000	\$50,000	\$50,000	\$75,000
Total	\$0	\$100,000	\$50,000	\$50,000	\$75,000
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.

Strategic Goals and Measures

Department Goal: Develop and maintain multiple transportation facilities, assure responsible development that enhances and maintains the natural attractiveness of the area, and protect the health and safety of all citizens. Encourage the use of trails to strengthen cooperation between public agencies and makes recreational learning and cultural opportunities accessible and available. Promote employee pride, high standards of performance, and productivity while making the best use of Jackson County's human and material resources to help plan for the future. Supporting the achievement of County Strategic Goals 1, 4, 5, 7, 8, 9, 10, and 12.

Performance Measure 1: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Daily trips on Bear Creek Greenway*	183	185	269	458	458

*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 2020-2021 is likely increased due to health recommendations to congregate outdoors during the COVID-19 pandemic. Nationally, recreational use has seen a significant increase.

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. 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 2021-2022, is furthering efforts to reconstruct the Greenway and to rehabilitate it in the footprint of the Almeda and Central Point fires that burned nearly 11 miles of the trail. A great amount of work has begun with the addition of multiple partners and volunteers, but much work is needed moving forward into the next fiscal year.



Pedestrian/Bicycle Trails

Financial Condition

The Pedestrian/Bicycle Trails Program is funded 54 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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$364,324	\$260,643	\$418,317	\$304,537	\$294,537
Fees & Other Service Charges	\$2,048	\$818	\$290	\$0	\$0
All Other Resources	\$9,222	\$12,608	\$14,019	\$5,000	\$5,000
Interfund Transfers	\$5,000	\$5,000	\$15,000	\$15,000	\$15,000
Fund Balance	\$0	\$0	\$0	\$450,000	\$350,000
Total	\$380,594	\$279,069	\$447,626	\$774,537	\$664,537
EXPENDITURES					
Personnel Services	\$48,944	\$75,931	\$108,226	\$129,622	\$104,856
Materials & Services	\$418,819	\$117,707	\$227,864	\$476,768	\$340,450
Capital Outlay	\$25,670	\$8,552	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$90,000	\$64,000
Ending Balance and Reserves	\$0	\$0	\$0	\$78,147	\$155,231
Total	\$493,433	\$202,190	\$336,090	\$774,537	\$664,537
Full-Time Equivalent	1.50	1.50	0.50	1.45	1.00

Road Maintenance

Program Purpose

The Road Maintenance Program provides maintenance services on the County road system. Maintenance on the road system in Jackson County preserves an investment in infrastructure and ensures safe roads. The Road Maintenance Program maintains 930 miles of road, 344 bridges, over 17,000 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.

Strategic Goals and Measures

Department Goal: Maintain the condition of the pavement to protect the health and safety of all citizens while strengthening the cooperation between public agencies. Ensure the safety and longevity of the paved road system by chip sealing County roads in a cost-effective manner, and assure responsible development and maintenance of multiple transportation systems. Maintain the drainage systems along County roads to ensure the road base is drained while delineation and winter maintenance ensure the safety of the driving public. High standards of performance, productivity, and employee pride, coupled with the use of the Jackson County's human and material resources, helps to plan for the future. Supporting the achievement of County Strategic Goals 1, 4, 5, 8, 9, 10, and 12.

Performance Measure 1: Maintain the overall Pavement Condition Index (PCI) near 70 or better.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Average PCI rating for the County road system	76 PCI	75 PCI	80 PCI	80 PCI	80 PCI

Keeping the PCI at an adequate level will be accomplished through continued increased funding in pavement maintenance activities, improved work procedures, and upgraded equipment. The pavement condition rating has improved from a low PCI of 69 in November 2011 to a PCI of 80 for the last inspection cycle in 2020. The budget request for fiscal year 2021-2022 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.

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 75 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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$127	\$0	\$0	\$0
Total	\$0	\$127	\$0	\$0	\$0
EXPENDITURES					
Personnel Services	\$4,384,735	\$4,526,080	\$4,804,766	\$5,897,816	\$6,036,016
Materials & Services	\$4,488,086	\$5,431,303	\$5,412,056	\$5,669,271	\$6,155,858
Capital Outlay	\$801,964	\$718,945	\$275,903	\$1,125,000	\$735,000
Interfund Transfers	\$119,581	\$168,614	\$58,038	\$197,000	\$185,000
Total	\$9,794,366	\$10,844,942	\$10,550,763	\$12,889,087	\$13,111,874
Full-Time Equivalent	56.00	56.00	56.00	56.00	56.93



Roads System Development

Program Purpose

The Roads System Development Program assists in funding 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.

Strategic Goals and Measures

Department Goal: Increase the capacity of roads to provide and maintain multiple transportation systems. Make the best use of Jackson County's human and material resources to help plan for the future. Supporting the achievement of County Strategic Goals 8, 10, and 12.

Performance Measure 1: Fund capacity-increasing projects on County roads by charging new development for the added impact.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Funds transferred for projects	\$226,454	\$0	\$1,750,000	\$0	\$1,400,000

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. Funds are transferred to other operating funds when projects are completed. 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, including improvements on East Vilas Road and Table Rock Road.

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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Fees & Other Service Charges	\$596,700	\$692,301	\$513,505	\$625,000	\$625,000
All Other Resources	\$16,283	\$76,494	\$59,461	\$5,000	\$15,000
Fund Balance	\$0	\$0	\$0	\$1,428,000	\$2,100,000
Total	\$612,983	\$768,795	\$572,966	\$2,058,000	\$2,740,000
EXPENDITURES					
Materials & Services	\$54,259	\$57,090	\$56,672	\$63,000	\$70,000
Interfund Transfers	\$226,454	\$0	\$1,750,000	\$0	\$1,400,000
Ending Balance and Reserves	\$0	\$0	\$0	\$1,995,000	\$1,270,000
Total	\$280,713	\$57,090	\$1,806,672	\$2,058,000	\$2,740,000
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

Sports Park Mitigation

Program Purpose

The purpose 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 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.

Strategic Goals and Measures

Department Goal: Work to assure responsible development which enhances and maintains the natural attractiveness of the area, making recreational learning and cultural opportunities available. Make the best use of Jackson County's human and material resources to help plan for the future and strengthen cooperation between public agencies. Supporting the achievement of County Strategic Goals 4, 5, 7, 10, and 12.

Performance Measure 1: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Funding need met	100%	100%	100%	100%	100%
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 eighth 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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$23,448	\$0	\$0	\$0	\$0
All Other Resources	\$270	\$927	\$834	\$400	\$0
Fund Balance	\$0	\$0	\$0	\$30,000	\$30,750
Total	\$23,718	\$927	\$834	\$30,400	\$30,750
EXPENDITURES					
Materials & Services	\$0	\$0	\$0	\$30,400	\$30,750
Total	\$0	\$0	\$0	\$30,400	\$30,750
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.

Strategic Goals and Measures

Department Goal: Provide and maintain multiple transportation systems. Supporting the achievement of County Strategic Goal 8.

Performance Measure 1: Form Local Improvement Districts (LIDs) by providing 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Number of LID projects funded	0	1	0	0	0

The coordination needed to form a LID is significant. The Roads and Parks Director and County Engineer help lead interested citizen groups through several steps outlined by State law. Many LIDs that are started do not finish due to citizen voting, cost concerns, or other factors which influence whether these proposed projects are in the best interest of the public. All projects are handled objectively by following a well-planned process.

Significant Issues in the Year Ahead

The public's interest in this Program varies throughout the year. Due to the increased ability to fund projects through the Road Fund, LID projects may 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 utilize debt financing. For fiscal year 2021-2022, no projects are expected to be funded.

Financial Condition

The Street Improvement Fund Program historically receives 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

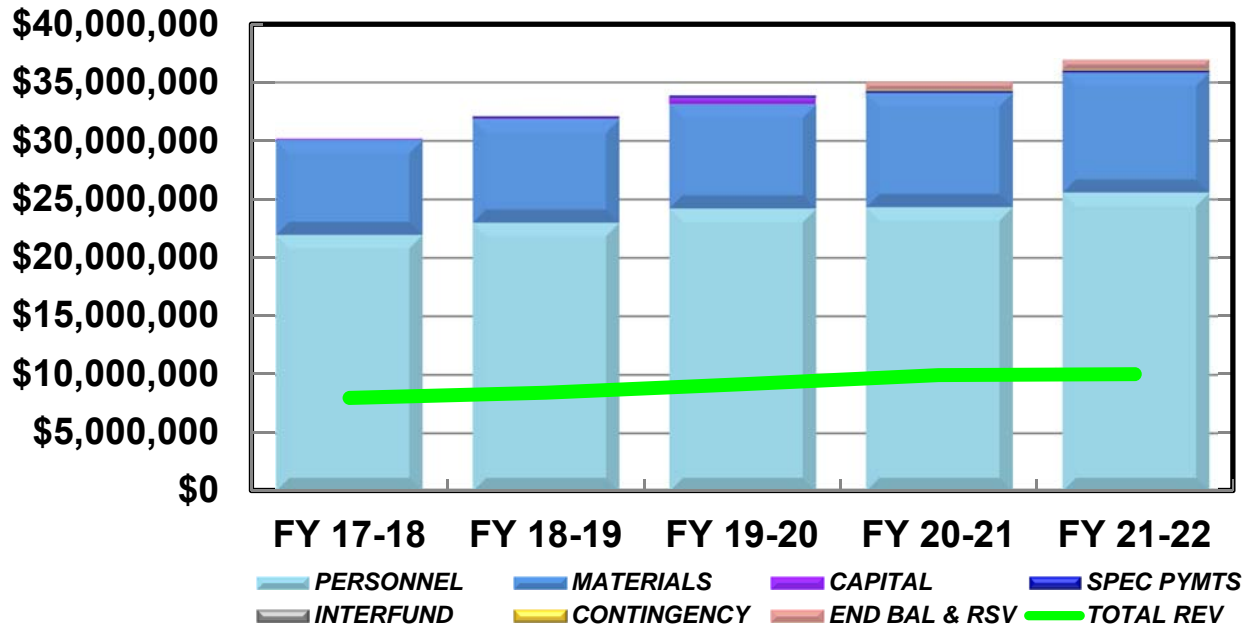
Program: 390901	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$94,800	\$107,647	\$380,755	\$80,000	\$80,000
All Other Resources	\$6,930	\$21,295	\$22,425	\$10,500	\$18,000
Fund Balance	\$0	\$0	\$0	\$720,000	\$1,200,000
Total	\$101,730	\$128,942	\$403,180	\$810,500	\$1,298,000
EXPENDITURES					
Capital Outlay	\$0	\$210,868	\$0	\$11,700	\$0
Debt Service	\$63,573	\$20,699	\$37,320	\$78,000	\$64,000
Ending Balance and Reserves	\$0	\$0	\$0	\$720,800	\$1,234,000
Total	\$63,573	\$231,567	\$37,320	\$810,500	\$1,298,000
Full-Time Equivalent	0.00	0.00	0.00	0.00	0.00

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SHERIFF

2017-2018 TO 2021-2022

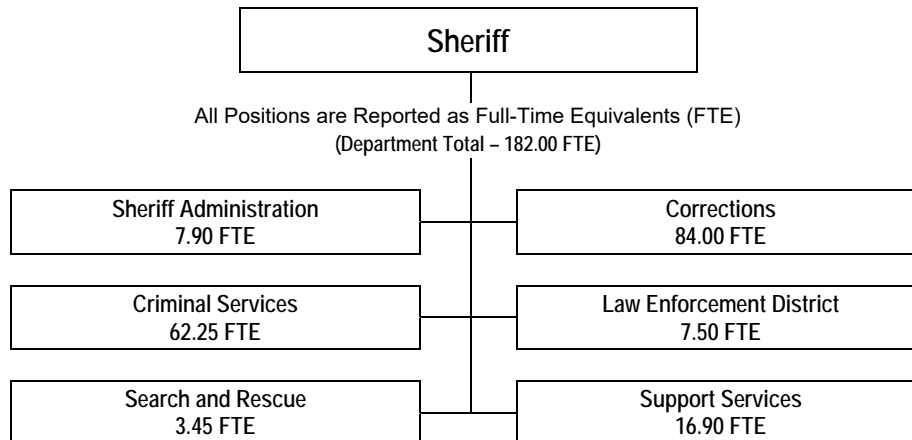


	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Adopted	FY 21-22 Adopted
PERSONNEL	\$21,896,530	\$22,950,577	\$24,157,804	\$24,263,416	\$25,522,226
MATERIALS	\$8,156,011	\$8,855,076	\$8,934,028	\$9,800,047	\$10,285,364
CAPITAL	\$109,915	\$121,061	\$575,819	\$0	\$0
SPEC PYMTS	\$0	\$144,415	\$176,032	\$180,041	\$180,041
INTERFUND	\$0	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$100,000	\$100,000
END BAL & RSV	\$0	\$0	\$0	\$648,780	\$854,829
TOTAL EXP	\$30,162,456	\$32,071,129	\$33,843,683	\$34,992,284	\$36,942,460
TOTAL REV	\$7,940,077	\$8,389,447	\$9,118,772	\$9,892,002	\$9,981,190
FTEs	170.58	177.50	180.50	178.50	182.00

The increase in Ending Balance and Reserves is expected due to fluctuations in demand for services in White City. Between FY 20-21 and FY 21-22, the addition of 3.50 FTEs is due to increases in grants and contracts for services. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between "Actual" and "Adopted" Budgeted Numbers located on page 15 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.

Department Objectives for Fiscal Year 2021-2022

- Continue to emphasize employee wellness and building relationships within the community, with emphasis in the Black, Indigenous, and People of Color (BIPOC) community.
- Continue to recruit and maintain the current staff levels and improve efficiencies.
- Maintain effective emergency response 24 hours a day, seven days a week.
- Reduce crime and improve livability by partnering with the community, businesses, and local government.
- Continue evaluation and adaptation of practices to ensure maximum safety for adults-in-custody (AIC) and staff during COVID-19.
- Evaluate every portion of the jail population management plan to ensure that the appropriate AIC remain incarcerated; look for opportunities to increase jail population to pre-pandemic operational capacity and beyond; and research plans for additional jail bed space.

Department Accomplishments for Prior Year

- Implemented a new records and jail management software system that improves efficiencies.
- Minimized loss of life and supported the community during the Almeda and South Obenchain Fires in 2020. Awarded the Oregon State Sheriff's Association (OSSA) Leupold Community Hero Award which recognizes deputies for "quick actions, heroic acts and dedication to community safety in the 2020 Western Oregon Labor Day Wildfires."
- Successful completion of the OSSA jail inspection for 2020. Citizens can be assured that the jail operations engage in correctional best practices as a way of operations every day.
- Staffing issues were met with operating levels maintained at 90 percent or greater throughout the year. Leadership positions were added, including four corrections corporals and a corrections captain.
- Maintained effective emergency response 24 hours a day, seven days a week.

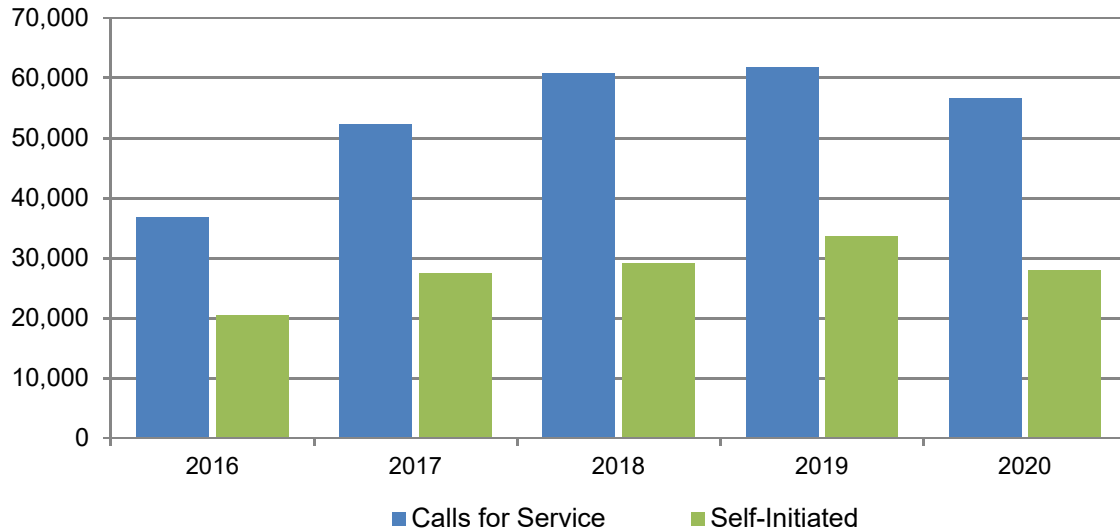


SHERIFF

Benchmark

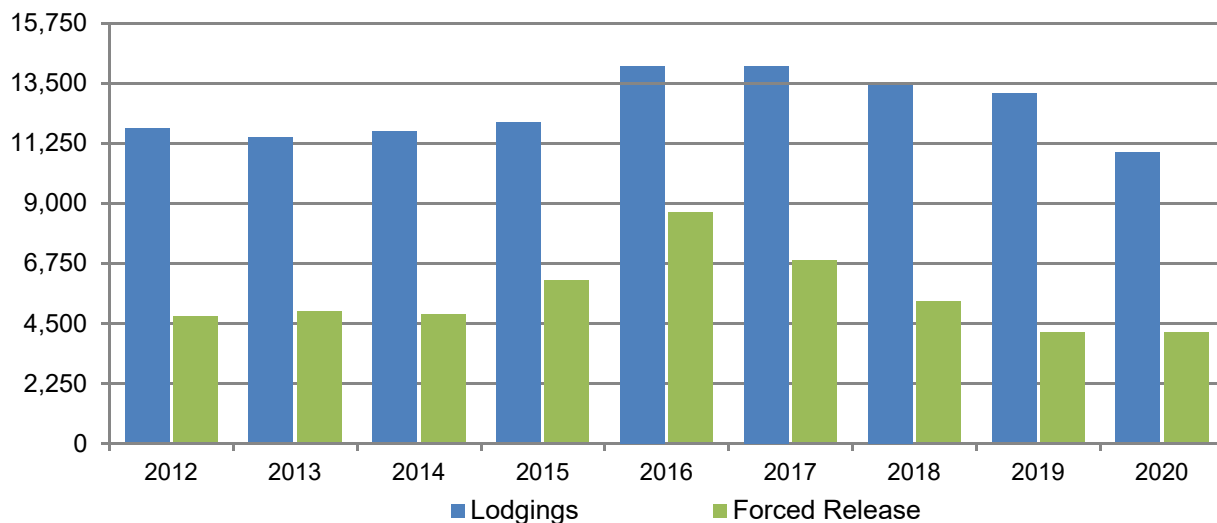
These graphs provide an annual comparison of workload factors for the Jackson County Sheriff's Office. The 911 data shows all calls for service to include any out of the jurisdiction of this Office. The jail indicators show the number of inmate lodgings and forced releases.

Calls for Service – Criminal Division



Self-initiated calls for service decreased by 17 percent due to COVID-19. Minimizing proactive enforcement reduced unnecessary contact with citizens to help manage the health crisis.

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.

Strategic Goals and Measures

Department Goal: Prepare and administer the Sheriff's Office budget and conduct long range financial and organizational planning. Supporting the achievement of County Strategic Goals 1, 2, 4, 6, 9, 10, 11, and 12.

Performance Measure 1: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Adopted budget expended	96.45%	97.67%	96.78%	99.00%	99.00%
Vacant budgeted positions	3.50%	2.33%	3.93%	3.00%	3.00%

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, leadership, and cultural agility program to help staff succeed in the law enforcement profession and retain our valuable, long-term employees. Administration will continue to foster a safe working environment, protect the safety of officers, and support health and wellness priorities.

Financial Condition

The Sheriff Administration Program is 99.9 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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$32,674	\$48,905	\$196,851	\$37,000	\$2,000
Fees & Other Service Charges	\$291	\$707	\$0	\$0	\$0
All Other Resources	\$0	\$1,330	\$0	\$0	\$0
Total	\$32,965	\$50,942	\$196,851	\$37,000	\$2,000
EXPENDITURES					
Personnel Services	\$1,787,631	\$1,657,499	\$2,153,649	\$1,184,553	\$1,202,567
Materials & Services	\$2,190,698	\$646,381	\$710,163	\$676,178	\$835,806
Capital Outlay	\$0	\$30,075	\$0	\$0	\$0
Total	\$3,978,329	\$2,333,955	\$2,863,812	\$1,860,731	\$2,038,373
Full-Time Equivalent	3.33	3.00	8.75	7.90	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 pretrial and convicted adults in the custody of the criminal justice system. Additionally, this Program provides Court security for all Courts and judges in the County as well as transports inmates adults-in-custody (AIC) to and from all Courts, prisons, and any other facility directed by the Courts.

Strategic Goals and Measures

Department Goal: Protect the public from justice-involved individuals who pose a danger, and provide a safe and humane environment for AIC. Supporting the achievement of County Strategic Goals 1, 2, 4, and 9.

Performance Measure 1: Safety and security of the public, jail staff, and AIC.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
AIC released from jail due to forced release	35.90%	-21.84%	-0.29%	-8.00%	1.00%
AIC booked into jail annually	-4.11%	-2.38%	-16.68%	15.00%	2.00%

Managing AIC releases ensures that the most dangerous justice-involved individuals are lodged and that the AIC's population is maintained while assuring community safety. In 2020, the jail lodged and booked 10,911 people into the facility. Of those lodgings, 4,154 people were released from jail using the Risk Release Matrix. The COVID-19 pandemic response saw the jail population reduced by approximately 25 percent to ensure appropriate safety measures were maintained to protect AID and staff.

Performance Measure 2: Provide security for citizens and personnel of the Courts so that justice can be fairly determined.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Percent change in contraband items found when citizens arrive at Court	-12.19%	3.64%	-45.30%	1.00%	1.00%

In order to maintain Court safety, Court security personnel operate 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.

In 2020, the Courts reduced trials due to COVID-19, resulting in a decrease of 2,346 items confiscated from the previous year. The Sheriff's Office and the Courts installed equipment that enables appearance by "Video Court."

Significant Issues in the Year Ahead

Continue to look for innovative ways to utilize jail space in a way that contributes positively to the Jackson County community.



Corrections

Work to ensure that Corrections Deputy training goals are met in accordance to Oregon Jail Standards.

Evaluate every portion of the jail population management plan to ensure that the appropriate AIC remain incarcerated. This includes release decisions at time of intake and on-going evaluation while remaining in custody. Look into development of alternative pre-trial release supervision plans.

Continue evaluation and adaptation of practices to ensure maximum safety for AIC and staff during COVID-19. Look for opportunities to increase jail population to pre-pandemic operations capacity.

Continue to seek training and alternatives to de-escalate uses of force in an effort to increase safety of staff and AIC.

Seek opportunities to improve infrastructure and equipment in current facility to maximize the supervision and safety of the AIC population.

Continue working with local and regional stakeholders to identify opportunities for resource access for AIC during their incarceration, and throughout the release process.

Remain proactive to ensure the Jackson County Jail meets the requirements of changing laws and standards.

Continue recruitment and retention efforts to ensure that tasks are efficiently and adequately performed when staff is unavailable during protected medical leave, modify duty assignments, or illness.

Recruit and retain Court Security Officers sufficient to provide adequate security services for the Jackson Courts.

Financial Condition

The Corrections Program is 70.29 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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$3,005,246	\$3,119,788	\$3,575,490	\$3,488,648	\$3,452,071
Fees & Other Service Charges	\$107,894	\$115,344	\$108,714	\$125,000	\$125,000
Interfund Transfers	\$960,766	\$921,000	\$900,000	\$901,000	\$901,000
Total	\$4,073,906	\$4,156,132	\$4,584,204	\$4,514,648	\$4,478,071
EXPENDITURES					
Personnel Services	\$9,566,065	\$9,528,072	\$9,939,195	\$10,764,601	\$11,320,979
Materials & Services	\$1,908,225	\$3,109,833	\$3,179,448	\$3,539,757	\$3,751,024
Capital Outlay	\$0	\$20,962	\$531,044	\$0	\$0
Total	\$11,474,290	\$12,658,867	\$13,649,687	\$14,304,358	\$15,072,003
Full-Time Equivalent	82.42	84.83	79.75	82.50	84.00



Criminal Services

Program Purpose

The Criminal Services Program is responsible for protecting the public through education, impartial investigations, and enforcement of laws.

Strategic Goals and Measures

Department Goal: Protect the public, respond to calls for service, enforcement, and follow up on investigations. Supporting the achievement of County Strategic Goals 1, 2, 4, 6, 9, and 10.

Performance Measure 1: Effectively patrol the County to protect and preserve the general welfare of its citizens, and to improve livability.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Percent of change in dispatched calls*	27.64%	-10.98%	2.00%	2.00%	2.00%
Percent of change in self-initiated calls*	6.11%	15.59%	-17.03%	-5.00%	1.00%

*Dispatched calls and self-initiated calls are calls for service to provide police contact with the public.

Dispatched calls are calls for police assistance that are generated by the community, such as reporting a crime and assisting the public. Self-initiated calls are usually generated by the Deputy to proactively address a community issue. In 2020, there were 56,679 calls for service compared to 63,722 in 2019. Self-initiated calls significantly decreased due to COVID-19.

Significant Issues in the Year Ahead

Continue to work through COVID-19 challenges such as working to ensure that training goals are met in accordance with the Department of Public Safety and Standards, and legislative changes.

Reduce crime and improve livability by partnering with the community, businesses, and local government during this national health crisis, and beyond.

Promote community collaboration using crisis intervention to assist people living with mental illness and/or addiction and who are in crisis. Crisis intervention is an innovative first-responder model of police-based involvement with the community, health care providers, and advocacy partnerships.

Financial Condition

The Criminal Services Program receives 87.32 percent of its funding from the County's General Fund, with the remainder of the Program financed by County fees, contracts, and State and Federal grants.



Criminal Services

Program: 410104	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$1,407,497	\$1,589,264	\$2,000,387	\$1,968,436	\$2,071,491
Fees & Other Service Charges	\$141,620	\$348,575	\$124,082	\$147,000	\$149,000
Interfund Transfers	\$0	\$0	\$120,266	\$145,120	\$145,120
Total	\$1,549,117	\$1,937,839	\$2,244,735	\$2,260,556	\$2,365,611
EXPENDITURES					
Personnel Services	\$7,455,561	\$8,348,541	\$8,539,468	\$8,832,728	\$9,385,401
Materials & Services	\$3,201,029	\$3,768,376	\$3,788,412	\$4,123,579	\$4,341,351
Capital Outlay	\$25,825	\$48,660	\$30,000	\$0	\$0
Special Payments	\$0	\$144,415	\$176,032	\$180,041	\$180,041
Total	\$10,682,415	\$12,309,992	\$12,533,912	\$13,136,348	\$13,906,793
Full-Time Equivalent	55.15	59.37	62.42	59.75	62.25

Law Enforcement District

Program Purpose

The White City Enhanced Law Enforcement District (District) promotes delivers, and preserves an assurance of security, safety, and quality law enforcement to all citizens of the District. Staff assigned to this area strive to provide services for protecting the public. This is accomplished through establishing a partnership with citizens and businesses in efforts to create a safe and secure community.

Strategic Goals and Measures

Department Goal: Respond to calls for service, enforcement, and follow up on investigations. Supporting the achievement of County Strategic Goals 1, 2, 4, and 9.

Performance Measure 1: Effectively patrol White City to protect and preserve the general welfare of its citizens and to improve livability.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Percent of change in police contacts with public*	12.07%	-6.00%	-34.53%	-5.00%	5.00%

*Due to a new records management system implemented in 2020, and subsequent data organization, only January 1, 2020, through October 28, 2020, data is available.

In 2020, the White City Enhanced Law Enforcement District had 3,622 contacts with the police, compared to 5,532 in 2019; this significant decrease in police contact with the public is due to COVID-19. The difference in the organization of data from the prior system to the new records management system resulted in some inconsistencies in current statistical reporting; updates are in progress which will allow the collection of accurate data retroactively.

Significant Issues in the Year Ahead

Maintain bike patrols and part-time motors while reducing crime by using the Stratified Policing model.

Reduce crime and improve livability by partnering with the community and local businesses during this national health crisis, and beyond.

Work with the County's Roads and Parks Department to beautify city areas (trash/graffiti/pathways).

Work through COVID-19 challenges such as working to ensure that training goals are met in accordance with the Department of Public Safety and Standards, and legislative changes.

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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$1,428,164	\$1,475,792	\$1,595,140	\$1,624,713	\$1,756,049
Property Tax Revenues	\$22,476	-\$2,072	\$1,921	\$0	\$0
All Other Resources	\$9,381	\$38,203	\$31,319	\$10,000	\$10,000
Fund Balance	\$0	\$0	\$0	\$826,085	\$918,459
Total	\$1,460,021	\$1,511,923	\$1,628,380	\$2,460,798	\$2,684,508
EXPENDITURES					
Personnel Services	\$922,781	\$897,094	\$1,163,616	\$1,018,552	\$1,071,436
Materials & Services	\$402,561	\$519,124	\$575,654	\$693,466	\$658,243
Contingency	\$0	\$0	\$0	\$100,000	\$100,000
Ending Balance and Reserves	\$0	\$0	\$0	\$648,780	\$854,829
Total	\$1,325,342	\$1,416,218	\$1,739,270	\$2,460,798	\$2,684,508
Full-Time Equivalent	7.57	7.73	7.61	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.

Strategic Goals and Measures

Department Goal: Finding or recovering lost or missing persons, and support the community. Supporting the achievement of County Strategic Goals 1, 4, 6, and 9.

Performance Measure 1: Respond to lost or missing persons on public lands within Jackson County.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Missions resulting in a positive outcome	99%	99%	99%	99%	99%

SAR was busy in 2020 with 165 missions conducted. The goal is to effectively use every resource at SAR's disposal to locate the subject or person in need. In 2020, 192 subjects were missing; 185 were recovered alive, and 7 were recovered deceased. Eleven community events were held in 2020, compared to 38 in 2019, which is a reduction of 71.05 percent due to COVID-19.

SAR will continue to train volunteers in search and rescue techniques, tracking, and communication technology. In 2020, volunteers contributed 15,207 hours of their time. The monetary value of volunteer time in 2020 was \$401,313 at a rate of \$26.39 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 also 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 87.63 percent funded by the County's General Fund and \$100,000 allocated from a Title III Grant.



Search and Rescue

Program: 410105	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$14,619	\$66,891	\$12,038	\$6,500	\$6,500
Fees & Other Service Charges	\$186,864	\$112,191	\$128,601	\$100,000	\$100,000
Total	\$201,483	\$179,082	\$140,639	\$106,500	\$106,500
EXPENDITURES					
Personnel Services	\$299,103	\$370,076	\$488,069	\$482,364	\$564,675
Materials & Services	\$292,086	\$308,206	\$289,360	\$343,050	\$296,307
Capital Outlay	\$84,090	\$21,365	\$14,775	\$0	\$0
Total	\$675,279	\$699,647	\$792,204	\$825,414	\$860,982
Full-Time Equivalent	1.80	3.07	3.16	2.95	3.45

Support Services

Program Purpose

The Support Services Program is the central support for operations and corrections.

Strategic Goals and Measures

Department Goal: Provide records and information to the public, execute various legal processes issued by the Courts, and issue concealed handgun permits in accordance with mandated requirements while providing excellent customer service. Supporting the achievement of County Strategic Goals 1, 2, 4, 9, and 10.

Performance Measure 1: Provide comprehensive records and reporting services for Jackson County, and process warrants for State and local law enforcement.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Percent of change in NIBRS error rate for records entered into database	0.88%	1.04%	1.36%	1.00%	1.00%
Percent of change in warrants processed for State and local law enforcement*	-9.79%	-16.47%	-25.79%	-3.00%	-3.00%

*due to a new records management system implemented in 2020, and subsequent data organization, only January 1, 2020, through October 28, 2020, data is available.

The Records Division, of the Support Services Program, is responsible for providing records and information as well as reporting crime incidents. The difference in the organization of data from the prior system to the new records management system resulted in some inconsistencies in current statistical reporting; updates are in progress which will allow the collection of accurate data retroactively. COVID-19 also had a marked effect on the number of warrants processed, both from the Sheriff's Office and other law enforcement agencies.

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 2020, the NIBRS was maintained at an error rate of 1.36 percent; the NIBRS standard is 4 percent.

Performance Measure 2: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Percent of change in civil documents served from prior year	-10.70%	-28.95%	-33.94%	-10.00%	-10.00%

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. COVID-19 significantly restricted service by approximately 2,000 documents not served.

Performance Measure 3: To meet mandated requirements for concealed weapon application and issuance.



Support Services

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Percent of change in concealed handgun licenses issued (new and renewals)	-17.95%	12.55%	3.31%	10.00%	10.00%

The process for obtaining a concealed handgun license includes an extensive criminal, civil, and mental health background check; fingerprinting; and photograph of the applicant along with certification of a handgun safety training course. In 2020, there was a three-month slow down due to COVID-19, which was followed by a significant increase in concealed handgun licenses issued from September to December.

Significant Issues in the Year Ahead

Refinement of data collection and accuracy reporting within the 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 85.52 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	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Fees & Other Service Charges	\$622,585	\$553,527	\$323,964	\$512,500	\$344,500
Total	\$622,585	\$553,527	\$323,964	\$512,500	\$344,500
EXPENDITURES					
Personnel Services	\$1,865,388	\$2,149,296	\$1,873,807	\$1,980,618	\$1,977,168
Materials & Services	\$161,411	\$503,157	\$390,991	\$424,017	\$402,633
Total	\$2,026,799	\$2,652,453	\$2,264,798	\$2,404,635	\$2,379,801
Full-Time Equivalent	20.31	19.49	18.81	17.90	16.90

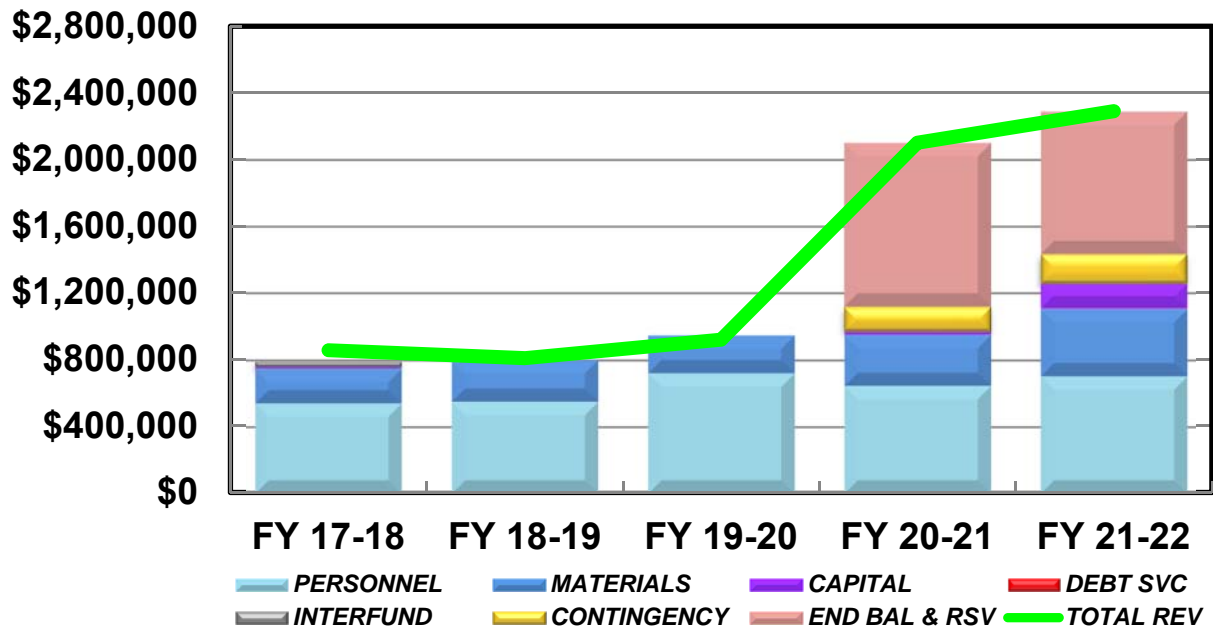


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SURVEYOR

2017-2018 TO 2021-2022

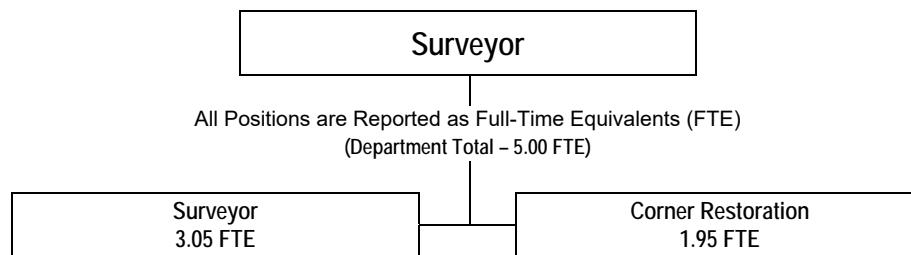


	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Adopted	FY 21-22 Adopted
PERSONNEL	\$539,585	\$549,285	\$720,774	\$644,914	\$702,754
MATERIALS	\$207,919	\$250,873	\$227,257	\$306,795	\$402,562
CAPITAL	\$10,748	\$0	\$0	\$20,000	\$150,000
DEBT SVC	\$0	\$0	\$0	\$0	\$0
INTERFUND	\$31,147	\$0	\$0	\$0	\$0
CONTINGENCY	\$0	\$0	\$0	\$145,000	\$176,350
END BAL & RSV	\$0	\$0	\$0	\$983,218	\$858,055
TOTAL EXP	\$789,399	\$800,158	\$948,031	\$2,099,927	\$2,289,721
TOTAL REV	\$854,643	\$806,560	\$917,946	\$2,099,927	\$2,289,721
FTEs	6.80	5.00	5.00	5.00	5.00

Between FY 20-21 and FY 21-22, the increase in Materials is due to a contract to replace wildfire-damaged corner markers, and the increase in Capital is to replace aging equipment. There is no change to the number of FTEs between FY 20-21 and FY 21-22. 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 15 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 making 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.

Department Objectives for Fiscal Year 2021-2022

- 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.
- 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.



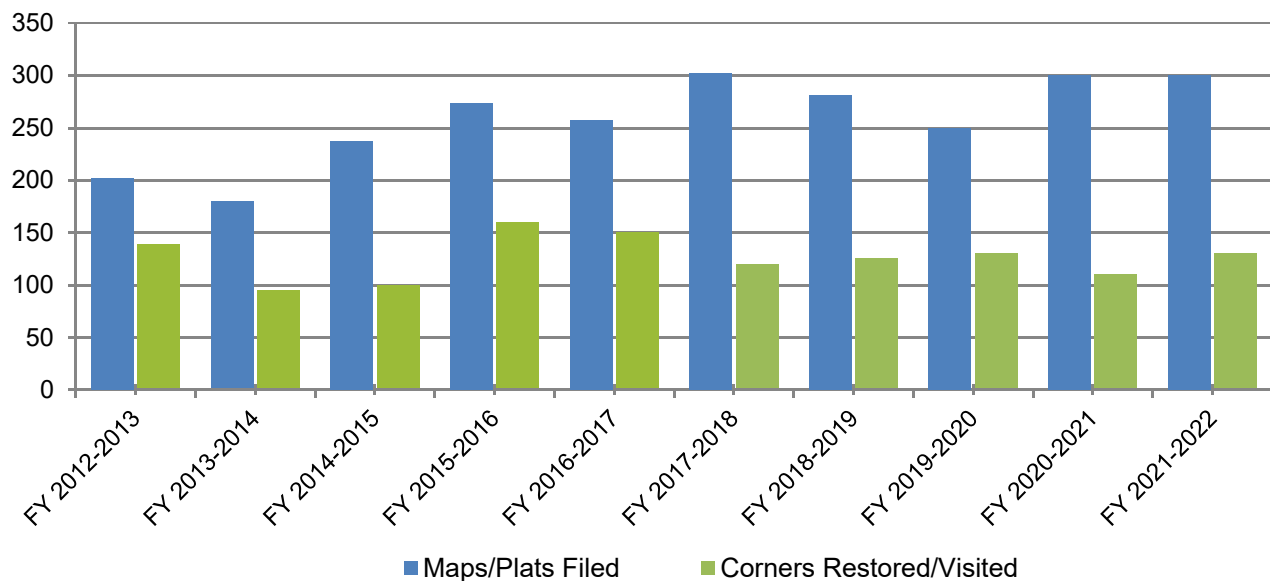
SURVEYOR

Department 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 damage 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 throughout the County as a result of fires and 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.

Strategic Goals and Measures

Department Goal: To review and file survey maps, property line adjustments, partition plats, subdivision plats, condominium plats, and right-of-way records in a timely manner. To also provide professional surveying services, mapping services, land title analysis, and document review to other County departments. And to always provide public accessibility to records. Supporting the achievement of County Strategic Goals 1, 2, 3, 4, 5, 9, and 11.

Performance Measure 1: 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 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 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.

Performance Measure 2: 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.



Surveyor

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. Substantially increased workload due to infrastructure projects, land divisions, and fire-related property line location surveys.

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. Due to demands for staff to provide map and plat review, and public assistance, interdepartmental surveying services have been further reduced at this time in relation to prior years.

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 long 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 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.



Surveyor

Program: 430101	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Grants, Gifts, Allocations, & Donations	\$0	\$0	\$6,247	\$0	\$0
Fees & Other Service Charges	\$337,605	\$342,960	\$439,855	\$518,000	\$542,410
All Other Resources	\$3,073	\$27,684	\$24,727	\$1,500	\$1,545
Interfund Transfers	\$121,972	\$78,272	\$15,298	\$6,427	\$6,476
Fund Balance	\$0	\$0	\$0	\$300,000	\$450,000
Total	\$462,650	\$448,916	\$486,127	\$825,927	\$1,000,431
EXPENDITURES					
Personnel Services	\$271,681	\$307,319	\$336,056	\$334,462	\$397,171
Materials & Services	\$79,090	\$118,152	\$97,935	\$143,863	\$155,660
Capital Outlay	\$3,439	\$0	\$0	\$10,000	\$60,000
Interfund Transfers	\$10,000	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$45,000	\$46,350
Ending Balance and Reserves	\$0	\$0	\$0	\$292,602	\$341,250
Total	\$364,210	\$425,471	\$433,991	\$825,927	\$1,000,431
Full-Time Equivalent	2.72	2.30	2.30	2.71	3.05



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.

Strategic Goals and Measures

Department Goal: 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. To obtain geodetic survey positions on all public land survey corners; and legally and efficiently document corner restorations to effectively perpetuate their location and history. In addition, obtain technical training for staff in the use of equipment, software, and recognized professional procedures; this will, in turn, enhance the accuracy and efficiency in restoring public land survey corners. Supporting the achievement of County Strategic Goals 1, 2, 3, 4, 6, 9, and 11.

Performance Measure 1: Compliance with County Survey duties pursuant to Oregon Revised Statutes (ORS), Chapter 209.

Outcome(s)	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 Projected
Corners reestablished or visited and reported upon	120	125	125	130	130
Corners with geodetic survey positions	3%	6%	6%	6%	6%
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 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.

Performance Measure 2: Well-trained, efficient, and qualified staff to support compliance with County Surveyor duties pursuant to ORS Chapter 209.



Corner Restoration

<i>Outcome(s)</i>	Fiscal Year 2017-2018 Actual	Fiscal Year 2018-2019 Actual	Fiscal Year 2019-2020 Actual	Fiscal Year 2020-2021 Expected	Fiscal Year 2021-2022 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. Fires in the urban and rural areas of the County in the fall of 2020, the majority of which occurred on small-sized private lands, damaged or destroyed an estimated 450 public land surveys in Jackson County. These corners require the utmost precision in perpetuation of their original position to maintain the integrity of the land title system in these fire ravaged areas. It is estimated that it will take up to four years to address these damaged corners, and funding and staffing levels, relative to demand, has become an instantaneous issue as a result of the 2020 fires. 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. The explosion of industrial hemp cultivation has exacerbated the loss of corners due to agricultural land development. 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.

Utilization of the latest field survey instrumentation enables field staff to operate independently. The ability to capture data electronically in the field and seamlessly transfer it to the office environment for processing has reduced the staffing needs of this Program; lowering overhead and doing more with less through the use of technology. Keeping staff adequately trained and outfitted to obtain the greatest level of productivity in the field and office.



Corner Restoration

Financial Condition

Revenue for the Corner Restoration Program is generated by a fee assessed to documents related to real property that are recorded in the Clerk's Office. 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.

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.

Program: 430102	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
REVENUES					
Fees & Other Service Charges	\$381,215	\$335,954	\$413,920	\$360,000	\$375,000
All Other Resources	\$10,778	\$21,690	\$17,900	\$14,000	\$14,290
Fund Balance	\$0	\$0	\$0	\$900,000	\$900,000
Total	\$391,993	\$357,644	\$431,820	\$1,274,000	\$1,289,290
EXPENDITURES					
Personnel Services	\$267,904	\$241,966	\$384,719	\$310,452	\$305,583
Materials & Services	\$128,829	\$132,721	\$129,322	\$162,932	\$246,902
Capital Outlay	\$7,308	\$0	\$0	\$10,000	\$90,000
Interfund Transfers	\$21,147	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$100,000	\$130,000
Ending Balance and Reserves	\$0	\$0	\$0	\$690,616	\$516,805
Total	\$425,188	\$374,687	\$514,041	\$1,274,000	\$1,289,290
Full-Time Equivalent	4.08	2.70	2.70	2.29	1.95

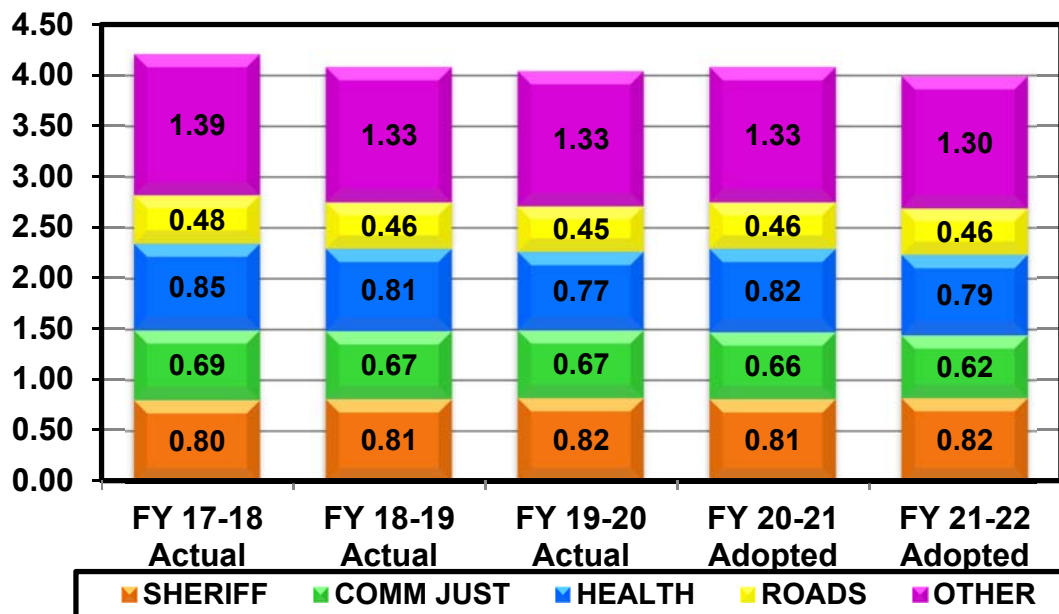


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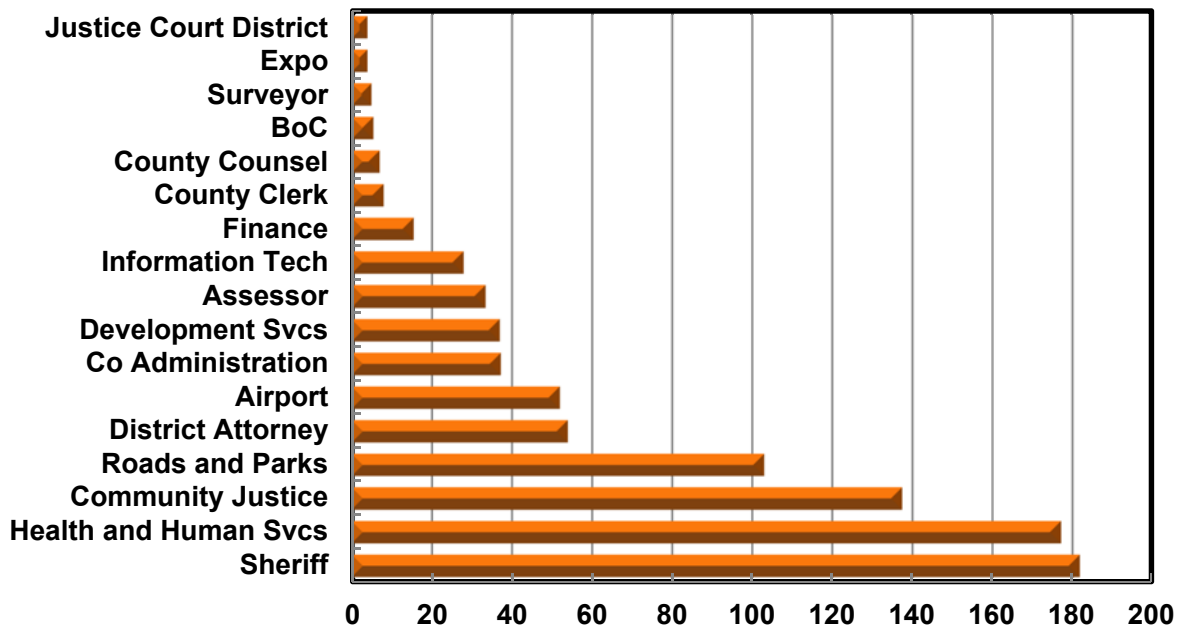


PERSONNEL

FTEs PER THOUSAND POPULATION



FTEs BY DEPARTMENT FOR FISCAL YEAR 2021-2022



FTEs BY DEPARTMENT – FIVE-YEAR COMPARISON

DEPARTMENT	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 ADOPTED	2021-2022 ADOPTED
AIRPORT	48.25	48.25	51.25	52.00	52.00
ASSESSOR	33.50	33.50	33.50	33.50	33.50
BOARD OF COMMISSIONERS	5.55	5.50	5.50	5.50	5.50
COMMUNITY JUSTICE	146.00	145.50	148.50	145.50	137.50
COUNTY ADMINISTRATION	39.87	37.50	35.75	36.25	37.25
COUNTY CLERK	8.00	8.00	8.00	8.00	8.00
COUNTY COUNSEL	6.00	7.00	7.00	7.00	7.00
DEVELOPMENT SERVICES	36.00	37.00	37.00	37.00	37.00
DISTRICT ATTORNEY	52.50	52.50	54.00	54.00	54.00
EXPO	6.00	6.00	6.00	6.00	4.00
FINANCE	16.50	16.50	16.50	15.55	15.55
HEALTH AND HUMAN SERVICES	181.85	177.45	170.55	181.05	177.30
INFORMATION TECHNOLOGY	32.00	31.00	30.00	29.00	28.00
JUSTICE COURT DISTRICT	5.00	4.00	4.00	4.00	4.00
ROADS AND PARKS	101.50	100.50	100.50	102.00	103.00
SHERIFF	170.58	177.50	180.50	178.50	182.00
SURVEYOR	6.80	5.00	5.00	5.00	5.00
TOTAL	895.90	892.70	893.56	899.85	890.60

FTEs BY DEPARTMENT AND POSITION

MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 ADOPTED	2021-2022 ADOPTED
AIRPORT							
AIRPORT	Custodian-Airport	E0010	5.00	5.00	6.00	6.00	6.00
	Office Assistant II	E0010	1.00	1.00	0.00	0.00	0.00
	Airport Enf Officer	E0011	9.95	10.05	10.05	10.00	10.00
	Lead Custodian - Airport	E0011	1.00	1.00	1.00	1.00	1.00
	Accounting Clerk II	E0012	1.60	1.60	0.00	0.00	0.00
	Office Assistant III	E0012	0.00	0.00	1.00	1.00	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	1.60	2.00	2.00
	Airport Protection Specialist	E0015	4.20	4.00	4.00	4.00	4.00
	Maintenance Worker	E0015	2.00	2.00	3.00	3.00	3.00
	Office Assistant V	E0017	0.50	0.60	0.60	1.00	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
	Accountant I	M0002	1.00	1.00	1.00	1.00	1.00
	Administrative Assistant II	M0002	1.00	1.00	1.00	1.00	1.00
	Maintenance Supervisor	M0006	1.00	1.00	1.00	1.00	1.00
	Project/Program Coordinator III	M0006	1.00	1.00	2.00	2.00	2.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 ADOPTED	2021-2022 ADOPTED
AIRPORT	Program Manager II	M0009	2.00	2.00	0.00	0.00	0.00
	Senior Maintenance Manager	M0009	1.00	1.00	0.00	0.00	0.00
	Program Manager V	M0012	0.00	0.00	2.00	0.00	2.00
	Program Manager VI	M0013	0.00	0.00	1.00	0.00	1.00
	Program Manager VII	M0014	0.00	0.00	0.00	3.00	0.00
	Airport Director	M0019	1.00	1.00	1.00	1.00	1.00
	DEPARTMENT TOTAL		48.25	48.25	51.25	52.00	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	0.00
	Office Assistant III	E0012	7.00	7.00	7.00	7.00	7.50
	Data Gatherer	E0014	2.00	2.00	1.00	1.00	1.00
	Office Assistant IV	E0015	2.00	2.00	2.00	2.00	2.00
	Cartographer	E0017	3.00	3.00	3.00	3.00	3.00
	Property Appraiser I	E0019	0.00	2.00	3.00	2.00	1.00
	Sr Cartographer	E0019	1.00	1.00	1.00	1.00	1.00
	Data/Property Analyst I	E0021	1.00	0.00	2.00	2.00	2.00
	Property Appraiser II	E0021	6.00	5.00	4.00	5.00	6.00
	Commercial Appraiser	E0023	2.00	2.00	2.00	2.00	2.00
	Data/Property Analyst II	E0023	2.00	2.00	1.00	1.00	1.00
	Lead Appraiser/Appraiser Spec	E0024	3.00	3.00	3.00	3.00	3.00
	Supervisor II	M0004	1.00	1.00	0.00	0.00	0.00
	Project/Program Coordinator II	M0005	0.00	0.00	1.00	1.00	1.00
	Supervisor IV	M0006	1.00	1.00	1.00	1.00	1.00
	Program Manager II	M0009	1.00	1.00	1.00	1.00	1.00
	DEPARTMENT TOTAL		33.50	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	2.25	2.25	2.25	2.25
	Project/Program Coordinator III	M0006	0.20	0.25	0.25	0.25	0.25
	DEPARTMENT TOTAL		5.55	5.50	5.50	5.50	5.50

COMMUNITY JUSTICE

COMMUNITY JUSTICE	Accounting Clerk II	E0012	0.00	2.00	2.00	1.00	1.00
	Office Assistant III	E0012	14.00	12.00	12.00	12.00	12.00
	Com Svc Crew Coord	E0015	9.00	10.00	10.00	10.00	8.00
	Transition Center Technician	E0015	20.00	21.00	21.00	21.00	21.00
	Juvenile Justice Specialist I	E0017	21.00	20.50	18.50	18.50	17.50
	Program Specialist - Comm Just	E0017	4.00	3.00	3.00	3.00	3.00
	Juvenile Justice Specialist II	E0019	6.00	7.00	8.00	6.00	6.00
	Alcohol and Drug Specialist	E0020	3.00	2.00	2.00	2.00	2.00
	Community Justice Officer	E0020	7.00	8.00	8.00	8.00	7.00
	Mental Health Spec II	E0022	1.00	0.00	0.00	0.00	0.00
	Juvenile Probation Officer	E0023	11.00	10.00	10.00	10.00	10.00
	QMHP I	E0024	1.00	0.00	0.00	0.00	0.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 ADOPTED	2021-2022 ADOPTED
COMMUNITY JUSTICE	Sr Project/Svcs Coordinator	E0024	1.00	1.00	1.00	1.00	1.00
	Sr Deputy Probation	P0201	27.00	27.00	31.00	31.00	27.00
	Accountant I	M0002	1.00	0.00	0.00	0.00	0.00
	Supervisor I	M0003	3.00	4.00	4.00	4.00	4.00
	Project/Program Coordinator I	M0004	1.00	1.00	1.00	1.00	0.00
	Supervisor II	M0004	2.00	3.00	3.00	3.00	3.00
	Project/Program Coordinator II	M0005	1.00	1.00	1.00	1.00	2.00
	Supervisor III	M0005	2.00	2.00	2.00	2.00	1.00
	Supervisor V	M0007	0.00	0.00	0.00	0.00	1.00
	Program Manager II	M0009	4.00	0.00	0.00	0.00	0.00
	Program Manager III	M0010	3.00	7.00	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
	DEPARTMENT TOTAL		146.00	145.50	148.50	145.50	137.50

COUNTY ADMINISTRATION

COUNTY ADMINISTRATION	Office Assistant II	E0010	1.00	0.00	0.00	0.00	0.00
	Accounting Clerk II	E0012	0.00	1.00	1.00	1.00	1.00
	Mail Courier	E0012	1.50	1.50	1.50	1.50	1.50
	Maintenance Assistant	E0012	1.00	0.00	0.00	0.00	0.00
	Office Assistant III	E0012	1.00	1.00	0.00	0.00	0.00
	Office Assistant IV	E0015	0.00	0.00	1.00	1.00	1.00
	Sr Library Asst	E0016	1.00	0.75	0.00	0.00	0.00
	Assistant Watermaster I	E0017	2.00	2.00	2.00	2.00	1.00
	Sr Maintenance Worker	E0018	10.00	10.00	10.00	10.00	10.00
	Assistant Watermaster II	E0021	0.00	0.00	0.00	0.00	1.00
	Administrative Assistant II	M0002	4.15	4.25	4.25	4.25	4.25
	Project/Program Coordinator II	M0005	3.67	2.50	1.50	2.00	2.00
	Project/Program Coordinator III	M0006	0.80	0.75	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	0.75	1.75	0.75
	Sr Auditor	M0008	2.00	2.00	2.00	2.00	2.00
	Program Manager II	M0009	0.00	0.00	0.00	0.00	1.00
	Sr Human Resources Consultant	M0010	1.00	1.00	2.00	1.00	2.00
	Program Manager VI	M0013	1.00	1.00	1.00	1.00	1.00
	Emergency Manager	M0014	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
	DEPARTMENT TOTAL		39.87	37.50	35.75	36.25	37.25



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 ADOPTED	2021-2022 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	4.00	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
DEPARTMENT TOTAL			8.00	8.00	8.00	8.00	8.00

COUNTY COUNSEL

COUNTY COUNSEL	Administrative Assistant II	M0002	1.00	1.00	1.00	1.00	0.00
	Administrative Assistant III	M0003	0.00	0.00	0.00	0.00	1.00
	Project/Program Coordinator II	M0005	1.00	1.00	1.00	1.00	1.00
	Assistant County Counsel	M0010	0.00	1.00	1.00	1.00	1.00
	Sr Assistant County Counsel	M0013	3.00	3.00	3.00	3.00	3.00
	County Counsel	M0020	1.00	1.00	1.00	1.00	1.00
DEPARTMENT TOTAL			6.00	7.00	7.00	7.00	7.00

DEVELOPMENT SERVICES

DEVELOPMENT SERVICES	Office Assistant III	E0012	1.00	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	4.00	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	3.00	3.00	3.00	3.00	3.00
	Construction Inspector	E0024	7.00	8.00	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	1.00	1.00	1.00	1.00	1.00
	Project/Program Coordinator III	M0006	1.00	1.00	1.00	1.00	1.00
	Program Manager III	M0010	1.00	0.00	0.00	0.00	0.00
	Program Manager IV	M0011	0.00	1.00	1.00	1.00	1.00
	Development Services Director	M0018	1.00	1.00	1.00	1.00	1.00
DEPARTMENT TOTAL			36.00	37.00	37.00	37.00	37.00

DISTRICT ATTORNEY

DISTRICT ATTORNEY	District Attorney	C0078	1.00	1.00	1.00	1.00	1.00
	Office Assistant III	E0012	2.00	2.00	2.00	2.00	0.00
	Legal Assistant I	E0013	4.00	3.00	3.00	3.00	3.00
	Project Specialist	E0013	4.00	4.00	0.00	0.00	0.00
	Office Assistant IV	E0015	4.00	4.00	4.00	4.00	3.00
	Legal Assistant II	E0017	11.00	12.00	12.00	12.00	12.00
	Office Assistant V	E0017	0.00	0.00	4.00	4.00	7.00
	Senior Legal Assistant	E0019	1.00	1.00	1.00	1.00	1.00
	Victim/Witness Spec	E0022	1.00	1.00	1.00	1.00	1.00
	Administrative Assistant II	M0002	0.00	0.00	1.00	1.00	1.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 ADOPTED	2021-2022 ADOPTED
DISTRICT ATTORNEY	Deputy District Attorney I	M0005	7.50	7.50	7.00	7.00	7.00
	Supervisor III	M0005	0.00	1.00	1.00	1.00	1.00
	Supervisor IV	M0006	3.00	2.00	2.00	2.00	2.00
	Deputy District Attorney II	M0010	10.00	10.00	11.00	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
	DEPARTMENT TOTAL		52.50	52.50	54.00	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	0.00	0.00	0.00
	Project Specialist	E0013	1.00	1.00	1.00	1.00	0.00
	Lead Expo Grounds Worker	E0016	1.00	1.00	2.00	2.00	1.00
	Community Progr Coordinator	E0018	1.00	1.00	1.00	1.00	1.00
	Program Manager V	M0012	1.00	0.00	0.00	0.00	0.00
	Exposition Park Director	M0017	0.00	1.00	1.00	1.00	1.00
	DEPARTMENT TOTAL		6.00	6.00	6.00	6.00	4.00

FINANCE

FINANCE	Customer Service Specialist	E0012	3.50	3.50	0.00	0.00	0.00
	Accounting Clerk III	E0015	7.00	7.00	10.50	9.55	9.55
	Accounting Associate	E0018	1.00	1.00	1.00	1.00	1.00
	Personal Prop Field Dep	E0020	1.00	1.00	1.00	1.00	1.00
	Supervisor III	M0005	1.00	1.00	1.00	1.00	1.00
	Project/Program Coordinator IV	M0007	2.00	2.00	2.00	2.00	2.00
	Finance Director/Treasurer	M0019	1.00	1.00	1.00	1.00	1.00
	DEPARTMENT TOTAL		16.50	16.50	16.50	15.55	15.55

HEALTH AND HUMAN SERVICES

HEALTH AND HUMAN SERVICES	Office Assistant II	E0010	1.50	1.50	1.50	1.50	1.00
	Office Assistant III	E0012	17.50	18.30	17.30	19.30	16.80
	Peer Support Specialist	E0012	0.00	0.00	0.00	0.00	2.50
	Veterans Services Officer I	E0012	2.00	0.80	0.00	0.00	0.00
	Animal Shelter Technician	E0013	4.00	3.00	3.00	3.00	3.00
	Health Assistant II	E0013	10.05	9.55	7.45	7.45	7.45
	Project Specialist	E0013	2.00	2.00	2.00	2.00	2.00
	Lead Peer Support Specialist	E0014	0.00	0.00	0.00	0.00	1.00
	Skills Trainer	E0014	0.00	0.00	0.00	1.00	0.00
	Accounting Clerk III	E0015	4.00	4.00	4.00	3.00	2.00
	Health Assistant III	E0015	1.30	1.30	1.00	0.50	0.50
	Office Assistant IV	E0015	4.00	4.00	4.00	4.00	4.00
	Veterans Services Officer II	E0015	1.00	2.00	2.80	2.80	3.00
	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	9.00	8.00	3.00	4.00	2.00
	Community Progr Coordinator	E0018	1.00	1.00	1.00	1.00	0.80
	Alcohol and Drug Specialist	E0020	1.00	1.00	0.00	1.00	0.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 ADOPTED	2021-2022 ADOPTED
HEALTH AND HUMAN SERVICES	Dev Disability Case Manager	E0020	21.00	21.00	27.00	27.00	26.00
	Disease Intervention Spec	E0020	1.00	1.00	1.00	1.00	1.00
	Envir Health Spec I	E0020	2.00	0.00	0.00	0.00	0.00
	QMHA II	E0020	12.00	11.00	12.00	14.00	14.00
	Sr Com Program Coordinator	E0020	1.00	1.00	0.00	1.00	0.00
	Com Outreach Ed	E0021	6.00	6.00	3.00	3.00	3.00
	Dev Disability Specialist	E0022	3.00	3.00	3.00	3.00	3.00
	HHS Investigator	E0022	1.00	1.00	2.00	2.00	2.00
	Mental Health Spec II	E0022	0.00	1.00	1.00	1.00	1.00
	Project/Services Coordinator	E0022	1.00	1.00	1.00	1.00	1.00
	QMHP I	E0024	17.00	17.00	18.00	20.00	19.00
	Registered Dietitian	E0024	1.00	1.00	1.00	1.00	1.00
	Sr Project/Svcs Coordinator	E0024	0.00	1.00	1.00	2.00	2.00
	Envir Health Spec II	E0025	2.90	4.00	4.00	4.00	4.00
	Epidemiologist	E0026	1.00	1.00	2.00	2.00	3.00
	QMHP II	E0026	3.00	3.00	3.00	3.00	3.00
	Com Health Nurse II	E0028	2.00	2.00	2.00	2.00	0.50
	Com Health Nurse III	E0030	8.50	8.50	8.50	8.50	10.00
	Mental Health Nurse	E0030	2.60	1.00	1.00	1.00	1.75
	Nurse Practitioner	E0036	0.80	0.80	0.00	0.00	0.00
	Administrative Assistant I	M0001	0.00	0.00	0.00	0.00	1.00
	Accountant I	M0002	1.00	0.00	0.00	0.00	0.00
	Administrative Assistant II	M0002	2.00	2.00	2.00	2.00	2.00
	Supervisor I	M0003	2.00	2.00	2.00	2.00	2.00
	Supervisor II	M0004	2.00	2.00	3.00	3.00	3.00
	Project/Program Coordinator II	M0005	1.00	0.00	0.00	0.00	0.00
	Supervisor III	M0005	1.00	1.00	0.00	0.00	0.00
	System Administrator III	M0005	1.00	1.00	1.00	1.00	1.00
	Project/Program Coordinator III	M0006	0.00	1.00	0.00	0.00	0.00
	Supervisor IV	M0006	2.00	2.00	3.00	3.00	3.00
	Program Manager I	M0008	4.00	4.00	3.00	4.00	4.00
	Program Manager II	M0009	2.00	2.00	1.00	1.00	1.00
	Program Manager III	M0010	4.70	4.70	6.00	6.00	7.00
	Program Manager IV	M0011	1.00	1.00	1.00	1.00	1.00
	Program Manager V	M0012	1.00	1.00	1.00	1.00	1.00
	Program Manager VI	M0013	2.00	1.00	0.00	0.00	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
	Psychiatric Medical Director	M0PMD	1.00	1.00	1.00	1.00	1.00
	Psych Nurse Prac Mgr	M0PNPM	0.00	1.00	1.00	1.00	1.00
	Psychiatrist	M0PSY	1.00	1.00	0.00	0.00	0.00
	Health and Human Services Dir	M0019	1.00	1.00	1.00	1.00	1.00
DEPARTMENT TOTAL			181.85	177.45	170.55	181.05	177.30



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 ADOPTED	2021-2022 ADOPTED
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INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY	Administrative Assistant II	M0002	1.00	1.00	1.00	1.00	1.00
	IT Support Specialist II	M0003	2.00	1.00	1.00	1.00	1.00
	Programmer Analyst I	M0003	1.00	1.00	0.00	0.00	0.00
	IT Support Specialist III	M0004	6.00	6.00	6.00	6.00	6.00
	Programmer Analyst II	M0004	1.00	1.00	1.00	2.00	2.00
	System Administrator II	M0004	2.00	2.00	2.00	2.00	2.00
	Programmer Analyst III	M0005	3.00	3.00	3.00	2.00	2.00
	Project/Program Coordinator II	M0005	1.00	0.00	0.00	0.00	0.00
	System Administrator III	M0005	4.00	4.00	4.00	3.00	2.00
	Programmer Analyst IV	M0007	2.00	2.00	2.00	2.00	1.00
	Project/Program Coordinator IV	M0007	0.00	1.00	1.00	1.00	1.00
	Programmer Analyst V	M0008	2.00	2.00	2.00	2.00	3.00
	System Administrator IV	M0008	2.00	3.00	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	0.00	0.00	0.00	0.00
	Program Manager V	M0012	0.00	1.00	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
DEPARTMENT TOTAL			32.00	31.00	30.00	29.00	28.00

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	1.00	1.00	1.00	0.00
	Office Assistant III	E0012	1.00	1.00	1.00	1.00	2.00
	Supervisor I	M0003	1.00	1.00	1.00	1.00	1.00
DEPARTMENT TOTAL			5.00	4.00	4.00	4.00	4.00

ROADS AND PARKS

ROADS AND PARKS	Office Assistant III	E0012	3.00	2.00	2.00	2.00	2.00
	Project Specialist	E0013	0.50	0.50	0.50	1.00	1.00
	Equipment Services Worker I	E0014	1.00	1.00	1.00	2.00	2.00
	Landscape Technician	E0014	2.00	2.00	1.00	1.00	1.00
	Road Maintenance Worker	E0014	14.00	14.00	14.00	14.00	13.00
	Accounting Clerk III	E0015	1.00	1.00	1.00	1.00	1.00
	Office Assistant IV	E0015	1.00	2.00	2.00	2.00	2.00
	Equipment Operator II	E0016	20.00	20.00	20.00	20.00	21.00
	Traffic Control Coordinator	E0016	1.00	1.00	1.00	1.00	0.00
	Bridge Carpenter	E0017	1.00	0.00	0.00	0.00	1.00
	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	0.00	0.00	0.00	0.00
	Equipment Mechanic	E0019	3.00	3.00	3.00	3.00	2.00
	Lead Equipment Operator	E0019	12.00	13.00	13.00	13.00	13.00
	Park Ranger	E0019	6.00	6.00	5.00	5.00	6.00
	Safety Technician	E0019	1.00	1.00	1.00	1.00	1.00
	Engineering Technician II	E0020	1.00	2.00	2.00	2.00	2.00
	Senior Road Maintenance Lead	E0020	0.00	1.00	1.00	1.00	1.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 ADOPTED	2021-2022 ADOPTED
ROADS AND PARKS	Sr Bridge Carpenter	E0020	1.00	0.00	0.00	0.00	0.00
	Sr Equipment Mechanic	E0020	3.00	3.00	3.00	3.00	4.00
	Engineering Technician III	E0022	1.00	0.00	0.00	0.00	0.00
	Engineering Associate	E0025	2.00	2.00	2.00	2.00	2.00
	Lead Design Engineer	E0026	0.00	0.00	1.00	1.00	1.00
	Lead Surveyor - Roads	E0028	0.00	1.00	1.00	1.00	1.00
	Administrative Assistant III	M0003	2.00	1.00	1.00	1.00	1.00
	Supervisor I	M0003	2.00	2.00	0.00	1.00	0.00
	Project/Program Coordinator I	M0004	1.00	2.00	3.00	3.00	3.00
	Supervisor III	M0005	0.00	0.00	2.00	0.00	2.00
	Maintenance Supervisor	M0006	1.00	1.00	0.00	1.00	0.00
	Parks Operations Supervisor	M0006	1.00	1.00	2.00	2.00	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	1.00	0.00	0.00	0.00	0.00
	Construction Manager	M0010	1.00	0.00	0.00	0.00	0.00
	Construction Engineer	M0011	0.00	1.00	1.00	1.00	1.00
	Program Manager V	M0012	3.00	3.00	2.00	2.00	2.00
	Project Engineer	M0013	1.00	1.00	1.00	1.00	1.00
	Program Manager VII	M0014	0.00	0.00	1.00	1.00	1.00
	Program Manager VIII	M0015	1.00	1.00	1.00	1.00	1.00
	Program Manager IX	M0016	1.00	1.00	1.00	1.00	1.00
	Roads and Parks Director	M0019	1.00	1.00	1.00	1.00	1.00
DEPARTMENT TOTAL			101.50	100.50	100.50	102.00	103.00

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	2.00
	Records Clerk	F0520	31.00	31.00	31.00	31.00	31.00
	Criminal Data Tech	F0542	1.00	2.00	2.00	2.00	2.00
	Search and Rescue Assistant	F0542	1.00	1.00	1.00	1.00	1.00
	Community Services Officer	F0545	3.00	3.00	4.00	3.00	4.00
	Property Evidence Clerk	F0550	2.00	2.00	2.00	2.00	2.00
	Corrections Deputy	F0571	56.00	56.00	55.00	55.00	55.00
	Criminal Deputy	F0581	50.00	54.00	57.00	55.00	56.00
	Administrative Assistant I	M0001	1.75	4.00	2.00	2.00	0.00
	Administrative Assistant II	M0002	0.00	0.00	2.00	2.00	4.00
	Project/Program Coordinator I	M0004	1.00	1.00	1.00	2.00	2.00
	Project/Program Coordinator II	M0005	1.33	1.00	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	8.00	8.00	8.00	8.00	8.00
	Lieutenant	M0013	3.00	4.00	3.00	3.00	4.00
	Captain	M0016	2.00	1.00	2.00	2.00	2.00
DEPARTMENT TOTAL			170.58	177.50	180.50	178.50	182.00



MAJOR FUNCTION	POSITION TITLE	SALARY RANGE	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 ADOPTED	2021-2022 ADOPTED
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SURVEYOR

SURVEYOR		SURVEYOR					
	County Surveyor	C0095	1.00	1.00	1.00	1.00	1.00
	Office Assistant III	E0012	1.00	0.00	0.00	1.00	0.00
	Office Assistant V	E0017	0.00	1.00	1.00	0.00	1.00
	GIS/Surveying Technical Spec	E0022	0.80	1.00	1.00	1.00	1.00
	Surveying Technician II	E0022	2.00	0.00	0.00	0.00	0.00
	Surveying Associate	E0025	2.00	0.00	0.00	0.00	0.00
	Land Surveyor	E0028	0.00	2.00	2.00	2.00	2.00
	DEPARTMENT TOTAL		6.80	5.00	5.00	5.00	5.00
GRAND TOTAL			895.90	892.70	893.56	899.85	890.60

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 Employees



SALARY SCHEDULES

Jackson County Service Employees International Union Effective July 5, 2021

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*	12.75	12.75	12.82	13.36	13.97	14.57	15.30
7*	12.75	12.82	13.36	13.97	14.57	15.21	15.97
8	12.82	13.36	13.97	14.57	15.21	15.87	16.67
9	13.36	13.97	14.57	15.21	15.87	16.58	17.39
10	13.97	14.57	15.21	15.87	16.58	17.28	18.14
11	14.57	15.21	15.87	16.58	17.28	18.02	18.92
12	15.21	15.87	16.58	17.28	18.02	18.85	19.79
13	15.87	16.58	17.28	18.02	18.85	19.71	20.69
14	16.58	17.28	18.02	18.85	19.71	20.59	21.62
15	17.28	18.02	18.85	19.71	20.59	21.51	22.59
16	18.02	18.85	19.71	20.59	21.51	22.49	23.61
17	18.85	19.71	20.59	21.51	22.49	23.52	24.70
18	19.71	20.59	21.51	22.49	23.52	24.58	25.81
19	20.59	21.51	22.49	23.52	24.58	25.73	27.02
20	21.51	22.49	23.52	24.58	25.73	26.93	28.27
21	22.49	23.52	24.58	25.73	26.93	28.18	29.61
22	23.52	24.58	25.73	26.93	28.18	29.49	30.97
23	24.58	25.73	26.93	28.18	29.49	30.88	32.43
24	25.73	26.93	28.18	29.49	30.88	32.29	33.92
25	26.93	28.18	29.49	30.88	32.29	33.83	35.53
26	28.18	29.49	30.88	32.29	33.83	35.41	37.18
27	29.49	30.88	32.29	33.83	35.41	37.11	38.96
28	30.88	32.29	33.83	35.41	37.11	38.92	40.87
29	32.29	33.83	35.41	37.11	38.92	40.78	42.81
30	33.83	35.41	37.11	38.92	40.78	42.73	44.86
31	35.41	37.11	38.92	40.78	42.73	44.67	46.92
32	37.11	38.92	40.78	42.73	44.67	46.71	49.04
33	38.92	40.78	42.73	44.67	46.71	48.86	51.30
34	40.78	42.73	44.67	46.71	48.86	51.10	53.65
35	42.73	44.67	46.71	48.86	51.10	53.46	56.12
36	44.67	46.71	48.86	51.10	53.46	55.92	58.71

02/16/20218

*No current employees assigned to Ranges 6 and 7.



Jackson County Sheriff's Employees' Association (JCSEA)
Effective July 5, 2021

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	16.14	16.95	17.79	18.68	19.62	20.60
Airport Security Officer	104	515	17.55	18.43	19.35	20.32	21.33	22.40
Records Clerk	100	520		19.05	20.00	21.00	22.05	23.16
Criminal Data Technician	101	542	19.78	20.77	21.81	22.90	24.04	25.24
Search and Rescue Assistant	112	542	19.78	20.77	21.81	22.90	24.04	25.24
Community Services Officer	130	545	21.32	22.39	23.51	24.68	25.91	27.21
Property/Evidence Clerk	190	550	23.13	24.29	25.50	26.78	28.11	29.52
Civil Deputy	115	561	25.30	26.57	27.89	29.29	30.75	32.29
Corrections Specialist	103A	566A	23.13	24.29	25.50	26.78	28.11	29.52
	103B	566B	23.70	24.89	26.13	27.44	28.81	30.25
	103C	566C	24.25	25.46	26.74	28.07	29.48	30.95
	103D	566D	24.84	26.08	27.39	28.76	30.19	31.70
	103E	566E	25.42	26.69	28.03	29.43	30.90	32.44
Corrections Deputy	113A	571	26.13	27.44	28.81	30.25	31.76	33.35
	113B	572	26.80	28.14	29.55	31.02	32.58	34.20
	113C	573	27.45	28.82	30.26	31.78	33.37	35.03
	113D	574	28.11	29.52	30.99	32.54	34.17	35.88
	113E	575	28.73	30.17	31.67	33.26	34.92	36.67
Criminal Deputy	120A-E	581	26.66	27.99	29.39	30.86	32.41	34.03
		582	27.30	28.67	30.10	31.60	33.18	34.84
		583	28.01	29.41	30.88	32.43	34.05	35.75
		584	28.68	30.11	31.62	33.20	34.86	36.60
		585	29.33	30.80	32.34	33.95	35.65	37.43

02/10/2021

Federation of Oregon Parole and Probation Officers (FOPPO)
Effective July 5, 2021

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	26.89	28.14	29.45	30.81	32.26	33.75	35.45	36.87	38.33

02/04/2020



Non-Represented Management and Confidential Employees Effective July 5, 2021

Band	Step 1 (1 Year)	Step 2 (1 Year)	Step 3 (1 Year)	Step 4 (1 Year)	Step 5 (1 Year)	Step 6
1	21.55	22.61	23.74	24.91	26.17	27.49
2	22.99	24.15	25.36	26.61	27.95	29.36
3	25.44	26.67	28.00	29.42	30.91	32.43
4	26.63	27.97	29.38	30.82	32.36	33.99
5	29.72	31.19	32.75	34.39	36.10	37.90
6	31.51	33.09	34.76	36.48	38.31	40.24
7	33.05	34.71	36.45	38.27	40.19	42.17
8	34.57	36.32	38.12	40.03	42.04	44.15
9	35.85	37.65	39.54	41.51	43.59	45.76
10	36.65	38.48	40.42	42.44	44.55	46.78
11	38.15	40.07	42.07	44.18	46.39	48.71
12	39.65	41.64	43.72	45.90	48.21	50.61
13	41.66	43.74	45.92	48.23	50.66	53.18
14	43.69	45.86	48.17	50.57	53.11	55.77
15	44.51	46.72	49.07	51.55	54.10	56.80
16	46.46	48.78	51.22	53.77	56.46	59.30
17	49.42	51.90	54.47	57.20	60.08	63.07
18	53.15	55.80	58.59	61.52	64.60	67.82
19	57.82	60.72	63.73	66.94	70.27	73.80
20	63.60	66.77	70.12	73.64	77.31	81.17
PNPM	53.33	55.98	58.79	61.73	64.84	68.07
MD	94.11	98.83	103.73	108.93	114.38	120.09
PSY	100.35	105.37	110.63	116.13	121.94	128.08
PMD	110.38	115.89	121.69	127.74	134.14	140.89

11/13/2020

Elected Officials Salary Schedule*

Title	Class Code	07/05/21 Salary	01/03/21 Salary
County Assessor	C0091	57.20	60.08
County Clerk	C0092	50.61	50.61
County Commissioner, Position 1	C0098	63.07	63.07
County Commissioner, Position 2	C0098	49.42	51.90
County Commissioner, Position 3	C0098	63.07	63.07
County Sheriff	C0096	70.27	73.80
County Surveyor	C0095	50.61	50.61
District Attorney (County Portion)	C0078	14.77	14.77
Justice of the Peace	C0087	44.15	44.15

*Per Order No. 56-21; newly elected, or appointed, person(s) will take office at a lower salary.



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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, the County is in good financial condition. While there are services that would be expanded if reliable funding amounts increased, the current services provided are balanced to meet the needs of the citizens with the funding levels available. The projections, below, include the information available at the time the projections were made. County staff will continue to look for efficiencies in providing services through advances in technology, while keeping costs within budgetary limitations. Staff also continues to revise current fees and charges based on cost recovery methodologies.

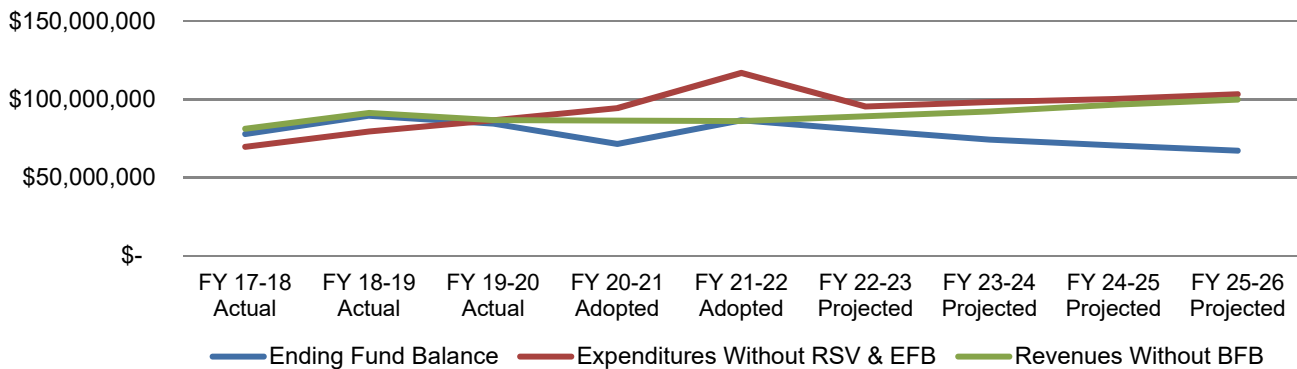
The County forecasted its major funds based on the fiscal year 2021-2022 budget: the General Fund (\$203,649,563), the Road Fund (\$42,913,200), the Health and Human Services Fund (\$45,497,484), the Airport Fund (\$65,002,954), and the ECSO Capital Project Fund (\$26,232,300). Information on each fund, along with any significant issues, are noted below.

The General Fund (010)

The General Fund is the largest fund within the Jackson County budget and is appropriately titled because most of the general operations of Jackson County are included in it. The General Fund is helping to meet all 12 of the County Strategic 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 2021-2022 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 2020-2021, residential properties increased in value with commercial/industrial and multi-family properties remaining at a flat value (third year in a row). Fiscal year 2020-2021 also saw a year of growth where 93 percent of all residential properties increased, with the majority realizing under a 10 percent increase in Real Market Value (RMV). Property taxes are assessed based on the lesser of RMV or the Maximum Assessed Value (MAV). Ballot Measure 50 established a permanent rate limit for Jackson County of \$2.0099 of assessed valuation per \$1,000 of assessed value, and set limits for any new property being placed on the tax roll. The MAV on all parcels is calculated as if it existed in fiscal year 1995-1996 as 1995 RMV, less 10 percent, with the possibility of a 3 percent increase annually. If the RMV of the parcel dips below the assessed value, the rate is applied to the lower of the two values in keeping with Oregon law. With the devastating fires throughout Jackson County and the anticipated rebuilding to be started with the 2022-2023 tax year, and a hot real estate market, there are no signs of a slowdown with the promise of a continued increase to the value of residential property over the next several years. The County has forecasted to receive a 3.50 percent increase in property taxes each year based on the increase in property values and the addition of new construction on the property tax roll.

During fiscal year 1991-1992, the County received its last actual Oregon and California Railroad Lands (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. Additionally, the Federal government recently passed the American Recovery Plan that will distribute funding to counties nationwide that have been recipients of the Federal revenue guarantees in the form of Payment in Lieu of Taxes (PILT) and SRS payments. At this point, the County is unsure if these funds will be a replacement of PILT and SRS payments, or in addition to any future payments. 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. 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, which was not done. 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. The revenue is forecasted conservatively based upon the estimated known revenues at the time the budget was prepared.

In February 2020, Jackson County was able to take advantage of Senate Bill 1566 to set up a second Public Employees Retirement System (PERS) side account. The State provided a 25 percent match, or \$4,181,397, of the County's \$16,725,588 payment. PERS rates were initially reduced by 3.62 percent of payroll. The lifespan of this side account is 20 years, and will provide reduced PERS rates in future years. This rate reduction offsets the rate increase that would have spiked PERS costs again in fiscal year 2021-2022. The reduced PERS rates are included in the forecast above.

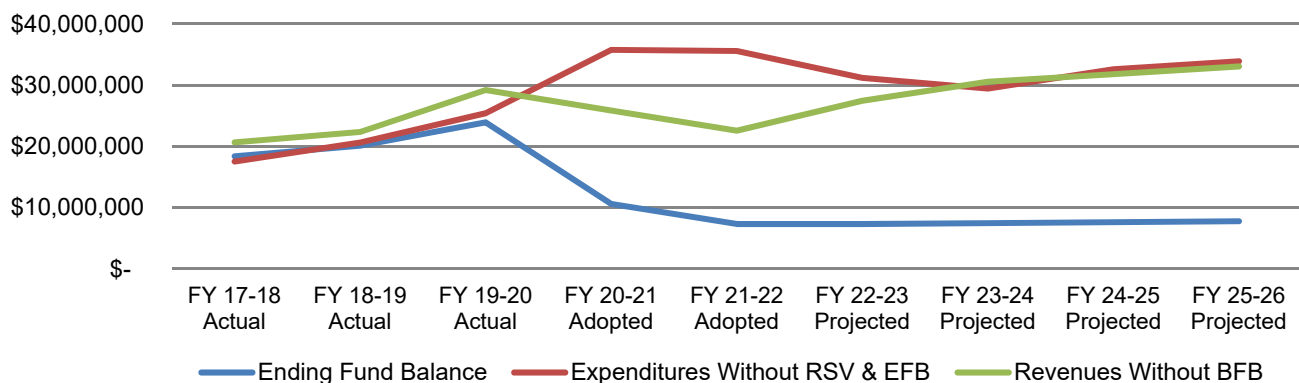


Jackson County's jail has been at capacity for many years now and is too small for the current population. The citizens are not getting the services they need and it is impacting the health and safety of the communities. All of the city police departments, the County Sheriff patrols, the District Attorney's Office, the State court system, Community Justice, and mental health and addiction service agencies are experiencing significant workload impacts as a result. While the County has acquired land for a new jail, the ballot measure to create a service district to build a new jail and provide additional funding for the increase in jail operating costs failed to pass. The County has set aside up to \$60,000,000 of the fund balance to use as a match to build the new jail if a future ballot measure passes. Ongoing operations of the proposed new jail are based on the same level of continued General Fund support. A new taxing district, much like the White City Enhanced Law Enforcement District, would be set up for the jail to support additional costs of jail operations.

The Road Fund (020)

The Road Fund is a Special Revenue Fund used to operate, maintain, and improve Jackson County roadways. The Road Fund is helping to meet County Strategic 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 2021-2022 Budget



Starting in 2007, significant decreases in Federal timber revenue, a major source of Road Fund revenue, began. The Oregon State Legislature passed House Bill (HB) 2001, in 2009, increased vehicle registration and titling fees and added six cents per gallon to the State gas tax, offsetting some of the lost timber revenues. Over the next decade, due to reduced revenues, new road construction decreased and the Department changed service levels to maintain existing roadways. 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 road programs and projects. Major investments continue to be made in capital projects to improve safety and efficiency on the County's road network, and will continue in years to come. The Department will continue to closely monitor State revenues and adjust expenditures for road improvement projects accordingly.

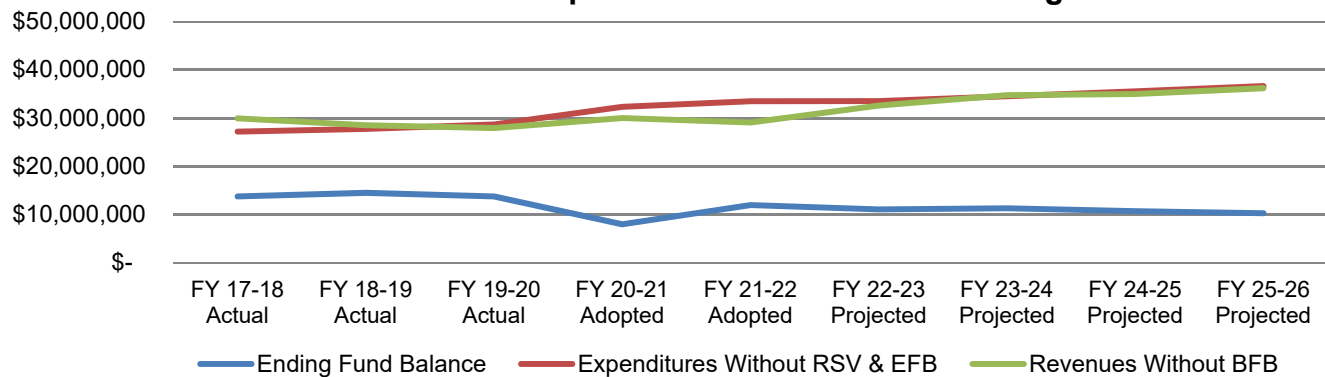
The Health and Human Services Fund (033)

The Health and Human Services (HHS) 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 Strategic 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 2021-2022 Budget



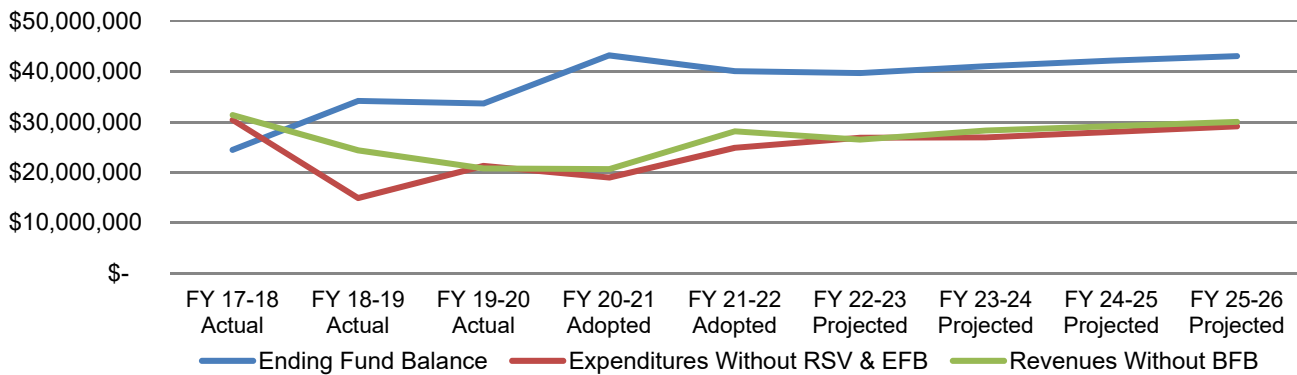
HHS serves as the public information provider for communicable disease, such as COVID-19, related issues within Jackson County. The Department has been essential in responding to the COVID-19 pandemic and, as a result, positions in various HHS programs have been reallocated to the Public Health Program. The past several years have seen huge changes in service levels and funding for HHS. 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 COVID-19 pandemic effect on State-mandated and funded programs makes it very difficult to project the funding that will be available 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 Strategic 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 2021-2022 Budget



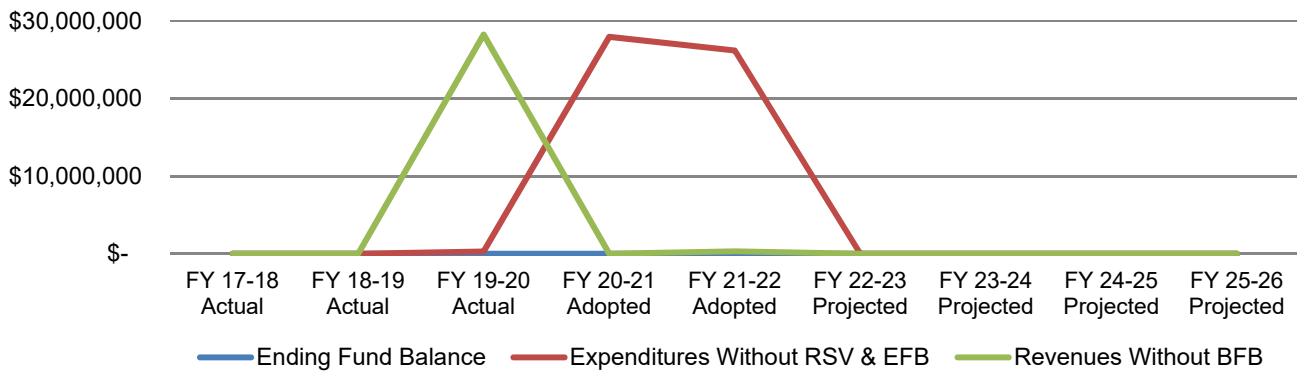
The Airport maintains a 10-year capital improvement plan on file with the FAA to take advantage of discretionary funds that the FAA has available for planned capital projects. Due to the COVID-19 pandemic, the Airport has seen a decrease in passenger numbers and some fluctuation in scheduled daily flights. The Airport received coronavirus relief assistance from the Federal government to help offset the loss of revenue in 2020. This grant assistance has helped maintain a stable financial condition for the Airport Fund. Revenues and expenditures have been projected to increase due to a combination of grant funding and United States Forest Services (USFS) funding, 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 a large stormwater detention facility, Taxiway B3 removal, USFS tanker base apron rehabilitation, and other scheduled pavement maintenance projects.

At the time the recommended budget and financial forecast were prepared, the Airport was generating new revenues through its fees and charges. Airport Administration manages over 938 acres, which includes over 200 acres located outside of the fenced security zone for non-aviation related revenue activities. The travel industry has been severely impacted by the COVID-19 pandemic. The Airport has closely monitored the COVID-19 impacts and made operational changes as necessary. The Airport plans to spread the grant funds received from the FAA for coronavirus relief over the next four years to ensure that a good financial condition is retained for the Airport Fund.

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 Strategic 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 Projects Fund Forecast Based on the Adopted Fiscal Year 2021-2022 Budget



At the end of fiscal year 2019-2020, the County issued \$23,870,000 in general obligation bonds to finance the ECSCO capital project. These bonds were issued at a premium with a coupon rate of 3.00 to 5.00 percent and an average 3.964 percent. Net interest cost to the County is 2.48 percent. 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 2021 through 2026 were projected between 2 and 5 percent increases from the 2021-2022 adopted budget. Not all Capital Outlay has been detailed in this projection; a full report of Capital Outlay for fiscal year 2021-2022 can be found on page 49 of this document.

COUNTY ADMINISTRATION/FIDUCIARY AND CAPITAL PROJECTS

FISCAL YEAR		2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
YEAR PROJECTED	2017-2018	\$129,528,028				
	2018-2019	\$132,698,956	\$138,006,915			
	2019-2020	\$144,888,401	\$150,683,937	\$156,711,294		
	2020-2021	\$148,570,220	\$154,513,029	\$160,693,550	\$167,121,292	
	2021-2022	\$208,980,709	\$187,250,130	\$192,867,634	\$198,653,663	\$204,613,273

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

ECSCO: COMMUNICATIONS INFRASTRUCTURE UPGRADE	\$26,232,302	
LIBRARY: REPLACE HVAC AND CARPET PHASE 1	\$400,000	
HELO DRIVE: ROAD EXTENSION	\$200,000	
WHITE CITY: LAND IMPROVEMENTS	\$1,471,900	
COMM JUSTICE/ELECTIONS: HVAC REPLACEMENT		\$125,000



ECSO: SERVER ROOMS	\$50,000	
JUSTICE BLDG: LED LIGHTING INTERIOR UPGRADE	\$200,000	
JUVENILE BLDG: HVAC UNIT 1 ROOFTOP REPLACEMENT	\$100,000	
TRANSITION CTR: HVAC ROOFTOP REPLACEMENT	\$100,000	
ECSO: CHILLER REPLACEMENT		\$70,000
EXPO: EVENT CENTER ROOF REPLACEMENT		\$300,000
JUVENILE BLDG: HVAC UNIT 2 ROOFTOP REPLACEMENT		\$125,000
SHERIFF: JAIL GENERATOR REPLACEMENT		\$100,000
TRANSITION CTR: SOUTH SIDE HVAC REPLACEMENT		\$75,000
COURTHOUSE: IT HVAC REPLACEMENT		\$150,000
ECSO: BOILER REPLACEMENT		\$25,000
SHERIFF: JAIL ELEVATOR UPGRADE		\$150,000

AIRPORT

FISCAL YEAR		2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
YEAR PROJECTED	2017-2018	\$62,770,876				
	2018-2019	\$55,771,496	\$57,444,640			
	2019-2020	\$55,651,191	\$57,320,727	\$59,040,349		
	2020-2021	\$64,115,347	\$66,038,808	\$68,019,972	\$70,060,571	
	2021-2022	\$65,002,954	\$66,953,043	\$68,961,634	\$71,030,483	\$73,161,397

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

AIRPORT FIREFIGHTING TRUCK	\$875,000				
BAGGAGE HANDLING SYSTEM PARTS	\$150,000				
DE-ICING APPLICATOR	\$25,000				
FORK LIFT	\$40,000				
HANGAR TAXILANE RECONSTRUCTION/PCI STUDY	\$109,838				
KC-97 ELEVATOR	\$45,000				
PERIMETER ROAD IMPROVEMENTS	\$350,000				
POST MASTER PLAN ENVIRONMENTAL ASSESSMENT	\$640,000				
SECTIONAL PUSH PLOW	\$15,000				
SECURITY PROJECTS	\$80,000				
SERVER	\$22,000				
STORMWATER DETENTION POND CONSTRUCTION	\$4,925,000				
STORMWATER DETENTION PND DESIGN/TAXIWAY B3 REMVL	\$47,464				
SWITCHES – SISCO	\$30,000				
TERMINAL HVAC SYSTEMS	\$250,000				
EXPAND GA APRON – PHASE 1		\$5,650,000			
EAST APRON EXPANSION – PHASE 1			\$5,500,000		
EXPAND GA APRON – PHASE 2				\$5,450,000	
PAVEMENT CONDITION INDEX					\$112,000
RUNWAY 14-32 LIGHTING AND MAG VAR					\$3,100,000
SNOW REMOVAL EQUIPMENT					\$789,333



ASSESSOR

FISCAL YEAR		2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
YEAR PROJECTED	2017-2018	\$4,693,881				
	2018-2019	\$4,573,068	\$4,710,260			
	2019-2020	\$4,525,821	\$4,638,967	\$4,754,941		
	2020-2021	\$4,729,941	\$4,848,190	\$4,969,395	\$5,093,630	
	2021-2022	\$4,811,055	\$4,931,331	\$5,054,615	\$5,180,980	\$5,310,505

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

OFFICE REMODEL \$5,000

BOARD OF COMMISSIONERS

FISCAL YEAR		2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
YEAR PROJECTED	2017-2018	\$933,583				
	2018-2019	\$933,546	\$961,553			
	2019-2020	\$993,512	\$1,023,317	\$1,054,016		
	2020-2021	\$1,019,973	\$1,050,572	\$1,082,089	\$1,114,552	
	2021-2022	\$954,778	\$983,421	\$1,012,924	\$1,043,312	\$1,074,611

COMMUNITY JUSTICE

FISCAL YEAR		2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
YEAR PROJECTED	2017-2018	\$19,422,823				
	2018-2019	\$21,827,203	\$22,482,019			
	2019-2020	\$22,221,368	\$22,888,010	\$23,574,650		
	2020-2021	\$22,867,100	\$23,553,113	\$24,259,706	\$24,987,498	
	2021-2022	\$21,795,387	\$22,449,249	\$23,122,726	\$23,816,408	\$24,530,900

COUNTY CLERK

FISCAL YEAR		2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
YEAR PROJECTED	2017-2018	\$1,867,105				
	2018-2019	\$1,802,933	\$1,857,021			
	2019-2020	\$1,807,690	\$1,861,920	\$1,917,778		
	2020-2021	\$1,807,559	\$1,861,786	\$1,917,640	\$1,975,169	
	2021-2022	\$1,844,286	\$1,899,615	\$1,956,603	\$2,015,301	\$2,075,760

COUNTY COUNSEL

FISCAL YEAR		2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
YEAR PROJECTED	2017-2018	\$1,296,505				
	2018-2019	\$1,316,782	\$1,382,621			
	2019-2020	\$1,358,915	\$1,426,861	\$1,498,204		
	2020-2021	\$1,338,431	\$1,405,352	\$1,475,620	\$1,549,401	
	2021-2022	\$1,304,045	\$1,369,247	\$1,437,710	\$1,509,595	\$1,585,075

DEVELOPMENT SERVICES

FISCAL YEAR		2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
YEAR PROJECTED	2017-2018	\$4,631,989				
	2018-2019	\$4,940,397	\$4,989,801			
	2019-2020	\$5,009,276	\$5,059,368	\$5,109,962		
	2020-2021	\$5,452,170	\$5,615,735	\$5,840,365	\$6,073,979	
	2021-2022	\$5,453,101	\$5,616,694	\$5,785,195	\$6,016,603	\$6,257,267



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		2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
YEAR PROJECTED	2017-2018	\$6,638,826				
	2018-2019	\$7,127,807	\$7,341,641			
	2019-2020	\$7,251,189	\$7,468,725	\$7,692,786		
	2020-2021	\$7,479,853	\$7,704,248	\$7,935,376	\$8,173,437	
	2021-2022	\$7,477,758	\$7,702,091	\$7,933,153	\$8,171,148	\$8,416,283

EXPO

FISCAL YEAR		2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
YEAR PROJECTED	2017-2018	\$3,508,307				
	2018-2019	\$3,437,542	\$3,575,043			
	2019-2020	\$3,788,236	\$3,939,765	\$4,097,356		
	2020-2021	\$3,690,265	\$3,837,876	\$3,991,391	\$4,151,047	
	2021-2022	\$2,678,288	\$2,785,420	\$2,896,836	\$3,012,710	\$3,133,218

FINANCE

FISCAL YEAR		2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
YEAR PROJECTED	2017-2018	\$2,581,219				
	2018-2019	\$2,622,804	\$2,727,716			
	2019-2020	\$2,476,170	\$2,575,216	\$2,678,225		
	2020-2021	\$2,495,673	\$2,583,021	\$2,673,427	\$2,766,997	
	2021-2022	\$2,480,458	\$2,567,274	\$2,657,129	\$2,750,128	\$2,846,383

HEALTH AND HUMAN SERVICES

FISCAL YEAR		2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
YEAR PROJECTED	2017-2018	\$42,373,393				
	2018-2019	\$42,678,985	\$44,812,934			
	2019-2020	\$41,920,198	\$42,758,602	\$43,613,774		
	2020-2021	\$42,356,846	\$44,474,688	\$46,698,422	\$49,033,343	
	2021-2022	\$45,497,484	\$46,862,409	\$48,268,281	\$49,716,329	\$51,207,819

INFORMATION TECHNOLOGY

FISCAL YEAR		2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
YEAR PROJECTED	2017-2018	\$7,642,964				
	2018-2019	\$7,201,049	\$7,489,091			
	2019-2020	\$7,073,431	\$7,179,533	\$7,287,226		
	2020-2021	\$7,270,796	\$7,806,211	\$7,237,336	\$7,382,082	
	2021-2022	\$8,010,055	\$8,170,256	\$8,333,661	\$8,500,334	\$8,670,341

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

SAN FILERS AND SHELVES	\$335,000			\$50,000	\$90,000
PERMIMETER DEFENSE ASA REPLACEMENTS	\$12,000				
SERVER HARDWARE	\$75,000				
PHONE SWITCHES AND HANDSETS REPLACEMENT			\$725,000		
CORE SWITCH REPLACEMENT				\$325,000	
EMAIL SERVERS REPLACEMENT				\$27,000	
RDBMS SERVERS				\$18,000	
PROXY SERVERS REPLACEMENT					\$34,000



JUSTICE COURT DISTRICT

FISCAL YEAR		2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
YEAR PROJECTED	2017-2018	\$649,544				
	2018-2019	\$582,549	\$600,026			
	2019-2020	\$596,414	\$614,306	\$632,735		
	2020-2021	\$598,146	\$616,090	\$634,573	\$653,610	
	2021-2022	\$563,518	\$580,424	\$597,836	\$615,771	\$634,244

ROADS AND PARKS

FISCAL YEAR		2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
YEAR PROJECTED	2017-2018	\$50,435,297				
	2018-2019	\$54,658,835	\$56,845,188			
	2019-2020	\$61,487,078	\$63,946,561	\$66,504,424		
	2020-2021	\$62,480,430	\$64,979,648	\$67,578,834	\$70,281,987	
	2021-2022	\$57,939,817	\$60,257,410	\$62,667,706	\$65,174,414	\$67,781,391

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 \$400,000

WATER AND SEWER SYSTEM UPGRADES \$250,000

HOWARD PRAIRIE RESORT:

ACCESSIBILITY UPGRADES \$200,000

MARINA REPLACEMENT \$2,000,000 \$2,500,000

YURT VILLAGE CONSTRUCTION \$150,000

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE – ROADS

MOTOR POOL VEHICLE REPLACEMENTS \$1,270,000 \$1,200,000 \$1,200,000 \$1,200,000 \$1,200,000

RIGHT-OF-WAY ACQUISITIONS COST \$1,250,000 \$750,000 \$750,000 \$750,000 \$750,000

ROADS EQUIPMENT REPLACEMENT \$735,000 \$900,000 \$900,000 \$900,000 \$900,000

ROAD IMPROVEMENT PROJECTS
ASPHALT OVERLAYS:

HAMRICK RD FROM EAST PINE TO CURVE \$200,000

VARIOUS LOCATIONS \$1,925,000 \$2,000,000 \$1,000,000

CLAY ST RECONSTRUCTION (SISKIYOU-ASHLAND) \$550,000

CREWS RD RECONSTRUCTION \$528,000

DEANCREEK RD-BIKE PTH CONNECT SURFACNG/STRIPNG \$75,000

E EVANS CRK RD-CITY LIMITS TO HIGH SCHOOL RECONST \$4,100,000

E EVANS CRK RD-SAFETY IMPROVEMENTS \$800,000

EAST VILAS RD: HIGHWAY 62 TO FOOTHILL RD RECONST \$4,600,000

FOOTHILL ROAD:

DELTA WATERS TO DRY CREEK RECONSTRUCTION \$50,000 \$4,950,000

DRY CREEK TO VILAS RECONSTRUCTION \$3,400,000

JURISDICTIONAL EXCHANGE WITH CITY \$3,000,000

VILAS TO COREY RECONSTRUCTION \$300,000 \$3,700,000

GRAVEL ROAD RESURFACING: VARIOUS LOCATIONS \$1,300,000 \$500,000 \$500,000 \$500,000 \$500,000

TABLE ROCK ROAD:

ANTELOPE TO MOSQUITO WIDENING \$750,000

WILSON RD: TABLE ROCK TO UPTON RECONSTRUCTION \$2,500,000



SHERIFF

FISCAL YEAR		2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
YEAR PROJECTED	2017-2018	\$35,626,490				
	2018-2019	\$35,857,321	\$37,291,614			
	2019-2020	\$35,272,426	\$36,683,323	\$38,150,656		
	2020-2021	\$36,391,975	\$37,847,654	\$39,361,561	\$40,936,023	
	2021-2022	\$36,942,460	\$38,420,158	\$39,956,965	\$41,555,243	\$43,217,453

SURVEYOR

FISCAL YEAR		2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
YEAR PROJECTED	2017-2018	\$2,548,354				
	2018-2019	\$2,536,530	\$2,637,991			
	2019-2020	\$2,377,898	\$2,473,014	\$2,571,934		
	2020-2021	\$2,183,924	\$2,271,281	\$2,362,132	\$2,456,618	
	2021-2022	\$2,289,721	\$2,381,310	\$2,476,562	\$2,575,625	\$2,678,650

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

ROBOTIC TOTAL STATION AND GPS RECEIVERS \$150,000



This Page Reserved for Notes



APPROPRIATIONS

Below is a copy of the Order whereby the Board of Commissioners, after approval by the Jackson County Budget Committee, adopted this budget. Following the Order is a table with information by fund and department. All expenses and revenues are listed out as object totals. This will be useful if you want to find the total revenues for a department for a specific revenue source, such as fees and contracts with local governments.

Several changes have taken place with regard to functions and services provided by funds and departments. In order to provide a basis of comparison for prior years when a move has taken place, the history of revenues and expenditures have been moved with the function or service. The action will result in discrepancies between the budget tables and the County's Comprehensive Annual Financial Report (Annual Report).

BEFORE THE BOARD OF COUNTY COMMISSIONERS

STATE OF OREGON, COUNTY OF JACKSON

IN THE MATTER OF ADOPTING THE FISCAL)
YEAR 2021-2022 BUDGET FOR JACKSON)
COUNTY, OREGON)

ORDER NO. 92-21

WHEREAS, on April 6, 13, and 15, 2021, the Jackson County Budget Committee held a public meeting, public hearings, and deliberations on the fiscal year 2021-2022 budget; and

WHEREAS, the Budget Committee approved the budget for fiscal year 2021-2022; 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 26, 2021; and

WHEREAS, the Board of Commissioners held a public hearing on June 2, 2021, 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 \$474,025,874 and full-time equivalent (FTE) positions in the amount of 890.60 for the fiscal year beginning July 1, 2021, through June 30, 2022, are hereby adopted.
2. The fund amounts for the fiscal year beginning July 1, 2021, for the purposes shown, are identified on Exhibit A, attached hereto and incorporated herein.
3. The amounts for the fiscal year beginning July 1, 2021, for the purposes shown below, are hereby appropriated as follows:

TOTAL APPROPRIATIONS – ALL FUNDS (from Exhibit A)	\$305,468,766
TOTAL UNAPPROPRIATED ENDING FUND BALANCE	
AND RESERVES – ALL FUNDS	168,557,108
TOTAL ADOPTED BUDGET	<u>\$474,025,874</u>



4. Ad valorem property taxes are hereby imposed for tax year 2021-2022 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 \$1,866,170 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 \$1,866,170

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 2nd day of June, 2021, at Medford, Oregon.

JACKSON COUNTY BOARD OF COMMISSIONERS

/s/ Rick Dyer
Rick Dyer, Chair

/s/ Dave Dotterer
Dave Dotterer, Commissioner

/s/ Colleen Roberts
Colleen Roberts, Commissioner



**Board of County Commissioners
State of Oregon, County of Jackson
Adopted Budget Appropriations
Fiscal Year 2021-2022**

Fund/Type	Organizational Unit/Program	Operating Expenses	Materials & Services	Capital Outlay	Debt Service	Special Payments	Transfers	Contingency	Total
General Fund									
	Assessment	4,811,055	0	0	0	0	0	0	4,811,055
	Finance	1,347,525	0	0	0	0	30,000	0	1,377,525
	County Administration	1,406,956	0	0	0	310,000	0	0	1,716,956
	County Clerk	1,844,286	0	0	0	0	0	0	1,844,286
	District Attorney	7,432,758	0	0	0	45,000	0	0	7,477,758
	Justice Court District	563,518	0	0	0	0	0	0	563,518
	Development Services	5,453,101	0	0	0	0	0	0	5,453,101
	Sheriff	34,077,911	0	0	0	180,041	0	0	34,257,952
	Community Justice	21,795,387	0	0	0	0	0	0	21,795,387
	Not Allocated to Org Unit	22,002,609	0	0	0	0	5,702,878	10,000,000	37,705,487
	Total General Fund =	100,735,106	0	0	0	535,041	5,732,878	10,000,000	117,003,025
Special Revenue Funds									
General Road	Roads and Parks	32,901,089	0	0	0	0	185,000	2,500,000	35,586,089
County Schools	Fiduciary	0	0	0	0	400,000	0	0	400,000
Law Library	County Administration	200,500	0	0	0	0	0	0	200,500
Surveyor	Surveyor	1,255,316	0	0	0	0	0	176,350	1,431,666
County Trails	Roads and Parks	445,306	0	0	0	0	0	64,000	509,306
Title III	Fiduciary	1,386,853	0	0	0	0	0	0	1,386,853
Health and Human Services	Health and Human Services	29,517,483	0	0	0	0	0	4,000,001	33,517,484
Video Lottery	Fiduciary	130,306	0	0	0	0	944,094	0	1,074,400
Solid Waste Management	Fiduciary	139,203	0	0	0	0	1,076,663	0	1,215,866
Court Security	Fiduciary	451,834	0	0	0	0	0	0	451,834
Law Enforcement District	Sheriff	1,729,679	0	0	0	0	0	100,000	1,829,679
Sports Park Mitigation	Roads and Parks	30,750	0	0	0	0	0	0	30,750
Enterprise Funds									
Airport Enterprise	Airport	20,951,578	0	0	890,307	0	925,307	2,129,141	24,896,333
Exposition Park	Expo	2,603,288	0	0	0	0	75,000	0	2,678,288
Recreation Enterprise	Roads and Parks	4,481,864	0	0	700,000	0	0	572,502	5,754,366
Internal Service Funds									
Motor Pool	Roads and Parks	2,704,082	0	0	0	0	0	289,304	2,993,386
Computer Replacement	Information Technology	672,102	0	0	0	0	0	0	672,102
Risk Mgmt General and Auto Liability	County Administration	2,827,219	0	0	0	0	0	0	2,827,219
Self Insurance Health Plan	County Administration	18,253,720	0	0	0	0	0	0	18,253,720
Workers' Compensation	County Administration	1,523,844	0	0	0	0	0	0	1,523,844
Central Services									
	Board of Commissioners	954,778	0	0	0	0	0	0	954,778
	Information Technology	5,852,847	0	0	0	0	0	0	5,852,847
	Finance	1,102,933	0	0	0	0	0	0	1,102,933
	County Counsel	1,304,045	0	0	0	0	0	0	1,304,045
	County Administration	7,293,601	0	0	0	0	0	0	7,293,601
	Not Allocated to Org Unit	0	0	0	0	0	0	2,400,000	2,400,000
	Total Central Services =	16,508,204	0	0	0	0	0	2,400,000	18,908,204
Capital Project Funds									
Capital Projects	Fiduciary	1,250,000	0	0	0	0	0	0	1,250,000
Street Improvement	Roads and Parks	0	0	0	64,000	0	0	0	64,000
Roads System Development	Roads and Parks	70,000	0	0	0	0	1,400,000	0	1,470,000
Parks System Development	Roads and Parks	0	0	0	0	0	75,000	0	75,000
White City Capital Projects	Fiduciary	1,471,900	0	0	0	0	0	0	1,471,900
ECSO Capital Project	Fiduciary	26,232,302	0	0	0	0	0	0	26,232,302
Debt Service Funds									
ECSO Debt Service	Fiduciary	0	0	0	1,760,650	0	0	0	1,760,650
Total All Funds =		268,473,528	0	0	3,414,957	935,041	10,413,942	22,231,298	305,468,766

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

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	0	0	769	0	0
42100 State Sources	672,040	630,717	770,562	689,925	721,658
Subtotal:	672,040	630,717	771,331	689,925	721,658
Fees & Other Service Charges					
45100 Fees	152,936	189,223	99,673	85,950	84,231
45200 Fines	0	0	308,130	303,036	310,458
45500 Sales	529	368	247	475	466
Subtotal:	153,465	189,591	408,050	389,461	395,155
All Other Resources					
52900 Miscellaneous Revenue	971	35	870	500	490
Subtotal:	971	35	870	500	490
Subtotal of Revenues:	826,476	820,343	1,180,251	1,079,886	1,117,303
Expenditures:					
Personnel Services					
62100 Salaries & Wages	1,458,874	1,558,415	1,571,751	1,864,073	1,939,148
62200 Payroll Taxes & Benefits	906,065	1,007,200	1,039,891	1,271,919	1,309,245
Subtotal:	2,364,939	2,565,615	2,611,642	3,135,992	3,248,393
Materials & Services					
64100 Contracted Services	601,329	729,033	661,723	848,822	889,169
64200 Operation Expenses	104,593	105,586	110,331	99,010	104,845
64300 Minor Equipment	950	146	1,255	17,200	17,200
64400 Equip Repair/Maint/Lease	6,560	6,902	6,397	6,500	6,550
64600 Travel & Training	9,667	10,484	9,467	25,990	25,990
64700 Software Expense	193,010	192,419	210,608	476,063	513,908
Subtotal:	916,109	1,044,570	999,781	1,473,585	1,557,662
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	0	5,000	5,000
Subtotal:	0	0	0	5,000	5,000
Subtotal of Expenditures:	3,281,048	3,610,185	3,611,423	4,614,577	4,811,055



FUND 010 – GENERAL FUND**Dept 06 – Finance**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	0	0	6,122	0	0
42100 State Sources	119,250	108,547	127,973	100,000	110,000
43100 Local Government Sources	0	0	11,527	15,840	15,000
44100 Private/NonProfit Sources	197	300	0	0	0
Subtotal:	119,447	108,847	145,622	115,840	125,000
Fees & Other Service Charges					
45100 Fees	530,092	492,282	564,058	508,449	513,888
45200 Fines	4,028	3,289	3,654	3,990	3,780
45500 Sales	128,718	168,167	211,685	283,396	298,679
Subtotal:	662,838	663,738	779,397	795,835	816,347
All Other Resources					
52900 Miscellaneous Revenue	104	566	2,336	1,100	2,200
Subtotal:	104	566	2,336	1,100	2,200
Interfund Transfers					
54500 Interdepartmental Charges	3,006	2,809	1,880	2,400	0
Subtotal:	3,006	2,809	1,880	2,400	0
Subtotal of Revenues:	785,395	775,960	929,235	915,175	943,547
Expenditures:					
Personnel Services					
62100 Salaries & Wages	278,427	279,079	297,143	378,834	389,882
62200 Payroll Taxes & Benefits	161,413	180,593	167,741	230,207	245,319
62300 Labor Adjustments	21,000	22,151	57,840	1	-2
Subtotal:	460,840	481,823	522,724	609,042	635,199
Materials & Services					
64100 Contracted Services	186,714	235,573	216,665	267,212	268,122
64200 Operation Expenses	190,528	144,252	149,194	236,715	211,181
64300 Minor Equipment	3,123	2,814	2,357	6,000	6,175
64400 Equip Repair/Maint/Lease	10,029	14,964	14,223	7,915	13,636
Property					
64500 Maintenance/Utilities	212,571	200,208	200,602	190,578	199,945
64600 Travel & Training	6,311	6,007	4,151	10,785	10,992
64700 Software Expense	3,032	10,721	4,339	2,218	2,275
Subtotal:	612,308	614,539	591,531	721,423	712,326
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	8,798	0	0
Subtotal:	0	0	8,798	0	0



FUND 010 – GENERAL FUND**Dept 06 – Finance**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Transfers to Other Funds					
74100 Transfers To Other Funds	0	0	0	0	30,000
Subtotal:	0	0	0	0	30,000
<hr/>					
Subtotal of Expenditures:	1,073,148	1,096,362	1,123,053	1,330,465	1,377,525

FUND 010 – GENERAL FUND**Dept 08 – County Administration**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	98,954	117,297	163,256	133,664	139,120
42100 State Sources	198,695	107,698	56,711	441,346	441,567
43100 Local Government Sources	33,290	27,537	38,841	99,392	40,235
44100 Private/NonProfit Sources	13,764	31,733	0	10,000	10,000
Subtotal:	344,703	284,265	258,808	684,402	630,922
Fees & Other Service Charges					
45100 Fees	6,518	2,735	3,285	63,525	61,845
45500 Sales	28	29	14	25	25
Subtotal:	6,546	2,764	3,299	63,550	61,870
<hr/>					
Subtotal of Revenues:	351,249	287,029	262,107	747,952	692,792
Expenditures:					
Personnel Services					
62100 Salaries & Wages	190,291	174,928	193,639	295,604	400,418
62200 Payroll Taxes & Benefits	122,214	102,679	119,901	192,469	250,599
Subtotal:	312,505	277,607	313,540	488,073	651,017
Materials & Services					
64100 Contracted Services	246,639	380,875	287,865	366,672	646,467
64200 Operation Expenses	21,653	19,096	30,151	33,710	40,044
64300 Minor Equipment	31,496	30,538	7,494	15,677	27,426
64400 Equip Repair/Maint/Lease	1,296	859	2,041	2,200	2,100
Property					
64500 Maintenance/Utilities	91	0	0	22,935	23,966
64600 Travel & Training	7,419	2,868	2,018	13,400	15,936
64700 Software Expense	0	0	990	0	0
Subtotal:	308,594	434,236	330,559	454,594	755,939



FUND 010 – GENERAL FUND**Dept 08 – County Administration**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Capital Outlay					
68400 CO-Equipment/Machinery	0	10,530	9,270	0	0
Subtotal:	0	10,530	9,270	0	0
Special Payments					
73100 Special Payments	79,374	26,713	0	310,000	310,000
Subtotal:	79,374	26,713	0	310,000	310,000
Subtotal of Expenditures:	700,473	749,086	653,369	1,252,667	1,716,956

FUND 010 – GENERAL FUND**Dept 09 – Fiduciary**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	6,373,959	5,374,678	4,864,224	3,833,000	3,833,000
42100 State Sources	2,955,887	3,139,081	3,628,155	3,582,966	2,216,263
Subtotal:	9,329,846	8,513,759	8,492,379	7,415,966	6,049,263
Fees & Other Service Charges					
45100 Fees	1,685,309	1,725,166	385,369	293,000	390,000
Subtotal:	1,685,309	1,725,166	385,369	293,000	390,000
Property Tax Revenues					
Current Property Tax					
46100 Revenue	38,319,256	39,766,574	41,033,446	42,098,221	44,238,388
Subtotal:	38,319,256	39,766,574	41,033,446	42,098,221	44,238,388
Revenue from Bonds & Other Debt					
47100 Investment Revenue	0	4,969,262	0	262,500	318,750
Subtotal:	0	4,969,262	0	262,500	318,750
All Other Resources					
52100 Interest Revenue	809,269	3,187,265	2,727,595	1,827,700	1,196,798
PriorYear Property Tax					
52500 Revenue	638,992	887,027	818,901	650,000	650,000
52800 Privilege & Severance Taxes	71,883	107,966	116,292	156,670	178,702
Subtotal:	1,520,144	4,182,258	3,662,788	2,634,370	2,025,500
Interfund Transfers					
54100 Interfund Transfers	1,502,546	704,148	786,847	754,283	784,454
Subtotal:	1,502,546	704,148	786,847	754,283	784,454



FUND 010 – GENERAL FUND**Dept 09 – Fiduciary**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Fund Balance					
58100 Fund Balance	0	0	0	79,499,211	117,435,552
Subtotal:	0	0	0	79,499,211	117,435,552
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Subtotal of Revenues:	52,357,101	59,861,167	54,360,829	132,957,551	171,241,907
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Expenditures:					
Personnel Services					
62100 Salaries & Wages	0	0	485,654	0	0
62200 Payroll Taxes & Benefits	0	0	11,714,579	0	0
Subtotal:	0	0	12,200,233	0	0
Materials & Services					
64100 Contracted Services	-75,341	122,239	259,516	347,800	21,901,459
64200 Operation Expenses	88,026	118,811	103,548	101,162	101,150
Subtotal:	12,685	241,050	363,064	448,962	22,002,609
Capital Outlay					
68100 Capital Outlay-Land	0	6,634,668	0	0	0
Subtotal:	0	6,634,668	0	0	0
Debt Service					
72100 Debt Service	1,645,575	0	3,280,591	1,650,000	0
Subtotal:	1,645,575	0	3,280,591	1,650,000	0
Transfers to Other Funds					
74100 Transfers To Other Funds	5,876,240	5,650,561	6,627,305	5,554,535	5,702,878
Subtotal:	5,876,240	5,650,561	6,627,305	5,554,535	5,702,878
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	60,000,000	75,103,001
78500 Unapprop Ending Fund Bal	0	0	0	11,543,537	11,543,537
Subtotal:	0	0	0	71,543,537	86,646,538
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Subtotal of Expenditures:	7,534,500	12,526,279	22,471,193	89,197,034	124,352,025



FUND 010 – GENERAL FUND**Dept 15 – County Clerk**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	0	0	17,103	0	0
42100 State Sources	33,918	32,137	39,788	32,000	34,000
43100 Local Government Sources	167,311	188,249	187,741	200,000	180,000
Subtotal:	201,229	220,386	244,632	232,000	214,000
Fees & Other Service Charges					
45100 Fees	1,346,549	1,191,796	1,600,712	1,364,280	1,479,891
45200 Fines	111	57	88	0	0
45400 Licenses	41,280	42,030	37,050	42,250	40,810
45500 Sales	60,692	65,932	73,759	78,400	70,230
Subtotal:	1,448,632	1,299,815	1,711,609	1,484,930	1,590,931
All Other Resources					
52900 Miscellaneous Revenue	1,148	576	50	0	0
Subtotal:	1,148	576	50	0	0
Interfund Transfers					
54100 Interfund Transfers	1,032	626	585	1,200	1,200
Subtotal:	1,032	626	585	1,200	1,200
Subtotal of Revenues:	1,652,041	1,521,403	1,956,876	1,718,130	1,806,131
Expenditures:					
Personnel Services					
62100 Salaries & Wages	413,100	422,687	443,831	475,771	477,218
62200 Payroll Taxes & Benefits	259,986	264,148	294,296	316,504	321,359
Subtotal:	673,086	686,835	738,127	792,275	798,577
Materials & Services					
64100 Contracted Services	420,117	411,542	521,197	574,300	628,213
64200 Operation Expenses	257,253	301,935	279,027	330,322	359,227
64300 Minor Equipment	9,760	4,974	16,707	15,000	15,000
64400 Equip Repair/Maint/Lease	0	0	0	1,610	1,610
Property					
64500 Maintenance/Utilities	18,296	20,842	18,231	17,569	17,705
64600 Travel & Training	18,110	20,917	27,561	23,836	23,954
64700 Software Expense	368	0	0	0	0
Subtotal:	723,904	760,210	862,723	962,637	1,045,709
Capital Outlay					
68400 CO-Equipment/Machinery	0	23,118	0	0	0
Subtotal:	0	23,118	0	0	0
Subtotal of Expenditures:	1,396,990	1,470,163	1,600,850	1,754,912	1,844,286



FUND 010 – GENERAL FUND**Dept 17 – District Attorney**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	733,645	814,156	820,393	966,512	1,035,412
42100 State Sources	409,600	367,032	294,914	283,728	281,002
43100 Local Government Sources	157,568	297,068	278,190	281,497	176,963
44100 Private/NonProfit Sources	4,109	1,215	1,271	1,000	0
Subtotal:	1,304,922	1,479,471	1,394,768	1,532,737	1,493,377
Fees & Other Service Charges					
45100 Fees	288,714	362,173	288,604	209,000	232,000
45200 Fines	90	0	0	0	0
45300 Forfeitures	7,237	68,912	20,369	0	0
45500 Sales	109	36	4	0	0
Subtotal:	296,150	431,121	308,977	209,000	232,000
Interfund Transfers					
54100 Interfund Transfers	3,600	3,600	3,600	3,600	3,600
Subtotal:	3,600	3,600	3,600	3,600	3,600
Subtotal of Revenues:	1,604,672	1,914,192	1,707,345	1,745,337	1,728,977
Expenditures:					
Personnel Services					
62100 Salaries & Wages	2,949,010	3,065,594	3,247,761	3,797,413	3,969,082
62200 Payroll Taxes & Benefits	1,715,168	1,746,672	1,891,618	2,257,373	2,354,497
62300 Labor Adjustments	501	0	0	0	0
Subtotal:	4,664,679	4,812,266	5,139,379	6,054,786	6,323,579
Materials & Services					
64100 Contracted Services	439,471	489,752	548,363	617,106	611,074
64200 Operation Expenses	199,930	189,184	185,411	222,184	248,265
64300 Minor Equipment	23,902	12,623	1,222	78,280	32,828
64400 Equip Repair/Maint/Lease	4,250	3,585	2,924	6,730	6,730
Property					
64500 Maintenance/Utilities	104,911	110,129	111,510	132,338	132,386
64600 Travel & Training	31,467	30,592	34,798	71,042	38,847
64700 Software Expense	26,595	25,550	25,550	39,049	39,049
Subtotal:	830,526	861,415	909,778	1,166,729	1,109,179
Special Payments					
73100 Special Payments	16,592	35,939	34,853	40,478	45,000
Subtotal:	16,592	35,939	34,853	40,478	45,000
Subtotal of Expenditures:	5,511,797	5,709,620	6,084,010	7,261,993	7,477,758



FUND 010 – GENERAL FUND**Dept 28 – Justice Court District**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	0	0	159	0	0
Subtotal:	0	0	159	0	0
Fees & Other Service Charges					
45200 Fines	1,274,405	1,340,612	1,313,911	1,334,252	1,360,225
Subtotal:	1,274,405	1,340,612	1,313,911	1,334,252	1,360,225
All Other Resources					
52900 Miscellaneous Revenue	525	0	0	0	0
Subtotal:	525	0	0	0	0
Subtotal of Revenues:	1,274,930	1,340,612	1,314,070	1,334,252	1,360,225
Expenditures:					
Personnel Services					
62100 Salaries & Wages	213,759	226,390	230,702	241,094	221,507
62200 Payroll Taxes & Benefits	134,264	143,386	149,723	160,509	158,200
Subtotal:	348,023	369,776	380,425	401,603	379,707
Materials & Services					
64100 Contracted Services	66,350	78,347	107,089	109,595	118,549
64200 Operation Expenses	25,640	29,279	29,239	28,092	24,172
64300 Minor Equipment	214	260	80	500	500
64400 Equip Repair/Maint/Lease	1,019	796	300	800	500
Property					
64500 Maintenance/Utilities	29,915	26,349	28,314	30,234	31,240
64600 Travel & Training	3,611	2,056	1,142	3,800	2,350
64700 Software Expense	5,448	5,928	5,928	6,100	6,500
Subtotal:	132,197	143,015	172,092	179,121	183,811
Subtotal of Expenditures:	480,220	512,791	552,517	580,724	563,518

FUND 010 – GENERAL FUND**Dept 37 – Development Services**

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Adopted	FY 21-22 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	0	0	63,537	0	0
43100 Local Government Sources	30	0	220	0	0
Subtotal:	30	0	63,757	0	0



FUND 010 – GENERAL FUND**Dept 37 – Development Services**

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Adopted	FY 21-22 Adopted
Fees & Other Service Charges					
45100 Fees	4,276,946	4,201,369	3,901,776	4,182,274	4,277,485
45200 Fines	125,374	123,143	132,428	18,890	39,058
45500 Sales	11,974	14,754	13,059	7,664	7,543
Subtotal:	4,414,294	4,339,266	4,047,263	4,208,828	4,324,086
Interfund Transfers					
54500 Interdepartmental Charges	152,775	170,539	170,121	179,454	183,199
Subtotal:	152,775	170,539	170,121	179,454	183,199
Subtotal of Revenues:	4,567,099	4,509,805	4,281,141	4,388,282	4,507,285
Expenditures:					
Personnel Services					
62100 Salaries & Wages	1,803,062	1,954,074	2,024,119	2,415,567	2,491,788
62200 Payroll Taxes & Benefits	1,036,910	1,152,892	1,221,967	1,508,983	1,547,830
Subtotal:	2,839,972	3,106,966	3,246,086	3,924,550	4,039,618
Materials & Services					
64100 Contracted Services	698,856	791,762	739,766	1,065,429	1,126,558
64200 Operation Expenses	221,853	212,892	201,828	232,556	215,198
64300 Minor Equipment	27,442	17,056	7,255	6,319	6,357
64400 Equip Repair/Maint/Lease	8,565	11,276	15,412	14,775	14,635
64600 Travel & Training	31,360	39,502	45,368	49,740	50,735
Subtotal:	988,076	1,072,488	1,009,629	1,368,819	1,413,483
Subtotal of Expenditures:	3,828,048	4,179,454	4,255,715	5,293,369	5,453,101

FUND 010 – GENERAL FUND**Dept 41 – Sheriff**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	1,182,059	1,128,811	1,641,524	1,409,068	1,473,562
42100 State Sources	2,323,502	2,553,698	2,678,341	2,704,871	2,709,432
43100 Local Government Sources	787,065	846,582	1,272,976	995,825	1,240,568
44100 Private/NonProfit Sources	152,791	212,865	165,387	383,320	102,000
44400 Donations/Sponsorships	14,619	82,891	26,538	7,500	6,500
Subtotal:	4,460,036	4,824,847	5,784,766	5,500,584	5,532,062



FUND 010 – GENERAL FUND**Dept 41 – Sheriff**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Fees & Other Service Charges					
45100 Fees	715,825	830,043	393,117	554,500	386,500
45200 Fines	22,975	28,490	25,022	30,000	30,000
45400 Licenses	241,305	177,928	177,425	200,000	200,000
45500 Sales	79,149	93,882	89,797	100,000	102,000
Subtotal:	1,059,254	1,130,343	685,361	884,500	718,500
All Other Resources					
52900 Miscellaneous Revenue	0	1,330	0	0	0
Subtotal:	0	1,330	0	0	0
Interfund Transfers					
54100 Interfund Transfers	960,766	921,000	900,000	901,000	901,000
54500 Interdepartmental Charges	0	0	120,266	145,120	145,120
Subtotal:	960,766	921,000	1,020,266	1,046,120	1,046,120
Subtotal of Revenues:	6,480,056	6,877,520	7,490,393	7,431,204	7,296,682
Expenditures:					
Personnel Services					
62100 Salaries & Wages	12,326,300	13,047,334	13,126,073	13,736,686	14,277,421
62200 Payroll Taxes & Benefits	7,604,756	7,969,256	8,831,221	9,508,178	10,173,369
62300 Labor Adjustments	1,042,690	1,036,893	1,036,893	0	0
Subtotal:	20,973,746	22,053,483	22,994,187	23,244,864	24,450,790
Materials & Services					
64100 Contracted Services	3,554,061	4,346,274	4,449,244	5,144,116	5,278,320
64200 Operation Expenses	3,108,885	2,958,371	2,949,829	3,012,540	3,250,558
64300 Minor Equipment	254,455	132,207	138,708	125,300	168,900
64400 Equip Repair/Maint/Lease Property	132,396	146,193	106,565	104,600	123,600
64500 Maintenance/Utilities	569,946	572,996	573,385	576,599	592,717
64600 Travel & Training	125,639	168,138	119,479	128,926	198,926
64700 Software Expense	8,068	11,768	21,164	14,500	14,100
Subtotal:	7,753,450	8,335,947	8,358,374	9,106,581	9,627,121
Capital Outlay					
68400 CO-Equipment/Machinery	109,915	100,100	459,851	0	0
68500 Capital Outlay-Software	0	20,962	115,967	0	0
Subtotal:	109,915	121,062	575,818	0	0
Special Payments					
73100 Special Payments	0	144,415	176,032	180,041	180,041
Subtotal:	0	144,415	176,032	180,041	180,041
Subtotal of Expenditures:	28,837,111	30,654,907	32,104,411	32,531,486	34,257,952



FUND 010 – GENERAL FUND**Dept 48 – Community Justice**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	492,314	440,766	555,669	377,000	437,241
42100 State Sources	8,723,730	10,622,585	10,624,135	11,332,176	10,878,623
43100 Local Government Sources	136,952	155,448	193,229	130,000	105,000
44100 Private/NonProfit Sources	26,247	24,492	20,514	17,000	10,000
44400 Donations/Sponsorships	1,123	1,471	1,465	500	1,200
Subtotal:	9,380,366	11,244,762	11,395,012	11,856,676	11,432,064
Fees & Other Service Charges					
45100 Fees	1,446,003	1,827,132	1,524,177	1,497,550	1,247,350
45200 Fines	0	0	20	0	0
45500 Sales	6,180	4,978	3,733	5,000	4,000
Subtotal:	1,452,183	1,832,110	1,527,930	1,502,550	1,251,350
All Other Resources					
52900 Miscellaneous Revenue	507	7	281	1,500	1,500
Subtotal:	507	7	281	1,500	1,500
Interfund Transfers					
54100 Interfund Transfers	19,800	19,800	19,800	19,800	19,800
54500 Interdepartmental Charges	529,505	353,086	330,070	320,000	250,000
Subtotal:	549,305	372,886	349,870	339,800	269,800
Subtotal of Revenues:	11,382,361	13,449,765	13,273,093	13,700,526	12,954,714
Expenditures:					
Personnel Services					
62100 Salaries & Wages	7,229,298	7,719,387	7,987,759	9,521,521	9,197,751
62200 Payroll Taxes & Benefits	4,546,493	4,861,301	5,195,332	6,249,390	6,038,342
62300 Labor Adjustments	515	0	0	0	0
Subtotal:	11,776,306	12,580,688	13,183,091	15,770,911	15,236,093
Materials & Services					
64100 Contracted Services	3,555,465	4,389,124	4,127,676	4,089,091	4,379,716
64200 Operation Expenses	938,577	1,102,382	1,049,024	1,463,913	1,475,870
64300 Minor Equipment	86,973	72,643	67,552	75,000	63,500
64400 Equip Repair/Maint/Lease	102,970	93,474	126,566	83,600	93,600
Property					
64500 Maintenance/Utilities	472,881	568,834	486,009	454,389	445,520
64600 Travel & Training	81,918	171,946	122,760	147,561	89,600
64700 Software Expense	11,936	5,994	122,595	9,750	11,488
Subtotal:	5,250,720	6,404,397	6,102,182	6,323,304	6,559,294



FUND 010 – GENERAL FUND**Dept 48 – Community Justice**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Capital Outlay					
68400 CO-Equipment/Machinery	62,872	0	42,990	0	0
68500 Capital Outlay-Software	0	0	0	106,853	0
Subtotal:	62,872	0	42,990	106,853	0
Transfers to Other Funds					
74100 Transfers To Other Funds	0	0	79,975	0	0
Subtotal:	0	0	79,975	0	0
Subtotal of Expenditures:	17,089,898	18,985,085	19,408,238	22,201,068	21,795,387

FUND 010 – GENERAL FUND**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	25,812,619	27,307,054	28,551,234	28,028,130	26,198,346
Fees & Other Service Charges	12,453,076	12,954,526	11,171,166	11,165,906	11,140,464
Property Tax	38,319,256	39,766,574	41,033,446	42,098,221	44,238,388
Bonds & Other Debt	0	4,969,262	0	262,500	318,750
All Other Resources	1,523,399	4,184,772	3,666,325	2,637,470	2,029,690
Interfund Transfers	3,173,030	2,175,608	2,333,169	2,326,857	2,288,373
Fund Balance	0	0	0	79,499,211	117,435,552
Total Fund Revenues:	81,281,380	91,357,796	86,755,340	166,018,295	203,649,563
Expenditures:					
Personnel Services	44,414,096	46,935,059	61,329,434	54,422,096	55,762,973
Materials & Services	17,528,569	19,911,867	19,699,713	22,205,755	44,967,133
Capital Outlay	172,787	6,789,378	636,876	111,853	5,000
Debt Service	1,645,575	0	3,280,591	1,650,000	0
Special Payments	95,966	207,067	210,885	530,519	535,041
Interfund Transfers	5,876,240	5,650,561	6,707,280	5,554,535	5,732,878
Contingency	0	0	0	10,000,000	10,000,000
Ending Balance & Reserves	0	0	0	71,543,537	86,646,538
Total Fund Expenditures:	69,733,233	79,493,932	91,864,779	166,018,295	203,649,563



FUND 020 – GENERAL ROAD FUND**Dept 39 – Roads and Parks**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	1,457,161	1,042,220	1,037,102	988,000	420,000
42100 State Sources	16,303,280	18,071,483	23,371,512	22,700,000	18,270,000
43100 Local Government Sources	882,021	541,395	720,181	395,000	398,000
44100 Private/NonProfit Sources	367,268	380,194	313,081	310,000	175,000
Subtotal:	19,009,730	20,035,292	25,441,876	24,393,000	19,263,000
Fees & Other Service Charges					
45100 Fees	648,752	905,496	715,611	686,800	687,900
45200 Fines	250	150	75	0	0
45500 Sales	83,813	174,626	31,001	37,475	27,300
Subtotal:	732,815	1,080,272	746,687	724,275	715,200
All Other Resources					
52100 Interest Revenue	147,372	626,755	660,031	200,000	400,000
Subtotal:	147,372	626,755	660,031	200,000	400,000
Interfund Transfers					
54100 Interfund Transfers	226,454	0	1,757,000	0	1,400,000
54500 Interdepartmental Charges	540,005	613,082	606,452	560,000	785,000
Subtotal:	766,459	613,082	2,363,452	560,000	2,185,000
Fund Balance					
58100 Fund Balance	0	0	0	20,500,000	20,350,000
Subtotal:	0	0	0	20,500,000	20,350,000
Subtotal of Revenues:	20,656,376	22,355,401	29,212,046	46,377,275	42,913,200
Expenditures:					
Personnel Services					
62100 Salaries & Wages	4,365,314	4,617,730	4,997,242	5,720,009	5,854,266
62200 Payroll Taxes & Benefits	2,627,889	2,720,960	4,446,020	3,618,714	3,680,654
62300 Labor Adjustments	-177	0	23	0	0
Subtotal:	6,993,026	7,338,690	9,443,285	9,338,723	9,534,920
Materials & Services					
64100 Contracted Services	1,235,147	1,615,909	1,699,160	2,501,759	2,394,306
64200 Operation Expenses	4,472,742	5,211,777	5,392,252	5,519,499	5,933,926
64300 Minor Equipment	68,072	49,345	69,797	64,000	65,000
64400 Equip Repair/Maint/Lease	1,881,729	2,041,492	1,871,711	2,264,300	2,564,800
Property					
64500 Maintenance/Utilities	452,377	427,046	445,254	515,228	628,287
64600 Travel & Training	33,279	38,297	35,284	42,350	42,350
64700 Software Expense	1,466	1,298	2,089	2,500	2,500
Subtotal:	8,144,812	9,385,164	9,515,547	10,909,636	11,631,169



FUND 020 – GENERAL ROAD FUND**Dept 39 – Roads and Parks**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Capital Outlay					
68100 Capital Outlay-Land	-22,112	104,055	42,168	600,000	1,250,000
68200 Capital Outlay-Buildings	0	0	169,399	0	0
68300 CO-Land Improvements	1,321,498	2,884,560	6,044,043	10,818,000	9,750,000
68400 CO-Equipment/Machinery	981,834	749,728	135,921	1,400,000	735,000
Subtotal:	2,281,220	3,738,343	6,391,531	12,818,000	11,735,000
Transfers to Other Funds					
74100 Transfers To Other Funds	119,581	168,614	58,038	197,000	185,000
Subtotal:	119,581	168,614	58,038	197,000	185,000
Contingency					
75005 Contingency	0	0	0	2,500,000	2,500,000
Subtotal:	0	0	0	2,500,000	2,500,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	800,000	1,100,000
78500 Unapprop Ending Fund Bal	0	0	0	9,813,916	6,227,111
Subtotal:	0	0	0	10,613,916	7,327,111
Subtotal of Expenditures:	17,538,639	20,630,811	25,408,401	46,377,275	42,913,200

FUND 020 – GENERAL ROAD FUND**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	19,009,730	20,035,292	25,441,876	24,393,000	19,263,000
Fees & Other Service Charges	732,815	1,080,272	746,687	724,275	715,200
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	147,372	626,755	660,031	200,000	400,000
Interfund Transfers	766,459	613,082	2,363,452	560,000	2,185,000
Fund Balance	0	0	0	20,500,000	20,350,000
Total Fund Revenues:	20,656,376	22,355,401	29,212,046	46,377,275	42,913,200
Expenditures:					
Personnel Services	6,993,026	7,338,690	9,443,285	9,338,723	9,534,920
Materials & Services	8,144,812	9,385,164	9,515,547	10,909,636	11,631,169
Capital Outlay	2,281,220	3,738,343	6,391,531	12,818,000	11,735,000
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	119,581	168,614	58,038	197,000	185,000
Contingency	0	0	0	2,500,000	2,500,000
Ending Balance & Reserves	0	0	0	10,613,916	7,327,111
Total Fund Expenditures:	17,538,639	20,630,811	25,408,401	46,377,275	42,913,200



FUND 024 – COUNTY SCHOOLS FUND**Dept 09 – Fiduciary**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	378,713	347,938	326,987	350,000	388,000
Subtotal:	378,713	347,938	326,987	350,000	388,000
All Other Resources					
52100 Interest Revenue	314	5,213	1,201	4,000	2,000
Subtotal:	314	5,213	1,201	4,000	2,000
Fund Balance					
58100 Fund Balance	0	0	0	30,000	10,000
Subtotal:	0	0	0	30,000	10,000
Subtotal of Revenues:	379,027	353,151	328,188	384,000	400,000
Expenditures:					
Special Payments					
73100 Special Payments	378,713	325,867	326,610	384,000	400,000
Subtotal:	378,713	325,867	326,610	384,000	400,000
Subtotal of Expenditures:	378,713	325,867	326,610	384,000	400,000

FUND 024 – COUNTY SCHOOLS FUND**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	378,713	347,938	326,987	350,000	388,000
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	314	5,213	1,201	4,000	2,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	30,000	10,000
Total Fund Revenues:	379,027	353,151	328,188	384,000	400,000
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	378,713	325,867	326,610	384,000	400,000
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	378,713	325,867	326,610	384,000	400,000



FUND 025 – LAW LIBRARY FUND**Dept 08 – County Administration**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	208,426	208,426	202,196	202,196	200,000
45500 Sales	557	153	0	0	0
Subtotal:	208,983	208,579	202,196	202,196	200,000
All Other Resources					
52100 Interest Revenue	1,936	5,708	6,457	1,000	500
Subtotal:	1,936	5,708	6,457	1,000	500
Fund Balance					
58100 Fund Balance	0	0	0	63,060	30,520
Subtotal:	0	0	0	63,060	30,520
Subtotal of Revenues:	210,919	214,287	208,653	266,256	231,020
Expenditures:					
Personnel Services					
62100 Salaries & Wages	49,657	4,176	0	0	0
62200 Payroll Taxes & Benefits	35,710	2,069	0	0	0
Subtotal:	85,367	6,245	0	0	0
Materials & Services					
64100 Contracted Services	49,349	58,223	122,874	84,600	86,100
64200 Operation Expenses	119,307	120,358	121,151	126,400	114,300
64400 Equip Repair/Maint/Lease	37	58	7	100	100
Subtotal:	168,693	178,639	244,032	211,100	200,500
Contingency					
75005 Contingency	0	0	0	15,000	0
Subtotal:	0	0	0	15,000	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	40,156	30,520
Subtotal:	0	0	0	40,156	30,520
Subtotal of Expenditures:	254,060	184,884	244,032	266,256	231,020



FUND 025 – LAW LIBRARY FUND**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	208,983	208,579	202,196	202,196	200,000
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	1,936	5,708	6,457	1,000	500
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	63,060	30,520
Total Fund Revenues:	210,919	214,287	208,653	266,256	231,020
Expenditures:					
Personnel Services	85,367	6,245	0	0	0
Materials & Services	168,693	178,639	244,032	211,100	200,500
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	15,000	0
Ending Balance & Reserves	0	0	0	40,156	30,520
Total Fund Expenditures:	254,060	184,884	244,032	266,256	231,020



FUND 026 – SURVEYOR FUND**Dept 43 – Surveyor**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	0	0	6,247	0	0
Subtotal:	0	0	6,247	0	0
Fees & Other Service Charges					
45100 Fees	717,479	678,042	853,249	877,000	917,310
45500 Sales	1,340	872	526	1,000	100
Subtotal:	718,819	678,914	853,775	878,000	917,410
All Other Resources					
52100 Interest Revenue	13,851	49,374	42,627	15,500	15,835
Subtotal:	13,851	49,374	42,627	15,500	15,835
Interfund Transfers					
54500 Interdepartmental Charges	121,973	78,272	15,298	6,427	6,476
Subtotal:	121,973	78,272	15,298	6,427	6,476
Fund Balance					
58100 Fund Balance	0	0	0	1,200,000	1,350,000
Subtotal:	0	0	0	1,200,000	1,350,000
Subtotal of Revenues:	854,643	806,560	917,947	2,099,927	2,289,721
Expenditures:					
Personnel Services					
62100 Salaries & Wages	358,824	372,085	418,605	413,447	459,288
62200 Payroll Taxes & Benefits	180,762	177,200	302,170	231,467	243,466
Subtotal:	539,586	549,285	720,775	644,914	702,754
Materials & Services					
64100 Contracted Services	147,379	202,053	178,413	166,652	238,269
64200 Operation Expenses	35,985	28,851	17,973	47,231	68,603
64300 Minor Equipment	0	0	6,123	0	0
64400 Equip Repair/Maint/Lease	8,201	4,591	4,857	16,740	17,237
64600 Travel & Training	10,518	10,282	6,869	30,852	31,775
64700 Software Expense	5,835	5,096	13,022	45,320	46,678
Subtotal:	207,918	250,873	227,257	306,795	402,562
Capital Outlay					
68400 CO-Equipment/Machinery	10,747	0	0	20,000	150,000
Subtotal:	10,747	0	0	20,000	150,000
Transfers to Other Funds					
74100 Transfers To Other Funds	31,147	0	0	0	0
Subtotal:	31,147	0	0	0	0



FUND 026 – SURVEYOR FUND**Dept 43 – Surveyor**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Contingency					
75005 Contingency	0	0	0	145,000	176,350
Subtotal:	0	0	0	145,000	176,350
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	983,218	858,055
Subtotal:	0	0	0	983,218	858,055
Subtotal of Expenditures:	789,398	800,158	948,032	2,099,927	2,289,721

FUND 026 – SURVEYOR FUND**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	6,247	0	0
Fees & Other Service Charges	718,819	678,914	853,775	878,000	917,410
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	13,851	49,374	42,627	15,500	15,835
Interfund Transfers	121,973	78,272	15,298	6,427	6,476
Fund Balance	0	0	0	1,200,000	1,350,000
Total Fund Revenues:	854,643	806,560	917,947	2,099,927	2,289,721
Expenditures:					
Personnel Services	539,586	549,285	720,775	644,914	702,754
Materials & Services	207,918	250,873	227,257	306,795	402,562
Capital Outlay	10,747	0	0	20,000	150,000
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	31,147	0	0	0	0
Contingency	0	0	0	145,000	176,350
Ending Balance & Reserves	0	0	0	983,218	858,055
Total Fund Expenditures:	789,398	800,158	948,032	2,099,927	2,289,721



FUND 028 – COUNTY TRAILS FUND**Dept 39 – Roads and Parks**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	0	0	26,163	0	0
42100 State Sources	237,557	175,689	176,514	180,000	170,000
43100 Local Government Sources	124,537	84,665	124,537	124,537	124,537
44100 Private/NonProfit Sources	0	99	30,802	0	0
44400 Donations/Sponsorships	2,230	190	60,300	0	0
Subtotal:	364,324	260,643	418,316	304,537	294,537
Fees & Other Service Charges					
45100 Fees	1,848	458	270	0	0
45500 Sales	200	360	20	0	0
Subtotal:	2,048	818	290	0	0
All Other Resources					
52100 Interest Revenue	4,432	12,608	14,019	5,000	5,000
52900 Miscellaneous Revenue	4,790	0	0	0	0
Subtotal:	9,222	12,608	14,019	5,000	5,000
Interfund Transfers					
54100 Interfund Transfers	5,000	5,000	15,000	15,000	15,000
Subtotal:	5,000	5,000	15,000	15,000	15,000
Fund Balance					
58100 Fund Balance	0	0	0	450,000	350,000
Subtotal:	0	0	0	450,000	350,000
Subtotal of Revenues:	380,594	279,069	447,625	774,537	664,537
Expenditures:					
Personnel Services					
62100 Salaries & Wages	29,984	49,459	65,978	77,431	63,486
62200 Payroll Taxes & Benefits	18,960	26,472	42,250	52,191	41,370
Subtotal:	48,944	75,931	108,228	129,622	104,856
Materials & Services					
64100 Contracted Services	10,842	11,107	50,934	69,564	74,599
64200 Operation Expenses	9,531	10,003	9,905	25,204	14,701
64300 Minor Equipment	740	8,176	1,215	6,500	1,000
64400 Equip Repair/Maint/Lease	861	555	5,877	9,000	6,500
Property					
64500 Maintenance/Utilities	396,788	87,510	131,374	364,500	242,600
64600 Travel & Training	57	356	28,168	2,000	1,050
64700 Software Expense	0	0	392	0	0
Subtotal:	418,819	117,707	227,865	476,768	340,450



FUND 028 – COUNTY TRAILS FUND**Dept 39 – Roads and Parks**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Capital Outlay					
68400 CO-Equipment/Machinery	25,670	8,552	0	0	0
Subtotal:	25,670	8,552	0	0	0
Contingency					
75005 Contingency	0	0	0	90,000	64,000
Subtotal:	0	0	0	90,000	64,000
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	78,147	155,231
Subtotal:	0	0	0	78,147	155,231
Subtotal of Expenditures:	493,433	202,190	336,093	774,537	664,537

FUND 028 – COUNTY TRAILS FUND**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	364,324	260,643	418,316	304,537	294,537
Fees & Other Service Charges	2,048	818	290	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	9,222	12,608	14,019	5,000	5,000
Interfund Transfers	5,000	5,000	15,000	15,000	15,000
Fund Balance	0	0	0	450,000	350,000
Total Fund Revenues:	380,594	279,069	447,625	774,537	664,537
Expenditures:					
Personnel Services	48,944	75,931	108,228	129,622	104,856
Materials & Services	418,819	117,707	227,865	476,768	340,450
Capital Outlay	25,670	8,552	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	90,000	64,000
Ending Balance & Reserves	0	0	0	78,147	155,231
Total Fund Expenditures:	493,433	202,190	336,093	774,537	664,537



FUND 030 – TITLE III FUND**Dept 09 – Fiduciary**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	243,441	406,413	382,049	397,300	0
Subtotal:	243,441	406,413	382,049	397,300	0
All Other Resources					
52100 Interest Revenue	6,954	23,463	24,718	10,000	17,600
Subtotal:	6,954	23,463	24,718	10,000	17,600
Fund Balance					
58100 Fund Balance	0	0	0	1,192,990	1,369,253
Subtotal:	0	0	0	1,192,990	1,369,253
Subtotal of Revenues:	250,395	429,876	406,767	1,600,290	1,386,853
Expenditures:					
Materials & Services					
64100 Contracted Services	366,430	254,116	230,694	1,600,290	1,386,853
64200 Operation Expenses	0	6	142	0	0
64400 Equip Repair/Maint/Lease	24	19	110	0	0
Subtotal:	366,454	254,141	230,946	1,600,290	1,386,853
Subtotal of Expenditures:	366,454	254,141	230,946	1,600,290	1,386,853

FUND 030 – TITLE III FUND**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	243,441	406,413	382,049	397,300	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	6,954	23,463	24,718	10,000	17,600
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	1,192,990	1,369,253
Total Fund Revenues:	250,395	429,876	406,767	1,600,290	1,386,853
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	366,454	254,141	230,946	1,600,290	1,386,853
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:	366,454	254,141	230,946	1,600,290	1,386,853



FUND 033 – HEALTH AND HUMAN SERVICES FUND Dept 24 – Health and Human Services

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	1,394,747	1,397,185	2,254,761	1,359,342	1,405,243
42100 State Sources	19,852,958	19,371,436	18,142,219	20,550,942	20,270,876
43100 Local Government Sources	159,950	162,367	133,028	131,085	117,295
44100 Private/NonProfit Sources	77,900	115,256	100,434	341,840	225,915
44400 Donations/Sponsorships	104,460	56,755	83,778	65,000	72,160
Subtotal:	21,590,015	21,102,999	20,714,220	22,448,209	22,091,489
Fees & Other Service Charges					
45100 Fees	1,145,042	1,167,985	1,012,272	1,135,201	799,266
45200 Fines	22,748	22,972	14,553	16,000	9,515
45300 Forfeitures	15,678	14,058	13,582	15,000	11,755
45400 Licenses	1,331,147	1,383,474	1,511,341	1,659,400	1,638,200
45500 Sales	1,501,591	236,458	251,126	900	570
Subtotal:	4,016,206	2,824,947	2,802,874	2,826,501	2,459,306
All Other Resources					
52100 Interest Revenue	108,031	455,045	364,522	300,000	0
52900 Miscellaneous Revenue	10,037	0	17,524	0	0
Subtotal:	118,068	455,045	382,046	300,000	0
Interfund Transfers					
54100 Interfund Transfers	3,615,834	3,398,106	3,234,440	3,348,879	3,462,427
54500 Interdepartmental Charges	623,155	753,870	816,755	1,093,935	1,122,075
Subtotal:	4,238,989	4,151,976	4,051,195	4,442,814	4,584,502
Fund Balance					
58100 Fund Balance	0	0	0	10,322,329	16,362,187
Subtotal:	0	0	0	10,322,329	16,362,187
Subtotal of Revenues:	29,963,278	28,534,967	27,950,335	40,339,853	45,497,484
Expenditures:					
Personnel Services					
62100 Salaries & Wages	9,328,526	9,814,371	10,509,105	12,122,757	12,011,863
62200 Payroll Taxes & Benefits	5,347,651	5,573,826	8,731,308	7,410,699	7,427,766
62300 Labor Adjustments	-1	-3	2	0	-208,222
Subtotal:	14,676,176	15,388,194	19,240,415	19,533,456	19,231,407



FUND 033 – HEALTH AND HUMAN SERVICES FUND Dept 24 – Health and Human Services

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Materials & Services					
64100 Contracted Services	8,111,859	8,419,254	7,284,776	8,646,543	8,259,486
64200 Operation Expenses	1,412,997	1,615,065	1,262,112	1,169,041	1,198,002
64300 Minor Equipment	11,650	9,337	5,252	5,700	5,996
64400 Equip Repair/Maint/Lease Property	27,652	22,768	21,888	25,000	25,000
64500 Maintenance/Utilities	1,956,816	1,956,260	620,737	622,611	595,041
64600 Travel & Training	182,495	263,467	149,713	235,502	143,967
64700 Software Expense	6,886	3,324	39,435	102,000	58,584
Subtotal:	11,710,355	12,289,475	9,383,913	10,806,397	10,286,076
Capital Outlay					
68500 Capital Outlay-Software	0	108,400	63,000	0	0
Subtotal:	0	108,400	63,000	0	0
Transfers to Other Funds					
74100 Transfers To Other Funds	825,480	0	0	0	0
Subtotal:	825,480	0	0	0	0
Contingency					
75005 Contingency	0	0	0	2,000,000	4,000,001
Subtotal:	0	0	0	2,000,000	4,000,001
Ending Balance and Reserves					
78100 Reserves	0	0	0	8,000,000	11,980,000
Subtotal:	0	0	0	8,000,000	11,980,000
Subtotal of Expenditures:	27,212,011	27,786,069	28,687,328	40,339,853	45,497,484

FUND 033 – HEALTH AND HUMAN SERVICES FUND SUMMARY

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	21,590,015	21,102,999	20,714,220	22,448,209	22,091,489
Fees & Other Service Charges	4,016,206	2,824,947	2,802,874	2,826,501	2,459,306
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	118,068	455,045	382,046	300,000	0
Interfund Transfers	4,238,989	4,151,976	4,051,195	4,442,814	4,584,502
Fund Balance	0	0	0	10,322,329	16,362,187
Total Fund Revenues:	29,963,278	28,534,967	27,950,335	40,339,853	45,497,484
Expenditures:					
Personnel Services	14,676,176	15,388,194	19,240,415	19,533,456	19,231,407
Materials & Services	11,710,355	12,289,475	9,383,913	10,806,397	10,286,076
Capital Outlay	0	108,400	63,000	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	825,480	0	0	0	0
Contingency	0	0	0	2,000,000	4,000,001
Ending Balance & Reserves	0	0	0	8,000,000	11,980,000
Total Fund Expenditures:	27,212,011	27,786,069	28,687,328	40,339,853	45,497,484



FUND 035 – VIDEO LOTTERY**Dept 09 – Fiduciary**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	985,874	952,415	1,057,856	945,000	1,060,000
Subtotal:	985,874	952,415	1,057,856	945,000	1,060,000
All Other Resources					
52100 Interest Revenue	4,634	22,149	14,702	8,500	14,400
Subtotal:	4,634	22,149	14,702	8,500	14,400
Subtotal of Revenues:	990,508	974,564	1,072,558	953,500	1,074,400
Expenditures:					
Materials & Services					
64200 Operation Expenses	0	0	0	9,406	130,306
Subtotal:	0	0	0	9,406	130,306
Transfers to Other Funds					
74100 Transfers To Other Funds	972,165	950,748	939,726	944,094	944,094
Subtotal:	972,165	950,748	939,726	944,094	944,094
Subtotal of Expenditures:	972,165	950,748	939,726	953,500	1,074,400

FUND 035 – VIDEO LOTTERY**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	985,874	952,415	1,057,856	945,000	1,060,000
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	4,634	22,149	14,702	8,500	14,400
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	990,508	974,564	1,072,558	953,500	1,074,400
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	9,406	130,306
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	972,165	950,748	939,726	944,094	944,094
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	972,165	950,748	939,726	953,500	1,074,400



FUND 037 – SOLID WASTE MANAGEMENT FUND Dept 09 – Fiduciary

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	1,328,148	1,399,587	1,496,722	1,207,600	1,274,500
Subtotal:	1,328,148	1,399,587	1,496,722	1,207,600	1,274,500
All Other Resources					
52100 Interest Revenue	26,444	99,847	106,953	15,000	24,200
Subtotal:	26,444	99,847	106,953	15,000	24,200
Fund Balance					
58100 Fund Balance	0	0	0	3,633,000	3,995,900
Subtotal:	0	0	0	3,633,000	3,995,900
Subtotal of Revenues:	1,354,592	1,499,434	1,603,675	4,855,600	5,294,600
Expenditures:					
Materials & Services					
64100 Contracted Services	32,491	-6,048	19,623	84,886	83,353
64200 Operation Expenses	1,549	807	1,360	48,700	49,700
64400 Equip Repair/Maint/Lease	103	19	31	400	400
64600 Travel & Training	0	0	0	5,750	5,750
Subtotal:	34,143	-5,222	21,014	139,736	139,203
Transfers to Other Funds					
74100 Transfers To Other Funds	956,658	976,756	1,008,622	1,047,592	1,076,663
Subtotal:	956,658	976,756	1,008,622	1,047,592	1,076,663
Contingency					
75005 Contingency	0	0	0	100,000	0
Subtotal:	0	0	0	100,000	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	3,568,272	4,078,734
Subtotal:	0	0	0	3,568,272	4,078,734
Subtotal of Expenditures:	990,801	971,534	1,029,636	4,855,600	5,294,600



FUND 037 – SOLID WASTE MANAGEMENT FUND SUMMARY

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	1,328,148	1,399,587	1,496,722	1,207,600	1,274,500
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	26,444	99,847	106,953	15,000	24,200
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	3,633,000	3,995,900
Total Fund Revenues:	1,354,592	1,499,434	1,603,675	4,855,600	5,294,600
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	34,143	-5,222	21,014	139,736	139,203
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	956,658	976,756	1,008,622	1,047,592	1,076,663
Contingency	0	0	0	100,000	0
Ending Balance & Reserves	0	0	0	3,568,272	4,078,734
Total Fund Expenditures:	990,801	971,534	1,029,636	4,855,600	5,294,600

FUND 038 – COURT SECURITY FUND**Dept 09 – Fiduciary**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	45,980	52,736	54,216	47,400	43,000
43100 Local Government Sources	105,153	132,027	118,832	144,000	132,000
Subtotal:	151,133	184,763	173,048	191,400	175,000
All Other Resources					
52100 Interest Revenue	4,990	17,964	13,725	9,000	3,282
Subtotal:	4,990	17,964	13,725	9,000	3,282
Fund Balance					
58100 Fund Balance	0	0	0	358,281	273,552
Subtotal:	0	0	0	358,281	273,552
Subtotal of Revenues:	156,123	202,727	186,773	558,681	451,834
Expenditures:					
Materials & Services					
64100 Contracted Services	213,305	228,345	234,214	292,000	355,423
Property					
64500 Maintenance/Utilities	0	0	36	266,681	96,411
Subtotal:	213,305	228,345	234,250	558,681	451,834
Subtotal of Expenditures:	213,305	228,345	234,250	558,681	451,834



FUND 038 – COURT SECURITY FUND**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	151,133	184,763	173,048	191,400	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	4,990	17,964	13,725	9,000	3,282
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	358,281	273,552
Total Fund Revenues:	156,123	202,727	186,773	558,681	451,834
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	213,305	228,345	234,250	558,681	451,834
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:	213,305	228,345	234,250	558,681	451,834



FUND 039 – LAW ENFORCEMENT DISTRICT**Dept 41 – Sheriff**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	1,428,164	1,475,792	1,595,140	1,624,713	1,756,049
Subtotal:	1,428,164	1,475,792	1,595,140	1,624,713	1,756,049
Property Tax Revenues					
Current Property Tax					
46100 Revenue	22,476	-2,072	1,921	0	0
Subtotal:	22,476	-2,072	1,921	0	0
All Other Resources					
52100 Interest Revenue	9,381	38,203	31,319	10,000	10,000
Subtotal:	9,381	38,203	31,319	10,000	10,000
Fund Balance					
58100 Fund Balance	0	0	0	826,085	918,459
Subtotal:	0	0	0	826,085	918,459
Subtotal of Revenues:	1,460,021	1,511,923	1,628,380	2,460,798	2,684,508
Expenditures:					
Personnel Services					
62100 Salaries & Wages	561,904	516,243	569,673	600,403	621,632
62200 Payroll Taxes & Benefits	366,656	380,851	593,943	418,149	449,804
62300 Labor Adjustments	-5,779	0	0	0	0
Subtotal:	922,781	897,094	1,163,616	1,018,552	1,071,436
Materials & Services					
64100 Contracted Services	166,896	253,881	278,258	365,901	326,713
64200 Operation Expenses	220,852	246,029	275,514	288,065	291,330
64300 Minor Equipment	0	1,467	3,298	12,000	13,000
64400 Equip Repair/Maint/Lease	3,840	3,061	3,585	4,500	5,500
Property					
64500 Maintenance/Utilities	10,973	10,973	11,000	11,000	15,700
64600 Travel & Training	0	3,712	3,999	12,000	6,000
Subtotal:	402,561	519,123	575,654	693,466	658,243
Contingency					
75005 Contingency	0	0	0	100,000	100,000
Subtotal:	0	0	0	100,000	100,000
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	648,780	854,829
Subtotal:	0	0	0	648,780	854,829
Subtotal of Expenditures:	1,325,342	1,416,217	1,739,270	2,460,798	2,684,508



FUND 039 – LAW ENFORCEMENT DISTRICT**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	1,428,164	1,475,792	1,595,140	1,624,713	1,756,049
Fees & Other Service Charges	0	0	0	0	0
Property Tax	22,476	-2,072	1,921	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	9,381	38,203	31,319	10,000	10,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	826,085	918,459
Total Fund Revenues:	1,460,021	1,511,923	1,628,380	2,460,798	2,684,508
Expenditures:					
Personnel Services	922,781	897,094	1,163,616	1,018,552	1,071,436
Materials & Services	402,561	519,123	575,654	693,466	658,243
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	100,000	100,000
Ending Balance & Reserves	0	0	0	648,780	854,829
Total Fund Expenditures:	1,325,342	1,416,217	1,739,270	2,460,798	2,684,508



FUND 040 – SPORTS PARK MITIGATION**Dept 39 – Roads and Parks**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	23,448	0	0	0	0
Subtotal:	23,448	0	0	0	0
All Other Resources					
52100 Interest Revenue	270	927	834	400	0
Subtotal:	270	927	834	400	0
Fund Balance					
58100 Fund Balance	0	0	0	30,000	30,750
Subtotal:	0	0	0	30,000	30,750
Subtotal of Revenues:	23,718	927	834	30,400	30,750
Expenditures:					
Materials & Services					
64100 Contracted Services	0	0	0	30,400	30,750
Subtotal:	0	0	0	30,400	30,750
Subtotal of Expenditures:	0	0	0	30,400	30,750

FUND 040 – SPORTS PARK MITIGATION**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	23,448	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	270	927	834	400	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	30,000	30,750
Total Fund Revenues:	23,718	927	834	30,400	30,750
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	30,400	30,750
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	0	0	0	30,400	30,750



FUND 500 – AIRPORT ENTERPRISE FUND**Dept 01 – Airport**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	13,738,287	3,775,608	4,749,930	2,950,929	13,789,803
42100 State Sources	65,096	353,302	122,165	94,275	676,080
43100 Local Government Sources	0	206	0	0	31,747
44100 Private/NonProfit Sources	4,253,120	5,043,700	4,588,513	5,208,733	5,023,092
Subtotal:	18,056,503	9,172,816	9,460,608	8,253,937	19,520,722
Fees & Other Service Charges					
45100 Fees	8,352,017	9,090,444	7,329,219	8,488,439	5,741,070
45200 Fines	35,485	35,409	13,978	2,500	1,500
45400 Licenses	0	0	17,148	18,000	18,355
45500 Sales	330,160	2,393,486	238,024	300,000	175,000
Subtotal:	8,717,662	11,519,339	7,598,369	8,808,939	5,935,925
All Other Resources					
52100 Interest Revenue	182,172	818,670	857,043	300,000	300,000
52900 Miscellaneous Revenue	6,129	2,017	741	600	300
Subtotal:	188,301	820,687	857,784	300,600	300,300
Interfund Transfers					
54100 Interfund Transfers	428,184	46,720	0	0	0
Subtotal:	428,184	46,720	0	0	0
Fund Balance					
58100 Fund Balance	0	0	0	36,143,193	31,237,470
Subtotal:	0	0	0	36,143,193	31,237,470
Subtotal of Revenues:	27,390,650	21,559,562	17,916,761	53,506,669	56,994,417

Expenditures:**Personnel Services**

62100 Salaries & Wages	1,836,722	1,973,724	2,186,249	2,887,679	2,921,014
62200 Payroll Taxes & Benefits	1,175,604	1,310,050	1,947,270	1,891,487	1,939,886
62300 Labor Adjustments	-4,406	-4,390	-4,655	0	0
Subtotal:	3,007,920	3,279,384	4,128,864	4,779,166	4,860,900

Materials & Services

64100 Contracted Services	2,133,960	2,437,689	2,128,511	2,973,990	2,644,010
64200 Operation Expenses	464,301	500,620	417,814	857,176	793,267
64300 Minor Equipment	65,973	62,740	94,027	162,339	157,624
64400 Equip Repair/Maint/Lease Property	361,632	349,427	346,940	514,122	514,150
64500 Maintenance/Utilities	1,216,346	1,212,527	1,004,786	1,434,781	4,169,781
64600 Travel & Training	41,196	54,158	47,319	123,598	121,000
64700 Software Expense	17,163	51	0	11,540	11,540
Subtotal:	4,300,571	4,617,212	4,039,397	6,077,546	8,411,372



FUND 500 – AIRPORT ENTERPRISE FUND**Dept 01 – Airport**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Capital Outlay					
68200 Capital Outlay-Buildings	1,946	233,933	0	0	0
68300 CO-Land Improvements	17,803,328	5,061,393	10,869,146	3,507,126	6,892,618
68400 CO-Equipment/Machinery	583,347	50,455	481,725	947,556	711,688
Subtotal:	18,388,621	5,345,781	11,350,871	4,454,682	7,604,306
Transfers to Other Funds					
74100 Transfers To Other Funds	961,909	0	304,037	317,921	316,869
Subtotal:	961,909	0	304,037	317,921	316,869
Contingency					
75005 Contingency	0	0	0	1,799,657	2,129,141
Subtotal:	0	0	0	1,799,657	2,129,141
Ending Balance and Reserves					
78100 Reserves	0	0	0	22,225,000	24,725,000
78500 Unapprop Ending Fund Bal	0	0	0	13,852,697	8,946,829
Subtotal:	0	0	0	36,077,697	33,671,829
Subtotal of Expenditures:	26,659,021	13,242,377	19,823,169	53,506,669	56,994,417

FUND 500 – AIRPORT ENTERPRISE FUND**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	18,056,503	9,172,816	9,460,608	8,253,937	19,520,722
Fees & Other Service Charges	8,717,662	11,519,339	7,598,369	8,808,939	5,935,925
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	188,301	820,687	857,784	300,600	300,300
Interfund Transfers	428,184	46,720	0	0	0
Fund Balance	0	0	0	36,143,193	31,237,470
Total Fund Revenues:	27,390,650	21,559,562	17,916,761	53,506,669	56,994,417
Expenditures:					
Personnel Services	3,007,920	3,279,384	4,128,864	4,779,166	4,860,900
Materials & Services	4,300,571	4,617,212	4,039,397	6,077,546	8,411,372
Capital Outlay	18,388,621	5,345,781	11,350,871	4,454,682	7,604,306
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	961,909	0	304,037	317,921	316,869
Contingency	0	0	0	1,799,657	2,129,141
Ending Balance & Reserves	0	0	0	36,077,697	33,671,829
Total Fund Expenditures:	26,659,021	13,242,377	19,823,169	53,506,669	56,994,417



FUND 501 – AIRPORT DEBT SERVICE FUND**Dept 01 – Airport**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Interfund Transfers					
54100 Interfund Transfers	2,082,517	753,344	890,669	890,669	890,307
Subtotal:	2,082,517	753,344	890,669	890,669	890,307
Fund Balance					
58100 Fund Balance	0	0	0	451,617	451,617
Subtotal:	0	0	0	451,617	451,617
Subtotal of Revenues:	2,082,517	753,344	890,669	1,342,286	1,341,924
Expenditures:					
Materials & Services					
64100 Contracted Services	2,375	1,500	1,500	0	0
Subtotal:	2,375	1,500	1,500	0	0
Debt Service					
72100 Debt Service	2,211,978	874,724	890,669	893,630	890,307
Subtotal:	2,211,978	874,724	890,669	893,630	890,307
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	448,656	451,617
Subtotal:	0	0	0	448,656	451,617
Subtotal of Expenditures:	2,214,353	876,224	892,169	1,342,286	1,341,924



FUND 501 – AIRPORT DEBT SERVICE FUND**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 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	2,082,517	753,344	890,669	890,669	890,307
Fund Balance	0	0	0	451,617	451,617
Total Fund Revenues:	2,082,517	753,344	890,669	1,342,286	1,341,924
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	2,375	1,500	1,500	0	0
Capital Outlay	0	0	0	0	0
Debt Service	2,211,978	874,724	890,669	893,630	890,307
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	448,656	451,617
Total Fund Expenditures:	2,214,353	876,224	892,169	1,342,286	1,341,924



FUND 503 – PASSENGER FACILITY CHARGE FUND Dept 01 – Airport

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	1,892,430	1,994,568	1,885,232	2,370,600	1,492,600
Subtotal:	1,892,430	1,994,568	1,885,232	2,370,600	1,492,600
All Other Resources					
52100 Interest Revenue	22,460	96,120	122,709	40,000	40,000
Subtotal:	22,460	96,120	122,709	40,000	40,000
Fund Balance					
58100 Fund Balance	0	0	0	4,988,355	5,134,013
Subtotal:	0	0	0	4,988,355	5,134,013
Subtotal of Revenues:	1,914,890	2,090,688	2,007,941	7,398,955	6,666,613
Expenditures:					
Materials & Services					
64100 Contracted Services	0	0	0	75,000	75,000
Subtotal:	0	0	0	75,000	75,000
Transfers to Other Funds					
74100 Transfers To Other Funds	1,548,792	800,064	608,685	607,748	608,438
Subtotal:	1,548,792	800,064	608,685	607,748	608,438
Ending Balance and Reserves					
78100 Reserves	0	0	0	6,716,207	5,983,175
Subtotal:	0	0	0	6,716,207	5,983,175
Subtotal of Expenditures:	1,548,792	800,064	608,685	7,398,955	6,666,613



FUND 503 – PASSENGER FACILITY CHARGE FUND SUMMARY

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	1,892,430	1,994,568	1,885,232	2,370,600	1,492,600
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	22,460	96,120	122,709	40,000	40,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	4,988,355	5,134,013
Total Fund Revenues:	1,914,890	2,090,688	2,007,941	7,398,955	6,666,613
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	75,000	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	1,548,792	800,064	608,685	607,748	608,438
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	6,716,207	5,983,175
Total Fund Expenditures:	1,548,792	800,064	608,685	7,398,955	6,666,613

FUND 523 – EXPOSITION PARK FUND**Dept 21 – Expo**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	0	0	75,668	0	0
42100 State Sources	53,167	53,167	53,167	53,167	53,167
44100 Private/NonProfit Sources	45,146	39,934	13,544	22,000	20,475
44400 Donations/Sponsorships	393,574	408,688	328,594	494,755	540,527
Subtotal:	491,887	501,789	470,973	569,922	614,169
Fees & Other Service Charges					
45100 Fees	1,963,564	2,351,949	2,126,939	2,409,296	1,764,454
45200 Fines	0	54	0	0	0
45500 Sales	3,380	45	0	0	0
Subtotal:	1,966,944	2,352,048	2,126,939	2,409,296	1,764,454
All Other Resources					
52100 Interest Revenue	6,132	27,052	23,111	20,000	1,000
52900 Miscellaneous Revenue	2,941	796	4,024	0	0
Subtotal:	9,073	27,848	27,135	20,000	1,000
Interfund Transfers					
54100 Interfund Transfers	7,127	6,679	9,286	9,600	8,500
54500 Interdepartmental Charges	0	0	0	0	0
Subtotal:	7,127	6,679	9,286	9,600	8,500
Fund Balance					
58100 Fund Balance	0	0	0	539,514	290,165
Subtotal:	0	0	0	539,514	290,165
Subtotal of Revenues:	2,475,031	2,888,364	2,634,333	3,548,332	2,678,288
Expenditures:					
Personnel Services					
62100 Salaries & Wages	245,093	268,391	240,277	335,693	255,862
62200 Payroll Taxes & Benefits	126,413	150,062	206,932	223,576	161,662
62300 Labor Adjustments	0	1	0	1	0
Subtotal:	371,506	418,454	447,209	559,270	417,524
Materials & Services					
64100 Contracted Services	566,026	713,386	598,295	734,886	687,072
64200 Operation Expenses	875,011	1,402,958	1,081,022	1,304,261	1,072,992
64300 Minor Equipment	10,091	2,469	11,654	0	5,000
64400 Equip Repair/Maint/Lease Property	69,036	72,461	57,505	61,150	49,900
64500 Maintenance/Utilities	391,487	364,393	313,575	343,951	364,700
64600 Travel & Training	7,721	6,436	7,930	6,000	6,100
Subtotal:	1,919,372	2,562,103	2,069,981	2,450,248	2,185,764



FUND 523 – EXPOSITION PARK FUND**Dept 21 – Expo**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Capital Outlay					
68400 CO-Equipment/Machinery	45,000	42,119	53,625	0	0
Subtotal:	45,000	42,119	53,625	0	0
Debt Service					
72100 Debt Service	742	573	46	0	0
Subtotal:	742	573	46	0	0
Transfers to Other Funds					
74100 Transfers To Other Funds	117,512	0	0	0	75,000
Subtotal:	117,512	0	0	0	75,000
Contingency					
75005 Contingency	0	0	0	301,800	0
Subtotal:	0	0	0	301,800	0
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	237,014	0
Subtotal:	0	0	0	237,014	0
Subtotal of Expenditures:	2,454,132	3,023,249	2,570,861	3,548,332	2,678,288

FUND 523 – EXPOSITION PARK FUND**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	491,887	501,789	470,973	569,922	614,169
Fees & Other Service Charges	1,966,944	2,352,048	2,126,939	2,409,296	1,764,454
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	9,073	27,848	27,135	20,000	1,000
Interfund Transfers	7,127	6,679	9,286	9,600	8,500
Fund Balance	0	0	0	539,514	290,165
Total Fund Revenues:	2,475,031	2,888,364	2,634,333	3,548,332	2,678,288
Expenditures:					
Personnel Services	371,506	418,454	447,209	559,270	417,524
Materials & Services	1,919,372	2,562,103	2,069,981	2,450,248	2,185,764
Capital Outlay	45,000	42,119	53,625	0	0
Debt Service	742	573	46	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	117,512	0	0	0	75,000
Contingency	0	0	0	301,800	0
Ending Balance & Reserves	0	0	0	237,014	0
Total Fund Expenditures:	2,454,132	3,023,249	2,570,861	3,548,332	2,678,288



FUND 535 – RECREATION ENTERPRISE FUND**Dept 39 – Roads and Parks**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	86,762	221,303	239,752	740,283	290,000
42100 State Sources	820,427	941,411	766,570	1,308,746	1,034,070
43100 Local Government Sources	34,745	21,327	8,050	10,000	0
44100 Private/NonProfit Sources	33,534	120,168	50,695	59,900	20,000
44400 Donations/Sponsorships	0	912	60,000	0	0
Subtotal:	975,468	1,305,121	1,125,067	2,118,929	1,344,070
Fees & Other Service Charges					
45100 Fees	2,094,298	1,950,821	1,754,662	2,364,850	3,125,300
45500 Sales	238,274	146,610	116,121	160,650	265,250
Subtotal:	2,332,572	2,097,431	1,870,783	2,525,500	3,390,550
All Other Resources					
52100 Interest Revenue	11,833	30,989	26,335	15,000	25,000
52900 Miscellaneous Revenue	459	9,950	3,982	0	0
Subtotal:	12,292	40,939	30,317	15,000	25,000
Interfund Transfers					
54100 Interfund Transfers	195,739	172,876	122,387	122,875	147,875
54500 Interdepartmental Charges	262,669	314,404	253,228	286,800	278,500
Subtotal:	458,408	487,280	375,615	409,675	426,375
Fund Balance					
58100 Fund Balance	0	0	0	600,000	800,000
Subtotal:	0	0	0	600,000	800,000
Subtotal of Revenues:	3,778,740	3,930,771	3,401,782	5,669,104	5,985,995
Expenditures:					
Personnel Services					
62100 Salaries & Wages	1,043,951	1,042,513	967,754	1,168,520	1,411,526
62200 Payroll Taxes & Benefits	422,796	466,599	678,393	557,229	621,970
62300 Labor Adjustments	2,017	0	0	0	0
Subtotal:	1,468,764	1,509,112	1,646,147	1,725,749	2,033,496
Materials & Services					
64100 Contracted Services	332,903	404,602	461,017	463,460	498,821
64200 Operation Expenses	384,701	313,056	246,646	327,483	396,313
64300 Minor Equipment	84,218	32,320	49,483	42,750	43,750
64400 Equip Repair/Maint/Lease Property	69,528	60,591	51,619	63,750	69,250
64500 Maintenance/Utilities	675,735	684,056	657,897	747,747	879,484
64600 Travel & Training	10,697	16,694	12,861	12,250	10,750
64700 Software Expense	530	0	0	0	0
Subtotal:	1,558,312	1,511,319	1,479,523	1,657,440	1,898,368



FUND 535 – RECREATION ENTERPRISE FUND**Dept 39 – Roads and Parks**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Capital Outlay					
68200 Capital Outlay-Buildings	87,087	0	0	0	150,000
68300 CO-Land Improvements	89,687	331,564	167,586	205,000	400,000
68400 CO-Equipment/Machinery	178,996	102,527	14,067	978,065	0
Subtotal:	355,770	434,091	181,653	1,183,065	550,000
Debt Service					
72100 Debt Service	57,290	50,550	42,968	352,968	700,000
Subtotal:	57,290	50,550	42,968	352,968	700,000
Contingency					
75005 Contingency	0	0	0	507,000	572,502
Subtotal:	0	0	0	507,000	572,502
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	242,882	231,629
Subtotal:	0	0	0	242,882	231,629
Subtotal of Expenditures:	3,440,136	3,505,072	3,350,291	5,669,104	5,985,995

FUND 535 – RECREATION ENTERPRISE FUND**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	975,468	1,305,121	1,125,067	2,118,929	1,344,070
Fees & Other Service Charges	2,332,572	2,097,431	1,870,783	2,525,500	3,390,550
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	12,292	40,939	30,317	15,000	25,000
Interfund Transfers	458,408	487,280	375,615	409,675	426,375
Fund Balance	0	0	0	600,000	800,000
Total Fund Revenues:	3,778,740	3,930,771	3,401,782	5,669,104	5,985,995
Expenditures:					
Personnel Services	1,468,764	1,509,112	1,646,147	1,725,749	2,033,496
Materials & Services	1,558,312	1,511,319	1,479,523	1,657,440	1,898,368
Capital Outlay	355,770	434,091	181,653	1,183,065	550,000
Debt Service	57,290	50,550	42,968	352,968	700,000
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	507,000	572,502
Ending Balance & Reserves	0	0	0	242,882	231,629
Total Fund Expenditures:	3,440,136	3,505,072	3,350,291	5,669,104	5,985,995



FUND 559 – MOTOR POOL**Dept 39 – Roads and Parks**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	45	245	0	0	0
44100 Private/NonProfit Sources	54,946	43,367	37,045	40,000	38,000
Subtotal:	54,991	43,612	37,045	40,000	38,000
Fees & Other Service Charges					
45100 Fees	3,690	2,300	1,769	2,000	1,000
45500 Sales	163,458	62,069	27,900	55,000	50,000
Subtotal:	167,148	64,369	29,669	57,000	51,000
All Other Resources					
52100 Interest Revenue	11,435	37,767	29,147	16,000	18,000
Subtotal:	11,435	37,767	29,147	16,000	18,000
Interfund Transfers					
54100 Interfund Transfers	150,728	168,614	160,066	232,000	220,000
54500 Interdepartmental Charges	2,042,675	2,241,676	2,240,155	2,886,521	2,667,335
Subtotal:	2,193,403	2,410,290	2,400,221	3,118,521	2,887,335
Fund Balance					
58100 Fund Balance	0	0	0	570,000	715,000
Subtotal:	0	0	0	570,000	715,000
Subtotal of Revenues:	2,426,977	2,556,038	2,496,082	3,801,521	3,709,335
Expenditures:					
Personnel Services					
62100 Salaries & Wages	184,491	187,569	187,159	204,282	150,104
62200 Payroll Taxes & Benefits	114,695	117,962	167,481	131,607	85,510
62300 Labor Adjustments	-2,017	0	0	0	0
Subtotal:	297,169	305,531	354,640	335,889	235,614
Materials & Services					
64100 Contracted Services	69,822	90,634	76,339	178,603	392,050
64200 Operation Expenses	25,028	17,018	13,064	31,198	24,651
64300 Minor Equipment	6,407	2,362	868	6,000	0
64400 Equip Repair/Maint/Lease	881,608	934,474	997,155	1,119,950	759,950
Property					
64500 Maintenance/Utilities	20,415	17,964	20,935	22,516	21,817
64600 Travel & Training	1,759	617	0	2,000	0
Subtotal:	1,005,039	1,063,069	1,108,361	1,360,267	1,198,468
Capital Outlay					
68400 CO-Equipment/Machinery	1,410,225	1,092,475	1,154,853	1,152,000	1,270,000
Subtotal:	1,410,225	1,092,475	1,154,853	1,152,000	1,270,000



FUND 559 – MOTOR POOL**Dept 39 – Roads and Parks**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Transfers to Other Funds					
74100 Transfers To Other Funds	334,317	0	7,000	0	0
Subtotal:	334,317	0	7,000	0	0
Contingency					
75005 Contingency	0	0	0	303,365	289,304
Subtotal:	0	0	0	303,365	289,304
Ending Balance and Reserves					
78100 Reserves	0	0	0	150,000	175,949
78500 Unapprop Ending Fund Bal	0	0	0	500,000	540,000
Subtotal:	0	0	0	650,000	715,949
Subtotal of Expenditures:	3,046,750	2,461,075	2,624,854	3,801,521	3,709,335

FUND 559 – MOTOR POOL**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	54,991	43,612	37,045	40,000	38,000
Fees & Other Service Charges	167,148	64,369	29,669	57,000	51,000
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	11,435	37,767	29,147	16,000	18,000
Interfund Transfers	2,193,403	2,410,290	2,400,221	3,118,521	2,887,335
Fund Balance	0	0	0	570,000	715,000
Total Fund Revenues:	2,426,977	2,556,038	2,496,082	3,801,521	3,709,335
Expenditures:					
Personnel Services	297,169	305,531	354,640	335,889	235,614
Materials & Services	1,005,039	1,063,069	1,108,361	1,360,267	1,198,468
Capital Outlay	1,410,225	1,092,475	1,154,853	1,152,000	1,270,000
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	334,317	0	7,000	0	0
Contingency	0	0	0	303,365	289,304
Ending Balance & Reserves	0	0	0	650,000	715,949
Total Fund Expenditures:	3,046,750	2,461,075	2,624,854	3,801,521	3,709,335



FUND 560 – COMPUTER REPLACEMENT FUND**Dept 03 – Information Technology**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
44100 Private/NonProfit Sources	475	600	500	0	0
Subtotal:	475	600	500	0	0
All Other Resources					
52100 Interest Revenue	10,096	32,813	22,123	25,700	30,913
Subtotal:	10,096	32,813	22,123	25,700	30,913
Interfund Transfers					
54500 Interdepartmental Charges	124,231	271,970	817,130	1,130,087	915,664
Subtotal:	124,231	271,970	817,130	1,130,087	915,664
Fund Balance					
58100 Fund Balance	0	0	0	701,081	1,210,631
Subtotal:	0	0	0	701,081	1,210,631
Subtotal of Revenues:	134,802	305,383	839,753	1,856,868	2,157,208
Expenditures:					
Materials & Services					
64100 Contracted Services	0	1,998	563	0	0
64200 Operation Expenses	0	0	0	150,000	200,000
64300 Minor Equipment	58,211	412,324	207,830	631,500	137,102
64600 Travel & Training	0	0	2,781	0	0
64700 Software Expense	0	189,175	74,688	0	0
Subtotal:	58,211	603,497	285,862	781,500	337,102
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	0	653,940	335,000
Subtotal:	0	0	0	653,940	335,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	421,428	1,485,106
Subtotal:	0	0	0	421,428	1,485,106
Subtotal of Expenditures:	58,211	603,497	285,862	1,856,868	2,157,208

FUND 560 – COMPUTER REPLACEMENT FUND**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	475	600	500	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	10,096	32,813	22,123	25,700	30,913
Interfund Transfers	124,231	271,970	817,130	1,130,087	915,664
Fund Balance	0	0	0	701,081	1,210,631
Total Fund Revenues:	134,802	305,383	839,753	1,856,868	2,157,208
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	58,211	603,497	285,862	781,500	337,102
Capital Outlay	0	0	0	653,940	335,000
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	421,428	1,485,106
Total Fund Expenditures:	58,211	603,497	285,862	1,856,868	2,157,208



FUND 561 – RISK MGMT-GEN AUTO LIAB**Dept 08 – County Administration**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
44100 Private/NonProfit Sources	845	552	4,140	0	0
Subtotal:	845	552	4,140	0	0
All Other Resources					
52100 Interest Revenue	81,930	285,869	266,763	206,010	80,000
Subtotal:	81,930	285,869	266,763	206,010	80,000
Interfund Transfers					
54500 Interdepartmental Charges	2,097,229	2,026,878	1,909,353	1,724,287	1,919,219
Subtotal:	2,097,229	2,026,878	1,909,353	1,724,287	1,919,219
Fund Balance					
58100 Fund Balance	0	0	0	7,875,621	8,151,831
Subtotal:	0	0	0	7,875,621	8,151,831
Subtotal of Revenues:	2,180,004	2,313,299	2,180,256	9,805,918	10,151,050
Expenditures:					
Personnel Services					
62100 Salaries & Wages	150,737	74,082	75,117	77,112	78,788
62200 Payroll Taxes & Benefits	83,872	39,563	45,624	43,876	43,252
Subtotal:	234,609	113,645	120,741	120,988	122,040
Materials & Services					
64100 Contracted Services	1,006,907	650,010	431,227	655,831	663,849
64200 Operation Expenses	1,206,803	346,299	1,015,231	2,106,905	2,034,080
64300 Minor Equipment	0	2,182	0	750	750
64400 Equip Repair/Maint/Lease	865	290	239	550	500
Property					
64500 Maintenance/Utilities	0	41,619	0	0	0
64600 Travel & Training	1,066	12,371	706	6,500	6,000
Subtotal:	2,215,641	1,052,771	1,447,403	2,770,536	2,705,179
Ending Balance and Reserves					
78100 Reserves	0	0	0	6,914,394	7,323,831
Subtotal:	0	0	0	6,914,394	7,323,831
Subtotal of Expenditures:	2,450,250	1,166,416	1,568,144	9,805,918	10,151,050



FUND 561 – RISK MGMT-GEN AUTO LIAB**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	845	552	4,140	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	81,930	285,869	266,763	206,010	80,000
Interfund Transfers	2,097,229	2,026,878	1,909,353	1,724,287	1,919,219
Fund Balance	0	0	0	7,875,621	8,151,831
Total Fund Revenues:	2,180,004	2,313,299	2,180,256	9,805,918	10,151,050
Expenditures:					
Personnel Services	234,609	113,645	120,741	120,988	122,040
Materials & Services	2,215,641	1,052,771	1,447,403	2,770,536	2,705,179
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	6,914,394	7,323,831
Total Fund Expenditures:	2,450,250	1,166,416	1,568,144	9,805,918	10,151,050



FUND 562 – SELF INSURANCE HEALTH PLAN**Dept 08 – County Administration**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	16,281	16,938	0	4,446	3,371
45500 Sales	0	0	208	0	0
Subtotal:	16,281	16,938	208	4,446	3,371
All Other Resources					
52100 Interest Revenue	16,232	63,462	59,409	50,000	70,840
Subtotal:	16,232	63,462	59,409	50,000	70,840
Interfund Transfers					
54500 Interdepartmental Charges	3,969,092	4,175,080	5,612,537	15,161,666	14,983,016
Subtotal:	3,969,092	4,175,080	5,612,537	15,161,666	14,983,016
Fund Balance					
58100 Fund Balance	0	0	0	3,040,612	3,902,200
Subtotal:	0	0	0	3,040,612	3,902,200
Subtotal of Revenues:	4,001,605	4,255,480	5,672,154	18,256,724	18,959,427
Expenditures:					
Materials & Services					
64100 Contracted Services	337,533	418,282	647,914	865,947	543,492
64200 Operation Expenses	2,875,877	4,022,048	3,792,449	16,268,982	17,698,054
64300 Minor Equipment	592	-77	0	0	0
Property					
64500 Maintenance/Utilities	2,933	4,969	5,511	12,587	12,174
Subtotal:	3,216,935	4,445,222	4,445,874	17,147,516	18,253,720
Ending Balance and Reserves					
78100 Reserves	0	0	0	1,109,208	705,707
Subtotal:	0	0	0	1,109,208	705,707
Subtotal of Expenditures:	3,216,935	4,445,222	4,445,874	18,256,724	18,959,427



FUND 562 – SELF INSURANCE HEALTH PLAN**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	16,281	16,938	208	4,446	3,371
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	16,232	63,462	59,409	50,000	70,840
Interfund Transfers	3,969,092	4,175,080	5,612,537	15,161,666	14,983,016
Fund Balance	0	0	0	3,040,612	3,902,200
Total Fund Revenues:	4,001,605	4,255,480	5,672,154	18,256,724	18,959,427
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	3,216,935	4,445,222	4,445,874	17,147,516	18,253,720
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	1,109,208	705,707
Total Fund Expenditures:	3,216,935	4,445,222	4,445,874	18,256,724	18,959,427



FUND 563 – WORKERS' COMPENSATION**Dept 08 – County Administration**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
42100 State Sources	35,294	66,075	50,950	0	0
Subtotal:	35,294	66,075	50,950	0	0
All Other Resources					
52100 Interest Revenue	38,215	139,754	125,415	107,500	27,100
Subtotal:	38,215	139,754	125,415	107,500	27,100
Interfund Transfers					
54500 Interdepartmental Charges	674,443	722,176	609,209	656,220	721,744
Subtotal:	674,443	722,176	609,209	656,220	721,744
Fund Balance					
58100 Fund Balance	0	0	0	3,342,662	3,494,393
Subtotal:	0	0	0	3,342,662	3,494,393
Subtotal of Revenues:	747,952	928,005	785,574	4,106,382	4,243,237
Expenditures:					
Personnel Services					
62100 Salaries & Wages	0	21,643	47,636	64,121	62,851
62200 Payroll Taxes & Benefits	0	12,352	26,518	35,336	33,713
Subtotal:	0	33,995	74,154	99,457	96,564
Materials & Services					
64100 Contracted Services	47,947	42,432	43,204	87,963	85,980
64200 Operation Expenses	588,271	556,995	610,199	1,189,800	1,336,800
64600 Travel & Training	175	370	480	4,500	4,500
Subtotal:	636,393	599,797	653,883	1,282,263	1,427,280
Ending Balance and Reserves					
78100 Reserves	0	0	0	2,724,662	2,719,393
Subtotal:	0	0	0	2,724,662	2,719,393
Subtotal of Expenditures:	636,393	633,792	728,037	4,106,382	4,243,237



FUND 563 – WORKERS' COMPENSATION**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	35,294	66,075	50,950	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	38,215	139,754	125,415	107,500	27,100
Interfund Transfers	674,443	722,176	609,209	656,220	721,744
Fund Balance	0	0	0	3,342,662	3,494,393
Total Fund Revenues:	747,952	928,005	785,574	4,106,382	4,243,237
Expenditures:					
Personnel Services	0	33,995	74,154	99,457	96,564
Materials & Services	636,393	599,797	653,883	1,282,263	1,427,280
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	2,724,662	2,719,393
Total Fund Expenditures:	636,393	633,792	728,037	4,106,382	4,243,237



FUND 565 – CENTRAL SERVICES FUND**Dept 02 – Board of Commissioners**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	0	0	26,000	0	0
Subtotal:	0	0	26,000	0	0
Fees & Other Service Charges					
45500 Sales	44	69	14	100	100
Subtotal:	44	69	14	100	100
Interfund Transfers					
54100 Interfund Transfers	62,099	89,067	106,889	113,957	110,703
54500 Interdepartmental Charges	559,140	718,830	698,217	876,208	843,975
Subtotal:	621,239	807,897	805,106	990,165	954,678
Subtotal of Revenues:	621,283	807,966	831,120	990,265	954,778
Expenditures:					
Personnel Services					
62100 Salaries & Wages	360,977	412,137	479,983	528,070	513,763
62200 Payroll Taxes & Benefits	223,238	231,476	271,762	299,146	296,491
Subtotal:	584,215	643,613	751,745	827,216	810,254
Materials & Services					
64100 Contracted Services	7,931	7,774	9,033	11,038	13,158
64200 Operation Expenses	38,668	56,862	113,188	102,017	81,572
64300 Minor Equipment	0	1,330	980	1,000	1,000
64400 Equip Repair/Maint/Lease	1,806	1,720	2,443	3,900	3,700
64600 Travel & Training	8,625	11,572	15,181	44,094	44,094
64700 Software Expense	0	0	1,223	1,000	1,000
Subtotal:	57,030	79,258	142,048	163,049	144,524
Subtotal of Expenditures:	641,245	722,871	893,793	990,265	954,778

FUND 565 – CENTRAL SERVICES FUND**Dept 03 – Information Technology**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	0	0	224,820	0	0
Subtotal:	0	0	224,820	0	0
Fees & Other Service Charges					
45100 Fees	335,103	282,640	458,879	390,425	437,000
45500 Sales	1,638	4,726	308	500	504
Subtotal:	336,741	287,366	459,187	390,925	437,504



FUND 565 – CENTRAL SERVICES FUND**Dept 03 – Information Technology**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
All Other Resources					
52900 Miscellaneous Revenue	0	0	9,500	0	0
Subtotal:	0	0	9,500	0	0
Interfund Transfers					
54100 Interfund Transfers	286,223	295,387	323,112	336,027	350,642
54500 Interdepartmental Charges	3,569,838	4,084,478	4,457,897	4,994,607	5,064,701
Subtotal:	3,856,061	4,379,865	4,781,009	5,330,634	5,415,343
Subtotal of Revenues:	4,192,802	4,667,231	5,474,516	5,721,559	5,852,847
Expenditures:					
Personnel Services					
62100 Salaries & Wages	2,082,421	2,173,446	2,257,230	2,433,823	2,448,758
62200 Payroll Taxes & Benefits	1,145,073	1,181,087	1,251,029	1,354,567	1,356,793
62300 Labor Adjustments	365	0	0	0	0
Subtotal:	3,227,859	3,354,533	3,508,259	3,788,390	3,805,551
Materials & Services					
64100 Contracted Services	718,965	714,340	999,629	1,188,650	1,330,919
64200 Operation Expenses	324,610	356,062	342,710	449,889	499,011
64300 Minor Equipment	33,838	33,858	75,991	46,350	49,350
64600 Travel & Training	19,013	30,994	26,783	94,980	41,520
64700 Software Expense	11,998	108,953	64,843	15,300	39,496
Subtotal:	1,108,424	1,244,207	1,509,956	1,795,169	1,960,296
Capital Outlay					
68400 CO-Equipment/Machinery	177,136	188,018	159,709	138,000	87,000
Subtotal:	177,136	188,018	159,709	138,000	87,000
Subtotal of Expenditures:	4,513,419	4,786,758	5,177,924	5,721,559	5,852,847

FUND 565 – CENTRAL SERVICES FUND**Dept 06 – Finance**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	0	0	10,196	0	0
42100 State Sources	1,816	1,653	1,949	1,650	1,650
43100 Local Government Sources	24	634	0	5,106	5,251
44100 Private/NonProfit Sources	108,629	106,358	120,858	120,000	120,000
Subtotal:	110,469	108,645	133,003	126,756	126,901



FUND 565 – CENTRAL SERVICES FUND**Dept 06 – Finance**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Fees & Other Service Charges					
45100 Fees	9,863	7,288	3,144	8,598	1,028
45500 Sales	0	12	5	0	0
Subtotal:	9,863	7,300	3,149	8,598	1,028
All Other Resources					
52900 Miscellaneous Revenue	100	245	10,303	0	0
Subtotal:	100	245	10,303	0	0
Interfund Transfers					
54100 Interfund Transfers	78,472	81,611	84,353	94,923	82,526
54500 Interdepartmental Charges	693,683	827,826	805,193	850,536	892,478
Subtotal:	772,155	909,437	889,546	945,459	975,004
Subtotal of Revenues:	892,587	1,025,627	1,036,001	1,080,813	1,102,933
Expenditures:					
Personnel Services					
62100 Salaries & Wages	530,617	551,330	571,077	579,825	594,409
62200 Payroll Taxes & Benefits	299,801	333,186	350,529	372,634	379,714
62300 Labor Adjustments	-21,000	-22,151	-57,841	0	0
Subtotal:	809,418	862,365	863,765	952,459	974,123
Materials & Services					
64100 Contracted Services	40,279	29,092	25,666	69,422	69,006
64200 Operation Expenses	65,790	74,065	52,144	36,702	37,053
64300 Minor Equipment	21,130	6,206	14,907	4,096	5,357
64400 Equip Repair/Maint/Lease	1,607	3,326	690	1,140	1,155
64600 Travel & Training	9,318	5,902	11,575	16,994	16,239
64700 Software Expense	0	5,471	8,731	0	0
Subtotal:	138,124	124,062	113,713	128,354	128,810
Subtotal of Expenditures:	947,542	986,427	977,478	1,080,813	1,102,933

FUND 565 – CENTRAL SERVICES FUND**Dept 07 – County Counsel**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	0	0	36,903	0	0
Subtotal:	0	0	36,903	0	0



FUND 565 – CENTRAL SERVICES FUND**Dept 07 – County Counsel**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Fees & Other Service Charges					
45100 Fees	1,536	2,159	302	200	200
45500 Sales	4	0	0	0	0
Subtotal:	1,540	2,159	302	200	200

Interfund Transfers

54100 Interfund Transfers	173,654	180,505	187,548	194,889	203,566
54500 Interdepartmental Charges	840,396	740,230	859,738	1,079,607	1,100,279
Subtotal:	1,014,050	920,735	1,047,286	1,274,496	1,303,845

Subtotal of Revenues:	1,015,590	922,894	1,084,491	1,274,696	1,304,045
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Expenditures:

Personnel Services

62100 Salaries & Wages	528,831	604,450	647,824	779,248	792,111
62200 Payroll Taxes & Benefits	231,719	273,594	316,518	378,651	387,282
Subtotal:	760,550	878,044	964,342	1,157,899	1,179,393

Materials & Services

64100 Contracted Services	26,351	6,658	8,190	19,895	23,718
64200 Operation Expenses	53,660	60,055	53,261	67,305	70,666
64300 Minor Equipment	3,524	39	429	3,150	3,150
64400 Equip Repair/Maint/Lease	4,129	4,208	1,855	5,640	5,700
Property					
64500 Maintenance/Utilities	0	0	0	1,500	1,500
64600 Travel & Training	3,213	5,350	5,586	19,307	19,918
Subtotal:	90,877	76,310	69,321	116,797	124,652

Subtotal of Expenditures:	851,427	954,354	1,033,663	1,274,696	1,304,045
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FUND 565 – CENTRAL SERVICES FUND**Dept 08 – County Administration**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
41100 Federal Sources	0	0	206,894	0	0
42100 State Sources	0	65,477	0	0	0
43100 Local Government Sources	806,157	562,465	584,059	611,916	578,050
44100 Private/NonProfit Sources	14,495	0	2,470	0	0
Subtotal:	820,652	627,942	793,423	611,916	578,050



FUND 565 – CENTRAL SERVICES FUND**Dept 08 – County Administration**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Fees & Other Service Charges					
45100 Fees	7,092	3,688	2,093	750	750
45400 Licenses	6,721	500	500	1,500	1,500
45500 Sales	247	4	1,235	50	50
Subtotal:	14,060	4,192	3,828	2,300	2,300
All Other Resources					
52900 Miscellaneous Revenue	0	2	0	0	0
Subtotal:	0	2	0	0	0
Interfund Transfers					
54100 Interfund Transfers	1,470,478	1,184,662	1,213,447	1,250,188	1,262,342
54500 Interdepartmental Charges	3,747,564	4,136,039	4,428,724	5,195,665	5,450,909
Subtotal:	5,218,042	5,320,701	5,642,171	6,445,853	6,713,251
Subtotal of Revenues:	6,052,754	5,952,837	6,439,422	7,060,069	7,293,601
Expenditures:					
Personnel Services					
62100 Salaries & Wages	1,940,496	2,183,812	2,311,200	2,492,660	2,547,578
62200 Payroll Taxes & Benefits	1,124,520	1,244,426	1,416,226	1,464,068	1,476,724
62300 Labor Adjustments	0	-1	-1	-19	0
Subtotal:	3,065,016	3,428,237	3,727,425	3,956,709	4,024,302
Materials & Services					
64100 Contracted Services	266,893	262,891	233,357	349,538	365,283
64200 Operation Expenses	224,105	224,789	222,622	248,089	203,449
64300 Minor Equipment	16,235	18,075	21,345	22,200	25,000
64400 Equip Repair/Maint/Lease Property	11,103	16,173	11,129	18,440	18,290
64500 Maintenance/Utilities	2,545,254	1,957,675	1,901,971	2,381,508	2,573,872
64600 Travel & Training	36,377	28,584	15,446	60,945	60,945
64700 Software Expense	14,894	14,741	14,196	22,640	22,460
Subtotal:	3,114,861	2,522,928	2,420,066	3,103,360	3,269,299
Capital Outlay					
68400 CO-Equipment/Machinery	0	18,439	0	0	0
Subtotal:	0	18,439	0	0	0
Subtotal of Expenditures:	6,179,877	5,969,604	6,147,491	7,060,069	7,293,601



FUND 565 – CENTRAL SERVICES FUND**Dept 09 – Fiduciary**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
All Other Resources					
52100 Interest Revenue	66,213	223,994	157,203	60,000	60,000
Subtotal:	66,213	223,994	157,203	60,000	60,000
Fund Balance					
58100 Fund Balance	0	0	0	1,511,704	2,537,662
Subtotal:	0	0	0	1,511,704	2,537,662
Subtotal of Revenues:	66,213	223,994	157,203	1,571,704	2,597,662
Expenditures:					
Personnel Services					
62100 Salaries & Wages	0	0	50,395	0	0
62200 Payroll Taxes & Benefits	0	0	1,898,964	0	0
Subtotal:	0	0	1,949,359	0	0
Capital Outlay					
68400 CO-Equipment/Machinery	0	0	0	100,000	0
Subtotal:	0	0	0	100,000	0
Contingency					
75005 Contingency	0	0	0	1,471,704	2,400,000
Subtotal:	0	0	0	1,471,704	2,400,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	0	197,662
Subtotal:	0	0	0	0	197,662
Subtotal of Expenditures:	0	0	1,949,359	1,571,704	2,597,662

FUND 565 – CENTRAL SERVICES FUND**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	931,121	736,587	1,214,149	738,672	704,951
Fees & Other Service Charges	362,248	301,086	466,480	402,123	441,132
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	66,313	224,241	177,006	60,000	60,000
Interfund Transfers	11,481,547	12,338,635	13,165,118	14,986,607	15,362,121
Fund Balance	0	0	0	1,511,704	2,537,662
Total Fund Revenues:	12,841,229	13,600,549	15,022,753	17,699,106	19,105,866
Expenditures:					
Personnel Services	8,447,058	9,166,792	11,764,895	10,682,673	10,793,623
Materials & Services	4,509,316	4,046,765	4,255,104	5,306,729	5,627,581
Capital Outlay	177,136	206,457	159,709	238,000	87,000
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	1,471,704	2,400,000
Ending Balance & Reserves	0	0	0	0	197,662
Total Fund Expenditures:	13,133,510	13,420,014	16,179,708	17,699,106	19,105,866



FUND 600 – CAPITAL PROJECTS FUND**Dept 09 – Fiduciary**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
43100 Local Government Sources	122,722	39,375	203,070	175,000	575,000
44100 Private/NonProfit Sources	0	0	15,319	0	0
Subtotal:	122,722	39,375	218,389	175,000	575,000
All Other Resources					
52100 Interest Revenue	7,593	13,193	14,325	0	0
Subtotal:	7,593	13,193	14,325	0	0
Interfund Transfers					
54100 Interfund Transfers	700,000	635,000	1,679,934	430,000	550,000
54500 Interdepartmental Charges	42,936	304,522	96,250	175,000	0
Subtotal:	742,936	939,522	1,776,184	605,000	550,000
Fund Balance					
58100 Fund Balance	0	0	0	590,000	125,000
Subtotal:	0	0	0	590,000	125,000
Subtotal of Revenues:	873,251	992,090	2,008,898	1,370,000	1,250,000
Expenditures:					
Materials & Services					
Property					
64500 Maintenance/Utilities	557,524	215,081	346,825	660,000	650,000
Subtotal:	557,524	215,081	346,825	660,000	650,000
Capital Outlay					
68200 Capital Outlay-Buildings	599,120	874,907	1,169,407	710,000	600,000
68300 CO-Land Improvements	20,619	0	0	0	0
Subtotal:	619,739	874,907	1,169,407	710,000	600,000
Transfers to Other Funds					
74100 Transfers To Other Funds	0	20,000	0	0	0
Subtotal:	0	20,000	0	0	0
Subtotal of Expenditures:	1,177,263	1,109,988	1,516,232	1,370,000	1,250,000



FUND 600 – CAPITAL PROJECTS FUND**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	122,722	39,375	218,389	175,000	575,000
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	7,593	13,193	14,325	0	0
Interfund Transfers	742,936	939,522	1,776,184	605,000	550,000
Fund Balance	0	0	0	590,000	125,000
Total Fund Revenues:	873,251	992,090	2,008,898	1,370,000	1,250,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	557,524	215,081	346,825	660,000	650,000
Capital Outlay	619,739	874,907	1,169,407	710,000	600,000
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	20,000	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	1,177,263	1,109,988	1,516,232	1,370,000	1,250,000



FUND 612 – STREET IMPROVEMENT FUND**Dept 39 – Roads and Parks**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Allocations, & Donations					
44100 Private/NonProfit Sources	94,800	107,647	380,755	80,000	80,000
Subtotal:	94,800	107,647	380,755	80,000	80,000
All Other Resources					
52100 Interest Revenue	6,930	21,295	22,425	10,500	18,000
Subtotal:	6,930	21,295	22,425	10,500	18,000
Fund Balance					
58100 Fund Balance	0	0	0	720,000	1,200,000
Subtotal:	0	0	0	720,000	1,200,000
Subtotal of Revenues:	101,730	128,942	403,180	810,500	1,298,000
Expenditures:					
Capital Outlay					
68100 Capital Outlay-Land	0	1,751	0	0	0
68300 CO-Land Improvements	0	209,117	0	11,700	0
Subtotal:	0	210,868	0	11,700	0
Debt Service					
72100 Debt Service	63,573	20,699	37,320	78,000	64,000
Subtotal:	63,573	20,699	37,320	78,000	64,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	720,800	1,234,000
Subtotal:	0	0	0	720,800	1,234,000
Subtotal of Expenditures:	63,573	231,567	37,320	810,500	1,298,000

FUND 612 – STREET IMPROVEMENT FUND**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	94,800	107,647	380,755	80,000	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	6,930	21,295	22,425	10,500	18,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	720,000	1,200,000
Total Fund Revenues:	101,730	128,942	403,180	810,500	1,298,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	210,868	0	11,700	0
Debt Service	63,573	20,699	37,320	78,000	64,000
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	720,800	1,234,000
Total Fund Expenditures:	63,573	231,567	37,320	810,500	1,298,000



FUND 613 – GREENWAY FUND**Dept 39 – Roads and Parks**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
All Other Resources					
52100 Interest Revenue	4,503	15,567	13,959	6,000	8,000
Subtotal:	4,503	15,567	13,959	6,000	8,000
Fund Balance					
58100 Fund Balance	0	0	0	500,000	515,000
Subtotal:	0	0	0	500,000	515,000
Subtotal of Revenues:	4,503	15,567	13,959	506,000	523,000
Expenditures:					
Materials & Services					
64200 Operation Expenses	0	5,322	0	0	0
Subtotal:	0	5,322	0	0	0
Ending Balance and Reserves					
78100 Reserves	0	0	0	506,000	523,000
Subtotal:	0	0	0	506,000	523,000
Subtotal of Expenditures:	0	5,322	0	506,000	523,000

FUND 613 – GREENWAY FUND**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	4,503	15,567	13,959	6,000	8,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	500,000	515,000
Total Fund Revenues:	4,503	15,567	13,959	506,000	523,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	5,322	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	506,000	523,000
Total Fund Expenditures:	0	5,322	0	506,000	523,000



FUND 614 – ROADS SYSTEM DEVELOPMENT FUND Dept 39 – Roads and Parks

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	596,700	692,301	513,505	625,000	625,000
Subtotal:	596,700	692,301	513,505	625,000	625,000
All Other Resources					
52100 Interest Revenue	16,283	76,494	59,461	5,000	15,000
Subtotal:	16,283	76,494	59,461	5,000	15,000
Fund Balance					
58100 Fund Balance	0	0	0	1,428,000	2,100,000
Subtotal:	0	0	0	1,428,000	2,100,000
Subtotal of Revenues:	612,983	768,795	572,966	2,058,000	2,740,000
Expenditures:					
Materials & Services					
64100 Contracted Services	54,259	57,090	56,672	63,000	70,000
Subtotal:	54,259	57,090	56,672	63,000	70,000
Transfers to Other Funds					
74100 Transfers To Other Funds	226,454	0	1,750,000	0	1,400,000
Subtotal:	226,454	0	1,750,000	0	1,400,000
Ending Balance and Reserves					
78100 Reserves	0	0	0	1,995,000	1,270,000
Subtotal:	0	0	0	1,995,000	1,270,000
Subtotal of Expenditures:	280,713	57,090	1,806,672	2,058,000	2,740,000



FUND 614 – ROADS SYSTEM DEVELOPMENT FUND SUMMARY

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	596,700	692,301	513,505	625,000	625,000
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	16,283	76,494	59,461	5,000	15,000
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	1,428,000	2,100,000
Total Fund Revenues:	612,983	768,795	572,966	2,058,000	2,740,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	54,259	57,090	56,672	63,000	70,000
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	226,454	0	1,750,000	0	1,400,000
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	1,995,000	1,270,000
Total Fund Expenditures:	280,713	57,090	1,806,672	2,058,000	2,740,000



FUND 615 – PARKS SYSTEM DEVELOPMENT FUND Dept 39 – Roads and Parks

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Fees & Other Service Charges					
45100 Fees	54,025	49,239	50,092	50,000	75,000
Subtotal:	54,025	49,239	50,092	50,000	75,000
All Other Resources					
52100 Interest Revenue	299	2,721	955	0	0
Subtotal:	299	2,721	955	0	0
Subtotal of Revenues:	54,324	51,960	51,047	50,000	75,000
Expenditures:					
Transfers to Other Funds					
74100 Transfers To Other Funds	0	100,000	50,000	50,000	75,000
Subtotal:	0	100,000	50,000	50,000	75,000
Subtotal of Expenditures:	0	100,000	50,000	50,000	75,000

FUND 615 – PARKS SYSTEM DEVELOPMENT FUND SUMMARY

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	54,025	49,239	50,092	50,000	75,000
Property Tax	0	0	0	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	299	2,721	955	0	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	54,324	51,960	51,047	50,000	75,000
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	100,000	50,000	50,000	75,000
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	0	100,000	50,000	50,000	75,000



FUND 617 – WHITE CITY CAPITAL PROJECTS**Dept 09 – Fiduciary**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
All Other Resources					
52100 Interest Revenue	12,470	43,396	39,080	28,200	19,500
Subtotal:	12,470	43,396	39,080	28,200	19,500
Fund Balance					
58100 Fund Balance	0	0	0	1,410,045	1,452,400
Subtotal:	0	0	0	1,410,045	1,452,400
Subtotal of Revenues:	12,470	43,396	39,080	1,438,245	1,471,900
Expenditures:					
Capital Outlay					
68300 CO-Land Improvements	0	0	0	1,438,245	1,471,900
Subtotal:	0	0	0	1,438,245	1,471,900
Subtotal of Expenditures:	0	0	0	1,438,245	1,471,900

FUND 617 – WHITE CITY CAPITAL PROJECTS**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 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	12,470	43,396	39,080	28,200	19,500
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	1,410,045	1,452,400
Total Fund Revenues:	12,470	43,396	39,080	1,438,245	1,471,900
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	1,438,245	1,471,900
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	1,438,245	1,471,900



FUND 622 – LIBRARY DEBT SERVICE S1**Dept 09 – Fiduciary**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Property Tax Revenues					
Current Property Tax					
46100 Revenue	1,460,375	1,265,372	1,208,860	0	0
Subtotal:	1,460,375	1,265,372	1,208,860	0	0
All Other Resources					
52100 Interest Revenue	11,629	31,949	20,157	0	0
PriorYear Property Tax					
52500 Revenue	24,786	30,076	24,893	0	0
Subtotal:	36,415	62,025	45,050	0	0
Subtotal of Revenues:	1,496,790	1,327,397	1,253,910	0	0
Expenditures:					
Debt Service					
72100 Debt Service	1,500,624	1,513,873	1,522,748	0	0
Subtotal:	1,500,624	1,513,873	1,522,748	0	0
Transfers to Other Funds					
74100 Transfers To Other Funds	0	0	46,583	0	0
Subtotal:	0	0	46,583	0	0
Subtotal of Expenditures:	1,500,624	1,513,873	1,569,331	0	0



FUND 622 – LIBRARY DEBT SERVICE S1**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	1,460,375	1,265,372	1,208,860	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	36,415	62,025	45,050	0	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	1,496,790	1,327,397	1,253,910	0	0
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	1,500,624	1,513,873	1,522,748	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	46,583	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	1,500,624	1,513,873	1,569,331	0	0

FUND 624 – LIBRARY DEBT SERVICE S2**Dept 09 – Fiduciary**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Property Tax Revenues					
Current Property Tax					
46100 Revenue	1,529,019	1,215,750	1,165,147	0	0
Subtotal:	1,529,019	1,215,750	1,165,147	0	0
All Other Resources					
52100 Interest Revenue	12,129	31,762	20,678	0	0
PriorYear Property Tax					
52500 Revenue	25,673	28,897	23,916	0	0
Subtotal:	37,802	60,659	44,594	0	0
Subtotal of Revenues:	1,566,821	1,276,409	1,209,741	0	0
Expenditures:					
Debt Service					
72100 Debt Service	1,515,000	1,511,600	1,509,275	0	0
Subtotal:	1,515,000	1,511,600	1,509,275	0	0
Transfers to Other Funds					
74100 Transfers To Other Funds	0	0	14,992	0	0
Subtotal:	0	0	14,992	0	0
Subtotal of Expenditures:	1,515,000	1,511,600	1,524,267	0	0



FUND 624 – LIBRARY DEBT SERVICE S2**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	0	0	0	0	0
Fees & Other Service Charges	0	0	0	0	0
Property Tax	1,529,019	1,215,750	1,165,147	0	0
Bonds & Other Debt	0	0	0	0	0
All Other Resources	37,802	60,659	44,594	0	0
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
Total Fund Revenues:	1,566,821	1,276,409	1,209,741	0	0
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Service	1,515,000	1,511,600	1,509,275	0	0
Special Payments	0	0	0	0	0
Interfund Transfers	0	0	14,992	0	0
Contingency	0	0	0	0	0
Ending Balance & Reserves	0	0	0	0	0
Total Fund Expenditures:	1,515,000	1,511,600	1,524,267	0	0



FUND 630 – ECSO CAPITAL PROJECT FUND**Dept 09 – Fiduciary**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Revenue from Bonds & Other Debt					
47100 Investment Revenue	0	0	28,126,742	0	0
Subtotal:	0	0	28,126,742	0	0
All Other Resources					
52100 Interest Revenue	0	0	178,070	0	311,054
Subtotal:	0	0	178,070	0	311,054
Fund Balance					
58100 Fund Balance	0	0	0	28,000,000	25,921,248
Subtotal:	0	0	0	28,000,000	25,921,248
Subtotal of Revenues:	0	0	28,304,812	28,000,000	26,232,302
Expenditures:					
Materials & Services					
64100 Contracted Services	0	0	123,387	0	0
64200 Operation Expenses	0	0	164,357	0	0
Subtotal:	0	0	287,744	0	0
Capital Outlay					
68200 Capital Outlay-Buildings	0	0	0	28,000,000	26,232,302
Subtotal:	0	0	0	28,000,000	26,232,302
Subtotal of Expenditures:	0	0	287,744	28,000,000	26,232,302

FUND 630 – ECSO CAPITAL PROJECT FUND**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 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	28,126,742	0	0
All Other Resources	0	0	178,070	0	311,054
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	28,000,000	25,921,248
Total Fund Revenues:	0	0	28,304,812	28,000,000	26,232,302
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	287,744	0	0
Capital Outlay	0	0	0	28,000,000	26,232,302
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	287,744	28,000,000	26,232,302



FUND 631 – ECSO DEBT SERVICE FUND**Dept 09 – Fiduciary**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Property Tax Revenues					
Current Property Tax					
46100 Revenue	0	0	0	1,853,325	1,754,200
Subtotal:	0	0	0	1,853,325	1,754,200
All Other Resources					
52100 Interest Revenue	0	0	0	14,300	6,450
PriorYear Property Tax					
52500 Revenue	0	0	0	0	200
Subtotal:	0	0	0	14,300	6,650
Fund Balance					
58100 Fund Balance	0	0	0	0	112,992
Subtotal:	0	0	0	0	112,992
Subtotal of Revenues:	0	0	0	1,867,625	1,873,842
Expenditures:					
Materials & Services					
64100 Contracted Services	0	0	0	14,300	0
Subtotal:	0	0	0	14,300	0
Debt Service					
72100 Debt Service	0	0	0	1,853,325	1,760,650
Subtotal:	0	0	0	1,853,325	1,760,650
Ending Balance and Reserves					
78500 Unapprop Ending Fund Bal	0	0	0	0	113,192
Subtotal:	0	0	0	0	113,192
Subtotal of Expenditures:	0	0	0	1,867,625	1,873,842

FUND 631 – ECSO DEBT SERVICE FUND**SUMMARY**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 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	1,853,325	1,754,200
Bonds & Other Debt	0	0	0	0	0
All Other Resources	0	0	0	14,300	6,650
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	112,992
Total Fund Revenues:	0	0	0	1,867,625	1,873,842
Expenditures:					
Personnel Services	0	0	0	0	0
Materials & Services	0	0	0	14,300	0
Capital Outlay	0	0	0	0	0
Debt Service	0	0	0	1,853,325	1,760,650
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	113,192
Total Fund Expenditures:	0	0	0	1,867,625	1,873,842



GRAND TOTAL ALL FUNDS

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Adopted	2021-2022 Adopted
Revenue:					
Grants, Gifts, Alloc & Donations	90,751,567	84,047,483	91,629,549	90,658,749	94,103,333
Fees & Other Service Charges	35,566,105	38,234,962	31,814,987	34,257,382	30,485,912
Property Tax	41,331,126	42,245,624	43,409,374	43,951,546	45,992,588
Bonds & Other Debt	0	4,969,262	28,126,742	262,500	318,750
All Other Resources	2,445,477	7,606,878	7,100,684	4,120,680	3,553,864
Interfund Transfers	32,564,568	31,202,512	36,343,436	46,043,430	47,743,632
Fund Balance	0	0	0	210,517,360	251,827,795
Grand Total Revenues:	202,658,843	208,306,721	238,424,772	429,811,647	474,025,874
Expenditures:					
Personnel Services	81,507,002	86,017,411	110,542,403	103,390,555	104,968,107
Materials & Services	59,229,577	63,910,860	60,838,320	87,594,775	113,464,913
Capital Outlay	23,486,915	18,851,371	21,161,525	50,791,485	50,040,508
Debt Service	6,994,782	3,972,019	7,283,617	4,827,923	3,414,957
Special Payments	474,679	532,934	537,495	914,519	935,041
Interfund Transfers	11,970,255	8,666,743	11,494,963	8,718,890	10,413,942
Contingency	0	0	0	19,333,526	22,231,298
Ending Balance & Reserves	0	0	0	154,239,974	168,557,108
Grand Total Expenditures:	183,663,210	181,951,338	211,858,323	429,811,647	474,025,874



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.

Benchmark. A point of reference against which department measures may be compared.



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.

Bond Rating. A grade that indicates the credit quality of the bond.

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. An organizational unit within the County led by an individual selected through the County's hiring process.

Department Goal. The goal set by the organizational unit to meet the County's Strategic Goal.

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.

Entitlement. Cities and counties that receive Community Development Block Grant funding directly from the United States Department of Housing and Urban Development.

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.

Goals. Statement of intended results that will be the focus of strategic efforts.

Government Finance Officers Association. An organization whose members are made up of Federal, State, and local finance employees.

Governmental Funds. This fund category is used to account for governmental-type activities and includes: General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds.

Grants, Gifts, Allocations and Donations. Revenues given to the County by Federal, State, and local governments, and private entities for specific programs.

Interdepartmental Charges. An expenditure and revenue classification for those expended charged to one department by another within the same fund for materials or equipment used or for services rendered.

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

- Transfers From Other Funds: This line item represents the amount of money transferred to the fund indicated from another fund inside the County organization.
- Transfers To Other Funds: This line item represents the total amount of money transferred to other funds inside the County organization.

Internal Services Fund. These funds are used to track the costs of services that are provided to other departments and programs within the County. These services are not provided to the general public. County departments are billed for their actual use of these services.

Internal Services Reimbursement. Revenues generated by services provided to departments within the County organization.

Infrastructure. Facilities on which the continuance and growth of a community depend, such as streets, waterlines, etc.

Levy. The amount of ad valorem tax certified by a local government for the support of governmental activities.

Major Fund. Any fund whose revenues or expenditures – less other financing sources, are greater than 10 percent of the revenues or expenditures of the appropriated budget. Major funds defined for budget purposes may be different from major funds identified for financial reporting.

Materials and Services. An expenditure category encompassing major non-capital, non-personnel expenditures. These include expenses for contracted services, interdepartmental charges, supplies and materials, operational expenses, property maintenance, and software.



Maximum Assessed Value (MAV). A constitutional limitation on the taxable value of real or personal property. It can increase a maximum of 3 percent each year. The 3 percent limit may be exceeded if there are qualifying improvements made to the property, such as a major addition or new construction.

Measure 5. An Oregon constitutional amendment passed in 1990 that limits the amount of operating tax that can be imposed on a property to \$5 per \$1,000 of real market value for education and \$10 per \$1,000 for general government.

Measure 50. An Oregon constitutional amendment passed in 1997 that limits the growth in a property's maximum assessed value to 3 percent per year and limits local governments taxing authority by creating a permanent tax rate limit.

Measurement Focus. The accounting for and reporting of financial operations of funds.

Modified Accrual Basis of Accounting. A basis of accounting where revenues are recognized when they are both measurable and available and expenditures are recognized at a time when liability is incurred pursuant to appropriation authority.

Non-Dedicated Revenue. Revenue that is not legally required to be dedicated, appropriated, or set aside for a specific purpose, or money that can be spent at the County's discretion.

Non-Entitlement. Cities and counties that must apply to their state for Community Development Block Grant funding and do not receive direct funds from the United States Department of Housing and Urban Development.

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.

Office. An organizational unit within the County led by an individual elected by the citizens of the County; often referred to as a department.

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. Tracking of progress in achieving the department's and the County's Strategic Goals.



Performance Measures. Explanation of the department goal that the organizational unit is trying to achieve.

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.

Policy. A course of action adopted by the Board of Commissioners.

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.

Strategic Goals. A set of created goals used to identify the intended accomplishments of the County's organizational units.

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
ACOE	Army Corps of Engineers	Roads and Parks
ADA	Americans with Disabilities Act	Capital
ADPEP	Alcohol and Drug Prevention and Education Program	HHS
ADU	Accessory Dwelling Unit	Dev Svcs
AFH	Adult Foster Homes	HHS
AIC	Adults-in-Custody	Sheriff
AIDS	Acquired Immune Deficiency Syndrome	HHS
AIP	Airport Improvement Program	Airport
AMSR	Assessing and Managing Suicide Risk	HHS
ANA	Adult Needs Assessment	HHS
ARC	Addictions Recovery Center	CJ
ARFF	Aircraft Rescue and Firefighting	Airport
ASA	Adaptive Security Appliance (firewall)	Capital
ASIST	Applied Suicide Intervention Skills Trainings	HHS
BCP	Behavior Change Plan	CJ
BIPOC	Black, Indigenous, and People of Color	Sheriff
BoC	Board of Commissioners	Various
BOP	(Federal) Bureau of Prisons	CJ

TERM	STANDS FOR	USED BY
BoPTA	Board of Property Tax Appeals	Assessor/Clerk
BOR	Bureau of Reclamation	Roads and Parks
CAART	County Automated Acknowledgement Routing Tracking	CAO
CAFFA	County Assessment Function Funding Assistance	Assessor
CALM	Counseling on Access to Lethal Means	HHS
CAMS	Collaborative Assessment and Management of Suicidality	HHS
CAO	County Administrator's Office/County Administration	Various
CARES	Coronavirus Aid, Relief, and Economic Security Act	Various
CATS	Crisis and Transition Services	HHS
CBA	Collective Bargaining Agreement	Budget Msg
CCA	Community Corrections Act	CJ
CCO	Coordinated Care Organization	HHS
CDBG	Community Development Block Grant	CAO
CFC	Customer Facility Charge	Airport
CIP	Capital Improvement Program	Airport
CJ	Community Justice	Various
CMS	Centers for Medicare and Medicaid Services	HHS
CNA	Child Needs Assessment	HHS
COVID-19	Coronavirus Disease (Pandemic)	Various
CPI	Consumer Price Index	Various
CRS	Community Rating System	Dev Svcs
CSSRS	Columbia Suicide Severity Rating Scale	HHS
DA	District Attorney	Various
DDA	Deputy District Attorney	DA
DEQ	Department of Environmental Quality (Oregon)	Various
DOR	Department of Revenue (Oregon)	Glossary
E1	EnterpriseOne	IT
EASA	Early Assessment and Supported Alliance	HHS
ECISO	Emergency Communications of Southern Oregon	Bud Msg/Capital/Fid
EFT	Electronic Funds Transfer	Finance
EMPG	Emergency Management Performance Grant	CAO
ENCC	Exceptional Needs Care Coordinator	HHS
EOC	Emergency Operations Center	CAO
EPH	Environmental Public Health	HHS
ERIC	Electronic Registration Information Center	Clerk
FAA	Federal Aviation Administration	Various
FEMA	Federal Emergency Management Agency	Dev Svcs/Expo
FOPPO	Federation of Oregon Parole and Probation Officers	Bud Msg/Personnel
FOTAS	Friends of the Animal Shelter	HHS
FTE	Full-Time Equivalent	Various
FY	Fiscal Year	Various
GAAP	Generally Accepted Accounting Principles	Bud Sum/Finance
GFOA	Government Finance Officers Association	Finance



TERM	STANDS FOR	USED BY
GIS	Geographic Information System	Various
HAVA	Help America Vote Act	Clerk
HB	House Bill	Various
HCV	Hepatitis C Virus	HHS
HHS	Health and Human Services	Various
HIV	Human Immunodeficiency Virus	HHS
HPV	Human Papilloma Virus	HHS
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
IGA	Intergovernmental Agreement	Various
iGO	International Association of Government Officials	Clerk
IMET	Interagency Marijuana Enforcement Team	DA/Dev Svcs
ISO	Insurance Services Office	Dev Svcs
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
LDO	Land Development Ordinance	BoC/Dev Svcs
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	Dev Svcs
MAT	Medication-Assisted Treatment	HHS
MAV	Maximum Assessed Value	5-Year Proj/Glossary
MFR	Rogue Valley International-Medford Airport	Airport
MHFA	Mental Health First Aid	HHS
NBI	National Bridge Inventory	Roads and Parks
NIBRS	National Incident Based Reporting System	Sheriff
NIMS	National Incident Management System	CAO
O&C	Oregon and California Railroad Lands	BoC
OACC	Oregon Association of County Clerks	Clerk
OAR	Oregon Administrative Rules	HHS
OCVR	Oregon Centralized Voter Registration	Clerk
ODDS	Oregon Office of Developmental Disabilities Services	HHS
ODOT	Oregon Department of Transportation	Various
OHA	Oregon Health Authority	HHS
OMS	Offender Management System	CJ
ONA	Oregon Needs Assessment	HHS

TERM	STANDS FOR	USED BY
OPRD	Oregon Parks and Recreation Department	Roads and Parks
ORCATS	Oregon Counties Assessment and Taxation System	Clerk
ORS	Oregon Revised Statutes	Various
OSHA	Occupational Safety and Health Administration	Various
OSSA	Oregon State Sheriff's Association	Sheriff
PC	Personal Computer	IT
PCI	Pavement Condition Index	Roads and Parks
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
PILT	Payment in Lieu of Taxes	Bud Msg/5-Year Proj
PL	Federal Public Law	Fiduciary/5-Year Proj
PPE	Personal Protective Equipment	Various
PRIA	Property Records Industry Association	Clerk
QMHA	Qualified Mental Health Associate	HHS
QPR	Question, Persuade, Refer	HHS
RMV	Real Market Value	5-Year Proj/Glossary
RPS	Regional Problem Solving	BoC
RTK	Real Time Kinematic	Capital/5-Year Proj
RV	Recreational Vehicle	Roads and Parks
RVCOG	Rogue Valley Council of Governments	CAO
RVTD	Rogue Valley Transportation District	Roads and Parks
SAR	Search and Rescue	Sheriff
SDC	System Development Charges	Roads and Parks
SEIU	Service Employees International Union	Various
SEP	Syringe Exchange Program	HHS
SOC	System of Care	HHS
SOREDI	Southern Oregon Regional Economic Development, Inc.	CAO
SOS	Signs of Suicide	HHS
SPMI	Serious and Persistent Mental Illness	HHS
SRS	Secure Rural Schools	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
TB	Tuberculosis	HHS
TCP	Transitional Care Program	CJ
TMDL	Total Maximum Daily Load	CAO/Dev Svcs
TPEP	Tobacco Prevention and Education Program	HHS
TSA	Transportation Security Administration	Airport
UGB	Urban Growth Boundary	Dev Svcs
UGBA	Urban Growth Boundary Amendment	Dev Svcs

TERM	STANDS FOR	USED BY
UOCAVA	Uniformed and Overseas Citizens Absentee Voting Act	Clerk
URA	Urban Renewal Agency of Jackson County	Capital/Fiduciary
USFS	United States Forest Service	5-Year Proj
VA	Veterans Affairs	HHS
VPN	Virtual Private Network	IT
WCELED	White City Enhanced Law Enforcement District	Dev Svcs
WIC	Women, Infants, and Children	HHS
WISE	Water for Irrigation, Stream and Economy	Fiduciary

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