



ADOPTED
2019-2020
BUDGET

Jackson County
Oregon

Adopted Budget



**JACKSON
COUNTY**
o r e g o n

Fiscal Year 2019-2020

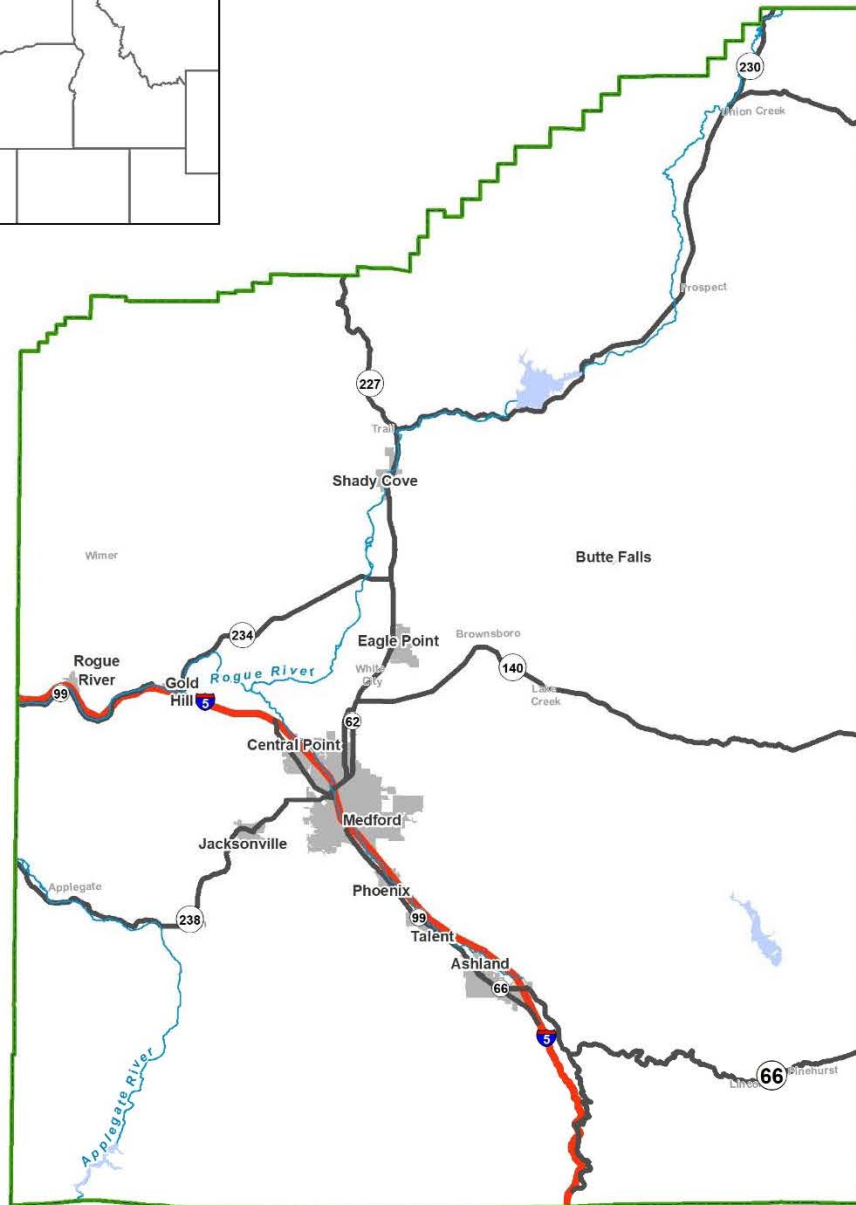
BUDGET COMMITTEE MEMBERS

Board of Commissioners

Bob Strosser, Chair
Colleen Roberts
Rick Dyer

Citizen Budget Committee

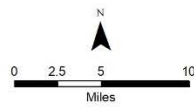
Craig Morris, Presiding Officer
Dick Rudisile
April Sevcik



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, 2018

Christopher P. Morrill

Executive Director

The Government Finance Officers Association (GFOA) of the United States and Canada presented an award of Distinguished Budget Presentation to Jackson County for its annual budget for the fiscal year beginning July 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for a period of one year only. Jackson County believes our current budget continues to conform to program requirements and it is being submitted to GFOA to determine its eligibility for another award.

This Page Reserved for Notes

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Oregon

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Budget Message Jackson County, Oregon Fiscal Year 2019-2020

July 1, 2019

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

The total adopted Jackson County budget for fiscal year 2019-2020 is \$383,567,367. The adopted budget for fiscal year 2018-2019 totaled \$358,062,146. The adopted budget for fiscal year 2019-2020 continues on the principles adopted in fiscal year 2018-2019.

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 \$28,024,360. Listing of the spotted owl as an endangered species brought timber harvests to a virtual standstill until a compromise could be found between maintaining a sustainable harvest and protecting the environment. In recognition of the financial devastation this caused to rural communities, such as Jackson County whose main industry centered on logging and timber mills, the Federal government provided a series of revenue guarantees from their general fund until a compromise could be found and logging could resume. As all of this was going on, there was also a general statewide tax revolt that culminated in the passage of Ballot Measure 5 in 1990 and Ballot Measure 50 in 1997. Ballot Measure 5 limited local government's portion of any property tax bill to \$10 per thousand of real market value. Ballot Measure 50 set a permanent rate limit for each individual local government in the Oregon Constitution and, in general, limited its application to a 3 percent trend line after an initial 10 percent discount.

At this point the revenue guarantees are sporadic; Senators and House Representatives have told us getting additional Federal guarantees will be very difficult and it would seem that the final compromise is to halt all logging permanently on 80 percent of the O&C lands, even though it is a direct contradiction to the O&C Act. As a result of this proposed management plan, Jackson County, along with the other members of the Association of O&C Counties, had no alternative but to file a lawsuit in an attempt to force the issue. Some salvage logging and forest treatment plans are still taking place so Jackson County received a payment of approximately \$3,000,000 in fiscal year 2017-2018, which was approximately \$1,000,000 more than budgeted. On March 23, 2018, the President signed the 2018 Federal Fiscal Year budget that includes an extension of the Secure Rural Schools (SRS) funding retroactively for fiscal year 2017-2018 (less salvage and treatment payments received) and fiscal year 2018-2019 in an amount equal to 95 percent of the payments made in the 2015 Federal Fiscal Year or about \$4,200,000 for both years. The Association of O&C Counties has recently endorsed Federal legislation that was introduced by Senators Ron Wyden (D-OR) and Mike Crapo (R-ID) which would create a Secure Rural Schools

Endowment Fund ensuring long-term financial certainty at levels not less than the Federal Fiscal Year 2017 payment.

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.

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 have done 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 2019-2020. 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.

Public Employees Retirement System (PERS) modifies their rates at the beginning of each biennium. In order to make up a significant unfunded actuarial liability, they predicted large increases over a three biennium span beginning in the 2017-2019 State biennium. For fiscal year 2017-2018, the average increase was approximately 4.19 percent and for fiscal year 2019-2020, the average increase is approximately 4.3 percent of salaries. Further increases will hit in fiscal year 2021-2022 and, unless investment returns improve, there may be another increase in the following biennium. Sufficient operating revenue was reserved during fiscal year 2018-2019 to offset the impact in fiscal year 2019-2020. This adopted budget includes a hedge against the next increase; however, growth in the property tax base and inflation over the next few years will have to work together along with fiscal spending restraint to preserve service levels over the next four to five years.

Jackson County's jail has been at capacity for many years now and is too small for our current population. All of the city police departments, the County Sheriff patrols, the District Attorney's Office, the State court system, Community Justice, and mental health and addiction service agencies are experiencing significant workload impacts as a result. More importantly, our citizens are not getting the services they need and it is impacting the health and safety of our communities. Land has been acquired in the amount of approximately \$6,600,000 for a new facility which will be paid for over the next two fiscal years. In addition, if a service district is formed to build and operate a new facility, this adopted budget includes a match from the General Fund in the amount of \$60,000,000. The proposal for the formation of the new district may be on the November 2019 ballot. Ongoing operations of the new jail will also require the same level of continued General Fund support. The district is only meant to support additional costs of operations plus debt service on a 20-year, \$100,000,000 general obligation bond. This new facility will increase total capacity from approximately 300 to 700 and would be expandable at some point in the future. For more information, see <https://youtu.be/O5UAKcAwt0s>.

Non-represented employees (management and confidential) are budgeted to receive a 3.53 percent cost of living increase in addition to step increases for those who are eligible. The collective bargaining agreement (CBA) with the Federation of Oregon Parole and Probation Officers (FOPPO) is currently in negotiations. The CBA with the Jackson County Sheriff's Employees' Association (JCSEA) is in the third year of the agreement and, based on the negotiated salary schedule using the annual (CPI-W) All U.S. Cities Index of 1.50 percent minimum/3.00 percent maximum, the salary increase will be 2.50 percent. The Service Employees International Union (SEIU) is also in negotiations.

In this adopted budget, FTE positions are down from 884.15 adopted in fiscal year 2018-2019 to 878.05 in fiscal year 2019-2020.

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

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

- County Mission Statement and Goals
- Long-Term Financial and Other Matters that Impact the Adopted Budget
- Short-Term Financial and Other Initiatives that Impact the Adopted Budget
- Significant Departmental and Fund Highlights and Issues for 2019-2020
- Processes Used to Develop the Budget and Organization

County Mission Statement and Goals

Several years ago, the County adopted a mission statement and a set of goals to guide it as it planned for the provision of service. The mission statement and goals are not in any priority order. They are numbered only to assist the reader with abbreviations used elsewhere in the budget. All goals are equally important. The statement and goals are:

Mission Statement

Jackson County's mission is to provide public services that protect and enhance the quality of life in the County, as determined by the people, laws, and available resources.

Goals

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

6. Encourage citizen understanding and participation in County government.
7. Make recreational, learning, and cultural opportunities accessible and available.
8. Provide and maintain multiple transportation systems.
9. Promote employee pride, high standards of performance, and productivity.
10. Make the best use of Jackson County's human and material resources.
11. Maintain public records to provide financial, historical, and statistical information.
12. Plan for the future.

The budget for each program reflects that program's contribution toward meeting these goals. The various contributions toward these goals appear on the budget pages for individual programs.

Long-Term Financial and Other Matters that Impact the Adopted Budget

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

County Facilities

As sufficient non-operating funds become available, the County intends to address the following facility needs. These projects are not listed in any particular order and will be addressed as funding and opportunity come together.

1. State Court Facilities: Under State statute, counties are responsible to house the State courts. Statistics show that, given current caseloads, Jackson County qualifies to have seven more judges; however, the current facility lacks sufficient space.
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 219,200 in July 2018. Local correctional facilities to appropriately address needs for lodging, housing, and maintaining custody are being examined and addressed.
3. Emergency Communications of Southern Oregon (ECSO): ECSO is an Oregon Revised Statute 190 organization that provides dispatch services to local governments, police, and fire in Jackson County. Although they are not part of Jackson County, the County is one of the member organizations. Their radio transmission system and other infrastructure is in need of upgrade and repair.
4. Animal Shelter: The current facility is undersized and was built in 1994. Since then, the model of care has changed requiring the Shelter to house more animals for longer periods of time.

Property Taxes and Debt Limitations

The County is subject to a number of property tax and debt limitations imposed by Oregon law. A complete schedule of these limitations is found in Appendix A 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 2019-2020. Some may continue beyond 2019-2020. However, they are presented here as factors with a direct impact on this adopted budget.

Contingency

The 2019-2020 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 \$20,291,866; this is less than the 15 percent limit that the Board of Commissioners can reallocate without a supplemental budget public hearing in accordance with Oregon's Local Budget Law.

Cash Carry Forward

Each year the County carries forward funds necessary to meet cash flow projects until Federal O&C receipts and property tax payments are received. Those funds are included in the General Fund Ending Fund Balance in the amount of \$10,700,326. Information can be found under General Fund Fiduciary on page 184 of this document.

Significant Departmental and Fund Highlights and Issues for 2019-2020

Airport

Passenger counts continue to climb. Reaching the 1,000,000 mark has caused increased workload and additional Federal Aviation Administration requirements. As a result, the Department added 3.00 FTEs: 1.00 Custodian, 1.00 Maintenance Worker, and 1.00 Project Program Coordinator.

Assessor

Due to a change in law, interest on past due taxes will now be posted to the Assessor's Office rather than to the General Fund Fiduciary as part of the prior year property taxes.

County Administration

The County has contracted with the State courts who will provide court facilitation services in the Law Library; with this change, 0.80 FTE has been eliminated. The County will continue to provide legal research information in the Law Library through online and print subscriptions. By moving Risk Management to the County's Administrator's Office from Human Resources, those duties have been absorbed by current staff and there has been a reduction of 0.95 FTE.

Community Justice

There is an increase of 1.00 FTE Work Crew Coordinator to run fire crews during the summer fire seasons. The cost of the crews is offset by fees paid under a contract with the Oregon Department of Forestry.

District Attorney

The increase of 1.50 FTEs is the result of adding a Deputy District Attorney II for marijuana cases and an Administrative Assistant II to assist the District Attorney and to lighten the workload of the Office Supervisor IV. There is an offsetting reduction of 0.50 FTE Deputy District Attorney that the Office has not been able to fill. Deputy District Attorneys' salaries were increased as a result of the management pay plan study in an effort to be more competitive in the market.

Health and Human Services

The General Fund will no longer charge rent to Health and Human Services (HHS) for their building due to the loss of the contracts with coordinated care organizations who provided mental health services. HHS has paid off the amount invested by the General Fund for the purchase and construction of the building. FTEs have been reduced by 14.10: 1.00 FTE in Health Administration, 1.00 FTE in Addiction Services, 6.90 FTEs in Public Health, 0.20 FTE in Veterans' Services, and 5.00 FTEs in Mental Health). Funding options are being studied for Animal Services since the current service levels are not sustainable based on the current funding structure. Funding for school based health centers will no longer go through HHS, but will go directly to the service providers; and the Addiction Services Program has been eliminated in the fiscal year 2019-2020 budget.

Information Technology

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

Justice Court

House Bill 2614 may pose some challenges. If passed, this bill will not allow license suspensions for failure to pay fines.

Roads and Parks

A Park Ranger position not filled during fiscal year 2018-2019 was eliminated as it appears that the lakes will not be full during fiscal year 2019-2020. Motor Pool is working on a new lease arrangement whereby the County will no longer own certain classes of vehicles and sell them after the conclusion of their expected useful life. Expectations are that this arrangement will reduce the overall cost of the fleet. The gas tax revenue has increased as projected due to House Bill 2017. This will allow the Department to increase capacity rather than just maintain the current road system.

Sheriff

During fiscal year 2018-2019, the Sheriff's Office budget was increased by 6.25 FTEs: 1.25 Administrative Assistant I (1.00 from a staff reorganization and 0.25 for the phone system); 1.00 Criminal Data Tech supported by the illegal marijuana grant; and 4.00 Criminal Deputies (2.00 supported by the

illegal marijuana grant, 1.00 supported by the State-shared marijuana tax, and 1.00 paid for by the Roads and Parks Department). These positions are included in the budget for fiscal year 2019-2020.

Processes Used to Develop the Budget and Organization

The Budget Committee was convened in a special public meeting on November 30, 2018, to communicate and define priorities for budget development. Pursuant to Oregon law, the budget is reviewed and approved by a Budget Committee consisting of the three members of the Board of Commissioners and three lay members.

A series of public meetings were held by the County Administrator where Department Directors and Elected Officials had a chance to talk about the financial aspects of their proposed budget and any differences with the recommended budget. Budget Committee members were invited to attend these meetings, but they did not make recommendations or deliberate. These meetings took place on March 15, 18, and 19, 2019. No public testimony was heard at these meetings.

The Budget Committee hearings on the recommended budget were held on April 16 and 18, 2019. During each day of presentation and review, there were scheduled opportunities for public input. Budget deliberations began at the conclusion of the reviews on April 18, 2019. 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 16, 2019, 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 12, 2019. The Board of Commissioners also meets in public session and encourages public input. The Board of Commissioners is authorized to amend expenditures in the Budget Committee's approved budget up to 10 percent of any fund without reconvening the Budget Committee.

The organization chart found on page 19 of this document includes a view of the County with its departments. For each County department there is a tab at the beginning of their section. An overview of the department's goals for the year and accomplishments in the prior year, as well as information on all programs within the department, are found behind their tab. For each program, the budget reflects a statement of purpose, measures of effectiveness, and significant issues facing the department. Additionally, financial information is included.

Although the County has adopted a program budget format, the State of Oregon requires retention of a line-item budget format. Financial tables designed to meet the State's requirements are included in this document in the section labeled "Appropriations."

The budget is organized around the County's mission, the functional areas established for the County, and the 12 goals identified by County employees. The County's mission statement, goals, and objectives are described elsewhere in this message.

Throughout the budget, the specific goals that each program strives to meet are identified in a description of the particular program. The narrative for each program includes a statement of the revenues generated by specific programs.

Conclusion

As a result of the budget decisions made during the previous years' budget hearings and deliberations, the County is in good financial condition. Although there are services that would be enhanced if funding levels would permit, based on the current funding levels the services provided are balanced to the needs of the citizens.

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 2019-2020. The total amount of property tax the County expects to levy on behalf of the General Fund is \$43,270,862. Of this amount, the County expects to collect 94 percent for a net of \$40,674,610.

The County expects to levy \$1,277,182 on behalf of its first Library debt service (Series 2006), and expects to collect 94 percent or \$1,200,551. For its second Library debt service (Series 2010), the County expects to levy \$1,242,285 and collect \$1,167,748 (also at 94 percent).

Property taxes collected for the White City Enhanced Law Enforcement District are collected for the District and then turned over to the County. They are budgeted as contracted service revenue in the Sheriff's budget.

Property Tax Limitations

In 1997, voters approved a constitutional amendment known as Ballot Measure 50. Ballot Measure 50 established a permanent tax rate limit for all local governments. Jackson County's rate is \$2.0099 per thousand of calculated assessed value. The assessed value is approximately 71.05 percent of real market value. This permanent rate is set by the Oregon constitution.

Other limits were imposed by Ballot Measure 5, another constitutional amendment approved by Oregon voters. This measure limits all local governments to a combined total of \$10 per thousand of real market value. Schools were limited to \$5 per thousand.

Debt Limitations

The County has a general obligation bonded debt limit set by Oregon Revised Statute (ORS) 287A.100, which is 2 percent of the real market value of all taxable property in the County. The County's bonded debt for the Library projects is only 0.40 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 2019-2020 includes debt service in the amount of \$890,669. This project is financed by Federal grants and Passenger Facility Charges (PFC). Each ticket purchased by air travelers includes \$4.50 that reverts to the Airport to be set aside for passenger facilities. Most airports in the U.S. utilize the PFC opportunity with ticket purchases. The final payment will be made in 2038. Debt service for the terminal project is found on page 72 of this budget document.

Library

Debt service for the Library begins on page 220 of the budget. In May 2000, voters approved bonds in the amount of \$38,940,000 to remodel or construct new libraries at 14 of the County's library branches. The initial sale of \$20,365,000 was completed (1st Bond Issue) in fiscal year 2000-2001, and refunded in 2017. The final sale occurred in fiscal year 2002-2003 (2nd Bond Issue), and refunded in 2010. The fiscal year 2019-2020 budget includes debt service payments in the amount of \$1,522,748 for the 1st Bond Issue and \$1,509,275 for the 2nd Bond Issue for principal and interest. Final payment on both issues will be made in 2020.

Street Improvement – Ironwood/Leafwood LID

Jackson County Roads Ironwood/Leafwood Local Improvement District (LID) Bancroft Bonds, Series 2009. Principal is due at maturity or as a prepayment as money is received from the property owners. The bond matures on March 1, 2024. Interest payments at a rate of 5.15 percent are due semi-annually on September and March of each year and commenced on March 1, 2010. The proceeds of this bond were used to provide funds to finance the costs of the Ironwood/Leafwood LID road improvement project, to pay off interim financing for the project, and to pay bond issuance costs. The debt service on the bond will be paid from payments received by the County from assessment contracts entered into with property owners who benefited from the road improvement project.

BUDGET SUMMARY

CALENDAR FOR FISCAL YEAR 2019-2020 BUDGET PREPARATION

Planning

| | |
|--------------|---|
| October 2018 | Budget Preparation Manual distributed to departments. |
|--------------|---|

Preparation

| | |
|--|--|
| December 10, 2018 - February 20, 2019 | Budget submissions due from departments. |
|--|--|

Review

| | |
|---------------------------------------|---|
| December 11, 2018 - March 14, 2019 | Administrative staff reviews department-requested budgets. |
| March 15, 18, and 19, 2019 | County Administrator reviews individual budgets by department with the Department Director and administrative staff; the budget committee is invited. |

Approval

| | |
|---------------------------|---|
| April 9, 16, and 18, 2019 | Presentation of the Recommended Budget and Budget Committee public hearings are held. |
|---------------------------|---|

Adoption

| | |
|---------------|---|
| June 12, 2019 | The Jackson County Board of Commissioners' public hearing held to adopt the 2019-2020 fiscal year budget. |
|---------------|---|

Budget Preparation

Preliminary budget materials were distributed to the Department Directors and Program Managers in October 2018. 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 2018. All departmental budget requests were evaluated in terms of the program's goal, outcomes under the specified criteria, and the necessity of these goals toward achieving the goals and the mission statement of the County. Individual meetings were held between staff and Department Directors to discuss the Department's request, establish priorities, and evaluate the effectiveness of the proposed programs. From these discussions, the staff prepared the recommended appropriation levels and revenue estimates and commented on changes in the programs and staffing levels.

The County Administrator's formal reviews were held on March 15, 18, and 19, 2019. These meetings were held with the Department Directors, Program Managers, and the County Administrator; the Budget Committee was invited to attend as well. Notice for the meetings was published in the *Mail Tribune* on March 12, 2019. The County Administrator's recommended budget was prepared and presented to the public on April 9, 16, and 18, 2019. The recommended budget was printed and open to public inspection. Notice for the April meetings was published in the *Mail Tribune* on March 26, 2019, and posted on the Jackson County web page. Following its approval by the Budget Committee, the budget was published in the *Mail Tribune* on June 5, 2019, indicating the time and place of the Board of Commissioners' budget hearing—as required by Oregon Revised Statutes (ORS). On June 12, 2019,



following the public hearing, the Board of Commissioners adopted the budget for fiscal year 2019-2020. 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 12, 2019. All prior year actual information is meant for comparison only. This information may be inconsistent with the audited numbers due to County reorganization; history was moved with the program in order to give the reader a sense of comparison for prior years.*)

Expenditure Controls

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

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

During the year, many changes can occur. A supplemental budget process is provided in Oregon law. If the change is less than 10 percent of the fund total, the Board of Commissioners can adopt a supplemental budget at a regular meeting with one public notice listing the amount of change to each fund. If the supplemental budget changes expenditures in any fund by more than 10 percent, the Board of Commissioners must hold a public hearing and notice of the hearing must include a summary of the changes proposed in the funds that are changing by more than 10 percent. Publications include the source of revenue and the proposed expenditure.

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

Exceptions to Local Budget Law

Compliance with local budget law is required prior to incurring any expenditure or tax certification. Local budget laws (ORS 294.338, 294.463, and 294.481) allow exceptions to appropriated expenditure requirements. Those exceptions are:

- Expenditure of the proceeds of the sale of bonds that were issued or approved by voters and the use of other funds to pay debt service on those bonds.
- Expenditures of funds that are held as debt service reserves for bonds as long as the payments are for payment of debt service on the bonds, redeeming the bonds or funding an escrow or trust account to defease or pay the bonds.
- Expenditures of funds received from assessments against benefitted property for local improvements as defined in ORS 223.001 to the extent that the cost of the improvements is payable by owners of the benefitted property.
- Expenditure of funds accumulated to pay deferred employee compensation.
- Refunds or the interest on refunds granted by counties under ORS 311.806.
- Refunds received by the County when purchased items are returned after an expenditure has been made.



Exceptions that are permitted by the adoption of an Ordinance or Order:

- Expenditure of grants, gifts bequests, or devises transferred to the County in trust for specific purposes.
- To appropriate excess expenditures of non-tax funds for a specific purpose that was not known or could not have been foreseen during the budget preparation.
- To provide services that create a greater expenditure then budgeted with a corresponding increase in resources.
- Transfers of appropriations or of appropriations and equal amount of budget resources may be made between funds.
- The County may receive grants, borrow, and expend moneys to respond to public emergencies. The appropriations for expenditures may be from any source of available funds including unappropriated fund balances. Public emergencies include involuntary conversion or destruction of County property, civil disturbances, natural disaster, or any public calamity.

Fiscal Policies

Budgeting Policies:

- Jackson County will adopt a balanced budget for each fund.

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

- Money budgeted in an unappropriated ending fund balance cannot be spent in the year budgeted, except in emergency situations caused by civil disturbance, other calamity, or natural disaster.

Rationale: This policy enables Jackson County to comply with ORS 294.481. Oregon budget law requires local governments to budget all available resources and requirements. Unappropriated Ending Fund Balance provides Jackson County with cash until tax money is received each November, and should not be spent except under a qualifying emergency.

- Operating departments within the County will submit their requested budgets to the County Administrator's Office within expenditure targets established by the County Administrator.

Rationale: This policy will assist with controlling the growth of operating expenditures. Requested expenditures that exceed the target as a result of providing additional services must be submitted as separate "Expanded Service Requests."

Revenue Policies:

- Jackson County will strive for a diversified revenue base to ensure the stability of the County.

Rationale: A diverse revenue stream protects against fluctuations in any one source of revenue which may result from changes in local and/or national economic conditions.

- The County Treasurer will keep all available funds invested at the highest allowable rates using instruments of investment allowed by State law while maintaining preservation of capital and necessary liquidity.

Rationale: The investment objectives for the County Treasurer are safety (preservation of capital), liquidity (availability of funds), and yield (rate of return), in that order. Highest allowable rates are to be obtained, within these objectives, by investing in investments permitted by ORS Chapters 294 and 295. The County is limited to investing in government agencies, treasuries, bankers' acceptances, certificates of deposit, and commercial paper. Investments are purchased for a period not to exceed 60 months.



- The County will charge user fees wherever possible to recoup all costs associated with service delivery.

Rationale: If an individual receives sole benefit from a service provided by the County, that individual should bear the full cost of the service. If the requested service benefits the general public in some proportion, that service should be subsidized by the public to that proportion.

Operating Policies:

- Current operating expenditures will be financed by current operating revenues or from existing reserves.

Rationale: This policy is meant to assure that the County will be able to pay its obligation.

- The County will attempt to cover all grant-related administrative expenses through grant revenues.

Rationale: This policy is meant to assure that the County will be able to provide oversight and audit requirements associated with providing grant-funded services.

- The County will strive to show the true cost of providing services.

Rationale: True costs of services are one of the best measures of efficiency. This policy is meant to help the County achieve maximum efficiency.

- Operating funds will include a reserve in excess of cash flow needs of no less than three months operating expenditures.

Rationale: This policy is meant to protect against the need to reduce service levels or to raise taxes or fees due to temporary revenue shortfalls or other emergencies.

Capital Policy:

- Capital projects will be paid off completely during the project's expected useful life. Capital projects for this fiscal year 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.

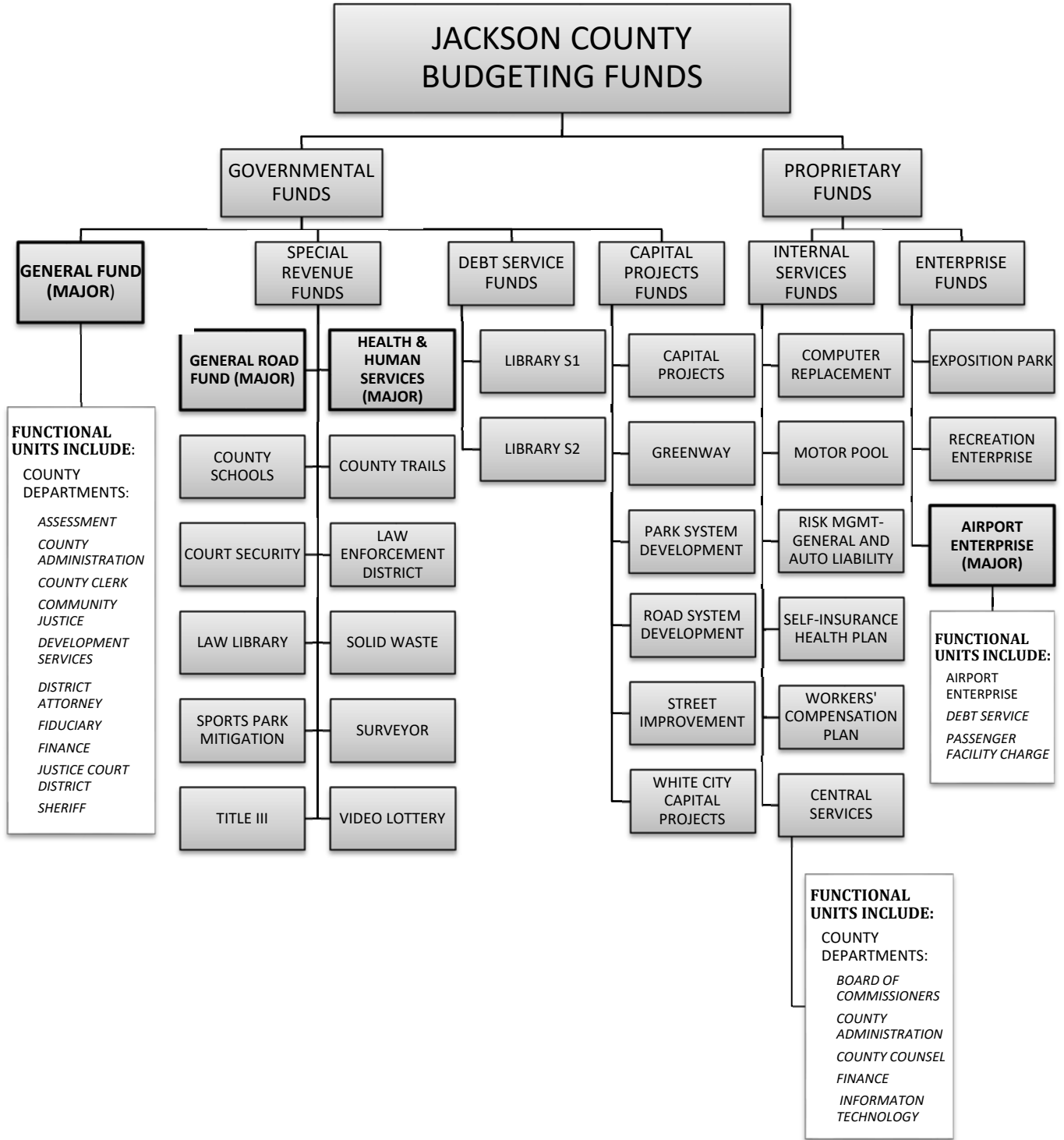
Reserve Policy:

- 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 2019-2020



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 2019-2020, the calculation would be the total appropriated budget less transfers {\$239,732,288 - \$10,875,347} * 10% = \$22,285,694; any fund with an expenditure appropriation greater than \$22,285,694 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.

Proprietary Major Fund:

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

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

Governmental Non-Major Funds:

- *Special Revenue Funds* – Special Revenue Funds account for receipts from specific revenue sources that are legally restricted to expenditures for specific purposes. Special Revenue Funds include: County Schools, County Trails, Court Security, Law Library, Solid Waste, Sports Park Mitigation, Surveyor, Title III, Video Lottery, and the Law Enforcement District.
- *Capital Projects Funds* – Capital Projects Funds account for the acquisition of capital facilities, which may be financed out of bond issues, grants, or transfers from other funds. This type of fund is limited to accounting for the receipts and expenditures on capital projects (any bond issues involved will be serviced and repaid by the debt service funds). Capital Projects Funds include: Capital Projects, Greenway, Parks Systems Development, Road System Development, Street Improvement, and White City Capital Projects.



- *Debt Service Funds* – Debt Service Funds account for the financing of the interest and retirement of the principal of general, long-term debt. In the past, Jackson County has issued debt for the construction of Airport hangars, libraries, and a new juvenile facility. Current Debt Service Funds include Library Series 1 (S1) and Library Series 2 (S2).

Proprietary Non-Major Funds:

- *Enterprise Funds* – Enterprise Funds account for “business-type” activities. Activities within these funds are supported largely by user charges. Enterprise Funds include: Exposition Park and Recreation Enterprise.
- *Internal Services Funds* – The Internal Services Fund is similar to Enterprise Funds except that services are not rendered to the general public, but serve Jackson County’s other departments and activities. The Internal Services Fund relies on revenues acquired by charging individual departments for services rendered. This type of fund is used to help account for costs of services provided to the departments and to encourage accounting for those uses. Internal Services Funds include: Computer Replacement, Motor Pool, Risk Management-General 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 | SPECIAL REVENUE FUNDS | CAPITAL PROJECTS FUNDS | DEBT SERVICE FUNDS | ENTERPRISE FUNDS | INTERNAL SERVICES FUNDS |
| Airport | | | | X | | | | | |
| Assessor | X | | | | | | | | |
| Board of Commissioners | | | | | | | | | X |
| Community Justice | X | | | | | | | | |
| County Administration | X | | | | X | | | | X |
| County Clerk | X | | | | | | | | |
| County Counsel | | | | | | | | | X |
| Development Services | X | | | | | | | | |
| District Attorney | X | | | | | | | | |
| Expo | | | | | | | | X | |
| Fiduciary and Special Funds | | | | | X | X | X | | X |
| Finance | X | | | | | | | | X |
| Health and Human Services | X | | X | | | | | | |
| Information Technology | | | | | | | | | X |
| Justice Court District | X | | | | | | | | |
| Roads and Parks | | X | | | X | X | | X | X |
| Sheriff | X | | | | X | | | | |
| Surveyor | | | | | X | | | | |

Difference Between “Actual” and “Adopted” Budgeted Numbers

Throughout the budget document there is a difference between the “actual” (FY 2015-2016 to FY 2017-2018) and “adopted” (FY 2018-2019 and FY 2019-2020) budgeted numbers. There are two main reasons for the difference: 1) it is against the law to over expend the budget so the adopted budgeted amount will always be higher than the actual expenditure; and 2) the difference between the basis of accounting and the basis of budgeting.



Measurement Focus and Basis of Accounting

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All governmental fund types and expendable trust funds are accounted for using a *current financial resources* measurement focus.

The modified accrual basis of accounting is used by all governmental fund types, expendable trust funds, and agency funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become both measurable and available). “Measurable” means the amount of the transaction can be determined, and “available” means collection within the current period or soon enough thereafter to be used to pay liabilities of the current period. For example, the County considers property taxes as “available” if they are collected within 60 days after year end and “measurable” because they are determined on the basis of a tax rate and an assessed valuation, both determined in advanced. Expenditures are recorded when the related fund liability is incurred. All transactions occurring in the governmental, expendable trust, and agency funds are recorded using the modified accrual basis of accounting except for: interfund transactions for goods and services that are recorded on the accrual basis; revenues from grants that are recorded as earned; and principal and interest on general, long-term debt that is recorded when due.

All proprietary fund types, nonexpendable trust funds, and pension trust funds are accounted for on a *flow of economic resources* measurement focus. The accrual basis of accounting is used by proprietary fund types, pension trust funds, and nonexpendable trust funds. Under this method, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred. The basis of accounting, described here, is in accordance with Generally Accepted Accounting Principles (GAAP).

Basis of Budgeting

Compliance with Oregon budget law, all funds are budgeted using the *current financial resources* measurement focus. For Jackson County, this means that the modified accrual basis of accounting is used for all funds. Differences between the basis of accounting and budgeting are most notable in the treatment of beginning fund balances for all funds, and the treatment of capital outlays, vacation accruals, and debt service in proprietary funds.

Beginning Fund Balance. Because Oregon budget law requires local governments to budget all available resources, beginning fund balances are budgeted as revenues (resources) every fiscal year. What distinguishes budgeting from accounting is that fund balances are not classified as revenues but either as fund balance or fund equity depending on the fund type.

Capital Outlay in Enterprise Funds. Oregon budget law requires local government to budget estimated expenditures for capital outlay. Capital outlay is defined as “expenditures that result in the acquisition of or addition to fixed assets.” Fixed assets are defined as “assets of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, or other equipment.” Depreciation is not budgeted. When capital outlay is expensed in an enterprise fund, the entry is reversed at year end and depreciation is posted.

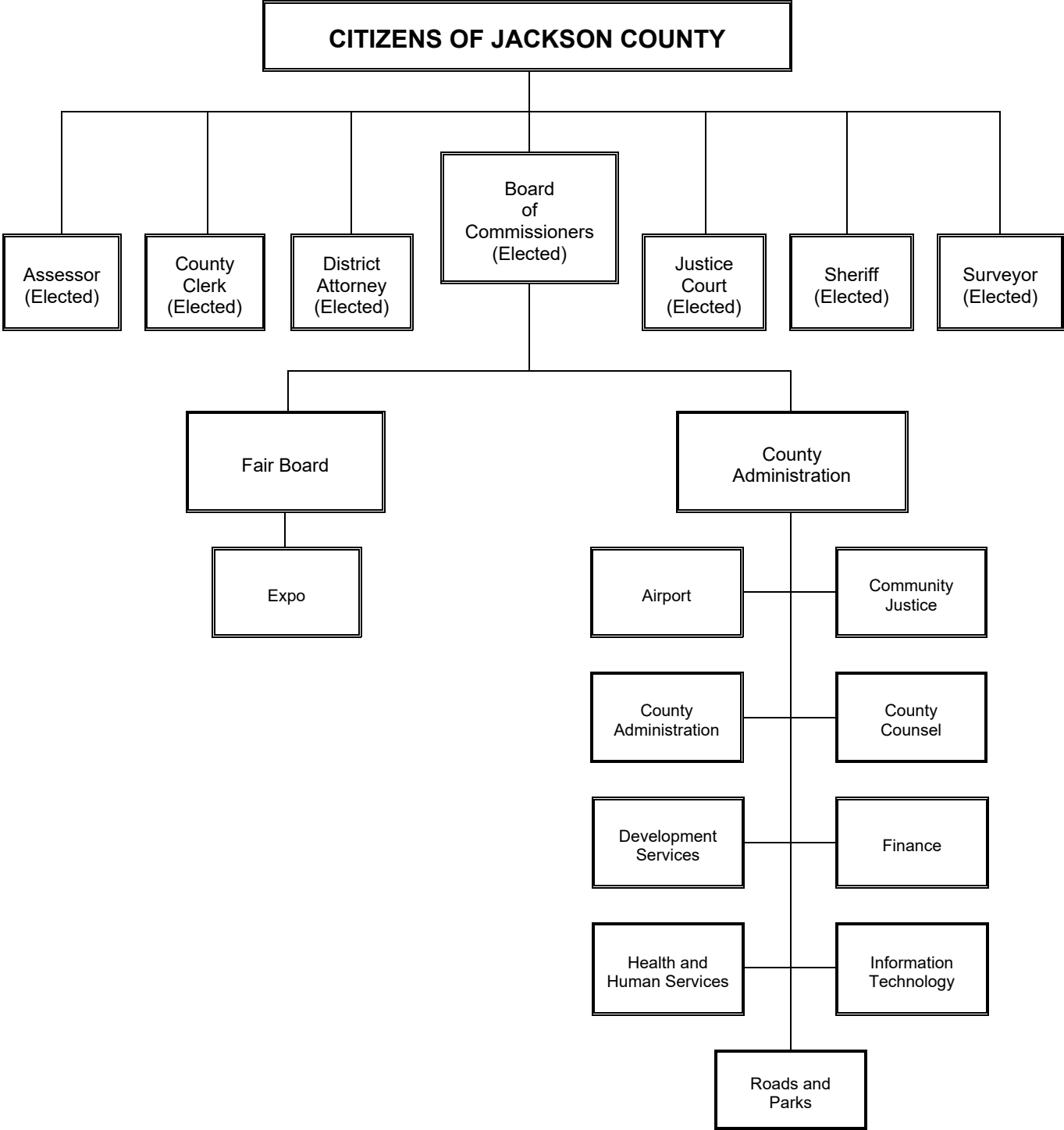
Vacation Benefits. Vacation benefits are budgeted each year based on projected vacation earned but not taken. The accounting treatment of vacation is to expense earned vacation and post the corresponding amount to a liability account in each fund. As vacation is used, the first hour of that employee’s accrued vacation in the liability account is reversed, and the difference between their current wage and the value of the benefit when taken is posted as expenditure against the budget. The accounting treatment for proprietary funds includes a year-end entry to increase the liability to reflect all accrued vacation at current wages.

Debt Service. Oregon budget law requires that, “Debt service (expenditure) estimates shall include separate amounts for principal and interest of each bond issue in each fund.” However, since the principal portion of the debt is established as a liability when the proceeds of the bond are received (depending on the fund type), only the interest portion of the debt is posted as an expense when the debt payment is made to the creditor.



JACKSON COUNTY ORGANIZATION CHART

Fiscal Year 2019-2020



JACKSON COUNTY GOALS MATRIX

Jackson County's Goals are:

1. Protect the health, safety, and well-being of all citizens.
2. Serve all citizens fairly and ensure access to County government.
3. Provide opportunities for all citizens to prosper by promoting the economic development of the area.
4. Strengthen cooperation between public agencies.
5. Work to assure responsible development that both enhances and maintains the natural attractiveness of the area.
6. Encourage citizen understanding and participation in County government.
7. Make recreational, learning, and cultural opportunities accessible and available.
8. Provide and maintain multiple transportation systems.
9. Promote employee pride, high standards of performance, and productivity.
10. Make the best use of Jackson County's human and material resources.
11. Maintain public records to provide financial, historical, and statistical information.
12. Plan for the future.

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

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

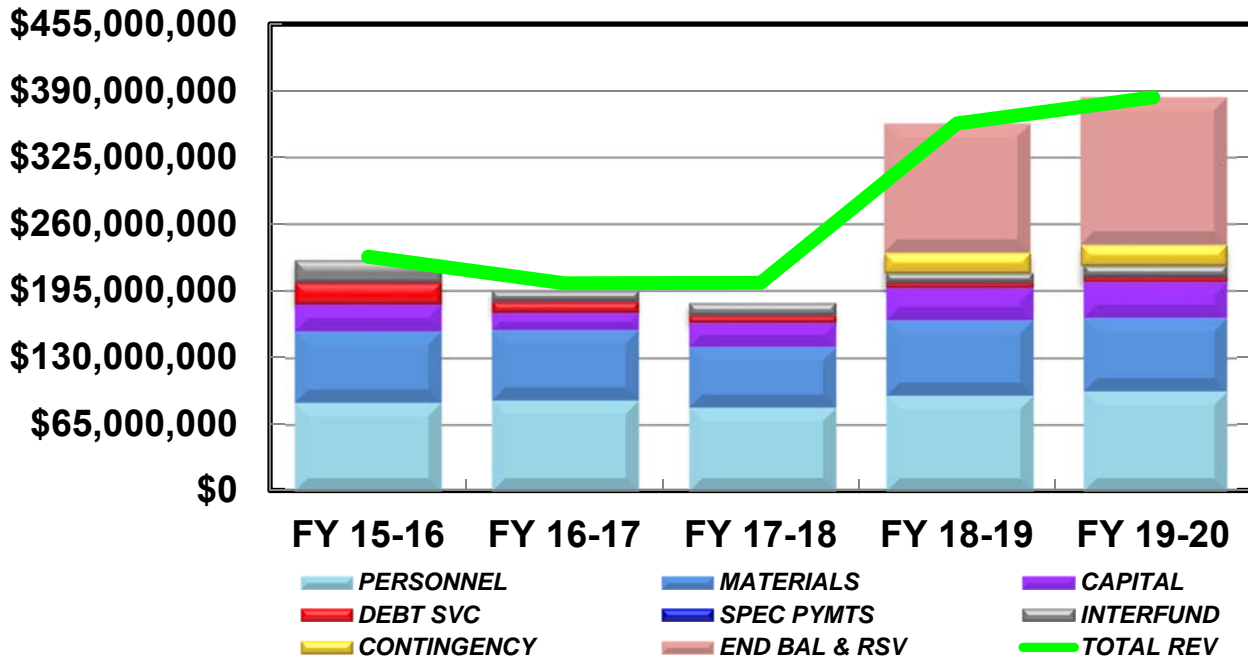
Information on how each department is meeting the goals identified can be found within the department and program pages of this document.



JACKSON COUNTY

TOTAL REVENUES AND EXPENDITURES

2015-2016 to 2019-2020



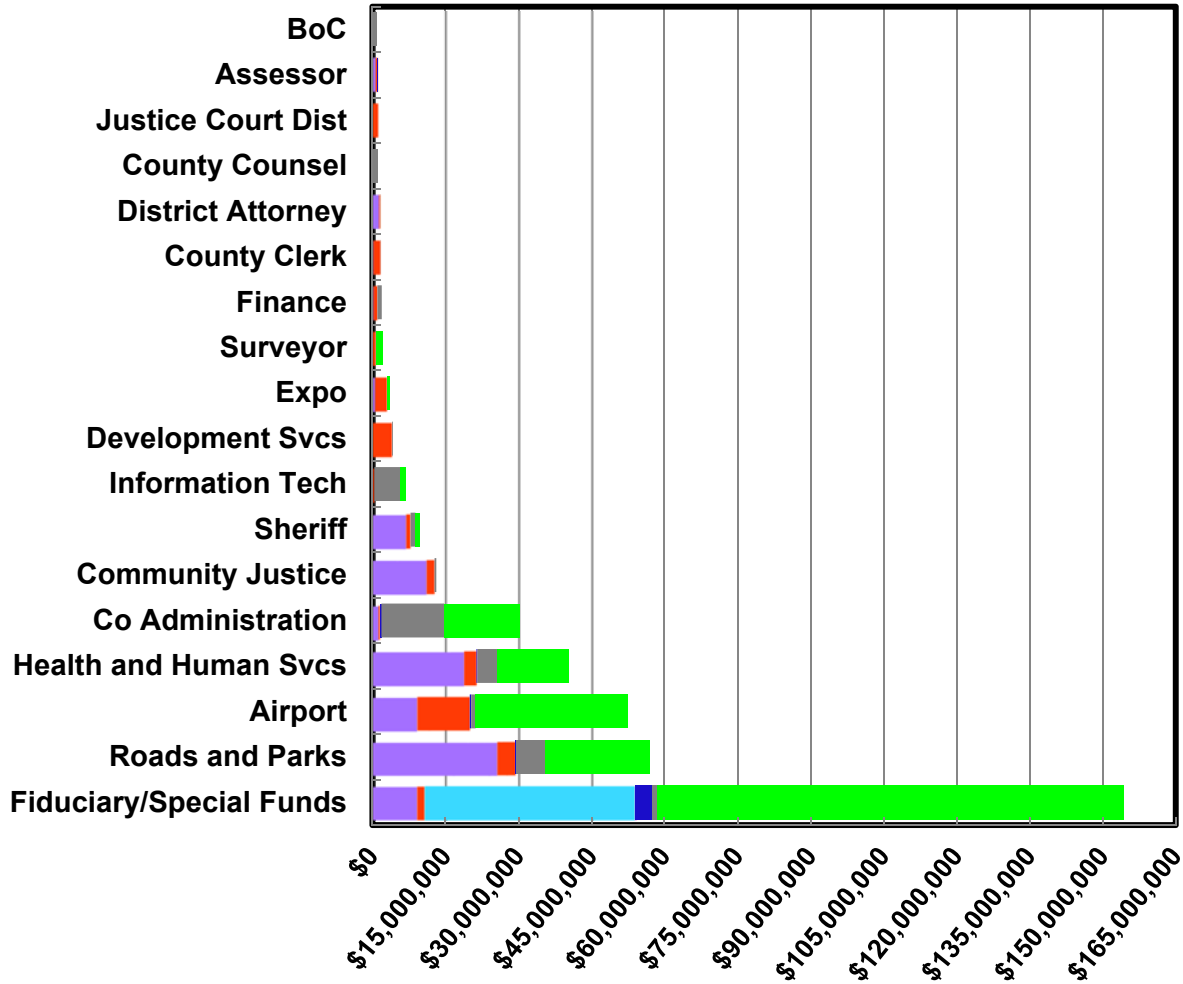
| | FY 15-16 Actual | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Adopted | FY 19-20 Adopted |
|------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| PERSONNEL | \$86,198,569 | \$88,422,658 | \$81,507,003 | \$93,053,154 | \$97,221,048 |
| MATERIALS | \$69,709,265 | \$68,449,797 | \$59,229,564 | \$73,589,703 | \$71,549,740 |
| CAPITAL | \$26,146,270 | \$17,106,225 | \$23,486,914 | \$30,982,090 | \$34,727,554 |
| DEBT SVC | \$20,792,785 | \$10,679,624 | \$6,994,782 | \$4,730,157 | \$4,377,549 |
| SPEC PYMTS | \$439,076 | \$371,736 | \$474,680 | \$549,169 | \$689,184 |
| INTERFUND | \$21,630,504 | \$10,044,443 | \$11,970,255 | \$9,207,434 | \$10,875,347 |
| CONTINGENCY | \$0 | \$0 | \$0 | \$19,905,767 | \$20,291,866 |
| END BAL & RSV | \$0 | \$0 | \$0 | \$126,044,672 | \$143,835,079 |
| TOTAL EXP | \$224,916,469 | \$195,074,483 | \$183,663,198 | \$358,062,146 | \$383,567,367 |
| TOTAL REV | \$228,114,747 | \$202,073,043 | \$202,658,849 | \$358,062,146 | \$383,567,367 |

There is an increase of 3.5 percent in operating expenses between FY 18-19 and FY 19-20 due to increases in Personnel and Capital expenses. The largest increase in the County's budget is Ending Fund Balance and Reserves. Overall, the County's revenues and expenditures increased 7.12 percent between FY 18-19 to FY 19-20. 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 17 of this document.



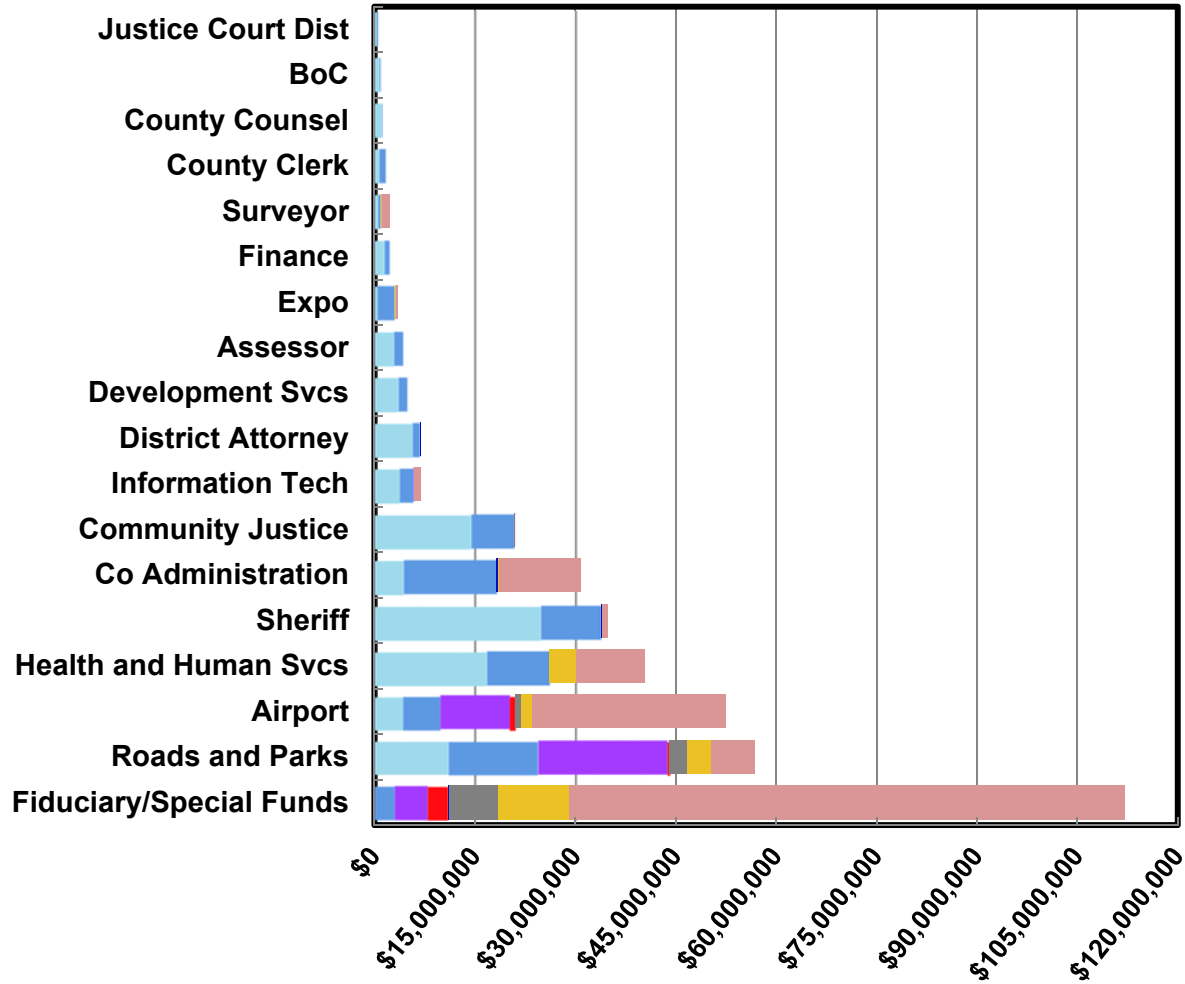
REVENUE BY DEPARTMENT

Fiscal Year 2019-2020



EXPENDITURES BY DEPARTMENT

Fiscal Year 2019-2020



CONSOLIDATED FINANCIAL SCHEDULES

REVENUE SUMMARY BY SOURCE Fiscal Year 2015-2016 to Fiscal Year 2019-2020

| REVENUE CATEGORY REVENUE TYPE | 2015-2016 ACTUAL | 2016-2017 ACTUAL | 2017-2018 ACTUAL | 2018-2019 ADOPTED | 2019-2020 ADOPTED | PERCENT CHANGE* |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|--------------------|
| GRANTS, GIFTS, ALLOC & DONATIONS | | | | | | |
| Donations/Sponsorships | \$490,552 | \$761,810 | \$516,006 | \$451,300 | \$547,157 | 21.24% |
| Federal Sources | \$16,812,185 | \$15,571,808 | \$26,180,043 | \$24,722,698 | \$13,937,293 | -43.63% |
| Local Government Sources | \$3,790,296 | \$4,161,756 | \$4,969,182 | \$4,168,462 | \$4,592,512 | 10.17% |
| Private/NonProfit Sources | \$5,537,648 | \$5,117,468 | \$5,248,265 | \$5,294,675 | \$6,230,023 | 17.67% |
| State Sources | \$69,674,369 | \$63,904,434 | \$53,838,072 | \$57,986,067 | \$59,907,240 | 3.31% |
| SUB TOTAL = | \$96,305,050 | \$89,517,276 | \$90,751,568 | \$92,623,202 | \$85,214,225 | -8.00% |
| FEES & OTHER SERVICE CHARGES | | | | | | |
| Fees | \$25,249,633 | \$27,152,329 | \$29,825,189 | \$27,987,595 | \$28,674,650 | 2.45% |
| Fines | \$1,633,323 | \$1,518,347 | \$1,485,466 | \$1,307,596 | \$1,659,663 | 26.92% |
| Forfeitures | \$16,355 | \$13,830 | \$22,915 | \$18,000 | \$15,000 | -16.67% |
| Licenses | \$1,549,356 | \$1,553,124 | \$1,620,453 | \$1,586,010 | \$1,651,230 | 4.11% |
| Sales | \$2,106,594 | \$4,012,322 | \$2,612,084 | \$1,016,504 | \$1,051,081 | 3.40% |
| SUB TOTAL = | \$30,555,261 | \$34,249,952 | \$35,566,107 | \$31,915,705 | \$33,051,624 | 3.56% |
| PROPERTY TAX | | | | | | |
| Current Property Tax Revenue | \$37,707,205 | \$39,509,494 | \$41,331,126 | \$41,579,756 | \$43,042,909 | 3.52% |
| SUB TOTAL = | \$37,707,205 | \$39,509,494 | \$41,331,126 | \$41,579,756 | \$43,042,909 | 3.52% |
| BONDS & OTHER DEBT | | | | | | |
| Investment Revenue | \$13,787,441 | \$4,385,806 | \$0 | \$350,107 | \$326,843 | -6.64% |
| SUB TOTAL = | \$13,787,441 | \$4,385,806 | \$0 | \$350,107 | \$326,843 | -6.64% |
| ALL OTHER RESOURCES | | | | | | |
| Interest Revenue | \$3,314,018 | \$1,565,462 | \$1,656,433 | \$2,755,131 | \$3,698,507 | 34.24% |
| Miscellaneous Revenue | \$166,624 | \$145,974 | \$27,712 | \$17,318 | \$5,750 | -66.80% |
| Prior Year Property Tax Revenue | \$1,240,764 | \$902,734 | \$689,451 | \$895,824 | \$696,000 | -22.31% |
| Privilege & Severance Taxes | \$0 | \$0 | \$71,883 | \$90,724 | \$77,000 | -15.13% |
| SUB TOTAL = | \$4,721,406 | \$2,614,170 | \$2,445,479 | \$3,758,997 | \$4,477,257 | 19.11% |
| INTERFUND TRANSFERS | | | | | | |
| Interdepartmental Charges | \$23,407,880 | \$21,751,902 | \$20,594,312 | \$24,032,842 | \$24,054,366 | 0.09% |
| Interfund Transfers | \$21,630,504 | \$10,044,443 | \$11,970,255 | \$9,207,434 | \$10,875,347 | 18.11% |
| SUB TOTAL = | \$45,038,384 | \$31,796,345 | \$32,564,567 | \$33,240,276 | \$34,929,713 | 5.08% |
| BEGINNING FUND BALANCE | | | | | | |
| Beginning Fund Balance | \$0 | \$0 | \$0 | \$154,594,103 | \$182,524,796 | 18.07% |
| SUB TOTAL = | \$0 | \$0 | \$0 | \$154,594,103 | \$182,524,796 | 18.07% |
| GRAND TOTALS | \$228,114,747 | \$202,073,043 | \$202,658,847 | \$358,062,146 | \$383,567,367 | 7.12% |

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 2015-2016 to Fiscal Year 2019-2020

| DEPARTMENT | 2015-2016 ACTUAL | 2016-2017 ACTUAL | 2017-2018 ACTUAL | 2018-2019 ADOPTED | 2019-2020 ADOPTED | PERCENT CHANGE* |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--------------------|
| Airport | \$29,789,593 | \$18,219,184 | \$30,422,164 | \$51,038,819 | \$52,456,585 | 2.78% |
| Assessor | \$3,546,283 | \$3,456,988 | \$3,281,048 | \$4,185,005 | \$4,307,742 | 2.93% |
| Board of Commissioners | \$661,909 | \$722,746 | \$641,245 | \$854,327 | \$936,480 | 9.62% |
| Community Justice | \$15,778,799 | \$15,522,123 | \$17,089,894 | \$19,974,983 | \$20,945,771 | 4.86% |
| County Administration | \$14,596,977 | \$14,538,692 | \$13,437,987 | \$30,621,021 | \$30,801,880 | 0.59% |
| County Clerk | \$1,460,831 | \$1,542,755 | \$1,396,991 | \$1,649,939 | \$1,703,921 | 3.27% |
| County Counsel | \$784,585 | \$872,471 | \$851,428 | \$1,137,486 | \$1,232,576 | 8.36% |
| Development Services | \$3,454,198 | \$3,822,106 | \$3,828,046 | \$4,795,101 | \$4,910,573 | 2.41% |
| District Attorney | \$4,806,239 | \$4,966,030 | \$5,511,800 | \$6,522,953 | \$6,834,941 | 4.78% |
| Expo | \$1,885,309 | \$2,091,393 | \$2,454,132 | \$3,055,962 | \$3,502,437 | 14.61% |
| Fiduciary and Special Funds | \$33,599,739 | \$21,368,220 | \$14,648,826 | \$104,637,008 | \$112,054,101 | 7.09% |
| Finance | \$2,099,876 | \$2,207,981 | \$2,020,686 | \$2,331,663 | \$2,289,358 | -1.81% |
| Health and Human Services | \$51,740,949 | \$46,826,561 | \$27,212,009 | \$36,867,712 | \$40,292,386 | 9.29% |
| Information Technology | \$5,209,717 | \$4,943,190 | \$4,571,628 | \$6,455,706 | \$6,865,909 | 6.35% |
| Justice Court District | \$576,082 | \$507,793 | \$480,220 | \$533,115 | \$562,177 | 5.45% |
| Roads and Parks | \$26,477,114 | \$24,643,915 | \$24,863,239 | \$48,591,505 | \$56,848,260 | 16.99% |
| Sheriff | \$27,637,503 | \$27,974,203 | \$30,162,456 | \$32,611,341 | \$34,826,270 | 6.79% |
| Surveyor | \$810,768 | \$848,134 | \$789,399 | \$2,198,500 | \$2,196,000 | -0.11% |
| GRAND TOTALS | \$224,916,471 | \$195,074,485 | \$183,663,198 | \$358,062,146 | \$383,567,367 | 7.12% |

*NOTE: See Summary Explanation of Change



EXPLANATION OF CHANGE

The following is a general explanation of the percent change between the adopted budget for fiscal year 2018-2019 and the adopted budget for fiscal year 2019-2020 where the change is equal to or greater than 10 percent, as shown in the tables on the previous two pages.

Revenues

Donations/Sponsorships. The increase of 21.24 percent is due to an increase in concert sponsorships at the Expo.

Federal Sources. The decrease of 43.63 percent is due to a decrease in Federal grants for Airport improvements. The decrease is also due to the expectation that Secure Rural Schools funding will not be renewed for fiscal year 2019-2020 and will revert to the original formula based on actual harvest levels.

Local Government Sources. The increase of 10.07 percent is due to an increase in Jackson County Library District maintenance and capital projects, and law enforcement contracted services for local cities.

Private/NonProfit Sources. The increase of 17.67 percent is due to increases in Airport terminal rental and concessionaire contracts, and the jail telephone service contract.

Fines. The increase of 26.92 percent is due to the reclassification of personal property taxes late filing fines from Prior Year Property Taxes.

Forfeitures. The decrease of 16.67 percent is due to a decrease in civil asset forfeitures.

Interest Revenue. The increase of 34.24 percent is an expected increase in the rate and amount of interest earned on larger fund balances.

Miscellaneous Revenue. The decrease of 66.80 percent is due to a decrease in the Family Support Program's miscellaneous revenues.

Prior Year Property Tax Revenue. The decrease of 22.31 percent is due to a decrease in the amount of outstanding property taxes expected to be collected during the 2019-2020 fiscal year and the reclassification of personal property taxes late filing fines to a new revenue account.

Privilege and Severance Taxes. The decrease of 15.13 percent is due to an expected decrease in marijuana taxes.

Interfund Transfers. The increase of 18.11 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 18.07 percent is due to increases in the beginning fund balances in the Airport Fund, General Fund, and Health and Human Services (HHS) Fund. The increases are reserves for upcoming Airport projects, investment in a new jail should a bond pass, and unspent HHS grant monies.

Expenditures

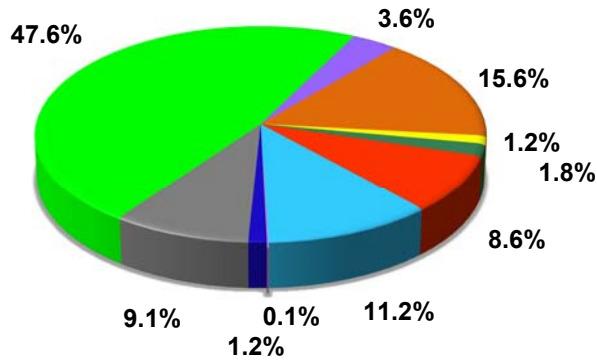
Expo. The increase of 14.61 percent is due to the addition of three self-promoted planned concert events during fiscal year 2019-2020.

Roads and Parks. The increase of 16.99 percent is due to an increase in roads projects as a result of an increase in State gas tax revenues.



REVENUE BY SOURCE

Fiscal Year 2019-2020



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

COUNTY REVENUES

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

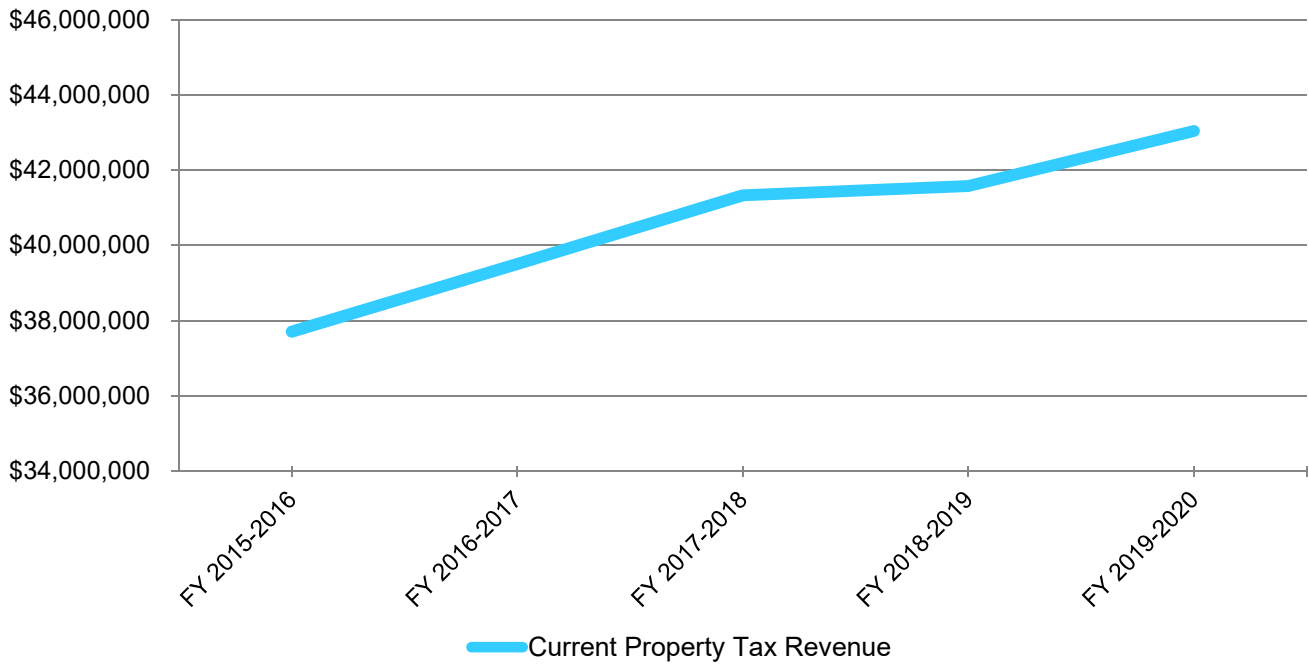
| Major Revenue Sources | | | |
|---|-----------------|--------------------|----------------------|
| Source | Fund Type | % of Total Revenue | Adopted Budget |
| Beginning Fund Balance | All | 47.6% | \$182,524,796 |
| Current Property Taxes | General | 11.2% | 43,042,909 |
| State Motor Vehicle Taxes | Special Revenue | 4.7% | 18,196,500 |
| State Public Safety Resources | General | 3.5% | 13,449,560 |
| State Mental Health Resources | Special Revenue | 1.7% | 6,572,969 |
| Oregon Department of Transportation Grants | Special Revenue | 1.4% | 5,295,841 |
| State Developmental Disabilities Resources | Special Revenue | 1.1% | 4,220,259 |
| Federal Aviation Admin Airport Improvement Grants | Enterprise | 1.1% | 4,088,204 |
| Federal O&C Revenues | General | 1.0% | 3,833,000 |
| State Mental Health Medicaid Funding | Special Revenue | 0.8% | 3,021,000 |
| State Public Health Resources | Special Revenue | 0.8% | 2,975,050 |
| Federal Public Safety Resources | General | 0.7% | 2,748,548 |
| State Recreational Marijuana Tax Shares | General | 0.3% | 1,300,000 |
| State Liquor Tax Revenues | General | 0.3% | 1,138,207 |
| Federal Women, Infants, and Children Program | Special Revenue | 0.3% | 1,020,564 |
| State Lottery Revenues | General | 0.2% | 945,000 |
| Total Major Revenue Sources | | <u>76.7%</u> | <u>\$294,372,407</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 47.6 percent of total revenues.



PROPERTY TAXES

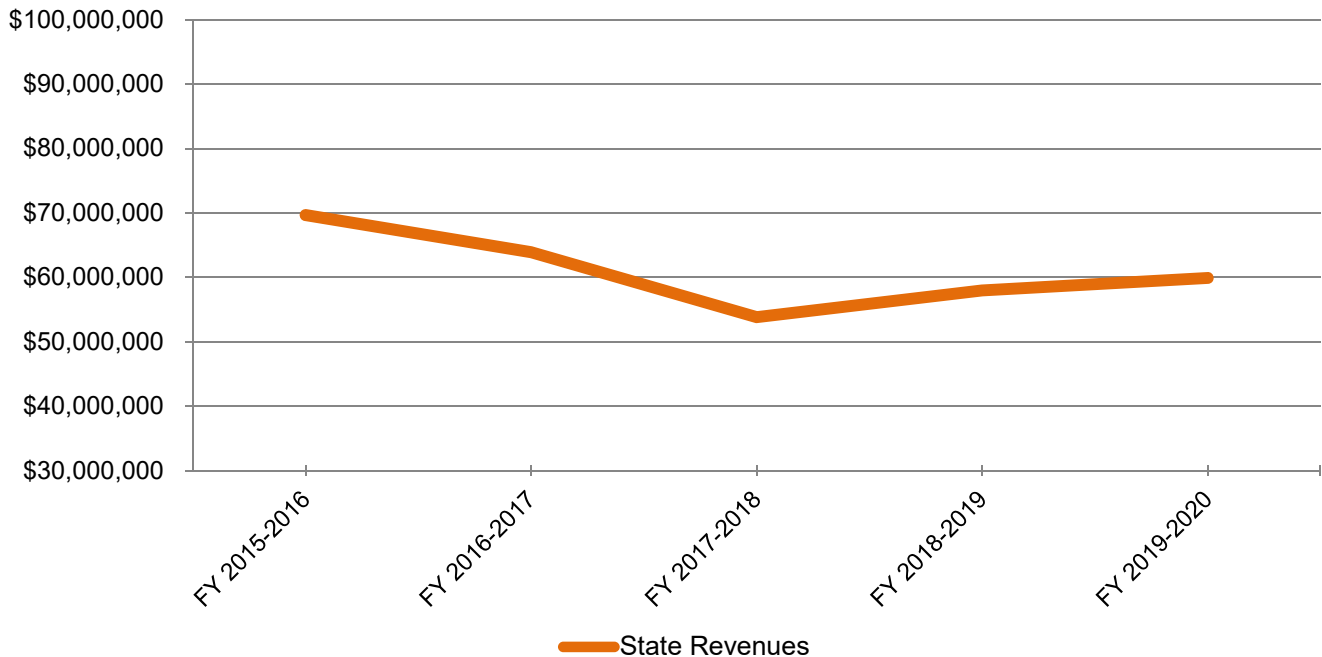


Revenues from current property taxes are budgeted at \$43,042,909 for fiscal year 2019-2020. In May of 1997, Oregon voters approved Ballot Measure 50, amending the Oregon Constitution to establish permanent property tax limits. As a result, Jackson County’s permanent rate limit was set at \$2.0099 of assessed valuation per \$1,000 of assessed value. In addition, Ballot Measure 50 set limits for any new property being placed on the tax roll. The maximum assessed value on all parcels is calculated as if it existed in fiscal year 1995-1996, as 1995 Real Market Value less 10 percent, with the possibility of a 3 percent increase annually. If the real market value of the parcel dips below the assessed value, the rate is applied to the lower of the two values in keeping with Oregon law. Currently, the percentage applied to new properties to establish assessed value is approximately 71.05 percent of real market value countywide (69.40 percent for new residential properties and 72.70 percent for new commercial properties). A parcel can be improved without increasing its assessed value if the improvements total less than \$10,000 of real market value in one fiscal year and less than a total of \$25,000 or more over a five-year period.

The total amount of property tax the County expects to levy on behalf of the General Fund is \$43,270,862 and reflects the current assessed value plus 3.95 percent. Of this amount, the County expects to collect 94 percent for a net of \$40,674,610. The County will certify and pay on the \$20,365,000 of Library bonds sold in fiscal year 2000-2001 (1st Bond Issue) and refunded in 2017. The County expects to levy \$1,277,182 and collect 94 percent for a net of \$1,200,551. The County sold \$18,575,000 in Library bonds in fiscal year 2002-2003 (2nd Bond Issue) and refunded in 2010. For the 2nd Bond Issue, the County expects to levy \$1,242,285 and collect 94 percent for a net of \$1,167,748. The final payment on the Library bonds (1st and 2nd Bond Issues) will be made in June 2020.



GRANTS, GIFTS, ALLOCATIONS AND DONATIONS State Revenues



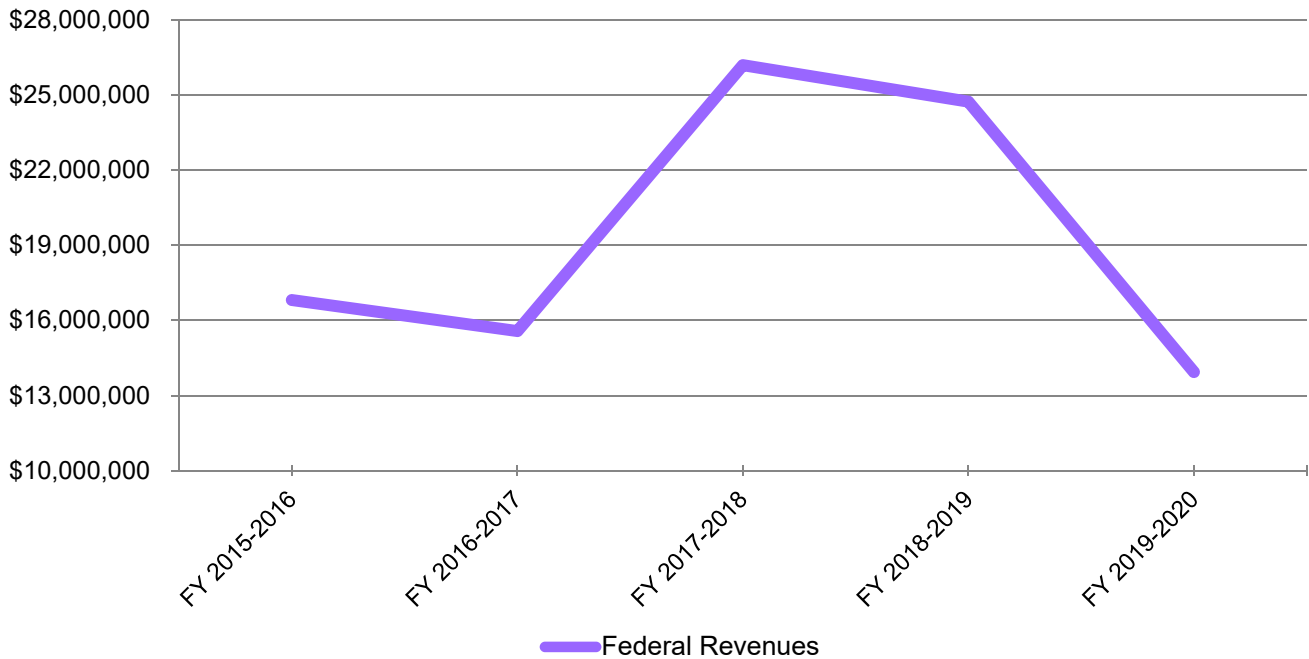
These revenues are generally dedicated grants and taxes provided by, or through, the State for specific County programs. Health and Human Services receives the majority of this revenue, to support State-mandated programs such as Developmental Disabilities, Mental Health, and Public Health. State public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

The State gas tax and vehicle registration fees are dedicated funding for road improvements and the Road Fund's primary source of revenue. The State provides the taxes in combined payments referred to as the State Motor Vehicle Taxes. Oregon House Bill 2001 (HB 2001) passed in 2009, along with HB 2017 passed in 2017, increased vehicle registration fees and added additional cents per gallon to the State gas tax. The State of Oregon provides estimates for this revenue source. The Roads and Parks Department uses the State estimate and historical revenues to conservatively project the budgeted amount. Additionally, reduced miles driven and vehicle registration receipts, coupled with more fuel efficient and electric vehicles, are also taken into account when estimating this revenue source. The Oregon Department of Transportation (ODOT) reimbursement grant programs are State intergovernmental agreements with the County's Roads and Parks Department to provide projects on State roads within the County. The County's budgeted amounts are based on the contracts to provide the service.

State liquor tax and State marijuana tax revenues support the General Fund programs. State lottery revenues are utilized to help strengthen economic development by: providing a safe environment for businesses to operate in and helping inmates overcome obstacles to employment with programs that address addiction problems, mental health issues, and education (GED). Both the State liquor tax and lottery revenues are conservatively estimated based upon prior year payments, economic outlook, and, when available, State forecasts. The State marijuana tax is a relatively new revenue with little historical payment information; the payments from the State have not been on a consistent basis and, therefore, this revenue source has been budgeted conservatively.



GRANTS, GIFTS, ALLOCATIONS AND DONATIONS Federal Revenues



Funding fluctuates greatly from year to year depending on the types of program funding available from the Federal government. Federal monies generally have program-specific funding criteria. The Airport is the largest recipient of Federal monies from the Federal Aviation Administration (FAA) dedicated to Airport improvements. The current Airport improvements are an update to the Master Plan and the development of a Wildlife Hazard Management Plan, a new Passenger Loading Bridge, Hangar Taxilane Reconstruction; and acquire snow removal equipment. The majority of the Federal revenue that Health and Human Services receives is dedicated to the Women, Infants, and Children (WIC) program. WIC is the special supplemental nutrition program that provides nutritional education and counseling for qualified individuals.

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

Federal Oregon and California (O&C) Railroad Lands funding for logging on Federal lands within the State has almost come to a standstill due to environmental laws. In lieu of the O&C timber receipts, the Federal government has been providing a subsidy at greatly reduced amounts.

When this budget was prepared, the County was awaiting the final payments under the Secure Rural Schools and Community Self-Determination Act (SRS), which is not expected to be reauthorized for fiscal year 2019-2020. As a result, the 1908 Act requiring 25 percent payments to states governs the distribution of Federal forest revenues. Due to the uncertain nature of this funding source, General Fund Fiduciary will receive this revenue.



SPENDING PLAN

COMBINED SUMMARY OF REVENUES AND EXPENDITURES AND CHANGES IN FUND BALANCES

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

| | GENERAL FUND | SPECIAL REVENUE FUNDS | | | |
|----------------------------------|----------------------|-----------------------|--------------------|--------------------|-------------------------|
| | General Fund | County Schools | County Trails | Court Security | Health & Human Services |
| BEGINNING FUND BALANCE | \$85,961,583 | \$0 | \$325,000 | \$414,600 | \$14,666,106 |
| <i>Revenues</i> | | | | | |
| GRANTS, GIFTS, ALLOC & DONATIONS | \$26,133,283 | \$200,000 | \$297,537 | \$166,700 | \$18,812,586 |
| FEES & OTHER SERVICE CHARGES | \$11,040,525 | \$0 | \$0 | \$0 | \$2,562,500 |
| PROPERTY TAX | \$40,674,610 | \$0 | \$0 | \$0 | \$0 |
| BOND PROCEEDS | \$326,843 | \$0 | \$0 | \$0 | \$0 |
| ALL OTHER RESOURCES | \$3,135,025 | \$600 | \$4,000 | \$8,200 | \$200,000 |
| <i>Revenues Subtotal</i> | \$81,310,286 | \$200,600 | \$301,537 | \$174,900 | \$21,575,086 |
| INTERFUND TRANSFERS & IS REIMB | \$2,296,917 | \$0 | \$15,000 | \$0 | \$4,051,194 |
| Grand Total Revenues | \$169,568,786 | \$200,600 | \$641,537 | \$589,500 | \$40,292,386 |
| <i>Expenditures</i> | | | | | |
| PERSONNEL SERVICES | \$52,536,547 | \$0 | \$130,324 | \$0 | \$16,744,418 |
| MATERIALS & SERVICES | \$21,414,951 | \$0 | \$339,122 | \$292,000 | \$9,387,968 |
| CAPITAL OUTLAY | \$3,342,990 | \$0 | \$0 | \$0 | \$0 |
| DEBT SERVICE | \$0 | \$0 | \$0 | \$0 | \$0 |
| SPECIAL PAYMENTS | \$488,584 | \$200,600 | \$0 | \$0 | \$0 |
| <i>Expenditures Subtotal</i> | \$77,783,072 | \$200,600 | \$469,446 | \$292,000 | \$26,132,386 |
| INTERFUND TRANSFERS | \$5,349,371 | \$0 | \$0 | \$0 | \$0 |
| CONTINGENCY | \$10,000,000 | \$0 | \$70,417 | \$40,000 | \$4,000,000 |
| ENDING FUND BALANCE & RESERVES | \$76,436,343 | \$0 | \$101,674 | \$257,500 | \$10,160,000 |
| Grand Total Expenditures | \$169,568,786 | \$200,600 | \$641,537 | \$589,500 | \$40,292,386 |
| CHANGE IN FUND BALANCE | (\$9,525,240) | \$0 | (\$223,326) | (\$157,100) | (\$4,506,106) |

Explanation of Change in Fund Balance:

- Property taxes are levied at \$2.0099 per thousand assessed value.
- County Trails Fund: The change in the County Trails Fund balance is -69 percent. This is attributable to the dedicated Joint Powers Agreement funding which is being spent down from previous years.
- Court Security Fund: The change in the Court Security Fund balance is -38 percent. Revenues have fluctuated as a result of House Bills (HB) 2712 and 2562. Revenues are expected to increase in future fiscal years as the effects of the two House Bills stabilize.
- Health and Human Services (HHS) Fund: The change in the HHS Fund balance is -31 percent. Approximately 47 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 | \$933,642 | \$65,190 | \$15,200,000 | \$3,097,300 | \$30,000 |
| Revenues | | | | | |
| GRANTS, GIFTS, ALLOC & DONATIONS | \$1,539,189 | \$0 | \$24,020,841 | \$0 | \$0 |
| FEES & OTHER SERVICE CHARGES | \$0 | \$208,400 | \$694,950 | \$1,144,300 | \$0 |
| PROPERTY TAX | \$0 | \$0 | \$0 | \$0 | \$0 |
| BOND PROCEEDS | \$0 | \$0 | \$0 | \$0 | \$0 |
| ALL OTHER RESOURCES | \$10,000 | \$1,000 | \$160,000 | \$30,000 | \$400 |
| <i>Revenues Subtotal</i> | \$1,549,189 | \$209,400 | \$24,875,791 | \$1,174,300 | \$400 |
| INTERFUND TRANSFERS & IS REIMB | \$0 | \$0 | \$2,975,000 | \$0 | \$0 |
| Grand Total Revenues | \$2,482,831 | \$274,590 | \$43,050,791 | \$4,271,600 | \$30,400 |
| Expenditures | | | | | |
| PERSONNEL SERVICES | \$1,019,342 | \$0 | \$8,954,101 | \$0 | \$0 |
| MATERIALS & SERVICES | \$596,705 | \$209,400 | \$9,967,689 | \$139,677 | \$10,000 |
| CAPITAL OUTLAY | \$0 | \$0 | \$17,703,672 | \$0 | \$0 |
| DEBT SERVICE | \$0 | \$0 | \$0 | \$0 | \$0 |
| SPECIAL PAYMENTS | \$0 | \$0 | \$0 | \$0 | \$0 |
| <i>Expenditures Subtotal</i> | \$1,616,047 | \$209,400 | \$36,625,462 | \$139,677 | \$10,000 |
| INTERFUND TRANSFERS | \$0 | \$0 | \$127,000 | \$1,018,581 | \$0 |
| CONTINGENCY | \$50,000 | \$10,000 | \$2,510,904 | \$100,000 | \$1,500 |
| ENDING FUND BALANCE & RESERVES | \$816,784 | \$55,190 | \$3,787,425 | \$3,013,342 | \$18,900 |
| Grand Total Expenditures | \$2,482,831 | \$274,590 | \$43,050,791 | \$4,271,600 | \$30,400 |
| CHANGE IN FUND BALANCE | (\$116,858) | (\$10,000) | (\$11,412,575) | (\$83,958) | (\$11,100) |

Explanation of Change in Fund Balance:

- Law Enforcement District Fund: The change in the Law Enforcement District Fund balance is -13 percent. District expenses occasionally dip into the fund balance as services fluctuate.
- Law Library Fund: The change in the Law Library Fund balance is -15 percent. An intergovernmental agreement with the State of Oregon, Jackson County Circuit Court, was executed to provide facilitation services for self-represented individuals within the Law Library. Operating costs continue to be reduced and the fund is expected to stabilize in the next three years as legal research contracts expire and more legal information is provided online for free.
- General Road Fund: The change in the General Road Fund balance is -75 percent. The fiscal year 2019-2020 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 -37 percent. This fund was created for the sole purpose of maintaining and monitoring the Vernal Pool Restoration Site. The fund balance will decline as restoration services are completed.



| SPECIAL REVENUE FUNDS (cont) | | | |
|-------------------------------------|--------------------|--------------------|----------------------|
| | Surveyor | Title III | Video Lottery |
| BEGINNING FUND BALANCE | \$1,390,000 | \$695,000 | \$0 |
| <i>Revenues</i> | | | |
| GRANTS, GIFTS, ALLOC & DONATIONS | \$0 | \$1,020,000 | \$945,000 |
| FEES & OTHER SERVICE CHARGES | \$704,500 | \$0 | \$0 |
| PROPERTY TAX | \$0 | \$0 | \$0 |
| BOND PROCEEDS | \$0 | \$0 | \$0 |
| ALL OTHER RESOURCES | \$15,500 | \$15,000 | \$8,500 |
| <i>Revenues Subtotal</i> | \$720,000 | \$1,035,000 | \$953,500 |
| INTERFUND TRANSFERS & IS REIMB | \$86,000 | \$0 | \$0 |
| Grand Total Revenues | \$2,196,000 | \$1,730,000 | \$953,500 |
| <i>Expenditures</i> | | | |
| PERSONNEL SERVICES | \$581,498 | \$0 | \$0 |
| MATERIALS & SERVICES | \$376,689 | \$1,730,000 | \$0 |
| CAPITAL OUTLAY | \$23,000 | \$0 | \$0 |
| DEBT SERVICE | \$0 | \$0 | \$0 |
| SPECIAL PAYMENTS | \$0 | \$0 | \$0 |
| <i>Expenditures Subtotal</i> | \$981,187 | \$1,730,000 | \$0 |
| INTERFUND TRANSFERS | \$0 | \$0 | \$939,726 |
| CONTINGENCY | \$145,000 | \$0 | \$13,774 |
| ENDING FUND BALANCE & RESERVES | \$1,069,813 | \$0 | \$0 |
| Grand Total Expenditures | \$2,196,000 | \$1,730,000 | \$953,500 |
| CHANGE IN FUND BALANCE | (\$320,187) | (\$695,000) | \$0 |

Explanation of Change in Fund Balance:

- Surveyor Fund: The change in the Surveyor Fund balance is -23 percent. Fluctuations in fund balance is normal as survey work is dependent upon the local economy.
- Title III Fund: The change in the Title III Fund balance is -100 percent. All funds will be obligated for projects during fiscal year 2019-2020; there is the potential for the fund balance to be spent by June 30, 2020.



| | CAPITAL PROJECT FUNDS | | | | | |
|----------------------------------|-----------------------|-----------|--------------------------|--------------------------|--------------------|--------------------|
| | Capital Projects | Greenway | Parks System Development | Roads System Development | Street Improvement | White City Capital |
| BEGINNING FUND BALANCE | \$50,000 | \$484,000 | \$0 | \$2,510,000 | \$650,000 | \$1,361,397 |
| Revenues | | | | | | |
| GRANTS, GIFTS, ALLOC & DONATIONS | \$350,000 | \$0 | \$0 | \$0 | \$90,000 | \$0 |
| FEES & OTHER SERVICE CHARGES | \$0 | \$0 | \$50,000 | \$600,000 | \$0 | \$0 |
| PROPERTY TAX | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| BOND PROCEEDS | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| ALL OTHER RESOURCES | \$0 | \$4,000 | \$0 | \$17,000 | \$10,000 | \$24,505 |
| <i>Revenues Subtotal</i> | \$350,000 | \$4,000 | \$50,000 | \$617,000 | \$100,000 | \$24,505 |
| INTERFUND TRANSFERS & IS REIMB | \$350,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Grand Total Revenues | \$750,000 | \$488,000 | \$50,000 | \$3,127,000 | \$750,000 | \$1,385,902 |
| Expenditures | | | | | | |
| PERSONNEL SERVICES | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| MATERIALS & SERVICES | \$530,000 | \$0 | \$0 | \$59,500 | \$0 | \$0 |
| CAPITAL OUTLAY | \$220,000 | \$0 | \$0 | \$0 | \$0 | \$1,385,902 |
| DEBT SERVICE | \$0 | \$0 | \$0 | \$0 | \$85,000 | \$0 |
| SPECIAL PAYMENTS | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| <i>Expenditures Subtotal</i> | \$750,000 | \$0 | \$0 | \$59,500 | \$85,000 | \$1,385,902 |
| INTERFUND TRANSFERS | \$0 | \$0 | \$50,000 | \$2,500,000 | \$0 | \$0 |
| CONTINGENCY | \$0 | \$0 | \$0 | \$0 | \$12,750 | \$0 |
| ENDING FUND BALANCE & RESERVES | \$0 | \$488,000 | \$0 | \$567,500 | \$652,250 | \$0 |
| Grand Total Expenditures | \$750,000 | \$488,000 | \$50,000 | \$3,127,000 | \$750,000 | \$1,385,902 |
| CHANGE IN FUND BALANCE | (\$50,000) | \$4,000 | \$0 | (\$1,942,500) | \$2,250 | (\$1,361,397) |

Explanation of Change in Fund Balance:

- 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.
- Roads System Development Fund: The change in the Roads System Development Fund balance is -77 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 2019-2020.



| | INTERNAL SERVICES FUNDS | | | | | |
|----------------------------------|-------------------------|----------------------|-------------|------------------------------|----------------------------|---------------|
| | Central Services | Computer Replacement | Motor Pool | Risk Mgmt-Gen Auto Liability | Self-Insurance Health Plan | Workers' Comp |
| BEGINNING FUND BALANCE | \$3,660,875 | \$1,037,546 | \$1,300,000 | \$8,531,869 | \$2,598,000 | \$4,308,428 |
| Revenues | | | | | | |
| GRANTS, GIFTS, ALLOC & DONATIONS | \$697,437 | \$0 | \$80,000 | \$500 | \$0 | \$0 |
| FEES & OTHER SERVICE CHARGES | \$412,300 | \$0 | \$73,000 | \$0 | \$22,584 | \$0 |
| PROPERTY TAX | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| BOND PROCEEDS | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| ALL OTHER RESOURCES | \$91,521 | \$21,536 | \$13,000 | \$160,000 | \$30,000 | \$86,200 |
| <i>Revenues Subtotal</i> | \$1,201,258 | \$21,536 | \$166,000 | \$160,500 | \$52,584 | \$86,200 |
| INTERFUND TRANSFERS & IS REIMB | \$14,273,785 | \$319,048 | \$2,467,887 | \$1,907,128 | \$4,258,308 | \$615,302 |
| Grand Total Revenues | \$19,135,918 | \$1,378,130 | \$3,933,887 | \$10,599,497 | \$6,908,892 | \$5,009,930 |
| Expenditures | | | | | | |
| PERSONNEL SERVICES | \$10,400,068 | \$0 | \$317,431 | \$121,934 | \$0 | \$37,299 |
| MATERIALS & SERVICES | \$4,835,454 | \$464,786 | \$1,222,567 | \$2,864,694 | \$6,056,252 | \$1,261,203 |
| CAPITAL OUTLAY | \$148,000 | \$0 | \$1,354,000 | \$0 | \$0 | \$0 |
| DEBT SERVICE | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| SPECIAL PAYMENTS | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| <i>Expenditures Subtotal</i> | \$15,383,522 | \$464,786 | \$2,893,998 | \$2,986,628 | \$6,056,252 | \$1,298,502 |
| INTERFUND TRANSFER | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| CONTINGENCY | \$500,000 | \$0 | \$389,889 | \$0 | \$0 | \$0 |
| ENDING FUND BALANCE & RESERVES | \$3,252,396 | \$913,344 | \$650,000 | \$7,612,869 | \$852,640 | \$3,711,428 |
| Grand Total Expenditures | \$19,135,918 | \$1,378,130 | \$3,933,887 | \$10,599,497 | \$6,908,892 | \$5,009,930 |
| CHANGE IN FUND BALANCE | (\$408,479) | (\$124,202) | (\$650,000) | (\$919,000) | (\$1,745,360) | (\$597,000) |

Explanation of Change in Fund Balance:

- Central Services Fund: The change in the Central Services Fund balance is -11 percent. This fluctuates from year to year according to services provided by County departments and the true-up for unused services.
- Computer Replacement Fund: The change in the Computer Replacement Fund balance is -12 percent. This fluctuates from year to year according to replacement needs.
- Motor Pool Fund: The change in the Motor Pool Fund balance is -50 percent. This fluctuates from year to year according to requests for vehicle purchases.
- Risk Management-General and Auto Liability Fund: The change in the Risk Management-General and Auto Liability Fund balance is -11 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 -67 percent. The fund balance will fluctuate based on the number of claims in a year.
- Workers' Compensation Fund: The change in the Workers' Compensation Fund balance is -14 percent. The fund balance will fluctuate based on the number of claims in a year.



| | DEBT SERVICE FUNDS | |
|----------------------------------|--|--|
| | Library Debt Service - 1 st | Library Debt Service - 2 nd |
| BEGINNING FUND BALANCE | \$277,027 | \$296,527 |
| <i>Revenues</i> | | |
| GRANTS, GIFTS, ALLOC & DONATIONS | \$0 | \$0 |
| FEES & OTHER SERVICE CHARGES | \$0 | \$0 |
| PROPERTY TAX | \$1,200,551 | \$1,167,748 |
| BOND PROCEEDS | \$0 | \$0 |
| ALL OTHER RESOURCES | \$45,170 | \$45,000 |
| <i>Revenues Subtotal</i> | \$1,245,721 | \$1,212,748 |
| INTERFUND TRANSFERS & IS REIMB | \$0 | \$0 |
| Grand Total Revenues | \$1,522,748 | \$1,509,275 |
| <i>Expenditures</i> | | |
| PERSONNEL SERVICES | \$0 | \$0 |
| MATERIALS & SERVICES | \$0 | \$0 |
| CAPITAL OUTLAY | \$0 | \$0 |
| DEBT SERVICE | \$1,522,748 | \$1,509,275 |
| SPECIAL PAYMENTS | \$0 | \$0 |
| <i>Expenditures Subtotal</i> | \$1,522,748 | \$1,509,275 |
| INTERFUND TRANSFERS | \$0 | \$0 |
| CONTINGENCY | \$0 | \$0 |
| ENDING FUND BALANCE & RESERVES | \$0 | \$0 |
| Grand Total Expenditures | \$1,522,748 | \$1,509,275 |
| CHANGE IN FUND BALANCE | (\$277,027) | (\$296,527) |

Explanation of Library Debt Services:

- Library Debt Service - 1st Bond Issue: The First Library Bond Series (S1) issued \$20,365,000. The amount of taxes levied is \$1,277,182. The final payment on the First Library Bond Series will be made in fiscal year 2019-2020.
- Library Debt Service - 2nd Bond Issue: The Second Library Bond Series (S2) issued \$18,575,000. The amount of taxes levied is \$1,242,285. The final payment on the Second Library Bond Series will be made in fiscal year 2019-2020.

| | ENTERPRISE FUNDS | | |
|----------------------------------|----------------------|--------------------|-----------------------|
| | Airport Enterprise | Expo Park | Recreation Enterprise |
| BEGINNING FUND BALANCE | \$31,265,724 | \$470,982 | \$944,000 |
| Revenues | | | |
| GRANTS, GIFTS, ALLOC & DONATIONS | \$9,211,775 | \$559,157 | \$1,090,220 |
| FEES & OTHER SERVICE CHARGES | \$10,772,817 | \$2,452,198 | \$2,313,550 |
| PROPERTY TAX | \$0 | \$0 | \$0 |
| BOND PROCEEDS | \$0 | \$0 | \$0 |
| ALL OTHER RESOURCES | \$315,600 | \$10,500 | \$15,000 |
| <i>Revenues Subtotal</i> | \$20,300,192 | \$3,021,855 | \$3,418,770 |
| INTERFUND TRANSFERS & IS REIMB | \$890,669 | \$9,600 | \$413,875 |
| Grand Total Revenues | \$52,456,585 | \$3,502,437 | \$4,776,645 |
| Expenditures | | | |
| PERSONNEL SERVICES | \$4,261,889 | \$499,357 | \$1,616,840 |
| MATERIALS & SERVICES | \$5,547,191 | \$2,513,833 | \$1,730,059 |
| CAPITAL OUTLAY | \$10,314,990 | \$0 | \$235,000 |
| DEBT SERVICE | \$890,669 | \$16,889 | \$352,968 |
| SPECIAL PAYMENTS | \$0 | \$0 | \$0 |
| <i>Expenditures Subtotal</i> | \$21,014,739 | \$3,030,079 | \$3,934,867 |
| INTERFUND TRANSFERS | \$890,669 | \$0 | \$0 |
| CONTINGENCY | \$1,598,262 | \$270,000 | \$579,370 |
| ENDING FUND BALANCE & RESERVES | \$28,952,915 | \$202,358 | \$262,408 |
| Grand Total Expenditures | \$52,456,585 | \$3,502,437 | \$4,776,645 |
| CHANGE IN FUND BALANCE | (\$2,312,809) | (\$268,624) | (\$681,592) |

Explanation of Change in Fund Balance:

- Expo Park Enterprise Fund: The change in the Expo Park Enterprise Fund balance is -57 percent. This fluctuates from year to year according to the number of Expo events and paying attendees.
- Recreation Enterprise Fund: The change in the Recreation Enterprise Fund balance is -72 percent. The fund balance fluctuation is normal based on current projects and reserves set aside for future projects.

| TOTAL ALL FUNDS | |
|----------------------------------|-----------------------|
| | FY 2019-2020 |
| BEGINNING FUND BALANCE | \$182,524,796 |
| <u>Revenues</u> | |
| GRANTS, GIFTS, ALLOC & DONATIONS | \$85,214,225 |
| FEES & OTHER SERVICE CHARGES | \$33,051,624 |
| PROPERTY TAX | \$43,042,909 |
| BOND PROCEEDS | \$326,843 |
| ALL OTHER RESOURCES | \$4,477,257 |
| <i>Revenues Subtotal</i> | \$166,112,858 |
| INTERFUND TRANSFERS & IS REIMB | \$34,929,713 |
| Grand Total Revenues | \$383,567,367 |
| <u>Expenditures</u> | |
| PERSONNEL SERVICES | \$97,221,048 |
| MATERIALS & SERVICES | \$71,549,740 |
| CAPITAL OUTLAY | \$34,727,554 |
| DEBT SERVICE | \$4,377,549 |
| SPECIAL PAYMENTS | \$689,184 |
| <i>Expenditures Subtotal</i> | \$208,565,075 |
| INTERFUND TRANSFERS | \$10,875,347 |
| CONTINGENCY | \$20,291,866 |
| ENDING FUND BALANCE & RESERVES | \$143,835,079 |
| Grand Total Expenditures | \$383,567,367 |
| CHANGE IN FUND BALANCE | (\$38,689,717) |



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 | 2015-2016 ACTUAL | 2016-2017 ACTUAL | 2017-2018 ACTUAL | 2018-2019 ADOPTED | 2019-2020 ADOPTED |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| ASSESSMENT AND APPRAISAL | | | | | |
| Federal Resources | \$0 | \$0 | \$0 | \$0 | \$0 |
| State Resources | \$645,767 | \$673,572 | \$672,040 | \$690,717 | \$683,826 |
| Local Resources | \$2,784,135 | \$2,686,367 | \$2,454,571 | \$3,385,752 | \$3,249,228 |
| Other Resources | \$116,381 | \$97,049 | \$154,437 | \$108,536 | \$374,688 |
| Total Revenues | \$3,546,283 | \$3,456,988 | \$3,281,048 | \$4,185,005 | \$4,307,742 |
| Total Expenditures | \$3,546,283 | \$3,456,988 | \$3,281,048 | \$4,185,005 | \$4,307,742 |
| BOARD OF COMMISSIONERS | | | | | |
| Federal Resources | \$0 | \$0 | \$0 | \$0 | \$0 |
| State Resources | \$0 | \$0 | \$0 | \$0 | \$0 |
| Video Lottery Resources | \$27,767 | \$26,130 | \$12,399 | \$30,748 | \$39,726 |
| Local Resources | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Resources | \$725,894 | \$637,958 | \$608,884 | \$823,579 | \$896,754 |
| Total Revenues | \$753,661 | \$664,088 | \$621,283 | \$854,327 | \$936,480 |
| Total Expenditures | \$661,909 | \$722,746 | \$641,245 | \$854,327 | \$936,480 |
| COMMUNITY JUSTICE – ADULT SUPERVISION AND PROGRAMS | | | | | |
| Federal Resources | \$167,730 | \$46,660 | \$0 | \$0 | \$0 |
| State Resources | \$3,566,265 | \$3,545,495 | \$4,113,908 | \$5,460,679 | \$4,794,360 |
| Local Resources | \$498,679 | \$293,768 | \$346,777 | \$491,838 | \$408,016 |
| Other Resources | \$1,050,846 | \$975,675 | \$1,134,479 | \$931,200 | \$990,200 |
| Total Revenues | \$5,283,521 | \$4,861,598 | \$5,595,165 | \$6,883,717 | \$6,192,576 |
| Total Expenditures | \$5,283,521 | \$4,861,598 | \$5,595,165 | \$6,883,717 | \$6,192,576 |
| COMMUNITY JUSTICE – TRANSITION CENTER | | | | | |
| Federal Resources | \$675,983 | \$862,476 | \$492,314 | \$579,980 | \$474,000 |
| State Resources | \$2,004,006 | \$1,976,598 | \$2,080,599 | \$2,362,446 | \$2,267,881 |
| Local Resources | \$895,082 | \$511,525 | \$1,100,502 | \$1,406,612 | \$1,563,078 |
| Other Resources | \$830,786 | \$773,656 | \$760,463 | \$701,100 | \$902,250 |
| Total Revenues | \$4,405,857 | \$4,124,216 | \$4,433,878 | \$5,050,138 | \$5,207,209 |
| Total Expenditures | \$4,405,857 | \$4,124,216 | \$4,433,878 | \$5,050,138 | \$5,207,209 |



| DEPARTMENT - PROGRAM | 2015-2016 ACTUAL | 2016-2017 ACTUAL | 2017-2018 ACTUAL | 2018-2019 ADOPTED | 2019-2020 ADOPTED |
|--|---------------------|---------------------|---------------------|----------------------|----------------------|
| COMMUNITY JUSTICE – JUVENILE SERVICES | | | | | |
| Federal Resources | \$0 | \$0 | \$0 | \$0 | \$0 |
| State Resources | \$1,169,334 | \$1,322,406 | \$1,312,991 | \$1,345,656 | \$1,574,397 |
| Local Resources | \$4,197,680 | \$4,186,329 | \$4,365,020 | \$5,018,978 | \$5,208,340 |
| Other Resources | \$71,961 | \$64,783 | \$57,335 | \$64,500 | \$68,200 |
| Total Revenues | \$5,438,975 | \$5,573,519 | \$5,735,346 | \$6,429,134 | \$6,850,937 |
| Total Expenditures | \$5,438,975 | \$5,573,519 | \$5,735,345 | \$6,429,134 | \$6,850,937 |
| COUNTY ADMINISTRATION – COMMUNITY DEVELOPMENT BLOCK GRANT | | | | | |
| Federal Resources | \$0 | \$0 | \$0 | \$0 | \$0 |
| State Resources | \$0 | \$220,626 | \$79,374 | \$300,000 | \$300,000 |
| Local Resources | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Resources | \$0 | \$3,198 | \$0 | \$10,000 | \$10,000 |
| Total Revenues | \$0 | \$223,824 | \$79,374 | \$310,000 | \$310,000 |
| Total Expenditures | \$0 | \$223,824 | \$79,374 | \$310,000 | \$310,000 |
| DISTRICT ATTORNEY | | | | | |
| Federal Resources | \$653,425 | \$748,301 | \$733,646 | \$911,142 | \$859,374 |
| State Resources | \$315,255 | \$400,726 | \$409,601 | \$256,498 | \$275,027 |
| Local Resources | \$3,604,390 | \$3,549,652 | \$4,064,695 | \$5,187,683 | \$5,486,844 |
| Other Resources | \$233,169 | \$267,350 | \$303,859 | \$167,630 | \$213,696 |
| Total Revenues | \$4,806,239 | \$4,966,030 | \$5,511,800 | \$6,522,953 | \$6,834,941 |
| Total Expenditures | \$4,806,239 | \$4,966,030 | \$5,511,800 | \$6,522,953 | \$6,834,941 |
| FINANCE – TAXATION OFFICE | | | | | |
| Federal Resources | \$0 | \$0 | \$0 | \$0 | \$0 |
| State Resources | \$125,407 | \$124,575 | \$119,250 | \$130,000 | \$130,000 |
| Local Resources | \$278,619 | \$295,895 | \$314,488 | \$375,633 | \$388,432 |
| Other Resources | \$196,759 | \$221,469 | \$216,850 | \$223,499 | \$216,727 |
| Total Revenues | \$600,785 | \$641,939 | \$650,588 | \$729,132 | \$735,159 |
| Total Expenditures | \$600,785 | \$641,939 | \$650,548 | \$729,132 | \$735,159 |
| HEALTH AND HUMAN SERVICES – ENVIRONMENTAL PUBLIC HEALTH | | | | | |
| Federal Resources | \$0 | \$0 | \$0 | \$0 | \$0 |
| State Resources | \$117,449 | \$114,312 | \$105,099 | \$118,000 | \$118,000 |
| Local Resources | \$26,361 | \$27,780 | \$11,256 | \$34,200 | \$66,675 |
| Other Resources | \$855,019 | \$837,394 | \$893,685 | \$821,200 | \$853,900 |
| Total Revenues | \$998,829 | \$979,486 | \$1,010,040 | \$973,400 | \$1,038,575 |
| Total Expenditures | \$788,109 | \$768,458 | \$831,940 | \$973,400 | \$1,038,575 |



| DEPARTMENT - PROGRAM | 2015-2016 ACTUAL | 2016-2017 ACTUAL | 2017-2018 ACTUAL | 2018-2019 ADOPTED | 2019-2020 ADOPTED |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| HEALTH AND HUMAN SERVICES – MENTAL HEALTH | | | | | |
| Federal Resources | \$0 | \$0 | \$0 | \$0 | \$0 |
| State Resources | \$33,077,709 | \$27,773,443 | \$21,585,928 | \$10,340,950 | \$9,593,969 |
| Local Resources | \$186 | \$323 | \$10 | \$0 | \$0 |
| Other Resources | \$282,329 | \$282,175 | \$145,737 | \$299,228 | \$749,601 |
| Total Revenues | \$33,360,224 | \$28,055,941 | \$11,731,675 | \$10,640,178 | \$10,343,570 |
| Total Expenditures | \$33,734,883 | \$32,236,431 | \$9,926,051 | \$10,640,178 | \$10,343,570 |
| HEALTH AND HUMAN SERVICES – PUBLIC HEALTH | | | | | |
| Federal Resources | \$1,664,674 | \$1,419,583 | \$1,394,747 | \$1,742,575 | \$1,370,045 |
| State Resources | \$3,484,581 | \$3,417,956 | \$3,556,785 | \$5,006,297 | \$2,975,050 |
| Local Resources | \$25,000 | \$20 | \$0 | \$0 | \$0 |
| Other Resources | \$936,969 | \$1,029,539 | \$1,375,061 | \$1,398,854 | \$1,351,403 |
| Total Revenues | \$6,111,224 | \$5,867,098 | \$6,326,594 | \$8,147,726 | \$5,696,498 |
| Total Expenditures | \$6,113,682 | \$5,828,345 | \$6,241,173 | \$8,147,726 | \$5,696,498 |
| HEALTH AND HUMAN SERVICES – VETERANS' SERVICES | | | | | |
| Federal Resources | \$0 | \$0 | \$0 | \$0 | \$0 |
| State Resources | \$122,135 | \$118,566 | \$195,863 | \$193,863 | \$206,093 |
| Local Resources | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Resources | \$352,757 | \$353,813 | \$268,445 | \$452,160 | \$452,160 |
| Total Revenues | \$474,892 | \$472,379 | \$464,308 | \$646,023 | \$658,253 |
| Total Expenditures | \$474,592 | \$472,379 | \$464,293 | \$646,023 | \$658,253 |
| ROADS AND PARKS | | | | | |
| Federal Resources | \$1,585,668 | \$586,388 | \$1,543,923 | \$550,274 | \$540,000 |
| State Resources | \$15,034,403 | \$15,252,187 | \$17,361,263 | \$19,779,557 | \$24,189,161 |
| Local Resources | \$190,399 | \$437,946 | \$1,064,797 | \$344,537 | \$339,537 |
| Other Resources | \$28,001,271 | \$26,272,765 | \$25,975,331 | \$27,917,137 | \$31,779,562 |
| Total Revenues | \$44,811,742 | \$42,549,286 | \$45,945,314 | \$48,591,505 | \$56,848,260 |
| Total Expenditures | \$26,477,114 | \$24,643,915 | \$24,863,239 | \$48,591,505 | \$56,848,260 |
| SHERIFF – CORRECTIONS | | | | | |
| Federal Resources | \$1,008,340 | \$1,026,100 | \$747,031 | \$1,042,500 | \$1,028,000 |
| State Resources | \$1,775,817 | \$1,808,391 | \$1,812,831 | \$1,803,648 | \$1,803,648 |
| Video Lottery Resources | \$829,598 | \$961,000 | \$959,766 | \$900,000 | \$900,000 |
| Local Resources | \$7,144,965 | \$7,712,046 | \$7,758,235 | \$9,103,622 | \$9,429,324 |
| Other Resources | \$176,215 | \$191,347 | \$196,427 | \$141,000 | \$356,000 |
| Total Revenues | \$10,934,935 | \$11,698,883 | \$11,474,290 | \$12,990,770 | \$13,516,972 |
| Total Expenditures | \$10,934,935 | \$10,698,883 | \$11,474,290 | \$12,990,770 | \$13,516,972 |



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 219,200 – an increase of 2,300 in 2018 with an average growth rate of approximately 0.78 percent over the past ten years. Approximately 68 percent of Jackson County residents live in the 11 incorporated cities, which include Ashland, Butte Falls, Central Point, Eagle Point, Gold Hill, Jacksonville, Medford, Phoenix, Rogue River, Shady Cove, and Talent. The remainder live in the unincorporated areas of the County.

Medford, with a population of 80,375, is the largest city within Jackson County and serves as its County seat. Medford is known throughout the country and the world for its pear orchards and is home to Harry & David and Jackson & Perkins, one of the world's largest shippers of fruit, food gifts, and roses. Medford is a popular location for visitors who wish to access the nearby recreation areas.

The second largest city in Jackson County, Ashland (population 20,815), 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 19 inches of rainfall a year. While the weather is mild – average temperature in January is 42° and 78° in July – there are four distinct seasons.

The area is served by the Rogue Valley International-Medford Airport, offering convenient and affordable travel on several major airlines.

The monthly average home sales price in Jackson County was \$339,531 in 2018. In 2017 (the latest figure available), the median household income in Jackson County was \$51,364 and the per capita personal income was \$44,360.

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: (2018) \$31,672,023,922
 Annual Precipitation: 19.30"
 Principle Industries: Retail, Medical
 Tourism, Manufacturing, Agriculture, Lumber

VOTERS

| | |
|-------------------------------|---------|
| Democrats | 44,291 |
| Republicans | 47,119 |
| Non-Affiliated | 50,034 |
| All Others | 11,066 |
| Total Registered Voters | 152,510 |

PER CAPITA INCOME

| | |
|----------------|----------|
| 2008-2009..... | \$35,272 |
| 2009-2010..... | \$33,310 |
| 2010-2011..... | \$34,168 |
| 2011-2012..... | \$34,602 |
| 2012-2013..... | \$36,289 |
| 2013-2014..... | \$36,861 |
| 2014-2015..... | \$37,637 |
| 2015-2016..... | \$40,698 |
| 2016-2017..... | \$41,852 |
| 2017-2018..... | \$44,360 |

| AGE | POPULATION | PERCENT |
|--------------|----------------|---------------|
| 0-9 | 23,646 | 10.8% |
| 10-19 | 25,100 | 11.4% |
| 20-29 | 24,247 | 11.1% |
| 30-39 | 26,192 | 11.9% |
| 40-49 | 26,118 | 11.9% |
| 50-59 | 28,799 | 13.1% |
| 60-69 | 31,737 | 14.5% |
| 70-79 | 21,835 | 10.0% |
| 80+ | 11,526 | 5.3% |
| TOTAL | 219,200 | 100.0% |

POPULATION

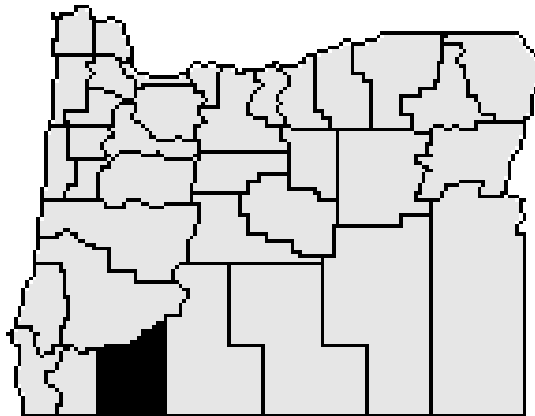
| | <u>7/1/17</u> | <u>7/1/18</u> | <u>Percent Change</u> |
|----------------------|---------------|---------------|-----------------------|
| Total Jackson County | 216,900 | 219,200 | 1.06% |
| Ashland | 20,700 | 20,815 | 0.56% |
| Butte Falls | 430 | 440 | 2.33% |
| Central Point | 17,700 | 17,895 | 1.10% |
| Eagle Point | 8,930 | 9,105 | 1.96% |
| Gold Hill | 1,220 | 1,220 | 0.00% |
| Jacksonville | 2,950 | 2,980 | 1.02% |
| Medford | 79,590 | 80,375 | 0.99% |
| Phoenix | 4,605 | 4,620 | 0.33% |
| Rogue River | 2,220 | 2,245 | 1.13% |
| Shady Cove | 3,105 | 3,105 | 0.00% |
| Talent | 6,325 | 6,380 | 0.87% |
| Unincorporated | 69,125 | 70,020 | 1.29% |



COMPARISONS

| Fiscal Year | Population | School Enrollment | Unemployment Rate |
|-------------|------------|-------------------|-------------------|
| 2008-2009 | 207,010 | 28,367 | 12.8% |
| 2009-2010 | 207,745 | 28,535 | 12.5% |
| 2010-2011 | 203,950 | 28,443 | 11.7% |
| 2011-2012 | 204,630 | 28,424 | 11.1% |
| 2012-2013 | 206,310 | 28,499 | 9.7% |
| 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 | 4.8% |

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 2019-2020

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 2019-2020 are listed in the table below.

| Item | Fund | Replace | Add'l | Cost | Dept Total |
|-------------------------------|-------------------|---------|-------|-----------|------------|
| AIRPORT | | | | | |
| Administration Van | Enterprise | 1 | | \$15,000 | |
| Sectional Push Plow | Enterprise | | 1 | \$15,000 | |
| Upgrade Sanitary Sewer | Enterprise | 1 | | \$15,000 | |
| Industrial Floor Scrubber | Enterprise | | 1 | \$20,000 | |
| Terminal Seating | Enterprise | | 1 | \$20,000 | |
| Server | Enterprise | 1 | | \$22,000 | |
| Utility Beds | Enterprise | | 2 | \$24,000 | |
| Switches – SISCO | Enterprise | 2 | | \$30,000 | |
| Security Projects | Enterprise | 1 | | \$50,000 | |
| Tool Cat | Enterprise | | 1 | \$55,000 | |
| Maintenance Trucks | Enterprise | 2 | | \$90,000 | |
| Perimeter Road Repairs | Enterprise | 1 | | \$150,000 | \$506,000 |
| COMMUNITY JUSTICE | | | | | |
| Fire Truck Bed | General | | 1 | \$42,990 | \$42,990 |
| INFORMATION TECHNOLOGY | | | | | |
| ForcePoint Appliances | Internal Services | 2 | | \$19,000 | |
| 2-Factor Authentication | Internal Services | | 1 | \$39,000 | |
| 8 Storage Drives and 5 Tapes | Internal Services | 13 | | \$90,000 | \$148,000 |
| ROADS AND PARKS | | | | | |
| Motor Pool | | | | | |
| Van – Mid-Size Passenger | Internal Services | 1 | | \$30,000 | |
| Van – 15 Passenger | Internal Services | 1 | | \$40,000 | |
| Pickup – Full-Size | Internal Services | | 1 | \$52,000 | |
| Pickup – Flatbed 1 Ton | Internal Services | 1 | | \$55,000 | |
| Pickup – 4x4 1.5 Ton | Internal Services | 1 | | \$60,000 | |
| Pickup – 4x4 | Internal Services | 2 | | \$72,000 | |
| Pickup – 4x4 Extended Cab | Internal Services | 2 | | \$75,000 | |
| Pickup – Full-Size Equipped | Internal Services | 3 | | \$200,000 | |
| SUV – Mid-Size | Internal Services | 7 | | \$240,000 | |
| SUV – Mid-Size Equipped | Internal Services | 8 | | \$530,000 | |



| Item | Fund | Replace | Add'l | Cost | Dept Total |
|----------------------------|-----------------|---------|-------|-----------|-------------|
| Parks | | | | | |
| Tractor | Enterprise | 1 | | \$35,000 | |
| Road Maintenance | | | | | |
| Snow Plow – Pickup Mounted | Special Revenue | | 1 | \$12,000 | |
| Snow Plow – Truck Mounted | Special Revenue | 1 | | \$20,000 | |
| Dumb Body Skid | Special Revenue | | 1 | \$20,000 | |
| Sander Skid | Special Revenue | | 1 | \$30,000 | |
| Water Tank Skid | Special Revenue | | 1 | \$35,000 | |
| Hook Loader Conversion | Special Revenue | | 1 | \$60,000 | |
| Truck Chassis – 3 Axle | Special Revenue | 1 | | \$120,000 | |
| Dump Truck – 4 Axle | Special Revenue | 2 | | \$420,000 | \$2,106,000 |
| SURVEYOR | | | | | |
| RTK GPS Receiver | Special Revenue | 1 | | \$23,000 | \$23,000 |

NON-RECURRING CAPITAL PROJECTS AND CAPITAL OUTLAY

The projects listed below, adopted for fiscal year 2019-2020, 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 372 of this document.

✱ AIRPORT

Purchase Item *Baggage Handling System*
Source of Funding Operating Revenue/Airport Enterprise Fund
FY 2019-2020 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 No increased operating costs after installation.
Estimated Completion 2020

Purchase Item *Terminal HVAC Systems*
Source of Funding Operating Revenue/Airport Enterprise Fund
FY 2019-2020 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 2020

Purchase Item *Environmental Assessment*
Source of Funding FAA Grants and Operating Revenue/Airport Enterprise Fund
FY 2019-2020 Budget \$537,250
Total Project Cost \$537,250
Purpose To complete the 2018 Environmental Assessment on file with the Federal Aviation Administration.
Operating Impact Minimal ongoing operation expenses once the assessment is completed.
Estimated Completion 2020



| | |
|-----------------------------------|---|
| Purchase Item | Master Plan and Wildlife Plan |
| Source of Funding | FAA Grants and Operating Revenue/Airport Enterprise Fund |
| FY 2019-2020 Budget | \$1,125,000 |
| Total Project Cost | \$1,125,000 |
| Purpose | To update the Airport's Master Plan and establish a Wildlife Plan as required by the Federal Aviation Authority. |
| Operating Impact | The Master Plan revision is an expense that occurs approximately every ten years. |
| Estimated Completion | 2020 |
| Purchase Item | Hangar Taxilane Reconstruction, Acquire Snow Removal Equipment, and New Passenger Loading Bridge |
| Source of Funding | FAA Grants and Operating Revenue/Airport Enterprise Fund |
| FY 2019-2020 Budget | \$2,186,740 |
| Total Project Cost | \$2,186,740 |
| Purpose | To complete the 2018 projects listed on the Airport's 2018 Capital Improvement Plan programmed with the Federal Aviation Authority. |
| Operating Impact | Ongoing repair/maintenance costs will be significantly reduced. |
| Estimated Completion | 2020 |
| Purchase Item | Property Acquisition |
| Source of Funding | Operating Revenue/Airport Enterprise Fund |
| FY 2019-2020 Budget | \$5,560,000 |
| Total Project Cost | \$5,560,000 |
| Purpose | To complete the purchase of land used for the newly expanded public parking facilities. |
| Operating Impact | No lease payments will need to be made once the purchase is finalized, thereby reducing the Airport's operating budget in the future by approximately \$400,000 per year. |
| Estimated Completion | 2021 |

✳️ **FIDUCIARY AND SPECIAL FUNDS**

CAPITAL PROJECTS

| | |
|-----------------------------------|--|
| Purchase Item | Transition Center ADA Improvements |
| Source of Funding | Operating Revenue/General Fund |
| FY 2019-2020 Budget | \$20,000 |
| Total Project Cost | \$20,000 |
| Purpose | Upgrades to the building are intended to assist the public and to meet current Americans with Disabilities Act requirements. |
| Operating Impact | None until the equipment has met its useful life. |
| Estimated Completion | 2020 |
| Purchase Item | Justice Building ADA Improvements |
| Source of Funding | Operating Revenue/General Fund |
| FY 2019-2020 Budget | \$40,000 |
| Total Project Cost | \$40,000 |
| Purpose | Upgrades to the building are intended to assist the public and to meet current Americans with Disabilities Act requirements. |
| Operating Impact | None until the equipment has met its useful life. |
| Estimated Completion | 2020 |



Purchase Item *Sheriff – Jail Chiller Replacement*
Source of Funding Operating Revenue/General Fund
FY 2019-2020 Budget \$160,000
Total Project Cost \$160,000
Purpose Replace existing chiller equipment.
Operating Impact Small energy savings are expected with new, more efficient, equipment.
Estimated Completion 2020

Purchase Item *County Administration – Land Purchase*
Source of Funding Non-Operating Revenue/General Fund
FY 2019-2020 Budget \$3,300,000
Total Project Cost \$6,569,181
Purpose Purchase land for new jail.
Operating Impact Estimated ongoing land maintenance costs of \$6,000 per year until the property is fully developed.
Estimated Completion 2021

WHITE CITY CAPITAL PROJECTS

Purchase Item *Land*
Source of Funding Fund Balance/General Fund
FY 2019-2020 Budget \$1,385,902
Total Project Cost \$1,385,902
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 2021

*** ROADS AND PARKS**

ENGINEERING

Purchase Item *Surveying Equipment GPS Upgrade (1 Unit)*
Source of Funding General Road Fund
FY 2019-2020 Budget \$30,000
Total Project Cost \$30,000
Purpose This equipment will upgrade the functionality of existing equipment to increase accuracy and efficiency in surveying for road and bridge projects.
Operating Impact Annual owning and operating costs less than \$1,000.
Estimated Completion 2020

Purchase Item *Land for Right-of-Way*
Source of Funding General Road Fund
FY 2019-2020 Budget \$1,525,000
Total Project Cost \$1,525,000
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 2022



| | |
|-----------------------------------|---|
| Purchase Item | Road Improvement Projects |
| Source of Funding | Grant Funds and General Road Fund |
| FY 2019-2020 Budget | \$15,431,672 |
| Total Project Cost | \$22,131,672 |
| Purpose | To make road improvements and necessary repairs to maintain a safe road system. The following maps and photos identify projects for: Buckhorn Springs Road (resurface existing gravel roadway); Butte Falls/Reese Creek Overlay (pavement overlay to resurface existing asphaltic concrete surface); East Vilas Road Improvement (reconstruct and widen the existing narrow two-lane road to include two travel lanes, seven-foot shoulders, and turn lanes at intersections); Elder Mill Bridge #640 (replace the deteriorated timber bridge with a concrete structure); Foothill Road Extension (extend Foothill Road across Corey Road and Highway 140, connecting it to Atlantic Avenue); Foothill Road Improvement/Delta Waters Road to Dry Creek Road (realign and straighten the roadway, provide seven foot shoulders, and add turn lanes at all intersections); Foothill Road Improvement/Dry Creek Road to Vilas Road (realign and straighten the roadway, provide seven-foot shoulders, and add turn lanes at intersections); Hamrick Road Overlay (overlay existing asphaltic concrete surface); Rogue River Greenway-North River Road (construct a 2.5 mile section along North River Road); and Table Rock Road/Gregory Road Signal (install a traffic signal) Additional surface gravel roads and the asphalt overlay program are included in the projected costs. |
| Operating Impact | Capital investment in these projects will provide a combination of reduced annual maintenance costs and increased safety. |
| Estimated Completion | 2022 |

PARKS

| | |
|-----------------------------------|---|
| Purchase Item | Howard Prairie Resort W Loop Utilities |
| Source of Funding | Operating Revenue/Recreation Enterprise Fund |
| FY 2019-2020 Budget | \$200,000 |
| Total Project Cost | \$200,000 |
| Purpose | To replace aging utility infrastructure. |
| Operating Impact | Additional ongoing operational costs are estimated to be less than those in recent years due to less repairs. |
| Estimated Completion | 2020 |



Project Title

Buckhorn Springs Road

Project Location

End of Pavement Southeast
To a Point to be Determined

Project Purpose

Resurface Existing Gravel Roadway
With Asphaltic Surface

Expected Completion Date

2019



Existing Condition

Current End of Pavement Area

Existing Condition

Deteriorated Gravel Road Surface



Project Title

Butte Falls/Reese Creek Overlay

Project Location

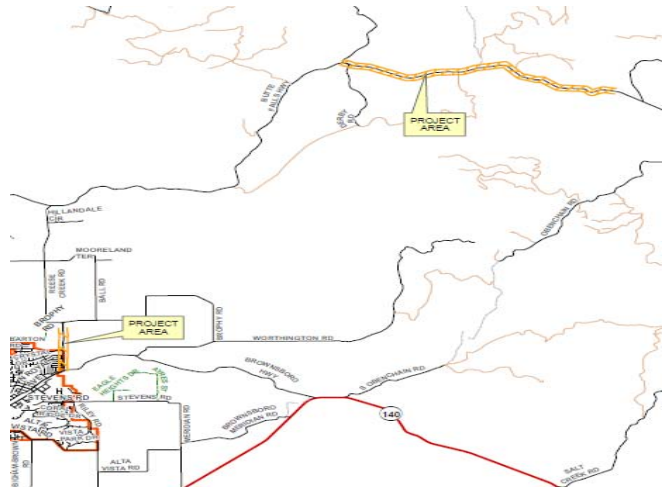
Butte Falls Rd-Crowfoot Rd to MP 12;
Reese Crk Rd-Brownsboro-Eagle
Point Rd to Brophy Rd

Project Purpose

Pavement Overlay to Resurface Existing
Asphaltic Concrete Surface

Expected Completion Date

2019



Existing Condition
Deteriorating Surface

Existing Condition
Deteriorating Surface



Project Title

East Vilas Road Improvement

Project Location

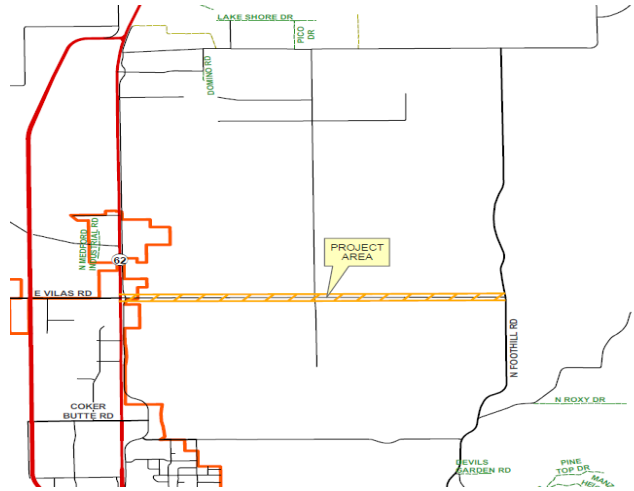
Crater Lake Ave to Foothill Rd

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

2020



Existing Condition

Narrow Roadway With Minimal Shoulder and Deep Ditches

Existing Condition

Inadequate Base Support For Heavy Truck Traffic



Project Title

Elder Mill Bridge #640

Project Location

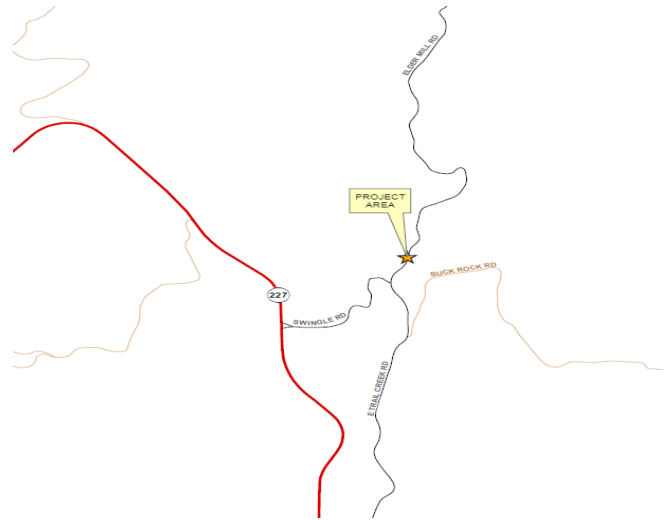
Elder Mill Rd Over Trail Creek

Project Purpose

Replace the Deteriorated Timber
Bridge With Concrete Structure

Expected Completion Date

2020



Existing Condition
Narrow Wooden Structure

Existing Condition
Wooden Structure



Project Title

Foothill Road Extension

Project Location

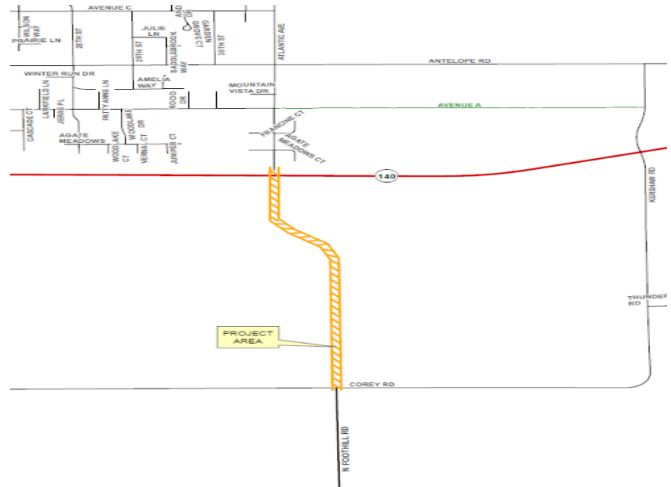
Corey Rd to Atlantic Ave

Project Purpose

Extend Foothill Rd Across
Corey Rd and Highway 140
Connecting it to Atlantic Ave

Expected Completion Date

2020



Existing Condition

Foothill Rd Ends at Corey Rd
No Turn Lanes

Existing Condition

Atlantic Ave Ends at Highway 140



Project Title

Foothill Road Improvement

Project Location

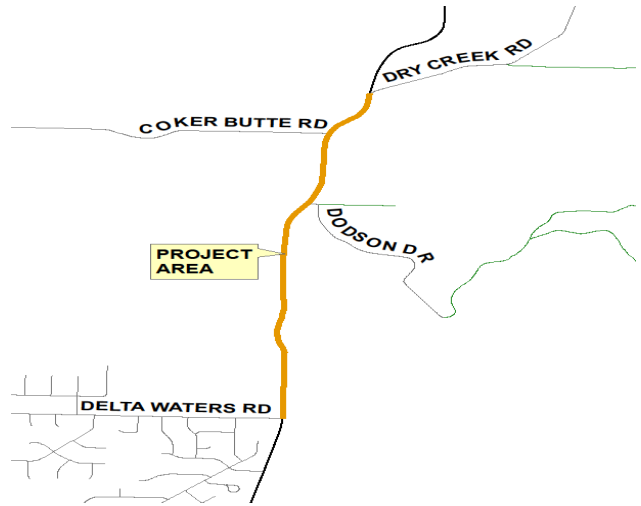
Delta Waters Rd to Dry Creek Rd

Project Purpose

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

Expected Completion Date

2021

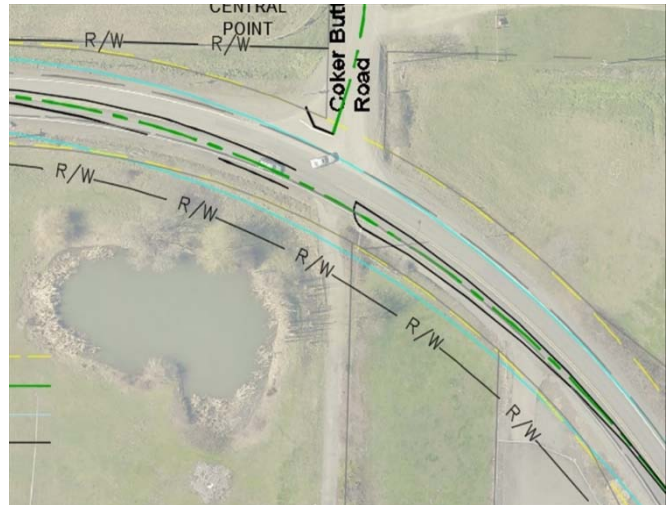


Existing Condition

Foothill Rd at Coker Butte Rd

Proposed Condition

Realignment Showing Dedicated
Turn Lane Design



Project Title

Foothill Road Improvement

Project Location

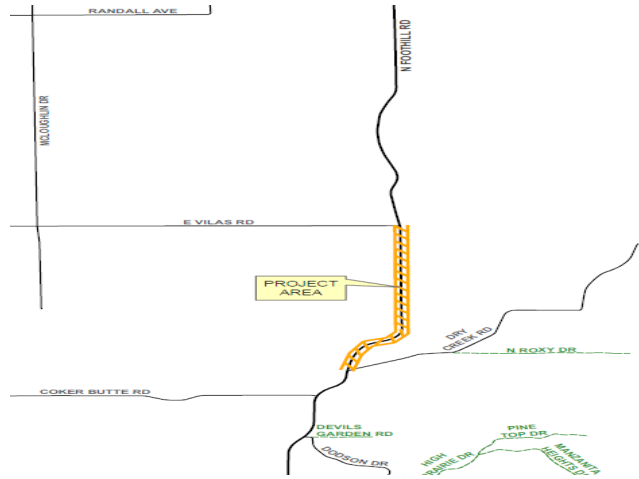
Dry Creek Rd to Vilas Rd

Project Purpose

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

Expected Completion Date

2020



Existing Condition

Sharp Curve Area Which Can
Be Icy in Winter

Existing Condition

No Dedicated Turn Lane



Project Title

Hamrick Road Overlay

Project Location

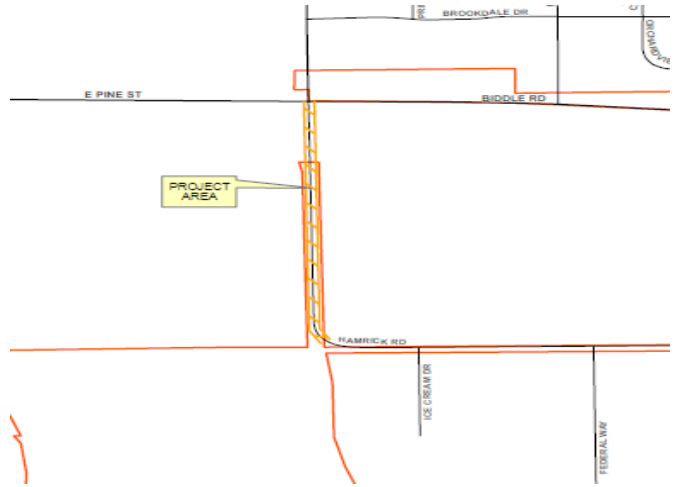
Pine St to 90 Degree Corner

Project Purpose

Overlay Existing Asphaltic
Concrete Surface

Expected Completion Date

2020



Existing Condition
Deteriorating Surface

Existing Condition
Deteriorating Surface



Project Title

Rogue River Greenway – North River Road

Project Location

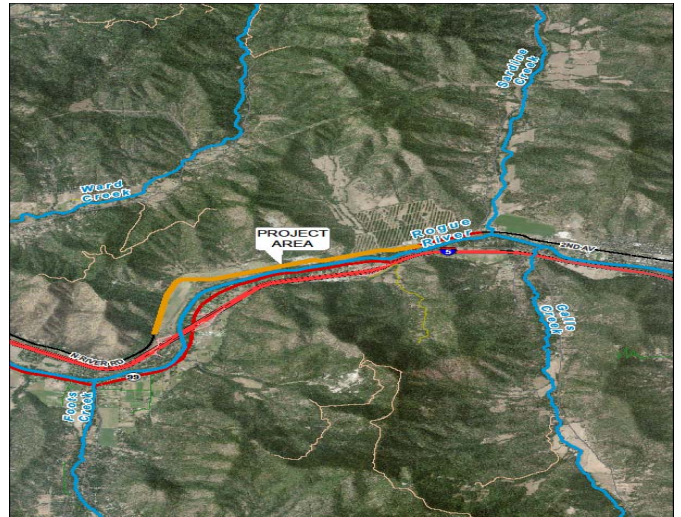
Near Rock Point Bridge to Near Twin Bridges

Project Purpose

Construct 2.5 Mile Section Along North River Road

Expected Completion Date

2019



Existing Condition

Existing Ground – Looking Northeast

Existing Condition
Existing Ground – Looking Southwest



Project Title
Table Rock Road/
Gregory Road Signal

Project Location
Table Rock Rd at Gregory Rd

Project Purpose
Install Traffic Signal

Expected Completion Date
2019



Existing Condition
Looking East

Existing Condition
Looking North



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 \$572,863,513. The County’s bonded debt for the Library projects is only 0.26 percent of this \$572,863,513 limitation. There are no limits on revenue anticipation bonds, bonding for urban renewal agencies, or industrial revenue bonds; therefore, the Airport terminal project does not impact this debt limitation.

The County’s most recent bond rating from Moody’s Investors Service was Aa2. Following are maturity schedules for the bond issues affecting Jackson County’s budget.

Jackson County, Oregon \$38,940,000 General Obligation Bonds

At the election on May 16, 2000, the citizens of Jackson County approved a general obligation bonded indebtedness in the amount not to exceed \$38,940,000 to finance the cost of land acquisition, capital constructions, and improvements to library facilities. The project provided new or expanded facilities in Applegate, Butte Falls, Central Point, Eagle Point, Gold Hill, Jacksonville, Phoenix, Prospect, Rogue River, Ruch, Shady Cove, and Talent. It also funded the development, construction, furnishings, and site improvements for a new headquarters building which includes the Medford Main Library Branch, Rogue Community College Library, processing center, and central office for the Jackson County Library System.

During fiscal year 2000-2001, the County issued \$20,365,000 in bonds to complete the first phase of the project. Bonds were sold in \$5,000 denominations or integral multiples thereof. Interest is payable on December 1 and June 1 of each year, which commenced on December 1, 2000. In March 2006, the 2011 through 2020 bonds were refunded, thereby lowering the rate of interest. In April 2017, the County issued \$4,385,806 in General Obligation Refunding Bonds-Series 2017 with the principal due in varying annual installments through June 2020. The proceeds of these bonds were used to extinguish the outstanding 2006 bonds. Below are the projected Maturity and Payment Schedules.

Maturity Schedule – Series 2017 (Refunding)

| Fiscal Year | Principal Amount | Interest Rate | Yield or Price |
|----------------|---------------------|------------------|-------------------|
| 2020 | \$1,498,473 | 1.62% | 1.62% |

Payment Schedule for Fiscal Year 2019-2020

| Total Payment | Principal | Interest | Remaining Principal |
|------------------|-------------|----------|------------------------|
| \$1,522,748 | \$1,498,143 | \$24,275 | \$0 |

During fiscal year 2002-2003, the County issued \$18,575,000 in bonds to complete the second phase of the project. Bonds were sold in \$5,000 denominations or integral multiples thereof. Interest is payable on December 1 and June 1 each year, which commenced on December 1, 2003. In December 2010, Jackson County issued \$10,300,000 in General Obligation Refunding Bonds, Series 2010. The Series 2010 Bonds were issued to refund the County’s General Obligation Library Bonds, Series 2002, maturing on or after June 1, 2010, (callable bonds) through an in-substance defeasance. Principal on the Series 2010 Bonds is due in annual installments through June 2020. Below are the projected Maturity and Payment Schedules.



Maturity Schedule – Series 2010 (Refunding)

| Fiscal Year | Principal Amount | Interest Rate | Yield or Price |
|-------------|------------------|---------------|----------------|
| 2020 | \$1,445,000 | 4.00-4.50% | 3.39% |

Payment Schedule for Fiscal Year 2019-2020

| Total Payment | Principal | Interest | Remaining Principal |
|---------------|-------------|----------|---------------------|
| \$1,509,275 | \$1,445,000 | \$64,275 | \$0 |

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)] | \$572,863,513 |
| Less General Obligation Bonds Outstanding Principal Beginning of FY | - 2,943,473 |
| Jackson County’s Total Debt Margin – General Obligation Bonds | \$569,920,040 |

AUTHORITY TO INCUR DEBT – REVENUE BONDS

Revenue bond limits are set by ORS 287A.105, which states “The amount of revenue bonds and full faith and credit bonds permitted by this section may not exceed ... One percent of the real market value of all taxable property in the county, calculated as provided in ORS 308.207.”

**Jackson County, Oregon
Airport Revenue Bonds**

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

Maturity Schedule – Series 2013

| Fiscal Year | Principal Amount | Interest Rate | Yield or Price |
|-------------|------------------|---------------|----------------|
| 2020 | \$347,000 | 2.840% | 100% |
| 2021 | \$360,000 | 2.840% | 100% |
| 2022 | \$367,000 | 2.840% | 100% |
| 2023 | \$378,000 | 2.840% | 100% |
| 2024 | \$240,000 | 2.840% | 100% |



Payment Schedule for Fiscal Year 2019-2020

| Total Payment | Principal | Interest | Remaining Principal |
|---------------|-----------|----------|---------------------|
| \$390,125 | \$347,000 | \$43,125 | \$1,345,000 |

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

Maturity Schedule – Refunding Series 2016

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

Payment Schedule for Fiscal Year 2019-2020

| 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 | \$286,431,756 |
| Less Airport Revenue Bonds Outstanding Principal | - 13,515,000 |
| Less Roads Bancroft Bonds Outstanding | - <u>260,391</u> |
| Jackson County’s Total Debt Margin – Revenue Bonds | \$272,656,365 |

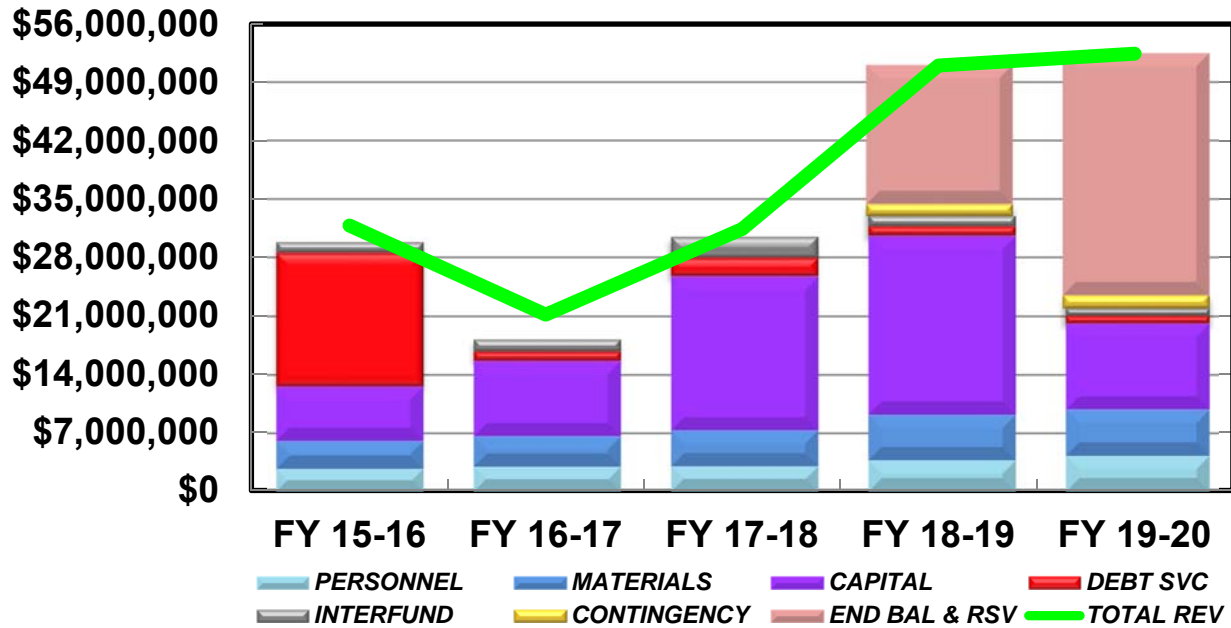


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AIRPORT

2015-2016 TO 2019-2020



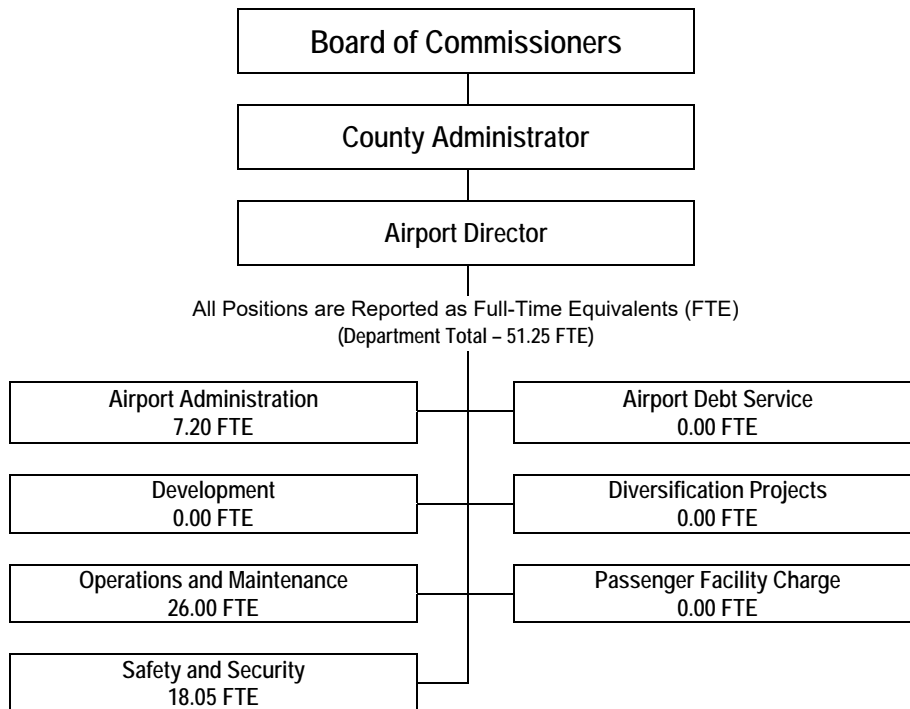
| | FY 15-16 Actual | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Adopted | FY 19-20 Adopted |
|------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| PERSONNEL | \$2,697,028 | \$2,934,904 | \$3,007,921 | \$3,723,216 | \$4,261,889 |
| MATERIALS | \$3,343,753 | \$3,666,484 | \$4,302,943 | \$5,442,149 | \$5,547,191 |
| CAPITAL | \$6,520,673 | \$9,044,749 | \$18,388,621 | \$21,394,399 | \$10,314,990 |
| DEBT SVC | \$15,928,364 | \$1,112,192 | \$2,211,978 | \$1,113,820 | \$890,669 |
| INTERFUND | \$1,299,775 | \$1,460,855 | \$2,510,701 | \$1,250,668 | \$890,669 |
| CONTINGENCY | \$0 | \$0 | \$0 | \$1,409,349 | \$1,598,262 |
| END BAL & RSV | \$0 | \$0 | \$0 | \$16,705,218 | \$28,952,915 |
| TOTAL EXP | \$29,789,593 | \$18,219,184 | \$30,422,164 | \$51,038,819 | \$52,456,585 |
| TOTAL REV | \$31,817,777 | \$21,112,310 | \$31,388,058 | \$51,038,819 | \$52,456,585 |
| FTEs | 45.25 | 45.25 | 47.25 | 48.25 | 51.25 |

For FY 19-20 the decrease in Capital is due to a reduction in Airport projects during the fiscal year. Fluctuations in the Ending Fund Balance and Reserves is due to grant fluctuations in funding and ongoing capital projects at the Airport. Between FY 18-19 and FY 19-20, the Department added 3.00 FTEs due to increased passenger counts and FAA requirements. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between "Actual" and "Adopted" Budgeted Numbers located on page 17 of this document.



AIRPORT

Organization Chart



Department Summary

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

Major Issues and Service Level Goals for Fiscal Year 2019-2020

- Finding new sources of revenue to remain sustainable and self-sufficient.
- Maintaining current air service of daily flights to various destinations.
- Attracting new airlines and/or new routes to destinations not currently served.
- Securing and maximizing Federal, State, and local grants.
- Utilizing grants and local funds to successfully complete our 2019 projects for the betterment of the Airport and local citizens.

Major Issues and Service Level Accomplishments for Prior Year

- Obtained additional flights from Los Angeles (LAX) with United Airlines.
- Maintained compliance with all Federal Security and Compliance requirements.
- Exceeded all previous years' passenger numbers.
- Succeeded in reaching 1,000,000 passenger milestone in 2018.
- Completed the public parking expansion project, Taxiway C Improvement project, and the design for a future Passenger Loading Bridge.
- Awarded two Federal Aviation Administration (FAA) grants totaling \$2,867,639.

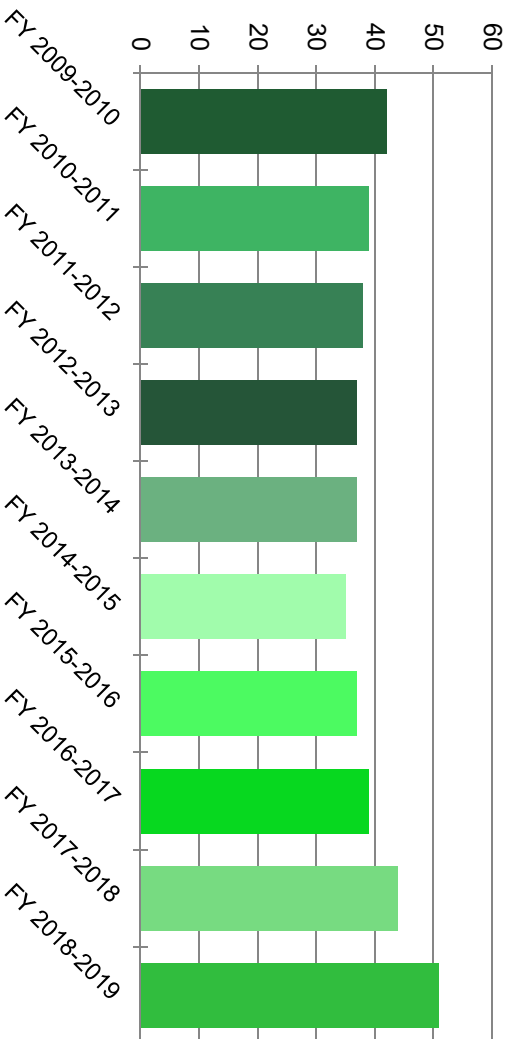


AIRPORT

Benchmark

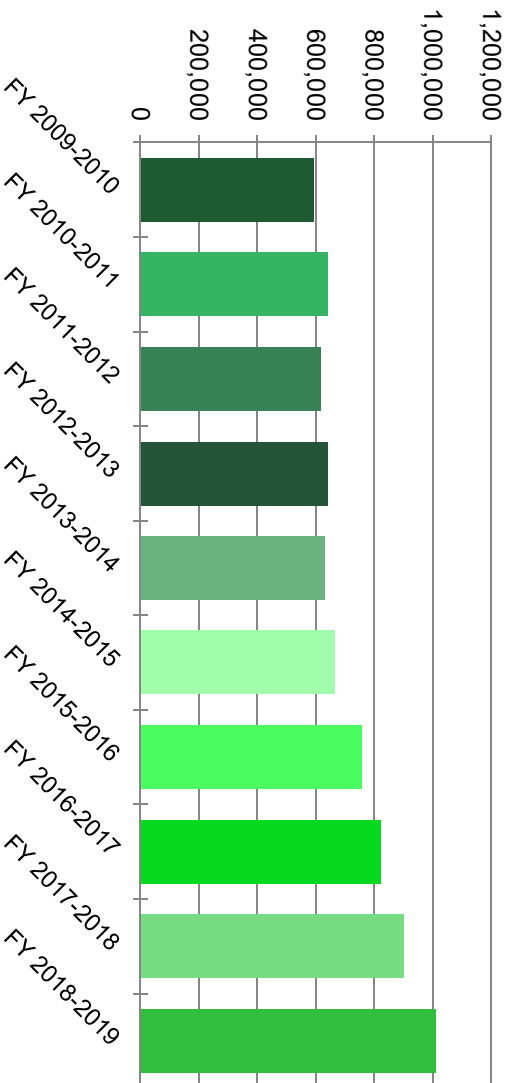
Maintain the scheduled daily flights at the Rogue Valley International-Medford Airport. By maintaining the average daily flights, customers will continue to have the best possible air service. The average daily flights held at 44 and larger aircraft helped increase the number of available seats. These factors helped the Airport reach the 1,000,000 passenger mark in 2018.

Flights Per Day



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

Total Passengers



Airport Administration

Program Purpose

The Airport Administration Program is responsible for providing administration of Airport properties and recommends capital improvements on the Airport's 885 acres. The Program is responsible for writing Airport contracts, processing them through the County, and overseeing contractual compliance. This Program handles all of the Airport revenues. The Airport Administration Program is helping to meet County goals: (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (8) Provide and maintain multiple transportation systems; (9) Promote employee pride, high standards of performance, and productivity; and (12) Plan for the future.

Program Information

The Airport Administration Program provides the services listed below.

Property Leasing

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Land available for aviation purposes that is actually leased at the Airport | 23% | 23% | 23% | 24% | 25% |

The table, above, shows how much of the leasable airfield property is actually leased. Interest in airfield property is increasing. A new economic development manager was hired in late 2018 and an updated advertising strategy is planned for fiscal year 2019-2020 which should increase the amount of leased airfield land.

Annual Rental Rate Increases

Strategic Objective: To have a means in place to annually increase rental rates so as to remain competitive in the market place and to treat all like tenants the same.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Annual CPI increase | 1.60% | 0.01% | 1.30% | 2.10% | 2.60% |

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

Revenue Enhancement/Development

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



Airport Administration

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|-------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Expected operational revenues | \$9,442,533 | \$10,402,419 | \$12,010,342 | \$12,715,252 | \$12,996,106 |

The Airport is consistently working to generate new revenues for the operational side of the Airport through rates and charges. The fiscal year 2019-2020 projected revenues are a result of this work and an increase from the fiscal year 2018-2019 expected revenues.

Significant Issues in the Year Ahead

The most significant issues in the upcoming year will be the Hangar Taxilane Reconstruction (Phase 1) and the Passenger Loading Bridge installation. Staff will continue to provide additional support services during these projects.

Financial Condition

This Program is funded 100 percent through Airport rates and charges. The Airport is currently in a good financial state.

| Program: 010101 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$3,631,824 | \$3,747,920 | \$4,244,785 | \$4,112,751 | \$5,048,699 |
| Fees & Other Service Charges | \$5,808,791 | \$6,653,347 | \$7,894,654 | \$7,080,007 | \$7,671,807 |
| All Other Resources | \$393,107 | \$175,289 | \$188,302 | \$276,000 | \$275,600 |
| Interfund Transfers | \$0 | \$380,965 | \$0 | \$0 | \$0 |
| Total | \$9,833,722 | \$10,957,521 | \$12,327,741 | \$11,468,758 | \$12,996,106 |
| EXPENDITURES | | | | | |
| Personnel Services | \$545,778 | \$605,223 | \$600,640 | \$723,770 | \$930,616 |
| Materials & Services | \$1,128,069 | \$1,424,235 | \$1,742,735 | \$2,295,091 | \$2,224,817 |
| Capital Outlay | \$0 | \$0 | \$102,595 | \$15,000 | \$15,000 |
| Total | \$1,673,847 | \$2,029,458 | \$2,445,970 | \$3,033,861 | \$3,170,433 |
| Full-Time Equivalent | 6.10 | 7.10 | 7.10 | 7.10 | 7.20 |



Airport Debt Service Fund

Program Purpose

The Airport Debt Service Fund Program provides repayment of bonds that have been issued for the design and building of the new Airport terminal as well as associated land improvements. The Airport Debt Service Fund Program is helping to meet County goals: (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; and (12) Plan for the future.

Program Information

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

Bond Repayment

Strategic Objective: To generate enough money to make the required bond payments. This money will be generated by the Passenger Facility Charge Program.

The Airport currently receives \$4.50 per enplaned passenger. This revenue source will be transferred to the Airport Debt Service Fund Program to repay the bond obligations.

During fiscal year 2007-2008, the Airport issued \$19,955,000 in Airport Revenue Bonds to complete the funding package for the new terminal and airside improvements. Bonds were sold in \$5,000 denominations or integral multiples thereof. Two types of bonds were issued - Series A, Non-AMT in the amount of \$13,480,000; and Series B - AMT in the amount of \$6,475,000. In June 2018, the County redeemed the remaining principal due on these bonds totaling \$1,080,000. This resulted in an economic gain to the County of \$163,590.

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

Maturity Schedule – Refunding Series 2013

| Fiscal Year | Principal Amount | Interest Rate | Yield or Price |
|-------------|------------------|---------------|----------------|
| 2020 | \$347,000 | 2.840% | 100% |
| 2021 | \$360,000 | 2.840% | 100% |
| 2022 | \$367,000 | 2.840% | 100% |
| 2023 | \$378,000 | 2.840% | 100% |
| 2024 | \$240,000 | 2.840% | 100% |

Payment Schedule for Fiscal Year 2019-2020

| Total Payment | Principal | Interest | Remaining Principal |
|---------------|-----------|----------|---------------------|
| \$390,125 | \$347,000 | \$43,125 | \$1,345,000 |

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



Airport Debt Service Fund

the debt service payments on the old and new debt) of \$2,457,284. Below are the projected Maturity and Payment Schedules.

Maturity Schedule – Refunding Series 2016

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

Payment Schedule for Fiscal Year 2019-2020

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

Significant Issues in the Year Ahead

The most significant issue the Airport will face this year will be submitting the required repayment fees. This will be accomplished by Airport staff and the County Treasurer conducting periodic reviews.

Financial Condition

This Program will be 100 percent funded by the Passenger Facility Charge Program.



Airport Debt Service Fund

| Program: 010201 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Revenue from Bonds & Other Debt | \$13,787,441 | \$0 | \$0 | \$0 | \$0 |
| Interfund Transfers | \$1,299,774 | \$1,079,890 | \$2,082,517 | \$1,146,122 | \$890,669 |
| Fund Balance | \$0 | \$0 | \$0 | -\$32,302 | \$574,497 |
| Total | \$15,087,215 | \$1,079,890 | \$2,082,517 | \$1,113,820 | \$1,465,166 |
| EXPENDITURES | | | | | |
| Materials & Services | \$235,375 | \$0 | \$2,375 | \$0 | \$0 |
| Debt Service | \$15,928,364 | \$1,112,192 | \$2,211,978 | \$1,113,820 | \$890,669 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$0 | \$574,497 |
| Total | \$16,163,739 | \$1,112,192 | \$2,214,353 | \$1,113,820 | \$1,465,166 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |



Development

Program Purpose

The Development Program is responsible for the coordination and the development of the Airport to enhance air carrier service, corporate aviation, and general aviation at Rogue Valley International-Medford Airport. The Development Program is helping to meet County goals: (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; (8) Provide and maintain multiple transportation systems; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Development Program provides the services listed below.

Capital Improvements

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Years on CIP | 10 | 10 | 10 | 10 | 10 |

The Airport continues to update its CIP with the FAA to maintain an appropriate number of future year's projects to remain eligible for Federal funding. The FAA prefers to see a CIP that extends between five to ten years. Each year we meet with the FAA to update our list and look at potential funding sources and Federal grants to cover the costs of such projects. By doing this, the County has been in a positive position to receive discretionary grant funds from the FAA to complete approved projects.

Federal Grants

Strategic Objective: Comply with FAA grant eligibility requirements while pursuing available and appropriate Federal grants.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Active Federal grants included in budget | 3 | 3 | 3 | 3 | 4 |

In fiscal year 2019-2020, the number of Airport Improvement Program (AIP) grants that may be awarded or active is unknown. The Airport has budgeted for four: AIP 44 to fund a Hangar Taxilane Reconstruction, acquire snow removal equipment, and install a Passenger Loading Bridge; AIP 45 to conduct an environmental assessment; AIP 46 for a Wildlife Hazard Management Plan and an update to the Master Plan; and AIP 47 for land purchase reimbursement.



Development

Significant Issues in the Year Ahead

Coordination of construction efforts related to the Hangar Taxilane Reconstruction and the installation of a Passenger Loading Bridge as well as planning and coordination efforts for the environmental assessment, a Wildlife Hazard Management Plan, a Master Plan update, and reimbursement for a past land purchase. The Development Program will begin paying a portion of the debt service payment for the ineligible expenses under Passenger Facility Charge (PFC) Application #9 related to the new terminal construction.

Financial Condition

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

| Program: 010105 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$4,675,211 | \$6,730,463 | \$13,811,718 | \$13,805,065 | \$4,163,076 |
| Fees & Other Service Charges | \$622,643 | \$612,260 | \$747,912 | \$689,920 | \$755,445 |
| Interfund Transfers | \$0 | \$0 | \$428,184 | \$104,546 | \$0 |
| Fund Balance | \$0 | \$0 | \$0 | \$19,436,219 | \$27,518,398 |
| Total | \$5,297,854 | \$7,342,723 | \$14,987,814 | \$34,035,750 | \$32,436,919 |
| EXPENDITURES | | | | | |
| Materials & Services | \$0 | \$0 | \$189,540 | \$0 | \$0 |
| Capital Outlay | \$6,312,968 | \$8,792,374 | \$17,968,318 | \$20,879,349 | \$9,408,990 |
| Interfund Transfers | \$0 | \$0 | \$961,909 | \$32,302 | \$281,984 |
| Contingency | \$0 | \$0 | \$0 | \$1,409,349 | \$1,598,262 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$13,683,799 | \$23,605,857 |
| Total | \$6,312,968 | \$8,792,374 | \$19,119,767 | \$36,004,799 | \$34,895,093 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |



Diversification Projects

Program Purpose

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

Program Information

The Diversification Projects Program provides the service listed below.

Property Leasing

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Land available for non-aviation related purposes actually leased at the Airport | 7.2% | 6.7% | 9.7% | 10.5% | 11.0% |

The Airport now has approximately 192 acres of land located outside the fence that is appropriate for non-aviation related activities. Income produced from these properties provide revenue stream diversification. Current long-term land leases include: BM2W, 0.97 acres; BG&I, 1.90 acres; Emergency Communications of Southern Oregon (ECSO), 2.40 acres; the Car Rental Maintenance Facility, 1.70 acres; and the City of Medford, 6.20 acres. The fiscal year 2019-2020 projection reflects new leases which are anticipated for approximately 8 acres.

Significant Issues in the Year Ahead

There are no significant issues expected in this Program.

Financial Condition

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

| Program: 010104 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Fees & Other Service Charges | \$96,462 | \$73,450 | \$75,096 | \$120,706 | \$117,148 |
| Total | \$96,462 | \$73,450 | \$75,096 | \$120,706 | \$117,148 |
| EXPENDITURES | | | | | |
| Materials & Services | \$2,721 | \$2,800 | \$2,873 | \$3,400 | \$3,400 |
| Total | \$2,721 | \$2,800 | \$2,873 | \$3,400 | \$3,400 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |



Operations and Maintenance

Program Purpose

The Operations and Maintenance Program proactively ensures a safe and efficient commercial air transportation service by maintaining runway and taxiway systems and apron areas that accommodate the landing and takeoff of aircraft. This Program coordinates and supervises all operational and maintenance activities of the Airport. The Operations and Maintenance Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; (8) Provide and maintain multiple transportation systems; (9) Promote employee pride, high standards of performance, and productivity; and (12) Plan for the future.

Program Information

The Operations and Maintenance Program provides the services listed below.

Proactive Airfield Repairs, Maintenance, and Construction

Strategic Objective: Maintain an average cost per enplaned passenger for operation and maintenance of the airfield. This is achieved by being proactive to needed repairs and maintenance.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|-----------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Cost per enplaned passenger | \$6.73 | \$7.35 | \$8.37 | \$7.66 | \$8.07 |

The cost per enplaned passenger is utilized as a means to measure whether the Airport is marketable to airlines and tenants. The trend continues to show an increase in passenger numbers, and calendar year 2018 was a record year with the Airport reaching the 1,000,000 passenger mark for the first time. The number of projected passengers in fiscal year 2019-2020 is expected to trend slightly upward.

Maintain Airport Certification

Strategic Objective: Maintain the airfield per Federal regulations in order to the pass the Airport FAR 139 Certification Inspection and retain our air carrier operating certificate. This is achieved by knowing the regulations and staying on top of the requirements, while looking for cost effectiveness.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Noted airfield discrepancies | 0 | 0 | 0 | 3 | 0 |

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



Operations and Maintenance

Significant Issues in the Year Ahead

Allocate and/or re-allocate resources to effectively manage the ramifications of unprecedented growth. Reconstruction of the Hangar Taxilane. Installation of a new Passenger Boarding Bridge. Commence a year-long wildlife assessment as the precursor to the development of a new Wildlife Hazard Management Plan to satisfy new FAA requirements. Purchase an additional, dedicated piece of snow removal equipment to augment current inventory of dedicated and multipurpose equipment.

Financial Condition

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

| Program: 010103 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|-----------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Total | \$0 | \$0 | \$0 | \$0 | \$0 |
| EXPENDITURES | | | | | |
| Personnel Services | \$1,284,005 | \$1,469,822 | \$1,566,356 | \$1,836,510 | \$2,099,065 |
| Materials & Services | \$1,720,303 | \$2,005,386 | \$2,109,698 | \$2,724,435 | \$2,886,403 |
| Capital Outlay | \$158,447 | \$186,946 | \$284,898 | \$450,050 | \$841,000 |
| Total | \$3,162,755 | \$3,662,154 | \$3,960,952 | \$5,010,995 | \$5,826,468 |
| Full-Time Equivalent | 21.00 | 20.00 | 22.00 | 23.00 | 26.00 |



Passenger Facility Charge

Program Purpose

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

Program Information

The Passenger Facility Charge Program provides the service listed below.

Financially Complete, Federally-Approved Projects

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Collection year approvals | 11 | 10 | 10 | 9 | 8 |

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 #12 was approved in fiscal year 2017-2018 and provides PFC collection authority to August 2027.

Significant Issues in the Year Ahead

There are no significant issues expected in this Program.

Financial Condition

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

Passenger Facility Charge

| Program: 010301 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Fees & Other Service Charges | \$1,469,664 | \$1,646,775 | \$1,892,430 | \$1,988,301 | \$2,228,417 |
| All Other Resources | \$32,858 | \$11,952 | \$22,460 | \$25,000 | \$40,000 |
| Fund Balance | \$0 | \$0 | \$0 | \$2,286,484 | \$3,172,829 |
| Total | \$1,502,522 | \$1,658,727 | \$1,914,890 | \$4,299,785 | \$5,441,246 |
| EXPENDITURES | | | | | |
| Materials & Services | \$0 | \$2,529 | \$0 | \$60,000 | \$60,000 |
| Interfund Transfers | \$1,299,774 | \$1,460,855 | \$1,548,792 | \$1,218,366 | \$608,685 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$3,021,419 | \$4,772,561 |
| Total | \$1,299,774 | \$1,463,384 | \$1,548,792 | \$4,299,785 | \$5,441,246 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |



Safety and Security

Program Purpose

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

Program Information

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

Security

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

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

Significant Issues in the Year Ahead

The war on terror continues in 2019, and the United States civil aviation system remains at the top of the list as prized targets. Terrorist organizations led by the Islamic State and Al-Qaeda have not ceased to plan and carry out attacks globally. With the success of the 9/11 attacks as their inspiration of achievement, leaders of these organizations continue to call jihadists to infiltrate and carry out attacks against aviation in the United States. Emerging trends now include utilizing aviation workers to smuggle weapons and explosives onto aircraft, bypassing security with counterfeit identification, incorporating "lone wolf" attacks at airports, exploiting social media to recruit radicalized sympathizers, and the use of drones.

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

Based on the current known threat, TSA has implemented new screening procedures at the screening checkpoints across the country. MFR TSA will roll out these new procedures this spring. While it is anticipated wait times could increase due to additional screening of carry-on items, the wait times for MFR will be under the National average. Passengers are encouraged to arrive to the Airport two hours prior to their departure time.

With the intention of mitigating threats, the security program at MFR, along with its aviation stakeholders, are vigilant to understanding their surroundings and are committed to the "If You See Something, Say Something" campaign.

Financial Condition

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



Safety and Security

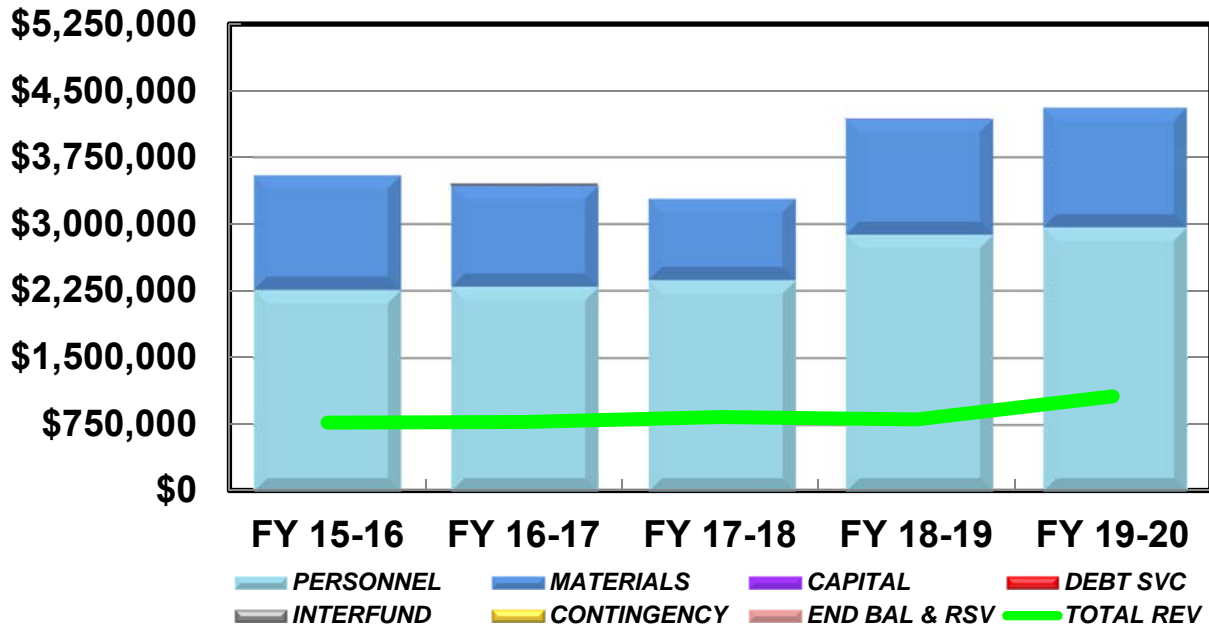
| Program: 010102 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|-----------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Total | \$0 | \$0 | \$0 | \$0 | \$0 |
| EXPENDITURES | | | | | |
| Personnel Services | \$867,245 | \$859,859 | \$840,925 | \$1,162,936 | \$1,232,208 |
| Materials & Services | \$246,531 | \$231,534 | \$255,723 | \$359,223 | \$372,571 |
| Capital Outlay | \$49,258 | \$65,429 | \$32,810 | \$50,000 | \$50,000 |
| Total | \$1,163,034 | \$1,156,822 | \$1,129,458 | \$1,572,159 | \$1,654,779 |
| Full-Time Equivalent | 18.15 | 18.15 | 18.15 | 18.15 | 18.05 |

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ASSESSOR

2015-2016 TO 2019-2020



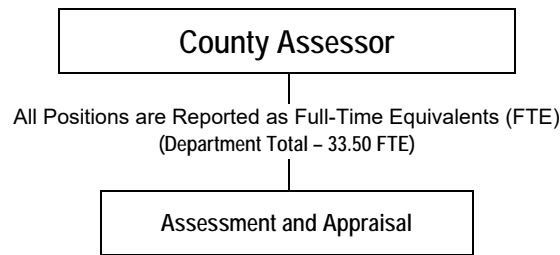
| | FY 15-16 Actual | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Adopted | FY 19-20 Adopted |
|------------------|--------------------|--------------------|--------------------|---------------------|---------------------|
| PERSONNEL | \$2,257,690 | \$2,291,293 | \$2,364,939 | \$2,876,036 | \$2,958,102 |
| MATERIALS | \$1,288,593 | \$1,139,502 | \$916,109 | \$1,303,969 | \$1,349,640 |
| CAPITAL | \$0 | \$0 | \$0 | \$5,000 | \$0 |
| DEBT SVC | \$0 | \$0 | \$0 | \$0 | \$0 |
| INTERFUND | \$0 | \$26,193 | \$0 | \$0 | \$0 |
| CONTINGENCY | \$0 | \$0 | \$0 | \$0 | \$0 |
| END BAL & RSV | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL EXP | \$3,546,283 | \$3,456,988 | \$3,281,048 | \$4,185,005 | \$4,307,742 |
| TOTAL REV | \$762,190 | \$770,631 | \$826,477 | \$799,303 | \$1,058,564 |
| FTEs | 29.75 | 31.50 | 32.50 | 33.50 | 33.50 |

Between FY 18-19 and FY 19-20 there are no major changes to this budget. For FY 19-20, the Assessor's Office reclassified vacant positions with no changes in the total 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 17 of this document.



ASSESSOR

Organization Chart



Department Summary

Purpose Statement: The Assessor's Office is a State-mandated program that assesses all residential, commercial, business personal property, and industrial improvements (except manufacturing plants over \$1,000,000 and utility property) in Jackson County for the purpose of property taxation. The Assessor's Office strives to ensure that all property is assessed and valued correctly; that all citizens and governmental entities are treated fairly and honestly; and that all programs comply with the Oregon Constitution, Oregon Revised Statutes, and Oregon Administrative Rules.

Major Issues and Service Level Goals for Fiscal Year 2019-2020

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

Major Issues and Service Level Accomplishments for Prior Year

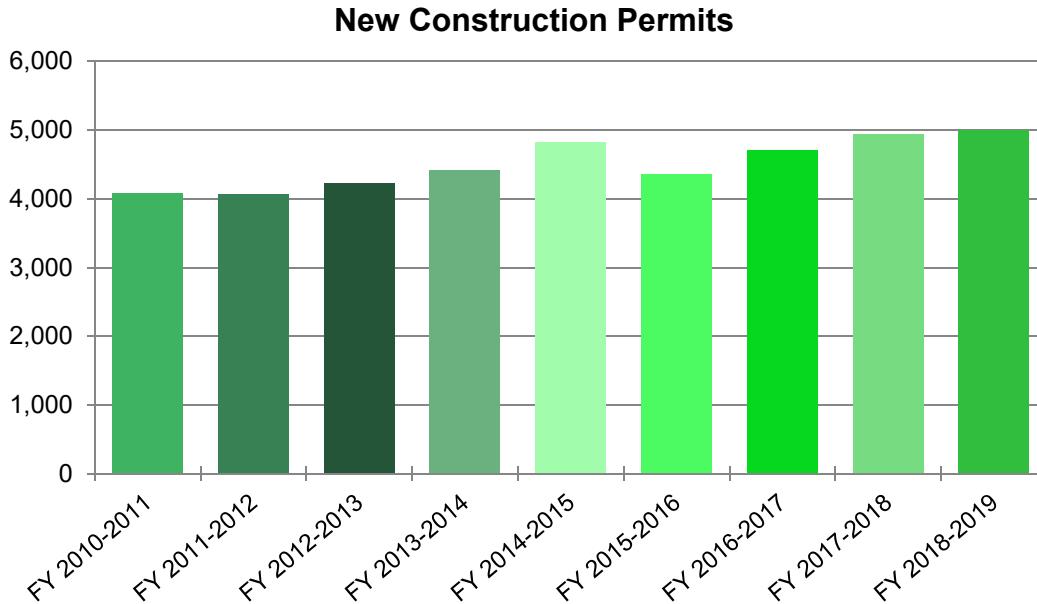
- Oregon Department of Revenue mandates that the Assessor's Office submit an annual ratio study report. Last year, additional study data was required by the State to be analyzed which added several weeks to the process. The appraisal software being used was not developed to handle this additional study requirement. Staff processed the additional work using a custom-made spreadsheet. Only 14 counties out of Oregon's 36 counties use the same appraisal software. Only Jackson County and one other county met the State's additional study requirement.
- Year after year, steady growth has been experienced in most aspects of this Office. Staff handled the increased workload professionally and received many compliments from the public.
- A daily panel composed of appraisers and management met to review values after certification, and prior to the end of the year, to address taxpayers' inquiries regarding their property value. This process preempts the need for taxpayers to appeal to the Board of Property Tax Appeals (BoPTA), thereby reducing the number of petitions filed with the Clerk's Office.



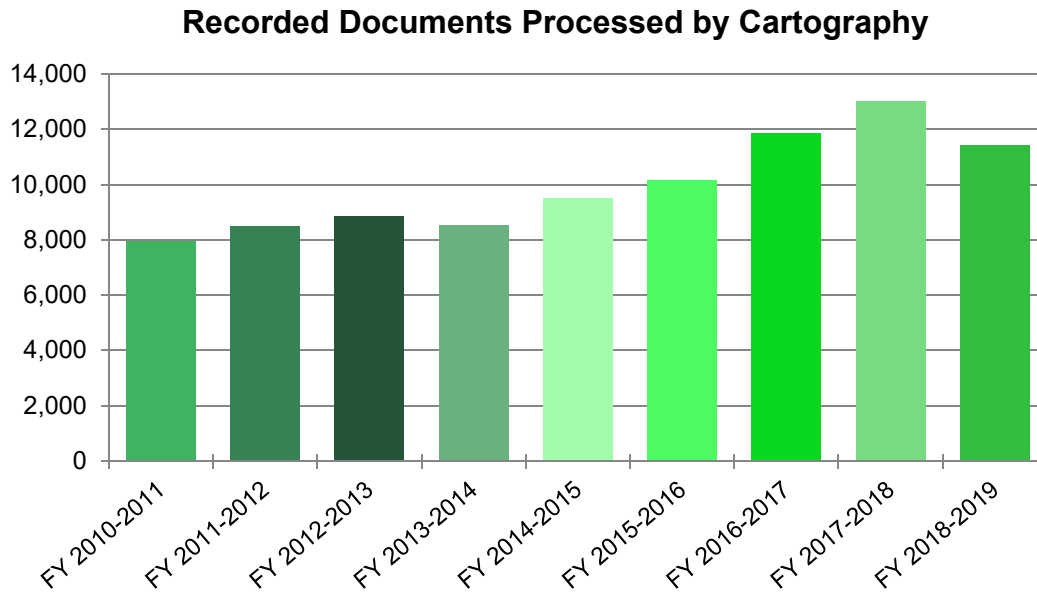
ASSESSOR

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.



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.



Assessment and Appraisal

Program Purpose

The Assessor's Office is a State-mandated program that assesses all residential, commercial, and business personal property, industrial land, and all industrial improvements (except manufacturing plants over \$1,000,000 and utility property) in Jackson County for the purpose of property taxation in a fair and equitable manner to ensure that all property is assessed and valued correctly; treats all citizens and governmental entities fairly and honestly; and complies with the Oregon Constitution, Oregon Revised Statutes, and Oregon Administrative Rules. The Assessment and Appraisal Program is helping to meet County goals: (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (6) Encourage citizen understanding and participation in County government; (9) Promote employee pride, high standards of performance, and productivity; (11) Maintain public records to provide financial, historical, and statistical information; and (12) Plan for the future.

Program Information

The Assessment and Appraisal Program provides the services listed below.

Appraisal of Real Property Exceptions, Special Assessments, and Exemptions

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| New property accounts appraised | 6,127 | 5,317 | 5,621 | 6,769 | 7,300 |
| Change from prior year | 7.1% | -13.2% | 5.7% | 17.0% | 7.8% |

For tax years beginning July 1, 1997, all new property must have a maximum assessed value in addition to a real market value. The Oregon Constitution, Article XI, Section 11 identifies the types of new properties, such as new construction and new subdivisions, required to be appraised. The projected fiscal year 2019-2020 number of new property accounts is an increase of over 500 accounts from the prior year due, in part, to increased construction permit activity based on the local economy and available buildable lots.

Defend and Process Board of Property Tax Appeals

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Tax appeals per appraiser | 6.5 | 6.3 | 3.2 | 4.4 | 4.0 |



Assessment and Appraisal

The number of taxpayers appealing their tax bill real market valuations has gone down year over year. The projected number of appeals for fiscal year 2019-2020 is expected to level off and be consistent with the prior fiscal year.

Recalibration and Inventory Review of Residential Properties

Strategic Objective: The Assessor's Office continues an inventory review cycle by strategically targeting market areas of the County. The goal is to revalue properties that have not been inspected for many years and to capture real market value changes such as omitted property and to improve the ratios calculated from sold properties.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Inventory reviewed accounts per appraiser | 136 | 236 | 187 | 210 | 230 |

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 2018-2019 saw an increase in accounts worked. Fiscal year 2019-2020 is projected to increase as well.

Significant Issues in the Year Ahead

The Assessment and Appraisal Program will work on the following issues in fiscal year 2019-2020: 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.



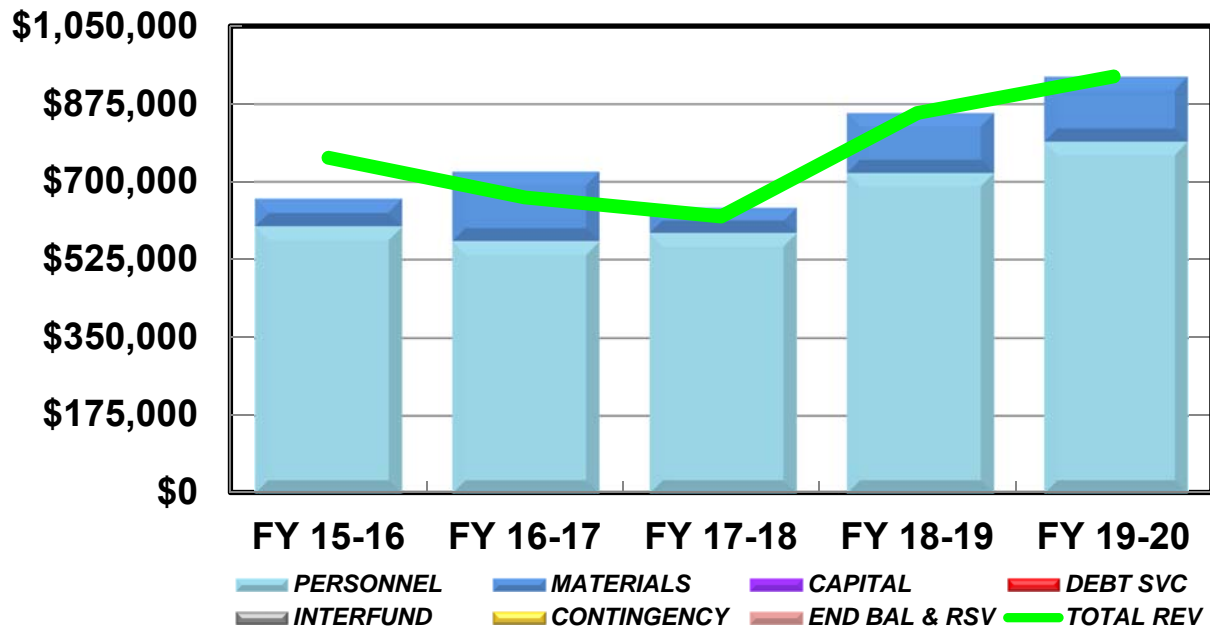
Assessment and Appraisal

| Program: 050101 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$645,809 | \$673,582 | \$672,040 | \$690,767 | \$683,876 |
| Fees & Other Service Charges | \$115,223 | \$97,019 | \$153,466 | \$107,036 | \$374,188 |
| All Other Resources | \$1,158 | \$30 | \$971 | \$1,500 | \$500 |
| Total | \$762,190 | \$770,631 | \$826,477 | \$799,303 | \$1,058,564 |
| EXPENDITURES | | | | | |
| Personnel Services | \$2,257,690 | \$2,291,293 | \$2,364,939 | \$2,876,036 | \$2,958,102 |
| Materials & Services | \$1,288,594 | \$1,139,502 | \$916,109 | \$1,303,969 | \$1,349,640 |
| Capital Outlay | \$0 | \$0 | \$0 | \$5,000 | \$0 |
| Interfund Transfers | \$0 | \$26,193 | \$0 | \$0 | \$0 |
| Total | \$3,546,284 | \$3,456,988 | \$3,281,048 | \$4,185,005 | \$4,307,742 |
| Full-Time Equivalent | 29.75 | 31.50 | 33.50 | 33.50 | 33.50 |



BOARD OF COMMISSIONERS

2015-2016 TO 2019-2020



| | FY 15-16 Actual | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Adopted | FY 19-20 Adopted |
|------------------|--------------------|--------------------|--------------------|---------------------|---------------------|
| PERSONNEL | \$599,223 | \$565,667 | \$584,215 | \$719,679 | \$789,904 |
| MATERIALS | \$62,686 | \$157,079 | \$57,030 | \$134,648 | \$146,576 |
| 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 | \$661,909 | \$722,746 | \$641,245 | \$854,327 | \$936,480 |
| TOTAL REV | \$753,661 | \$664,088 | \$621,283 | \$854,327 | \$936,480 |
| FTEs | 5.55 | 5.55 | 5.55 | 5.50 | 5.50 |

Between FY 18-19 and FY 19-20 there were no major changes to this budget and no change to the number of FTEs. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between "Actual" and "Adopted" Budgeted Numbers located on page 17 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 boards such as the White City Enhanced Law Enforcement District, the White City Lighting District, and the Jackson County 4-H, Master Gardener and Agricultural Extension Service District; and, along with the Josephine County Board of Commissioners, serves as the Rogue Valley Workforce Consortium.

The Board of Commissioners works with the Oregon Congressional Delegation providing information about the impacts of State and Federal funding and laws on Jackson County. It works with members of the Oregon State Legislature in the same manner. The Board of Commissioners also works with the County's special districts and 11 cities on matters of mutual concern. Finally, the Board of Commissioners serves the citizens of Jackson County by resolving complaints and legislating where necessary.

Major Issues and Service Level Goals for Fiscal Year 2019-2020

- 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.
- 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.



BOARD OF COMMISSIONERS

- Work to utilize the finding from the project based on Governor's Executive Order 12-07 (a pilot program for regional farm and forest land conservation) to amend the County's Land Development Ordinance and Comprehensive Plan with regard to Rural Use designations.
- Continue to work on review of the Land Development Ordinance to make it no more restrictive than State law.
- Develop green industry strategies.
- Develop additional air service opportunities.

Major Issues and Service Level Accomplishments for Prior Year

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

Board of Commissioners

Program Purpose

The Board of Commissioners supports and ensures, through the interpretation and persistent examination of County policy, that value is added to all 12 of the County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; (6) Encourage citizen understanding and participation in County government; (7) Make recreational, learning, and cultural opportunities accessible and available; (8) Provide and maintain multiple transportation systems; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; (11) Maintain public records to provide financial, historical, and statistical information; and (12) Plan for the future.

Program Information

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

Availability to the Public

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

Continue to improve measures providing the citizens of Jackson County information on important County issues and have opportunities for input by holding land use hearings and weekly BoC meetings. The BoC meetings often include presentations by subject matter experts on matters of County interest. The regular weekly meeting (Wednesday) agenda is organized so that citizen input is an initial item of business. These meetings are available live via cable or can be viewed online concurrently or later, and repeatedly, on the internet. To meet public meeting notice requirements under Oregon Revised Statutes, Chapter 192, agendas for all BoC meetings are posted on the internet, posted on the BoC bulletin board, and the proposed Wednesday agendas are published in the newspaper.

Financial

Strategic Objective: Ensure financial stability by approving a balanced budget and work toward stabilizing County funding for all County operating funds while recognizing current financial constraints.

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

Internal Processes

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

The BoC will continue to work on the following: area transportation issues; regional land use zoning; natural resource issues, including water issues; forest management plan; economic development; automate planning process; create a self-sustaining County Exposition Park; create more interlinked bike paths; fire prevention planning; disaster plan; work toward developing work force housing; work on creating energy alternatives and independence for communities; assist to provide both established and emerging businesses with the tools required for success; and oversee the general well-being and public safety of Jackson County.

Intergovernmental and Organizational Communication

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



Board of Commissioners

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

Quasi-Judicial Hearings

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

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

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

Significant Issues in the Year Ahead

The Board of Commissioners will work on the following issues in 2019-2020: continue to work diligently to influence and coordinate with State and Federal agencies to appropriately manage lands under their respective control for the prevention of, and lessening the intensity of, wildfires and related smoke, and to fully suppress wildfires on those lands which occur during the official State-declared wildfire season; enhancement and protection of agricultural interests and lifestyles in Jackson County; seek solutions to water problems; meet economic needs in managing forests in Jackson County; ensure continued growth for Jackson County to include smooth transportation, jobs, and assist to facilitate development; encourage the growth of jobs and, in particular, more small companies that offer family wage jobs in Jackson County; continue to work on review of the Land Development Ordinance to make it no more restrictive than State law; provide more park improvements and athletic venues as well as maintaining interlinked bike paths; develop, adopt, and maintain the budget for Jackson County and develop long-term funding alternatives; coordinate with Federal agencies concerning the use of Federal lands located in Jackson County utilizing the Federal Coordination Policy; continue to develop sustainable industry strategies; and continue to serve on local, State, and Federal committees and work with associated legislative delegations to benefit the County.

Financial Condition

This is a Central Services program that is funded by interfund transfers. Approximately 44 percent of the charges are to the County's General Fund.



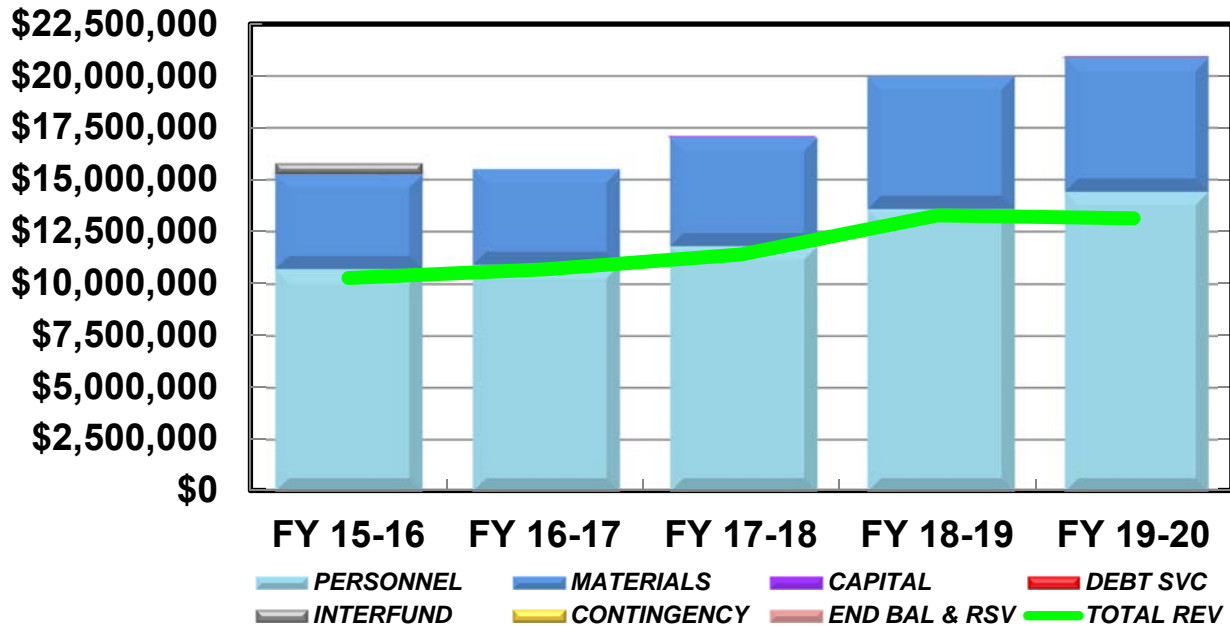
Board of Commissioners

| Program: 020101 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Fees & Other Service Charges | \$192 | \$199 | \$44 | \$250 | \$100 |
| All Other Resources | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interfund Transfers | \$753,469 | \$663,889 | \$621,239 | \$854,077 | \$936,380 |
| Total | \$753,661 | \$664,088 | \$621,283 | \$854,327 | \$936,480 |
| EXPENDITURES | | | | | |
| Personnel Services | \$599,223 | \$565,667 | \$584,215 | \$719,679 | \$789,904 |
| Materials & Services | \$62,687 | \$157,079 | \$57,030 | \$134,648 | \$146,576 |
| Total | \$661,910 | \$722,746 | \$641,245 | \$854,327 | \$936,480 |
| Full-Time Equivalent | 5.55 | 5.55 | 5.55 | 5.50 | 5.50 |



COMMUNITY JUSTICE

2015-2016 TO 2019-2020



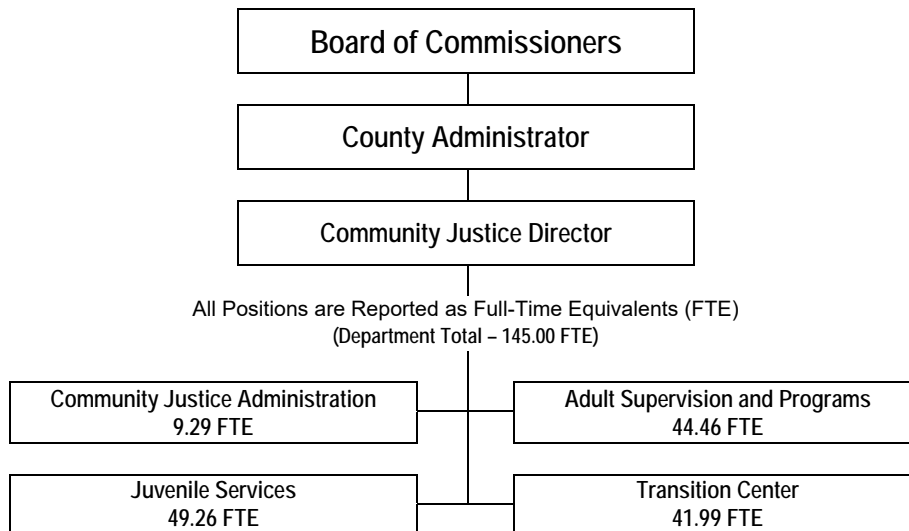
| | FY 15-16 Actual | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Adopted | FY 19-20 Adopted |
|------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| PERSONNEL | \$10,668,439 | \$10,880,315 | \$11,776,303 | \$13,574,775 | \$14,408,429 |
| MATERIALS | \$4,578,476 | \$4,634,558 | \$5,250,719 | \$6,400,208 | \$6,442,352 |
| CAPITAL | \$0 | \$7,250 | \$62,872 | \$0 | \$42,990 |
| DEBT SVC | \$0 | \$0 | \$0 | \$0 | \$0 |
| INTERFUND | \$531,884 | \$0 | \$0 | \$0 | \$52,000 |
| CONTINGENCY | \$0 | \$0 | \$0 | \$0 | \$0 |
| END BAL & RSV | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL EXP | \$15,778,799 | \$15,522,123 | \$17,089,894 | \$19,974,983 | \$20,945,771 |
| TOTAL REV | \$10,247,104 | \$10,664,509 | \$11,382,361 | \$13,266,425 | \$13,128,313 |
| FTEs | 135.00 | 138.00 | 146.00 | 144.00 | 145.00 |

For FY 19-20, the Department added 1.00 FTE Work Crew Coordinator to run the fire crews during the fire season. There are no other major changes to this budget. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between "Actual" and "Adopted" Budgeted Numbers located on page 17 of this document.



COMMUNITY JUSTICE

Organization Chart



Department Summary

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

Major Issues and Service Level Goals for Fiscal Year 2019-2020

- Community Justice will work with the jail and other community partners to offer a resource center for offenders transitioning out of jail and the Transition Center. The center will offer treatment, employment, housing, and basic needs while providing a coordinated release from custody for offenders.
- Community Justice partnered with the Addictions Recovery Center to provide integrated treatment for correctional clients with substance use disorders. The integrated services provide evidence-based curricula aimed at justice-involved individuals on supervision to address their attitudes and beliefs while moving to become healthy and functional in the community.
- The Community Justice Transition Center dispatched 139 crews to fight fire locally. In addition to this, the center dispatched 120 crews to perform fuels reduction work on local lands. The partnership between the Transition Center and the Oregon Department of Forestry has been instrumental in providing needed services locally while giving local justice-involved clients valuable work experience.
- The Juvenile Services Program has embarked on a process to improve evidence-based decision making amongst partners in the continuum of juvenile justice services. By partnering with the District Attorney, Public Defender, courts, and other providers, the Juvenile Services Program is ensuring the best possible service array for the rehabilitation of youth and safety of our community.
- Community Justice has moved the Justice Reinvestment Initiative (JRI) grant funding from the Adult Supervision and Transition Center programs to Administration. Placing JRI funding in one program will allow for easier direct tracking of this funding as well as providing a more accurate depiction of usable funding streams for the Adult Supervision and Transition Center programs.

COMMUNITY JUSTICE

Major Issues and Service Level Accomplishments for Prior Year

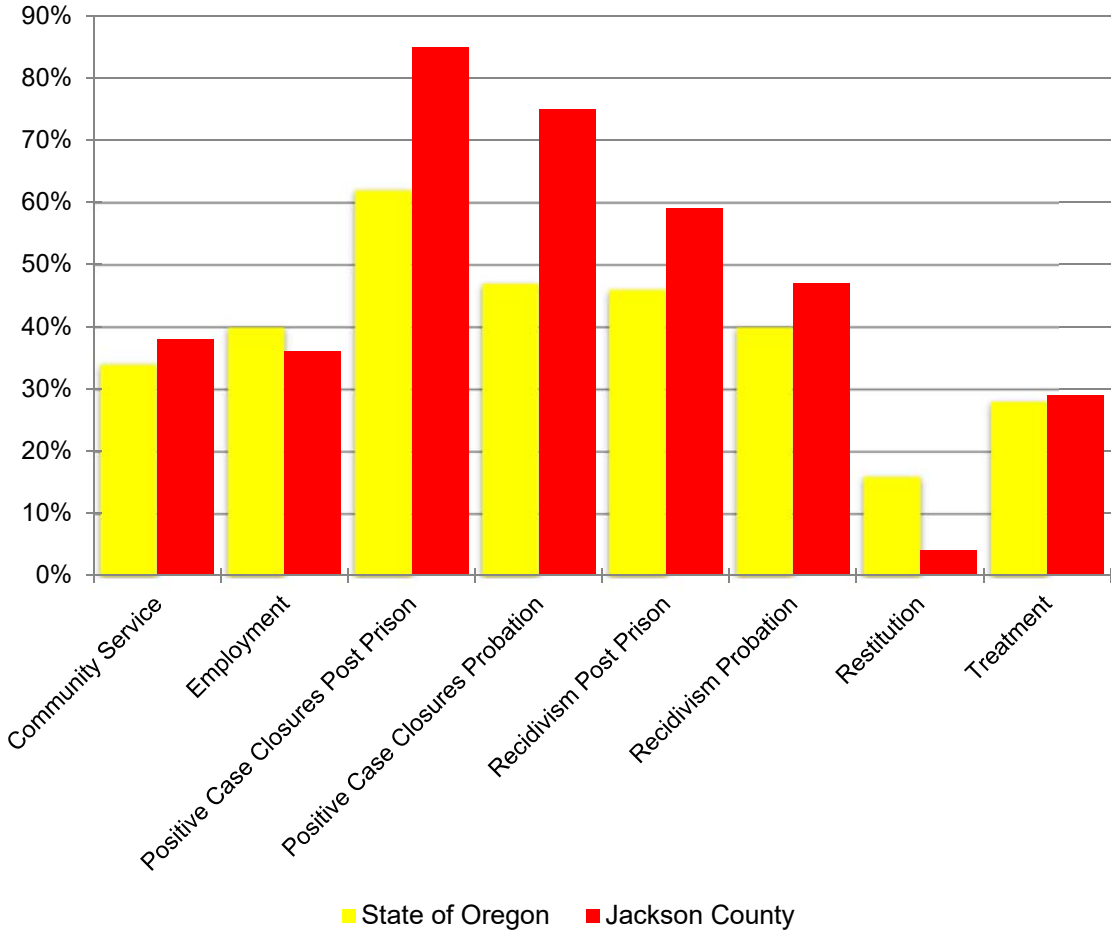
- Jackson County Juvenile Services Program partnered with Health and Human Services, local law enforcement, and local schools to identify effective ways to identify and mitigate threats of violence in our community. The next year will see Jackson County Juvenile Services become a skilled partner in conducting threat assessments and providing services to youth identified as a risk.
- The Transition Center has maintained an effective partnership with the local Federal Reentry Court by providing support and services for Federal inmates returning to our community. This partnership has been vital in allowing the Transition Center to maintain its overall service delivery process in the wake of other reductions in Federal utilization and the ending of the Oregon Department of Corrections contract, which had allowed for reimbursement for services to women transitioning back to our community through the Transition Center.
- The 416 program has been in service since April of 2018 and has processed 109 referrals, with 69 being pled (27 are awaiting plea) in to a local supervision program. The 416 program is intended to give offenders a chance to change their lives and engage in treatment locally rather than be sentenced to prison. Of the first 69 people to enter the 416 program, 66 have been successful in maintaining their treatment program in the community.
- 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 over 15,000 days of transitional housing for clients on supervision without housing.
- With the State facing significant budget cuts impacting public safety, Community Justice is committed to providing core services at the juvenile and adult level. By utilizing Federal funding streams when appropriate, partnering with the State in providing alternatives to prison usage and maximizing resources for juveniles locally, Jackson County is able to maintain a high level of public safety for residents.

Benchmark

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

COMMUNITY JUSTICE

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 the offender accountable and reducing recidivism. Community Justice Administration provides direction and administrative support, including budgeting, compliance, grants, contracts, personnel, and planning for all Community Justice programs. Community Justice Administration also works collaboratively with outside agencies to provide a framework of services for offenders within the community. The Community Justice Administration Program is helping to meet County goals: (1) Protect the health, safety, and well-being of citizens; (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Community Justice Administration Program provides the services listed below.

Administration

Strategic Objective: Provide overall direction, oversight, and administration of all Community Justice programs. Services include development and ongoing monitoring of budgeting, contracts, grants, personnel resources, program planning, and compliance.

As the Department works to become data-driven and research-based, a Program Analyst position was created to better evaluate and monitor the work of Community Justice. In 2019, 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 staff will endeavor to make the best use of resources within the criminal justice system while protecting the health, safety, and well-being of citizens.

Integrated Services

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

In 2019, this Department will continue to communicate and collaborate with partner agencies that share outcomes and goals for helping and serving adult and juvenile criminal populations. All three programs will continue to involve partner agencies in policy and collaborative problem solving. The Community Justice resource center will strive to involve and help clients access a number of community resources and services.

Training

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

In 2019, 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 exposed to these concepts. Probation Officers will continue to be trained in cutting edge case planning, use of force and officer safety, used of evidence-based risk assessments, and case management. All staff will be trained on maintaining a safe workplace, harassment, and safety as well as trainings and education on personal wellness.



Community Justice Administration

Significant Issues in the Year Ahead

In the next year, Community Justice Administration will work with ever changing State and local budgets and funding streams to maintain effective service levels and deliver. 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 fees (54 percent) and the Justice Reinvestment Initiative (JRI) Grant (39 percent). Other funding streams include the Solid Waste Fund (7 percent). A small remainder (less than 0.5 percent) of funding comes from the County's General Fund.

| Program: 480105 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$627,965 | \$1,022,585 | \$1,351,460 | \$1,750,064 | \$1,872,725 |
| Fees & Other Service Charges | \$58,384 | \$48,868 | \$54,011 | \$45,500 | \$39,000 |
| All Other Resources | \$65 | \$534 | \$0 | \$500 | \$500 |
| Interfund Transfers | \$18,779 | \$19,772 | \$19,800 | \$19,800 | \$19,800 |
| Total | \$705,193 | \$1,091,759 | \$1,425,271 | \$1,815,864 | \$1,932,025 |
| EXPENDITURES | | | | | |
| Personnel Services | \$239,986 | \$513,755 | \$415,272 | \$528,054 | \$954,230 |
| Materials & Services | \$380,461 | \$441,786 | \$910,234 | \$1,083,940 | \$1,740,819 |
| Capital Outlay | \$0 | \$7,250 | \$0 | \$0 | \$0 |
| Interfund Transfers | \$30,000 | \$0 | \$0 | \$0 | \$0 |
| Total | \$650,447 | \$962,791 | \$1,325,506 | \$1,611,994 | \$2,695,049 |
| Full-Time Equivalent | 3.20 | 3.89 | 6.47 | 5.04 | 9.29 |



Adult Supervision and Programs

Program Purpose

The Adult Supervision and Programs endeavors to protect the community through the supervision and reformation of criminal offenders placed on probation, parole, or post-prison supervision with the goal of reducing future criminal conduct through rehabilitation. This Program is enhanced by strong cooperation between collaborative public agencies that have contact with, or provide services to, offenders. The Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Adult Supervision and Programs provide the services listed below.

Adult Offender Supervision

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Positive case closures/probation | 55% | 66% | 63% | 67% | 70% |
| Positive case closures for post-prison | 80% | 66% | 74% | 83% | 85% |

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

In 2019, Jackson County will continue to utilize effective treatment practices and referrals, prioritize offender accountability and community reparations, and utilize supervision strategies that are shown to be evidence based. Also, staff will utilize current resources in mental health and addictions to identify and refer clients for treatment. Staff will strive to increase positive behavior change by using collaborative case management and interviewing techniques that address client beliefs, social peer relationships, attitudes towards criminality, and motivation to change. In 2019, staff will implement new re-entry services to help clients returning to the community from the County jail and work center to connect with housing, mental health, employment and self-sufficiency resources. In the past year, Jackson County has consistently been above the State average on both of these outcomes.

Offenders Participating and Enrolled in Treatment Services

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



Adult Supervision and Programs

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Offenders engaged in treatment | 42% | 37% | 36% | 40% | 43% |

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

Community Justice will endeavor to provide comprehensive behavioral health care for offenders on supervision. In addition to mental health and physical health interventions, addiction services will be an integral part of case planning and intervention. Staff will endeavor to match intensive outpatient services to clients while on supervision as well as assess the need for residential and medical-assisted treatment. Through the use of the Community Justice resource center and reach in programs, clinicians and peer support professionals will be paired to help navigate and move toward treatment engagement. In 2019, Community Justice has partnered with a local treatment provider to bring core correctional treatment and interventions in house.

Offender Accountability for Supervision Costs

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|----------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Supervision fees collected | \$500,557 | \$447,784 | \$527,153 | \$524,579 | \$550,000 |

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 offender accountability for supervision costs. In 2019, Jackson County will continue to focus on offender accountability and increase outcomes by targeting the supervised offenders who have demonstrated the ability to pay their fines and fees. Probation Officers will utilize case planning and employment services to motivate offenders and increase employment, thus help give offenders the ability to pay fines and fees owed.

Mental Health Services

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Treatment hours provided to clients presenting with mental health issues | n/a* | 527 | 1,443 | 1,500 | 1,500 |

*New service in 2016; data not available.



Adult Supervision and Programs

Providing mental health services to this population is vital to rehabilitation and continuity of care. In 2019, Community Justice will continue to have mental health providers on site to provide services to correctional clients. This allows timely access to care and crisis management services, relieves the stress on the local mental health office, and allows joint case planning with the Probation Officer to occur. In the past year, Mental Health Officers have implemented evidence-based groups and curriculum on site for referral by probation clients. In addition, mental health and crisis services will be available to clients releasing from the jail and Community justice work center each day with ongoing treatment available at Community Justice.

Significant Issues in the Year Ahead

In the next year, the Community Justice Department will continue to focus supervision efforts on high and medium risk offenders in the community by continuing to use risk tools that predict criminality and risk/need as well as respond to those offenders with detailed case plans and interventions. Staff will continue to move toward implanting evidence-based case planning and a risk-based supervision strategy. Using evidence-based practices and programs will continue to strive to lower recidivism rates, increase positive case closures, increase restitution collection for victims of criminal acts, and improve outcomes by engaging offenders in mental health, cognitive behavioral programs, and addictions treatment.

In 2019, Community Justice will provide a resource center for all clients releasing from the County jail and Community Justice work center. All released individuals will be taken to Community Justice where local providers will be waiting to provide information, referrals, and basic health and wellness supplies. Representatives from probation, Addictions Recovery Center, Jackson County Mental Health, Goodwill, Adult and Family Services, and other community agencies will be waiting to provide assistance with treatment, counseling, the Oregon Health Plan, housing, and self-sufficiency needs. This resource center will be available for all clients during the day with the goal of increasing efforts to get clients involved with services to help them move to a functional and productive life.

Community Justice will continue to focus and provide services for criminal offenders who also have mental health and dual diagnosis issues. Qualified mental health professionals are imbedded at the jail, Transition Center, and at probation to assist clients. Clinicians and case managers are available for crisis management, full mental health screenings and assessment, medication referral and management, as well as ongoing counseling and treatment. In addition, mental health staff provide ongoing cognitive behavioral groups within Community justice that will serve as an adjunct to individual counseling and other interventions.

With the adoption of the statewide Justice Reinvestment Initiative (JRI), counties were awarded funding originally slated to cover prison costs that were reduced due to county programs which were successful in reducing overall prison numbers. Community Justice has used JRI funding to increase treatment options at the Transition Center; create a resource hub in the Community Justice office to provide housing, employment, education, and other tools to offenders while on supervision; and to enhance pretrial release efforts that identify risk and provide information to the courts and jail. In 2019, Community Justice will continue to enhance and improve pre-trial services to provide information and resources to the Court for inmates waiting criminal trial. Community Justice has increased training and intervention strategies to reduce revocation rates. Community Justice has fully implemented its 416 program to increase supervision and treatment for downward departure clients, increase gender specific case planning and intervention, appropriate referral to treatment courts, and reduced caseloads to allow for more interventions, detailed case planning, and treatment. The ultimate goal is to prevent cases from going to prison, reduce the impact on families and Oregon Department of Human Services' (DHS) involvement, and reduce the strain on local and State resources.

In 2019, Jackson County will continue to train and educate its Probation Officers in best practices and evidence-based programs and concepts. Training will continue on cultural diversity, criminal justice ethics and leadership, wellness and officer resiliency, gender specific issues, and comprehensive case planning. Local trainers, the Department of Corrections, and the Criminal Justice Commission will be utilized to facilitate discussion and education.



Adult Supervision and Programs

Financial Condition

Adult Supervision and Programs receive the majority of funding from the Community Corrections Act (CCA) and other Department of Corrections programs (72 percent). Other funding streams include fees (15 percent) and grants (8 percent), which include Measure 57 and the Family Sentencing Alternative Program. The remaining 5 percent is from the County's General Fund.

| Program: 480101 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$3,738,995 | \$3,597,155 | \$4,118,908 | \$5,465,679 | \$4,919,360 |
| Fees & Other Service Charges | \$944,719 | \$863,493 | \$949,412 | \$931,200 | \$990,200 |
| All Other Resources | \$0 | \$0 | \$5 | \$0 | \$0 |
| Interfund Transfers | \$106,127 | \$112,182 | \$185,062 | \$0 | \$0 |
| Total | \$4,789,841 | \$4,572,830 | \$5,253,387 | \$6,396,879 | \$5,909,560 |
| EXPENDITURES | | | | | |
| Personnel Services | \$3,879,465 | \$3,851,545 | \$4,212,280 | \$4,829,648 | \$4,996,439 |
| Materials & Services | \$1,180,253 | \$1,010,053 | \$1,360,012 | \$2,054,069 | \$1,196,137 |
| Capital Outlay | \$0 | \$0 | \$22,873 | \$0 | \$0 |
| Interfund Transfers | \$223,802 | \$0 | \$0 | \$0 | \$0 |
| Total | \$5,283,520 | \$4,861,598 | \$5,595,165 | \$6,883,717 | \$6,192,576 |
| Full-Time Equivalent | 41.97 | 45.11 | 47.15 | 45.71 | 44.46 |

Juvenile Services

Program Purpose

The Juvenile Services Program provides community safety and juvenile offender rehabilitation. This Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Juvenile Services Program provides the services listed below.

Assessment, Supervision, and Treatment

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Juveniles, overall, who do not re-offend | 69% | 70% | 75% | 75% | 76% |
| Juveniles on diversion who do not re-offend | 84% | 88% | 87% | 87% | 88% |
| Juveniles on probation who do not re-offend | 77% | 75% | 76% | 77% | 78% |

As a measure of public safety, recidivism is defined as a new criminal referral from law enforcement to juvenile services within a 12 month period. The majority of crimes committed by juveniles are committed by small percentages who offend repeatedly. Community safety is enhanced by reducing the number or frequency of juvenile offenders who re-offend.

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Reduction in risk level of juveniles at time of probation closure | 82% | 83% | 97% | 85% | 90% |

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

Community Service

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



Juvenile Services

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Community service hours completed by juvenile offenders | 3,000 | 3,572 | 2,853 | 2,900 | 2,900 |
| Average number of community service hours completed per juvenile offender | 20 | 31 | 29 | 28 | 28 |

State statute requires the development of opportunities for juvenile offenders to satisfy community service obligations. Performing community service holds juveniles accountable and allows them to repair the harm they have caused the community they live in. Age, maturity level, and risk to re-offend determine the number of community service hours assigned to juveniles. Community non-profit placement sites, a general work crew, and a graffiti cleanup crew have been developed to provide juvenile offenders the opportunity to complete this obligation.

Significant Issues in the Year Ahead

Research Performance-based Standards (PbS) for custody program and expand division-wide evidence-based decision making and Standardized Program Evaluation Protocol (SPEP) to ensure the highest level of programing, services, and accountability provided to youth served.

Maintain consistent level of on site mental health and substance abuse services to youth in both detention and residential programs, and continue to monitor if there continues to be a reduction acting out and self-harming behaviors as well as overall restraints.

Financial Condition

The Juvenile Services Program receives 75 percent of its funding from the County's General Fund and the remaining 25 percent from other sources.

| Program: 480109 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$1,175,413 | \$1,323,537 | \$1,319,804 | \$1,346,656 | \$1,575,397 |
| Fees & Other Service Charges | \$65,918 | \$63,652 | \$50,522 | \$63,000 | \$66,700 |
| All Other Resources | -\$36 | \$0 | \$0 | \$500 | \$500 |
| Total | \$1,241,295 | \$1,387,189 | \$1,370,326 | \$1,410,156 | \$1,642,597 |
| EXPENDITURES | | | | | |
| Personnel Services | \$3,814,306 | \$3,829,230 | \$4,044,769 | \$4,564,793 | \$4,823,221 |
| Materials & Services | \$1,624,669 | \$1,744,289 | \$1,690,576 | \$1,864,341 | \$2,027,716 |
| Total | \$5,438,975 | \$5,573,519 | \$5,735,345 | \$6,429,134 | \$6,850,937 |
| Full-Time Equivalent | 50.04 | 49.88 | 49.22 | 50.26 | 49.26 |



Transition Center

Program Purpose

The Transition Center Program provides offenders the opportunity to make positive changes through treatment and employment services in a structured living environment. The Program protects the community by holding offenders accountable for their behavior while providing an opportunity to restore value to the community through supervised work service. In addition to services for sanctioned clients, the Transition Center offers individualized case management for offenders transitioning into the community from jail and prison. The Program is structured to transfer a portion of the financial burden of the incarceration from the taxpayer to the offender through work service and subsistence fees. The Transition Center Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Transition Center Program provides the services listed below.

Alternative to Incarceration

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Offenders who complete the program without absconding or returning to jail | 88.8% | 81.3% | 81.5% | 81.5% | 82.5% |

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

The Transition Center employment services that are offered include preparation for, and completion of, the National Career Readiness Certificate; attainment of an Oregon Food Handler's Card; resume/job search workshops; and directed job search.

Work Restitution (Work Crews)

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Revenue earned by crews dispatched into the community | \$699,182 | \$673,636 | \$625,000 | \$645,000 | \$645,000 |



Transition Center

The work restitution program enables offenders to be held accountable and repay a portion of their debt to society by improving the quality of life in our community. Work assignments expose offenders to good work habits, valuable skill building, teamwork, and a realistic understanding of employer expectations, all of which contribute to their success. The work crew program partners with Federal and State agencies; other County departments such as the Rogue Valley International-Medford Airport, Expo, Roads and Parks, and the Sheriff's Office; municipalities; and non-profits to make economically viable and tangible contributions throughout Jackson County.

The slight drop in projected work crew revenue in 2017 is partially due to a remodel of the facility which resulted in 32 fewer beds for work restitution clients. The 32 converted beds went from work restitution clients to transitional housing clients and work release, which reduced the overall number of work crews going out into the community. In 2018, the fire program was enhanced through a contract with the Oregon Department of Forestry (ODF) in conjunction with the Good Neighbor Authority. This contract includes fuel reduction work which accounts for an upturn in work crew revenues.

This past year, additional incentives were implemented for clients who work hard while out on crew. This is an effort to reward positive behavior, and also to encourage more clients to participate in work crew who might not otherwise be motivated. Upon return from work crew, they may be eligible to receive soup, juice, and/or a deck of playing cards for a prosocial activity. These folks may also be eligible to participate in a weekly pizza party. Clients still earn one day off their sentence for every three days of work.

Transitional Housing

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Offenders successfully transitioning to community housing | 53.4% | 51.0% | 65.0% | 65.0% | 65.0% |

Some of the most challenging aspects of transition are also risk factors for recidivism: employment, housing, and the availability of programs all contribute to an offender's chances for success. The number of offenders transitioning to the community has been steadily increasing.

Jackson County, as much of Oregon, currently lacks enough affordable housing. The Transition Center offers beds for indigent offenders on supervision in Jackson County until alternative housing is located. The offender must agree to abide by their supervision conditions and Transition Center rules to remain in the program. These clients work and pay a subsistence fee, or actively pursue employment, while seeking other housing. Programs offered to transitional housing clients include assistance with housing applications, treatment, and other case management services (such as financial planning to help offenders pay off 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 offenders are provided with structure, stability, and accountability where, in other counties, they would be homeless.

Transitional Care Program

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



Transition Center

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Offenders successfully completing TCP | n/a* | 64.5% | 74.0% | 74.0% | 75.0% |

*New measurement; data not available.

The Transitional Care Program (TCP) is designed to provide offenders 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, participants continue to receive all treatment and case management to assist them with obtaining sustainable housing. Participants are guided through this program with the assistance of a case manager, mental health clinician, employment specialist, and certified alcohol and drug counselors that deliver the University of Cincinnati Corrections Institute curriculum.

Significant Issues in the Year Ahead

Federal Reentry Court is a post-incarceration, cooperative effort blending treatment and sanction alternatives to address re-integration into the community for substance-abusing offenders released from Federal prison. Case managers develop an Individualized Program Plan for each offender, which includes incentives for successful program completion. The Transition Center has implemented the Program Review Team, comprised of case managers, program managers, Federal probation officers, mental health staff, employment specialists, and treatment staff. The Program Review Team was introduced to ensure the success of the offender via monthly progress meetings to discuss each offender's progress and needs and how to better serve them as well as the community. The Transition Center 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) offenders residing at the Transition Center who are receiving transitional services along with Federal pretrial offenders. The Federal program can potentially expand if the Transition Center can be designated as a moderate-sized facility in the future and the Federal budget stabilizes. In December 2018, under contract with Federal Probation and Federal Pre-Trial, the Transition Center began collecting urine specimens for walk-in Federal offenders. These contracts are somewhat small, but are beneficial to the relationship between Community Justice and the Federal partner agencies who need assistance in drug detection activities.

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 offenders participating in the STTL program have reduced reliance on State prison beds while more successfully transitioning into this community.

In September 2017, Jackson County began a female offender reentry program in collaboration with the Oregon Department of Corrections. The County provided a number of programs which were aimed at decreasing the likelihood of recidivism and that were targeted at treatment, employment, work skills, and community engagement. While this program was appreciated by the Department of Corrections and was considered successful, it was terminated December 1, 2018, as the female prison population had decreased and alternate housing was not needed.

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



Transition Center

Financial Condition

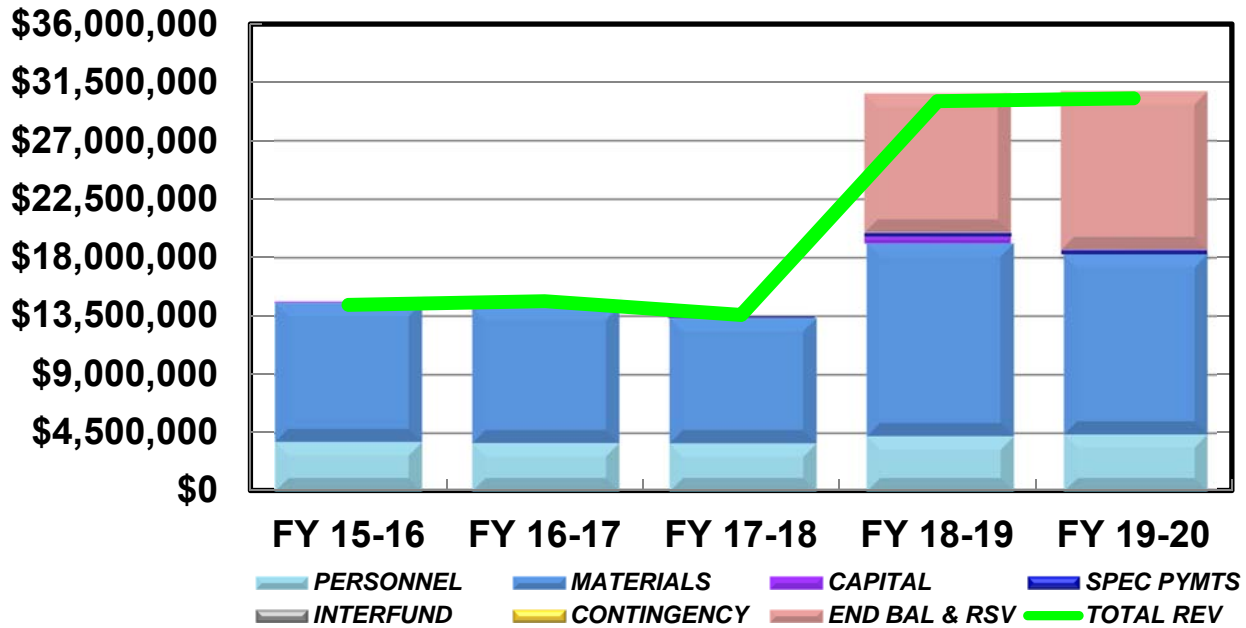
A central tenet of the Transition Center is to shift the financial burden of incarceration from the local tax base to the offender. The Transition Center Program receives the majority of funding (44 percent) from the Community Corrections Act (CCA) and other Oregon Department of Corrections' programs (10 percent). Other funding streams (14 percent) include contracts completed by the clientele, including fighting fires, as well as client fees (2 percent). The remaining 30 percent is from the County's General Fund.

| Program: 480104 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$2,702,337 | \$2,855,540 | \$2,590,194 | \$2,956,426 | \$2,751,881 |
| Fees & Other Service Charges | \$506,582 | \$480,796 | \$398,238 | \$386,000 | \$546,500 |
| All Other Resources | \$1,076 | \$1,118 | \$502 | \$1,100 | \$750 |
| Interfund Transfers | \$300,780 | \$275,276 | \$344,443 | \$300,000 | \$345,000 |
| Total | \$3,510,775 | \$3,612,730 | \$3,333,377 | \$3,643,526 | \$3,644,131 |
| EXPENDITURES | | | | | |
| Personnel Services | \$2,734,682 | \$2,685,786 | \$3,103,982 | \$3,652,280 | \$3,634,539 |
| Materials & Services | \$1,393,093 | \$1,438,430 | \$1,289,897 | \$1,397,858 | \$1,477,680 |
| Capital Outlay | \$0 | \$0 | \$39,999 | \$0 | \$42,990 |
| Interfund Transfers | \$278,082 | \$0 | \$0 | \$0 | \$52,000 |
| Total | \$4,405,857 | \$4,124,216 | \$4,433,878 | \$5,050,138 | \$5,207,209 |
| Full-Time Equivalent | 39.79 | 39.11 | 43.17 | 42.99 | 41.99 |



COUNTY ADMINISTRATION

2015-2016 TO 2019-2020



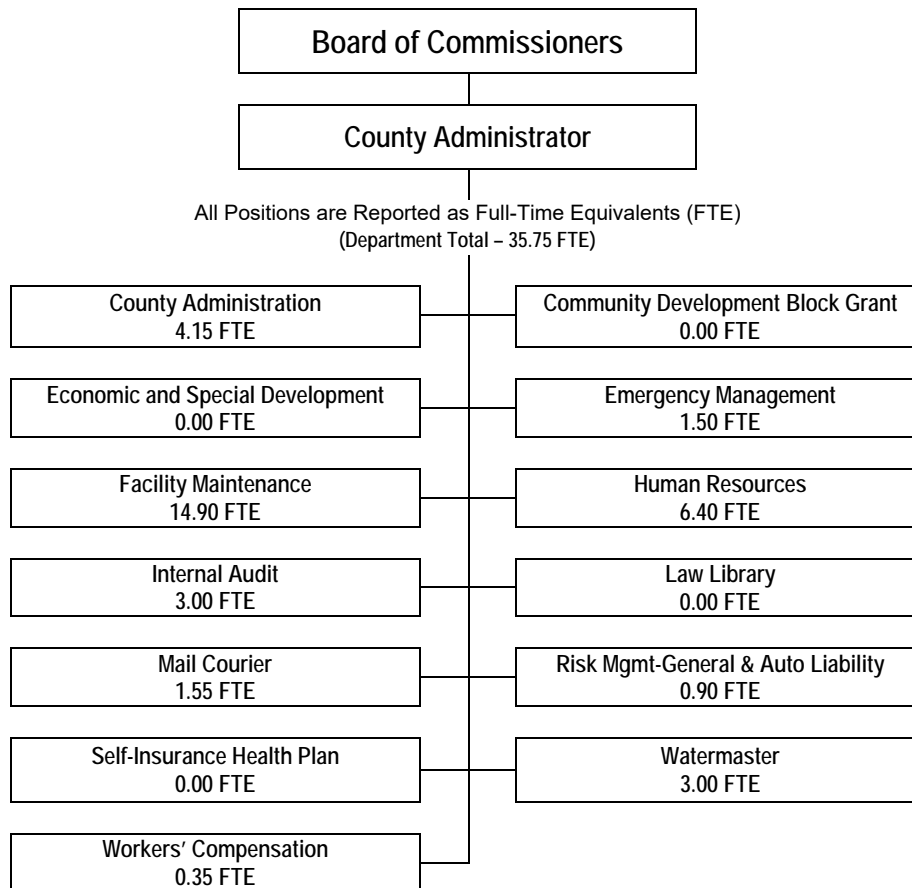
| | FY 15-16 Actual | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Adopted | FY 19-20 Adopted |
|------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| PERSONNEL | \$3,795,830 | \$3,710,717 | \$3,697,499 | \$4,232,073 | \$4,371,501 |
| MATERIALS | \$10,722,933 | \$10,506,622 | \$9,661,114 | \$14,858,957 | \$13,878,252 |
| CAPITAL | \$78,214 | \$65,540 | \$0 | \$500,000 | \$0 |
| SPEC PYMTS | \$0 | \$223,823 | \$79,374 | \$310,000 | \$310,000 |
| INTERFUND | \$0 | \$31,990 | \$0 | \$0 | \$0 |
| CONTINGENCY | \$0 | \$0 | \$0 | \$10,000 | \$10,000 |
| END BAL & RSV | \$0 | \$0 | \$0 | \$10,709,991 | \$12,232,127 |
| TOTAL EXP | \$14,596,977 | \$14,538,692 | \$13,437,987 | \$30,621,021 | \$30,801,880 |
| TOTAL REV | \$14,326,963 | \$14,611,525 | \$13,544,481 | \$30,047,049 | \$30,267,539 |
| FTEs | 37.20 | 40.70 | 39.87 | 37.50 | 35.75 |

For FY 19-20, the decrease in Capital is due to the completion of a Facility Maintenance project. For FY 19-20, the total decrease in Personnel is 1.75 FTEs; the program changes are reductions in vacant positions: 0.95 FTE in Risk Management-General and Auto Liability and 0.80 FTE in the Law Library. 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 17 of this document.



COUNTY ADMINISTRATION

Organization Chart



Department Summary

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

Major Issues and Service Level Goals for Fiscal Year 2019-2020

- Internal Audit will continue to provide audit and consulting services that assist County management through the provision of evaluations and recommendations concerning risk management, internal control, compliance, and operating efficiency and effectiveness.
- In fiscal year 2019-2020, Emergency Management will work closely with community partners, including private and public, to develop a Local Emergency Planning Committee (LEPC) to better coordinate response and



COUNTY ADMINISTRATION

mitigation activities. In the first year, the LEPC will focus on identifying facilities and transportation routes of extremely hazardous substances (EHS) and create a plan detailing facility/on-site and County emergency response procedures. The LEPC will additionally serve as an all hazards information sharing forum for awareness and planning for all types of hazards, exercise, and training. The membership will represent a wide cross section of the community.

- Facility Maintenance will continue moving forward on projects that it is felt have a measurable impact, including energy management, safety, and Americans with Disabilities Act (ADA) accessibility.
- With construction costs continuing to escalate in the region at an average of 5 percent per year, not only has the County experienced this rise in cost, but Facility Maintenance is also seeing a shortage of available contractors to bid or perform the work being requested. Facility Maintenance will continue to mitigate this as much as possible by adjusting timelines so that bids will go out four to ten months in advance of the work that is needed to be done. This has proven to be successful in controlling some costs by having contractors bid future work not reflective of their current workload.
- Facility Maintenance is implementing cost-saving strategies by using a combination of in-house labor as well as managing a larger projects, when appropriate, to more effectively manage costs and outcome.
- Attracting qualified applicants for the wide range of open positions at the County will continue to be a priority for Human Resources. Partnership with departments, Human Resources will identify automation and process efficiencies to help expedite the recruitment process for qualified applicants and hiring managers. Outreach and communication strategies will focus on expanding County participation in the community, and college and university events for employers to help promote County job openings and career opportunities.
- The County's mission will always depend on retention of a skilled workforce to deliver the County's essential services to citizens. To support employee learning and development, Human Resources will launch an Employee Development Program and expand leadership topics in its classroom training offerings.
- Human Resources will complete the automation rollout of the personnel action form which will enable routing efficiencies and paper reduction in all departments and central services.
- The Watermaster's Program will continue to participate in the Water for Irrigation, Stream and Economy (WISE) Project promoting sustainable water supplies for the future.
- Commercial cannabis sales and production continues to increase workload and the number of calls, complaints, new water right application requests, and water right researches.
- The Watermaster's Program is pursuing funding from other sources to increase the County's stream gauging network capacity, service level, and continued operation and maintenance of the gauging station network.

Major Issues and Service Level Accomplishments for Prior Year

- Internal Audit conducted audits to ensure County funds were accounted for, to ensure controls appropriately mitigated various operational risks, and to ensure multiple sub-recipients and vendors were in compliance with contractual obligations, in addition to other audits that focused on the specific operations of various department and programs.
- Emergency Management has renewed several agreements and programs with current date and contact information to include the Government Emergency Telecommunications Service/Wireless Priority Service (GETS/WPS) Program, Federal Emergency Management Agency (FEMA) Integrated Public Alert and Warning System, and an Oregon Department of Transportation (ODOT) agreement for use of a strategic technology reserves radio cache trailer. In fiscal year 2018-2019, a Jackson County Joint Information Center (JIC) plan was developed, with Josephine County, to establish a protocol for collecting and providing information to officials, representatives, and the public during a disaster.
- Facility Maintenance completed over 9,500 work tickets throughout the County; capital improvement projects of \$1,177,000; and 78 mid-year department-requested projects totaling over \$1,190,000 in fiscal year 2017-2018, and is on track to match those same numbers in fiscal year 2018-2019.
- Facility Maintenance staff effectively maintained 1,458,812 square feet of buildings at 145,881 square feet per maintenance worker; other Oregon counties of similar size or larger maintain 80,000 square feet or less per maintenance worker.



COUNTY ADMINISTRATION

- Oregon's Equal Pay Act of 2017 expanded existing Oregon laws that prohibit pay discrimination. In compliance with the new State requirements, Human Resources updated its application and interview process, reviewed pay-related policies, and conducted a pay analysis at several pay decision points.
- To monitor and ensure training compliance, Human Resources created a monthly online report to help supervisors track and manage completion of compliance-related trainings and requirements.
- Human Resources launched an enhanced online defensive driving course that was created by the National Safety Council. The course is to help all employees who drive for County business to drive safely. All new hires who will be driving for County business are required to complete the course, and current employees who drive for County business must complete a refresher every five years thereafter.
- The Watermaster's Office increased the total amount of flow measurements by 9 percent from selected streams to create a hydrographic record for forecasting water availability and predicting trends.
- A new complaint database with an integrated mapping tool was developed that allows the Watermaster's Office to track, report, and log actions from the office and from the field.
- The Watermaster's Office complete bathymetry measurements of several significant reservoirs to determine a need for low, significant, or high hazard expectations.
- Jackson County was awarded the Government Finance Officers Association's prestigious "distinguished budget presentation" award for fiscal year 2018-2019 and the distinguished financial reporting award for fiscal year 2017-2018.

County Administration

Program Purpose

County Administration carries out the policy direction of the Board of Commissioners and provides overall supervision of the County's operations. County Administration translates the Board's goals and objectives into budgetary priorities and develops, implements, and evaluates programs to meet current and future physical, economic, social, and cultural needs of Jackson County citizens. County Administration also establishes the internal policies by which the County does business, presents a balanced budget to the Budget Committee each spring, and is ultimately responsible for "setting the tone" for the entire organization and its employees.

The County Administration Program is helping to meet all 12 of the County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; (6) Encourage citizen understanding and participation in County government; (7) Make recreational, learning, and cultural opportunities accessible and available; (8) Provide and maintain multiple transportation systems; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; (11) Maintain public records to provide financial, historical, and statistical information; and (12) Plan for the future.

Program Information

The County Administration Program provides the services listed below.

County Management

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

Apply a "best practices" model to the creation, implementation, and evaluation of programs that reflect the goals and priorities of the Board of Commissioners. Provide counsel to the Board during policy development, including community education and outreach. Ensure that all County departments "stay the course" in meeting the expectations of the Board and public in the execution of these programs, and monitor and evaluate department performance.

Ensure Organizational Effectiveness

Strategic Objective: Support a work environment that promotes the County's values, customer service, and fully utilizes the talents of County staff by reinforcing their knowledge, competence, and creativity.

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

Communicate the County's Mission, Goals, Objectives, and Programmatic Initiatives to the Public and Employees

Strategic Objective: Build understanding and support for County programs and initiatives through a variety of communication tactics aimed at reaching as broad an audience as possible.

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



County Administration

Annual County Budget

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

Recommend to the Budget Committee an annual spending plan that maximizes the use of County resources and reflects the priorities of the Board of Commissioners and the citizens of Jackson County in accordance with State law, County Ordinance, and the Government Finance Officers Association Distinguished Budget Presentation.

Manage the County's Capital Projects

Strategic Objective: Manage the County's capital construction projects so as to bring all projects to completion on time and within budget.

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

Significant Issues in the Year Ahead

Budget issues and the need to plan for a future that will not include the Federal funding the County currently receives will continue to dominate the County Administrator's work program in the coming year. County Administration is also working toward a resolution of jail overcrowding.

Financial Condition

County Administration is a Central Services program that is funded by interfund transfers. Approximately 43 percent of the charges are to the County's General Fund.

| Program: 080101 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$495 | \$0 | \$0 | \$0 | \$0 |
| Fees & Other Service Charges | \$13,723 | \$5,713 | \$8,772 | \$2,575 | \$5,800 |
| Interfund Transfers | \$915,638 | \$941,559 | \$836,776 | \$956,676 | \$1,026,224 |
| Total | \$929,856 | \$947,272 | \$845,548 | \$959,251 | \$1,032,024 |
| EXPENDITURES | | | | | |
| Personnel Services | \$902,738 | \$889,498 | \$869,942 | \$890,663 | \$967,368 |
| Materials & Services | \$41,131 | \$40,846 | \$46,047 | \$68,588 | \$64,656 |
| Total | \$943,869 | \$930,344 | \$915,989 | \$959,251 | \$1,032,024 |
| Full-Time Equivalent | 4.90 | 4.80 | 4.80 | 4.15 | 4.15 |



Community Development Block Grant

Program Purpose

The Community Development Block Grant (CDBG) Program houses State pass-through dollars for economic and community development projects. The CDBG Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; (4) Strengthen cooperation between public agencies; and (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area.

Program Information

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

Enable Project Sub-grantees to Successfully Execute Grant Activities

Strategic Objective: Provide efficient services to associated non-profits so they can in turn be effective in the execution of grant activities. This involves being timely, accurate, consistent, and thorough in grant administration activities.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Active CDBG grants | 1 | 1 | 1 | 0 | 1 |
| Change in housing rehabilitation waiting list | -85% | -50% | -25% | 100% | -25% |
| Low/moderate income homeowners receiving zero interest loan | 12 | 14 | 16 | 0 | 4 |
| Total project homeowner loans completed | 47% | 87% | 100% | 0% | 25% |
| Rehabilitation projects completed | 7 | 14 | 16 | 0 | 4 |
| Total grant rehabilitation projects completed | 47% | 87% | 100% | 0% | 25% |

The Community Development Block Grant, through a local non-profit, provides zero interest loans payable upon sale of the home to low/moderate income homeowners for necessary, urgent home repairs. Examples of grant rehabilitation projects are: replacing failed septic systems, repairing leaking roofs, replacing broken heating systems, and updating homes for individuals with disabilities. The 100 percent increase in the housing rehabilitation waiting list during fiscal year 2018-2019 represents the years the waiting list was reopened to apply for new rehabilitation grants. The most recent Community Development Block Grant application was submitted in the fall of 2015 and the grant was awarded to the County in December 2015. Housing rehabilitation projects began during the summer of 2016. All grant activities and final reporting requirements were completed during fiscal year 2017-2018. The County expects to apply for a new grant during the third quarter of 2019.

House CDBG Pass-Through Dollars According to State Standards

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



Community Development Block Grant

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Grant monitoring findings cleared | 100% | 100% | 100% | 100% | 100% |
| Requests for payments processed within five days of receipt of State funds | 100% | 100% | 100% | 90% | 90% |

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

Significant Issues in the Year Ahead

The County, in coordination with Affordable Housing Solutions and the Housing Authority of Jackson County, will reapply for the CDBG program during the third quarter of 2019. It is anticipated that the new grant will provide \$400,000 in zero-interest loans to approximately 20 low and moderate income homeowners in need of vital housing rehabilitation during the grant period. From the initial application to final grant closeout, current Community Development Block Grants average a three year cycle. In the years ahead, the County will continue to participate in, and apply for, housing rehabilitation programs for low and moderate income citizens.

Financial Condition

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

| Program: 080303 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$0 | \$223,824 | \$79,374 | \$310,000 | \$310,000 |
| Total | \$0 | \$223,824 | \$79,374 | \$310,000 | \$310,000 |
| EXPENDITURES | | | | | |
| Special Payments | \$0 | \$223,824 | \$79,374 | \$310,000 | \$310,000 |
| Total | \$0 | \$223,824 | \$79,374 | \$310,000 | \$310,000 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |



Economic and Special Development

Program Purpose

The purpose of the Economic and Special Development Program is threefold: (a) to attract, retain, and expand industries that provide a broad range of employment opportunities; (b) to sponsor contributions to programs not operated by the County which provide economic development, cultural awareness, education, and agricultural development; and (c) to provide staff support with the Jackson County organization on economic development issues. The Economic and Special Development Program is helping to meet County goals: (2) Serve all citizens fairly and ensure access to County government; (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; (6) Encourage citizen understanding and participation in County government; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

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

Support Regional Partnerships in Jackson County

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Total contributions made according to adopted budget | 86% | 71% | 51% | 65% | 98% |

For fiscal year 2019-2020, the County will continue to contribute \$31,541 to the Rogue Valley Council of Governments (RVCOG). Of that amount, \$20,505 will be contributed to assist RVCOG in providing overall coordinated services that benefit all local governments in Jackson and Josephine Counties and supports local and regional problem solving to provide a network of services to help seniors and adults with disabilities. The Bear Creek Watershed Non-Point Source Pollution (Total Maximum Daily Loads/TMDL) sampling project will receive \$6,648. This is an interagency cooperative funding project between RVCOG, Jackson County, and several local municipalities. It implements a water quality testing program which targets identification of non-point pollution sources along Bear Creek. The remaining \$4,388 will be for the Metropolitan Planning Organization, a Federally-mandated transportation policy-making organization made up of representatives from local governments and governmental transportation authorities.

The County will contribute \$50,000 to Southern Oregon Regional Economic Development, Inc. (SORED). SOREDI provides business assistance, expansion, and relocation services for Jackson and Josephine County businesses resulting in the creation of sustainable jobs and a diverse economy in Southern Oregon.

Provide Administration for Taylor Grazing Fees

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

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



Economic and Special Development

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

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

Provide \$16,729 in overhead, staff support, and miscellaneous costs associated with the administrative portions of the Community Development Block Grant Program in accordance with State and Federal standards. County Administration expenses associated with the CDBG Program are not reimbursable by the United States Department of Housing and Urban Development (HUD). Jackson County will continue to participate in regional housing decisions through participation in the Fair Housing Advisory Committee by applying for housing rehabilitation grants and working with Affordable Housing Solutions and the Housing Authority of Jackson County to provide a revolving loan program for housing rehabilitation for low and moderate income households within the County. Such programs will continue to be a vital resource to the low and moderate income needs of Jackson County.

Significant Issues in the Year Ahead

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

Financial Condition

The County's continued support of the regional partnerships is dependent upon financial resources being available in future years. This Program is funded 87 percent by the County's General Fund, with the remaining 13 percent dedicated to land improvements as part of the Taylor Grazing fees.

| Program: 080302 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$504 | \$0 | \$0 | \$500 | \$500 |
| Total | \$504 | \$0 | \$0 | \$500 | \$500 |
| EXPENDITURES | | | | | |
| Materials & Services | \$643,882 | \$274,659 | \$128,203 | \$229,248 | \$175,808 |
| Total | \$643,882 | \$274,659 | \$128,203 | \$229,248 | \$175,808 |
| 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, sheltering, promoting a coordinated disaster response, obtaining disaster assistance, instituting measures that may reduce the potential impact of disasters, and maintaining an effective Emergency Operations Center (EOC). The Emergency Management Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; and (12) Plan for the future.

Program Information

The Emergency Management Program provides the services listed below.

Collaborative Planning

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

The actual number of plans in fiscal year 2019-2020 will continue to be driven by mandates from the Department of Homeland Security and Oregon Emergency Management, combined with National Incident Management System (NIMS) compliance. Through the Emergency Management Program, the County works with forest agencies (Oregon Department of Forestry, Bureau of Land Management, and United States Forest Service) to implement projects identified within the County’s Community Wildfire Protection Plan (CWPP). The County also collaborates with Josephine County on this plan as part of the Rogue Valley Integrated Fire Plan Executive Committee. In 2018, the Natural Hazards Mitigation Plan (NHMP) was adopted by the County and approved by the Federal Emergency Management Agency (FEMA). In addition, the Oregon Department of Energy and Jackson County developed a plan for fuel storage and distribution in a catastrophic incident. The County’s Emergency Operations Plan (EOP) and Continuity of Operations Plan (COOP) are due to be updated in fiscal year 2019-2020. Reviews with department heads will resume and all feedback will be incorporated into an updated document to be submitted for promulgation. Jackson County Emergency Management will also be working with a contractor in fiscal year 2019-2020 to create a Regional Public/Private Partnership Program through a Homeland Security Grant.

Promoting a Coordinated Disaster Response

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Multi-agency disaster trainings held | 3 | 3 | 3 | 3 | 2 |
| Critical agencies participating in exercises | 30% | 70% | 80% | 80% | 80% |

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



Emergency Management

Public Outreach and Education

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Community, organization, and conference preparedness presentations | n/a* | n/a* | n/a* | 5 | 5 |

*New measurement; data not available.

Improving Emergency Communications

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Population enrolled in "Citizen Alert" system | 10,000* | 14,500* | 20,000* | 34,485* | 38,000* |
| Increase in population enrolled | 5% | 5% | 7% | 53% | 9% |
| New ham radio operator volunteers recruited | 5 | 3 | 10 | 10 | 20 |

*Jackson and Josephine Counties.

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

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

Significant Issues in the Year Ahead

Oregon's focus on preparation for a Cascadia Subduction Zone earthquake and recent catastrophic wildfires have caused Emergency Management to place most of its attention on updating County plans and promoting individual and family preparedness as it relates to a worst case catastrophic event. This focus is likely to persist, being driven by current events, Federal funding, and public attention. This focus initiated new emergency planning requirements for debris management, the COOP, and an updated EOP. The Emergency Management Program continues to



Emergency Management

spend significant time on plans, alert and warning systems, grant management and administration, collaboration and partnerships, and public awareness for preparedness.

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

Financial Condition

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

The Emergency Management Program receives approximately 51 percent of its funding from grants and reimbursement from cities for use of the mass notification/reverse 911 system. The remaining 49 percent is funded from the County's General Fund.

| Program: 080301 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$132,839 | \$84,046 | \$101,623 | \$182,650 | \$178,600 |
| Fees & Other Service Charges | \$0 | \$0 | \$1,298 | \$0 | \$80,000 |
| Total | \$132,839 | \$84,046 | \$102,921 | \$182,650 | \$258,600 |
| EXPENDITURES | | | | | |
| Personnel Services | \$193,484 | \$135,604 | \$117,954 | \$192,355 | \$195,239 |
| Materials & Services | \$78,727 | \$71,119 | \$63,835 | \$157,056 | \$236,792 |
| Total | \$272,211 | \$206,723 | \$181,789 | \$349,411 | \$432,031 |
| Full-Time Equivalent | 2.00 | 2.50 | 1.67 | 1.50 | 1.50 |



Facility Maintenance

Program Purpose

The purpose of the Facility Maintenance Program is to maintain the County buildings in order to preserve their integrity and provide comfortable, functional, and safe facilities for the public and employees. The Facility Maintenance Program is responsible for maintaining all County facilities (with the exception of the Airport) and for making improvements for departments as approved by the Budget Committee. The Facility Maintenance Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Facility Maintenance Program provides the services listed below.

Building Maintenance

Strategic Objective: Maintain County facilities (approximately 1,450,627 square feet of buildings) to preserve the integrity of the buildings and maintain a safe, comfortable environment for customers and staff. This will be achieved through performing planned maintenance, five-year projects, capital projects, and maintenance tasks on schedule.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|-----------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Annual square footage costs | \$2.11 | \$2.08 | \$2.16 | \$2.46 | \$2.52 |

Two facilities have been removed from the group of buildings maintained by Facility Maintenance. Health Suites One and Two and the Orange Street health treatment residence, both located in Medford, were sold as part of the Health and Human Services Department's restructure. The impact to the total square footage of County facilities will be minimal and will not dramatically affect the budget. Facility Maintenance will continue to monitor all maintenance task costs and monitor purchasing of materials, parts, and tools efficiently.

Construction Management

Strategic Objective: Provide management for construction projects to ensure that the projects are done to construction specifications and that they are completed on schedule and within budget. Ensure the use of energy and environmentally efficient methods and materials.

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

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



Facility Maintenance

Contracted Custodial

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Total buildings cleaned | 26 | 28 | 26 | 21 | 22 |
| Buildings receiving service five times per week | 62% | 64% | 65% | 67% | 68% |
| Buildings receiving service four times per week | 0% | 0% | 0% | 0% | 0% |
| Buildings receiving service three times per week | 11% | 12% | 12% | 10% | 9% |
| Buildings receiving service two times per week | 8% | 8% | 8% | 10% | 9% |
| Buildings receiving service one time per week | 19% | 16% | 15% | 14% | 18% |

Facility Maintenance manages the County's contract to minimize customer complaints. They also ensure that the County buildings are cleaned as efficiently as possible under the specifications of the cleaning contract. As a note, the current contractor employs developmentally disabled employees giving them meaningful work and, at the same time, providing Jackson County a needed service. The total number of buildings being cleaned went up by one; the Transition Center has been added to the County's contract.

Safety

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|-----------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Training hours per employee | 24 | 24 | 24 | 24 | 24 |

Safety programs within the Facility Maintenance Program are managed in order to reduce the chance of accidents countywide. Training is provided to employees to promote awareness of safety hazards throughout all County buildings. The goal of the safety program is to make Jackson County a safe place to work and provide a safe place for the general public.



Facility Maintenance

Significant Issues in the Year Ahead

Maintaining construction oversight, capital improvements, and projects while sustaining oversight of normal and planned maintenance. No capital construction projects are set for fiscal year 2019-2020 at this point, but it is expected that the department-requested projects will match the fiscal year 2018-2019 levels. Rising costs of contracted labor and parts will continue to be a challenge in the coming year.

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

Financial Condition

Facility Maintenance is a Central Services program that is funded by interfund transfers. Approximately 71.9 percent of the charges are to the County's General Fund.

| Program: 080103 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$512,436 | \$657,755 | \$820,652 | \$557,490 | \$575,487 |
| Fees & Other Service Charges | \$3,444 | \$2,836 | \$1,673 | \$0 | \$0 |
| All Other Resources | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interfund Transfers | \$3,150,287 | \$3,299,275 | \$3,070,258 | \$3,529,164 | \$3,334,692 |
| Total | \$3,666,167 | \$3,959,866 | \$3,892,583 | \$4,086,654 | \$3,910,179 |
| EXPENDITURES | | | | | |
| Personnel Services | \$1,205,268 | \$1,092,697 | \$1,127,749 | \$1,326,967 | \$1,402,388 |
| Materials & Services | \$2,314,857 | \$2,737,575 | \$2,785,777 | \$2,259,687 | \$2,507,791 |
| Capital Outlay | \$63,751 | \$65,540 | \$0 | \$500,000 | \$0 |
| Total | \$3,583,876 | \$3,895,812 | \$3,913,526 | \$4,086,654 | \$3,910,179 |
| Full-Time Equivalent | 15.90 | 15.90 | 15.90 | 14.90 | 14.90 |



Human Resources

Program Purpose

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

Human Resources is a central service provided by a team of professionals. This team oversees and facilitates an integrated service delivery system. Human Resources' oversight role in the system helps ensure consistent and equitable treatment of employees in accordance with labor contracts, State and Federal law, and County ordinances and policies.

Human Resources also delivers value-added consultative services to managers and employees, and information to the public upon request. Human Resources' core service values are to: seek to understand and advocate for department and employee needs; welcome input and feedback; provide HR expertise and guidance; champion policies and practices that treat employees equitably and with dignity while maintaining compliance; model an attitude of teamwork and professionalism in its operations; and pursue excellence in HR's processes and practices.

Evolving public needs, services, and regulations demand high level skills and flexibility from the County's workforce. Human Resources helps enable this expertise and flexibility through a workforce consisting of full-time equivalent (FTE) and extra help employees, and temporary supplemental workers who are employed through temporary agencies.

The Human Resources Program is helping meet County goals: (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

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

Workforce Recruitment and Selection

Strategic Objective: To increase the number of qualified applicants for critical and hard-to-fill job openings.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Total applicants | 5,866 | 6,634 | 5,891 | 6,210 | 6,150 |
| Total posted job openings | 211 | 163 | 159 | 138 | 167 |
| Average applicants per job opening | 28 | 41 | 37 | 45 | 37 |

The above totals reflect applicants and job postings for full and part-time job openings only. It does not include applicants for extra help job openings. "Applicants" refer to the total number of those who expressed interest to open positions at the County; but only those applicants who meet minimum qualifications are forwarded for consideration by the hiring manager.



Human Resources

Human Resources screened over 6,000 applications this past year. Attracting adequate pools of qualified candidates, however, was mixed. For some positions there were adequate numbers of qualified applicants to choose from. For other positions, it was a challenge to find qualified applicants in a timely manner. For some seasonal extra help positions, there were fewer applicants than in prior years thus making it difficult to fill some high volume seasonal work needs in a timely manner.

For fiscal year 2019-2020, a primary focus of this objective will be to increase outreach efforts to raise awareness of the County as an employer of choice and a great place for a career. Human Resources, in partnership with departments, will expand participation in events for employers sponsored by local community organizations and regional colleges and universities with education programs related to knowledge and skill needs at the County, particularly in critical and hard-to-fill positions. Participation in such events will give the County an additional opportunity to promote its job openings and diverse career opportunities to people who may be qualified and interested in submitting an application now or in the future. To enhance the County's access to qualified temporary supplemental labor when needed, HR will coordinate a Request for Proposal process to secure several temporary service agencies who specialize in temporary workers with the skills needed at the County.

Another focus will be on improving the applicant and hiring manager experience in the County's recruitment process. Human Resources will promote the use of new tools available in the County's applicant tracking system. Hiring managers will be encouraged to utilize the online tool to make it easier to schedule applicants for interviews and to track more easily the progress through the recruitment activity dashboard.

Employee Retention

Strategic Objective: To encourage and enable employee development.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Average number of years of service for those retiring from the County | 21.6 | 20.2 | 27.6 | 20.0 | 22.3 |
| Average number of years of service for those employees who voluntarily leave the County | 4.0 | 3.8 | 4.6 | 4.5 | 4.2 |

Employee data reveals a need for employee retention strategies, particularly for those who voluntarily leave within their first few years with the County. For fiscal year 2019-2020, a focus of the objective will be to provide opportunities to support employees in their learning and development in their current position and in preparation for competing for other roles within the County if interested and qualified. Human Resources will launch and manage a new Employee Development Program to provide a year-long learning opportunity to help emerging leaders build supervisory competence and colleague relationships across the County. In fiscal year 2018-2019, HR sponsored 93 training courses. In fiscal year 2019-2020, HR will refine topics to focus on supervision, professional development, and policies to help build leadership and organizational competence at all levels of the County's workforce. Human Resources will continue to expand the tools and resources available in the supervisor toolkit.

Another way to support employee learning and development is through performance management. Tips for constructive performance discussions between employees and supervisors will be integrated into, and enhanced in, a variety of trainings and resources (eg Employee Development Program, supervisor toolkit, New Manager Program, and other offerings as relevant). In partnership with departments, HR will review performance criteria on performance review forms to ensure evaluative criteria is aligned with evolving needs and the diverse work of the County.

Human Resources

To support efficiency in the County's integrated HR service delivery system, the transition from paper to electronic routing of personnel action forms and related attachments will be completed in fiscal year 2019-2020. These materials are routed between approvers and reviewers in all departments and central services, and then to personnel files. Approximately 2,000 employee pay and benefit-related changes and transactions are processed each year. In addition to eliminating most printing and routing of these paper materials, this transition to automation will also eliminate the time and cost of scanning those materials into the personnel file. Human Resources will also transition to offering opportunities for employees to review required policies online instead of on paper during the new hire process.

Significant Issues in the Year Ahead

The Rogue Valley's low unemployment rate is projected to continue into fiscal year 2019-2020. As one of the largest employers in the Rogue Valley, the need to attract and retain skilled and competent employees is critical to the County's ability to deliver services to citizens. Securing adequate numbers of qualified applicants will continue to be a challenge particularly for some technical, professional, and seasonal positions. In this competitive environment, it is imperative that applicant and employee experiences with the County are positive and are a focal point of Human Resources' efforts.

Oregon's new Equal Pay Act of 2017 expanded existing Federal and Oregon laws that prohibit sex-based pay discrimination. To ensure compliance, appropriate changes were made over the past years to the County's application process and a pay analysis was completed at certain decision points regarding employee pay. During this next fiscal year, HR will continue to monitor statewide discussions and Oregon rules for any emerging expectations and preferred approaches for determining if a pay inequity exists among protected classes.

Contract negotiations with two of the County's bargaining units, Service Employees International Union and the Federation of Oregon Parole and Probation Officers, are expected to be completed in calendar year 2019. It is expected that contract negotiations with the Jackson County Sheriff's Employees' Association will begin in 2019, with anticipated completion in the 2019-2020 fiscal year.

Financial Condition

Human Resources is a Central Services program that is funded by interfund transfers. Approximately 58.23 percent of the charges are to the County's General Fund.

| Program: 080104 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Fees & Other Service Charges | \$924 | \$1,442 | \$3,616 | \$0 | \$0 |
| Interfund Transfers | \$588,350 | \$805,071 | \$695,636 | \$940,655 | \$1,028,452 |
| Total | \$589,274 | \$806,513 | \$699,252 | \$940,655 | \$1,028,452 |
| EXPENDITURES | | | | | |
| Personnel Services | \$578,105 | \$559,363 | \$540,465 | \$755,660 | \$832,078 |
| Materials & Services | \$89,548 | \$145,490 | \$148,057 | \$184,995 | \$196,374 |
| Total | \$667,653 | \$704,853 | \$688,522 | \$940,655 | \$1,028,452 |
| Full-Time Equivalent | 5.27 | 5.71 | 5.92 | 6.40 | 6.40 |



Internal Audit

Program Purpose

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

The Internal Audit Program is helping to meet County goals: (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (6) Encourage citizen understanding and participation in County government; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; (11) Maintain public records to provide financial, historical, and statistical information; and (12) Plan for the future.

Program Information

The Internal Audit Program provides the services listed below.

Audits, Advice, and Collaboration

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Departments audited and/or collaborated with on medium to large projects | 40% | 50% | 50% | 50% | 50% |

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

Training

Strategic Objective: Increase awareness among County personnel of the importance of the tools, techniques, and theories relating to risk, control, governance, fraud, performance measurement, and other topics that pertain to and can be used to improve County operations.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Individuals attending trainings conducted by the audit team | 211 | 164 | 168 | 150 | 150 |



Internal Audit

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

External Audit Contract Monitoring and Coordination

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Maintain stability of audit costs relative to County expenditures | .22% | .26% | .30% | .27% | .27% |

For fiscal year 2018-2019, Internal Audit revised this outcome to reflect actual expenditures rather than budgeted. Internal Audit solicits bids, negotiates, and contracts with outside Certified Public Accountants for the completion of the required annual external financial audit. Internal Audit also manages its own costs to achieve the strategic outcome of providing cost efficient services.

Significant Issues in the Year Ahead

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

Financial Condition

The Internal Audit Program experiences standard inflationary increases but expects no operational or external changes that would have a financial impact on Program operations. Internal Audit is a Central Services program that is funded by interfund transfers. Approximately 42 percent of the charges are to the County's General Fund.

| Program: 080102 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|-----------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| All Other Resources | \$0 | \$40 | \$0 | \$0 | \$0 |
| Interfund Transfers | \$504,771 | \$493,419 | \$498,767 | \$581,048 | \$605,174 |
| Total | \$504,771 | \$493,459 | \$498,767 | \$581,048 | \$605,174 |
| EXPENDITURES | | | | | |
| Personnel Services | \$391,047 | \$410,037 | \$433,331 | \$449,311 | \$489,308 |
| Materials & Services | \$94,337 | \$104,617 | \$111,189 | \$131,737 | \$115,866 |
| Total | \$485,384 | \$514,654 | \$544,520 | \$581,048 | \$605,174 |
| Full-Time Equivalent | 3.05 | 3.05 | 3.05 | 3.00 | 3.00 |



Law Library

Program Purpose

Help make the legal system work effectively in Jackson County by providing access to legal research materials. The Law Library Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (7) Make recreational, learning, and cultural opportunities accessible and available; (9) Promote employee pride, high standards of performance, and productivity; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Law Library Program provides the services listed below.

Collection Development and Maintenance

Strategic Objective: Provide a collection of materials needed by citizens, lawyers, and judges to answer their legal research questions.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Expenditures for collection | \$141,356 | \$115,058 | \$114,912 | \$116,000 | \$120,600 |
| Collection purchases made according to adopted budget | 98.85% | 92.05% | 101.70% | 97.50% | 97.02% |

The Law Library provides a collection of research materials from web access to printed publications. For fiscal year 2019-2020, the Law Library will be in the fourth year of two five-year contracts for online and printed legal subscriptions. Items not available through the reduced contracted rates are purchased separately as updates become available. The Law Library continues to provide a vital service to the public, attorneys, and judges by purchasing and maintaining legal materials that cannot be found for free online.

Access to Computer Research Services

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Computers available for public use | 3 | 3 | 2 | 2 | 2 |

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

Court Facilitation Program

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



Law Library

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 will pay for one facilitator and the County will provide funding for a second court facilitator. In January 2019, the Court began the process to relocate the facilitators to the Law Library location, thereby providing more resources to self-represented individuals. It is expected that both facilitators will be located in the Law Library by the fall of 2019.

Significant Issues in the Year Ahead

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

Financial Condition

Fiscal year 2019-2020 will be the first year that the Law Library Program has budgeted no reliance upon fund balance to support operations. A portion of court filing fees, as specified by Oregon Statute and Jackson County Ordinance, provides 98 percent of the Law Library revenue. The remaining revenue is generated interest on the fund balance. The Law Library Program receives no General Fund support.

| Program: 080601 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Fees & Other Service Charges | \$215,619 | \$215,475 | \$208,983 | \$208,600 | \$208,400 |
| All Other Resources | \$5,395 | \$2,663 | \$1,936 | \$1,500 | \$1,000 |
| Fund Balance | \$0 | \$0 | \$0 | \$80,850 | \$65,190 |
| Total | \$221,014 | \$218,138 | \$210,919 | \$290,950 | \$274,590 |
| EXPENDITURES | | | | | |
| Personnel Services | \$62,229 | \$81,197 | \$85,367 | \$67,066 | \$0 |
| Materials & Services | \$201,984 | \$165,642 | \$168,694 | \$185,463 | \$209,400 |
| Contingency | \$0 | \$0 | \$0 | \$10,000 | \$10,000 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$28,421 | \$55,190 |
| Total | \$264,213 | \$246,839 | \$254,061 | \$290,950 | \$274,590 |
| Full-Time Equivalent | 1.00 | 1.06 | 1.05 | 0.80 | 0.00 |



Mail Courier

Program Purpose

To provide mail services to County departments in order to meet their distribution, delivery, and communication needs. The Mail Courier Program is helping to meet County goals: (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Mail Courier Program provides the service listed below.

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

Strategic Objective: Distribute incoming U.S. mail within one day of receipt and deliver interoffice mail by the next business day. Prepare outgoing items for the U.S. Postal Service and United Parcel Service and utilize the available discounts.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Items prepared | 238,004 | 266,180 | 231,705 | 235,000 | 236,000 |
| Change in items prepared | 19.7% | 11.8% | -13.0% | 1.4% | 0.4% |

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

Significant Issues in the Year Ahead

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

Financial Condition

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

Mail Courier is a Central Services program that is funded by interfund transfers. Approximately 70 percent of the charges are to the County's General Fund.



Mail Courier

| Program: 080105 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|-----------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Interfund Transfers | \$106,322 | \$96,149 | \$116,604 | \$127,376 | \$133,123 |
| Total | \$106,322 | \$96,149 | \$116,604 | \$127,376 | \$133,123 |
| EXPENDITURES | | | | | |
| Personnel Services | \$77,196 | \$88,634 | \$93,530 | \$101,038 | \$107,627 |
| Materials & Services | \$22,493 | \$21,023 | \$23,790 | \$26,338 | \$25,496 |
| Total | \$99,689 | \$109,657 | \$117,320 | \$127,376 | \$133,123 |
| Full-Time Equivalent | 1.50 | 1.54 | 1.55 | 1.55 | 1.55 |



Risk Management-General and Auto Liability

Program Purpose

The Risk Management-General and Auto Liability Program provides loss control functions through insurance and loss financing to all County operations. The Program also actively seeks to identify emerging threats and incident patterns in order to prevent accidents, assess risk, and manage potential losses. This Program administers the County's self-insurance program for general liability, automobile, and property. The Risk Management-General and Auto Liability Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

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

Administer General Liability, Automobile, and Property Claims in Partnership with Contracted Third-Party Administrators and Agent-of-Record

Strategic Objective: Identify, through competitive procurement processes, the best value insurance policies.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Change of excess general liability insurance coverage cost | 9.0% | 4.1% | 0.7% | 5.7% | 8.8% |

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

Manage Claims' Expenditures to a Level That Maintains an Aggregate Loss Ratio of Less Than 80 Percent

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

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

Significant Issues in the Year Ahead

An actuarial valuation of the County's general liability and auto liability programs was conducted in fiscal year 2018-2019 to project for adequate and stable reserve funding, as well as cost allocation distributions through fiscal year 2020-2021.

Financial Condition

The Risk Management-General and Auto Liability Fund remains in sound financial condition. Insurance policy premiums are expected to increase due to the large number of environmental events such as the California and



Risk Management-General and Auto Liability

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. Chargebacks reflect the recommended reserve funding as outlined in the actuarial evaluation. This Program is funded by chargebacks to departments within the County's General and Operating Funds.

| Program: 080201 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$55,574 | \$599 | \$845 | \$500 | \$500 |
| All Other Resources | \$169,796 | \$74,119 | \$81,930 | \$137,071 | \$160,000 |
| Interfund Transfers | \$2,541,405 | \$2,432,968 | \$2,097,229 | \$2,026,877 | \$1,907,128 |
| Fund Balance | \$0 | \$0 | \$0 | \$9,138,094 | \$8,531,869 |
| Total | \$2,766,775 | \$2,507,686 | \$2,180,004 | \$11,302,542 | \$10,599,497 |
| EXPENDITURES | | | | | |
| Personnel Services | \$278,515 | \$293,850 | \$234,609 | \$209,036 | \$121,934 |
| Materials & Services | \$1,440,714 | \$1,313,507 | \$2,215,641 | \$4,117,904 | \$2,864,694 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$6,975,602 | \$7,612,869 |
| Total | \$1,719,229 | \$1,607,357 | \$2,450,250 | \$11,302,542 | \$10,599,497 |
| Full-Time Equivalent | 2.58 | 3.14 | 2.93 | 1.85 | 0.90 |



Self-Insurance Health Plan

Program Purpose

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

Program Information

The Self-Insurance Health Plan Program provides the services listed below.

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

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|-------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Health care claims loss ratio | 96.9% | 96.5% | 79.8% | 88.9% | 94.9% |

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

Manage Prescription Claims to a Level Not to Exceed 25 Percent of the Self-Insurance Health Plan's Medical Claims

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Prescription claims | 18.74% | 15.30% | 20.80% | 18.20% | 16.90% |

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

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

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



Self-Insurance Health Plan

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Change in health insurance premium | 7.0% | 0.0% | 6.6% | 3.0% | 3.0% |

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

Significant Issues in the Year Ahead

In fiscal year 2018-2019, a new vendor was selected for the County's employer-sponsored Wellness Center. The new vendor will take over operations in April of 2019. For fiscal year 2019-2020, the focus will be on emphasizing various communication methods to drive utilization and continue to reduce the cost of health care to both the County and its participating employees. The Wellness Center currently has two other participating self-insured companies. There is the potential to obtain a third self-insured partner to reduce the County's operational and overhead expenses and expand the current hours that the clinic is open.

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.

| Program: 080401 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Fees & Other Service Charges | \$89,908 | \$17,813 | \$16,281 | \$17,179 | \$22,584 |
| All Other Resources | \$55,610 | \$19,156 | \$16,232 | \$24,247 | \$30,000 |
| Interfund Transfers | \$4,276,334 | \$4,291,566 | \$3,969,092 | \$4,230,929 | \$4,258,308 |
| Fund Balance | \$0 | \$0 | \$0 | \$1,796,039 | \$2,598,000 |
| Total | \$4,421,852 | \$4,328,535 | \$4,001,605 | \$6,068,394 | \$6,908,892 |
| EXPENDITURES | | | | | |
| Materials & Services | \$5,026,623 | \$5,114,173 | \$3,216,935 | \$5,251,478 | \$6,056,252 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$816,916 | \$852,640 |
| Total | \$5,026,623 | \$5,114,173 | \$3,216,935 | \$6,068,394 | \$6,908,892 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |



Watermaster

Program Purpose

The Watermaster Program manages and protects the use of Jackson County's surface and ground water resources under Oregon Water Law. The responsibility of the Watermaster Program is to assure that sufficient and sustainable water supplies are available to meet current and future needs of Jackson County. The primary functions of the Watermaster Program are to serve the public by practicing and promoting responsible water management, to provide water right and well log records, to provide accurate and accessible water resource data, to address Jackson County's water supply needs, and to restore and protect stream flows to ensure the long term sustainability of Jackson County's citizens, agricultural community, economy, ecosystem, and quality of life. The Watermaster Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; (7) Make recreational, learning, and cultural opportunities accessible and available; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; (11) Maintain public records to provide financial, historical, and statistical information; and (12) Plan for the future.

Program Information

The Watermaster Program provides the services listed below.

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

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Stream flow measurements made | 413 | 422 | 460 | 427 | 420 |
| Stream flow measurements made per full-time equivalent (FTE) position | 165 | 168 | 184 | 171 | 120 |
| Flow measurement data processed on average five days or less | 67% | 68% | 86% | 85% | 85% |

In the past, the amount of gauging stations were tracked and, although that is important to note, it was felt that the amount of flow measurements made and efficiency in processing data, would be better outcome-based performance measures. Stream flow measurements are made to fulfill gauging station network contractual agreements and to ensure that residents and irrigation districts are adhering to the specific parameters of their water rights under Oregon Water Law. Flow measurements are also made for in-stream water rights to protect habitat for fish in streams that have been identified as critical habitat for endangered fish species. Data collected from making flow measurements is used to calibrate the gauging station network and to create hydrographic record for forecasting water availability and predicting trends.

Strategic Objective: Site visit to diagnose offline gauging stations within two days.



Watermaster

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|----------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Gauges diagnosed within two days | 53% | 78% | 81% | 81% | 82% |

The Watermaster Program provides the operation and maintenance of stream gauges and equipment. This ensures the reliability of near real time stream flow data to accurately and continually monitor stream flow to meet contractual obligations, and to offer this data online to the general public.

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Storage facilities inspected annually | 98% | 95% | 93% | 100% | 100% |

The Watermaster Program partners with local irrigation districts and the Army Corps of Engineers to protect Jackson County citizens during high flow events by monitoring and regulating winter water storage. State law requires storage facilities to be visited annually for the safety of all citizens, which is taken seriously, so staff strives to meet a goal of 100 percent. The number of inspections required each year is dependent upon the hazard rating; therefore, only 28 reservoirs required inspection during 2017. Staff was denied access to two of the reservoirs and they were not inspected; these sites will be added to the list needing inspection for the next fiscal year.

Provide Efficient Customer Service and Promote Responsible Water Management

Strategic Objective: Process water right research requests within ten days.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Water right research completed within ten days or less | 75% | 78% | 71% | 80% | 85% |

Water right research can be complicated and may require records from the Oregon Water Resources Department or accessing archived files. This outcome has been affected since the passing of Measure 91 due to a high volume of requests to meet water requirements for marijuana production. Fluctuations in consumer activity level at the counter and over the phone directly affects this outcome.

Strategic Objective: Investigate water use complaints within four days.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Water use complaints investigated within four days or less | 85% | 75% | 83% | 85% | 85% |



Watermaster

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

Outreach and Education

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

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

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

Revenue Sources

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

The Watermaster Program will seek prospective contract opportunities through experience in water quality collection, water measurements, operation and maintenance of stream gauging equipment, collecting data for analysis, and by networking with local water users (for example, the agricultural community and stakeholders).

Significant Issues in the Year Ahead

Jackson County's water resources will continue to be a significant issue in the year ahead. The most recent Oregon Water Conditions Report implies the region's snow pack and precipitation is below normal. If this trend continues, compounded with current low reservoir levels, it may result in increased regulation and monitoring of water use throughout Jackson County. The Watermaster Program will continue to participate in the WISE Project promoting sustainable water supplies for the future. Commercial cannabis production and sales and production continues to impact workload and the number of calls, complaints, new water right application requests, and water right researches. The Watermaster Program is pursuing funding from other sources to increase the County's stream gauging network capacity, service level, and to continue the operation and maintenance of the gauging station network.

Financial Condition

The Watermaster Program currently receives 36 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 49 percent is funded from the County's General Fund.



Watermaster

| Program: 080305 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$164,200 | \$162,329 | \$163,705 | \$149,973 | \$193,553 |
| Fees & Other Service Charges | \$5,802 | \$7,709 | \$5,248 | \$3,025 | \$3,025 |
| Total | \$170,002 | \$170,038 | \$168,953 | \$152,998 | \$196,578 |
| EXPENDITURES | | | | | |
| Personnel Services | \$107,249 | \$159,836 | \$194,552 | \$206,134 | \$218,260 |
| Materials & Services | \$132,779 | \$88,136 | \$116,552 | \$125,327 | \$163,920 |
| Capital Outlay | \$14,464 | \$0 | \$0 | \$0 | \$0 |
| Interfund Transfers | \$0 | \$31,990 | \$0 | \$0 | \$0 |
| Total | \$254,492 | \$279,962 | \$311,104 | \$331,461 | \$382,180 |
| Full-Time Equivalent | 1.00 | 3.00 | 3.00 | 3.00 | 3.00 |



Workers' Compensation

Program Purpose

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

The Workers' Compensation Program provides claims management and return-to-work assistance in-house and in partnership with a contracted Third-Party Administrator and Agent-of-Record. The Program supports a safe and healthful workplace while ensuring that all employees and Elected Officials who are injured on the job are treated properly and quickly, and within the regulations and guidelines contained in Oregon law.

The Workers' Compensation Program commits to assisting injured workers in obtaining a successful medical recovery and minimizing time away from work. It also provides loss control functions through self-insurance and loss financing to all County operations. The Workers' Compensation Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Workers' Compensation Program provides the services listed below.

Administer and Manage Workers' Compensation Claims

Strategic Objective: Enhance communication to improve efficiency of the claims administration process.

In 2018, all workers' compensation claims were individually reviewed by the Workers' Compensation third party administrator and Human Resources for accuracy, timely processing, and adequate outstanding reserve balances. Human Resources will work with the Third-Party Administrator to distribute to departments enhanced reports on injuries, causes, and potentially costly claims, and consultative support on options for early return-to-work duties and settlements.

In addition, a five year review of lag days in processing claims revealed 80 percent of claims were transmitted to Human Resources and filed with the Third-Party Administrator within five days of the incident, which is the industry standard for claims process efficiency for the benefit of employees and the employer. The remaining 20 percent of claims were received beyond five days after the incident which may cause delays in claims processing and receipt of benefits. Human Resources will enhance messages and consistency of communication to departments and employees to educate on the process and timing for filing a claim when an injury occurs.

Strategic Objective: Lower workers' compensation claims and costs by reducing the kinds of injuries that are most preventable.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Workers' compensation claims filed | 41 | 62 | 66 | 40 | 52 |
| Full-time equivalent positions | 1,102 | 1,105 | 815 | 880 | 900 |



Workers' Compensation

Given that the average cost of claims varies widely depending on severity of injuries each year, the Workers' Compensation Program focuses on lowering the number of claims through supervisor and employee education on the kinds of injuries that are most preventable. A four year average was used to project the number of claims for fiscal year 2018-2019.

An analysis of the most common causes of workers' compensation injury claims over the past five fiscal years revealed that slips/trips/falls and repetitive motion injuries accounted for 49 percent of those claims but 72 percent of costs incurred. Most slips/trips/falls and repetitive motion injuries are considered preventable. An enhanced communication plan will be launched to increase supervisor and employee awareness on tips to avoid slips/trips/falls and repetitive motion injuries. Prevention tips will be regularly communicated to employees on appropriate County intranet sites and via email. Dissemination of prevention tips to and engagement of Department Safety Committees will be a critical activity of this objective given hazards for these preventable types of injuries vary significantly across the County's diverse work environ**

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Lost days per claim | 6.3 | 3.9 | 5.9 | 12.3 | 5.0 |
| Modified duty days per claim | 28.6 | 31.0 | 11.5 | 48.7 | 27.1 |

Lost and modified duty days can fluctuate from year to year based upon the number and severity of injuries. The Workers' Compensation Program focuses on lowering the number of lost work days through enhanced return to work efforts. The Employer-at-Injury Program (EAIP) encourages early return to work through development of transitional work for injured employees who are released for work with restrictions for temporary modified duty. EAIP benefits provide a wage subsidy that repays the County for 45 percent of early return-to-work gross wages and may include the purchase of equipment and/or resources that support the employee in doing the work. EAIP benefits are considered best practice for assisting employees in returning to work early and for lowering an employer's claim costs.

The Workers' Compensation Program will continue to partner with departments and the Third-Party Administrator to proactively identify transitional work duties within the injured employee's department and to consider the full range of EAIP benefits and resources available for the employee and the County.

Significant Issues in the Year Ahead

The County maintains a Workers' Compensation Fund from which claims are paid. Large claims may be paid, in part, by an excess coverage insurance policy. An actuarial valuation of the County's Workers' Compensation Program was conducted in fiscal year 2018-2019 to project for adequate and stable reserve funding. A cost allocation distribution was made in fiscal year 2019-2020 to ensure adequate funding.

Financial Condition

The County's Workers' Compensation Fund remains in sound financial condition. For fiscal year 2019-2020, chargebacks to departments will reflect the recommended reserve funding as outlined in the fiscal year 2017-2018 actuarial valuation. This budget is based on the forecast that the County continues at a 75 percent confidence level for workers' compensation claims. This Program is funded by charges to the County's General and Operating Funds.



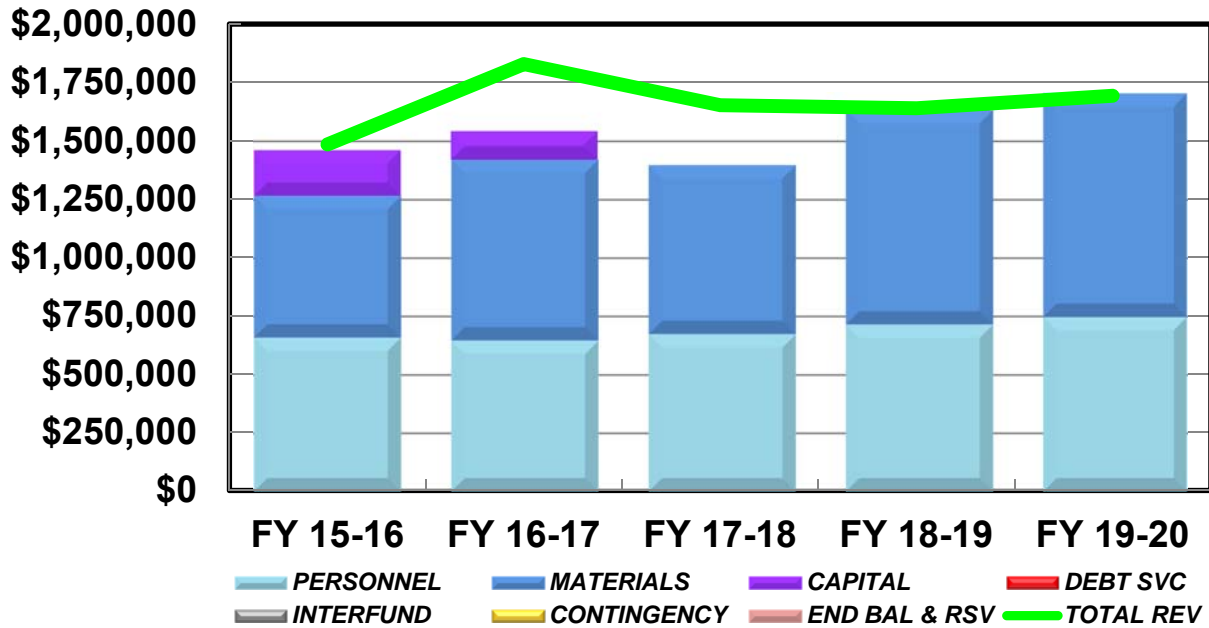
Workers' Compensation

| Program: 080501 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$42,275 | \$26,723 | \$35,294 | \$0 | \$0 |
| All Other Resources | \$83,239 | \$34,694 | \$38,215 | \$63,513 | \$86,200 |
| Interfund Transfers | \$692,073 | \$714,583 | \$674,443 | \$746,346 | \$615,302 |
| Fund Balance | \$0 | \$0 | \$0 | \$4,234,172 | \$4,308,428 |
| Total | \$817,587 | \$776,000 | \$747,952 | \$5,044,031 | \$5,009,930 |
| EXPENDITURES | | | | | |
| Personnel Services | \$0 | \$0 | \$0 | \$33,843 | \$37,299 |
| Materials & Services | \$635,858 | \$429,835 | \$636,393 | \$2,121,136 | \$1,261,203 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$2,889,052 | \$3,711,428 |
| Total | \$635,858 | \$429,835 | \$636,393 | \$5,044,031 | \$5,009,930 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.35 | 0.35 |



COUNTY CLERK

2015-2016 TO 2019-2020



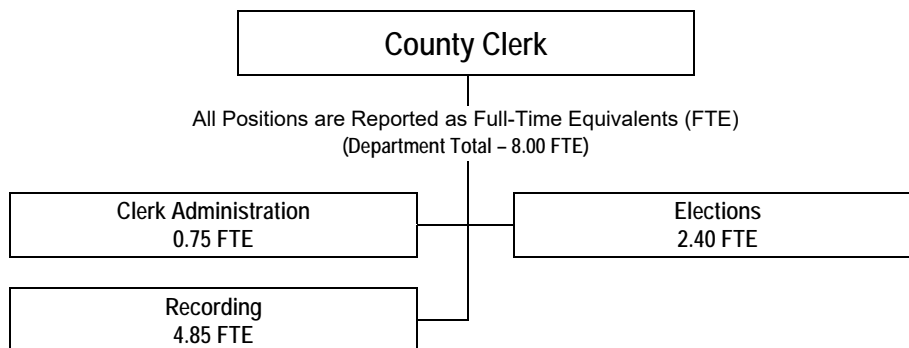
| | FY 15-16 Actual | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Adopted | FY 19-20 Adopted |
|------------------|--------------------|--------------------|--------------------|---------------------|---------------------|
| PERSONNEL | \$658,177 | \$645,514 | \$673,086 | \$714,186 | \$746,518 |
| MATERIALS | \$607,362 | \$774,664 | \$723,905 | \$918,753 | \$957,403 |
| CAPITAL | \$195,292 | \$122,577 | \$0 | \$17,000 | \$0 |
| DEBT SVC | \$0 | \$0 | \$0 | \$0 | \$0 |
| INTERFUND | \$0 | \$0 | \$0 | \$0 | \$0 |
| CONTINGENCY | \$0 | \$0 | \$0 | \$0 | \$0 |
| END BAL & RSV | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL EXP | \$1,460,831 | \$1,542,755 | \$1,396,991 | \$1,649,939 | \$1,703,921 |
| TOTAL REV | \$1,484,046 | \$1,828,498 | \$1,652,041 | \$1,639,153 | \$1,692,704 |
| FTEs | 9.00 | 9.00 | 8.00 | 8.00 | 8.00 |

For FY 19-20, the decrease in Capital is due to the purchase of an additional ballot scanner in FY 18-19. Between FY 18-19 and FY 19-20 there are no other major changes to this budget and no change to the number of FTEs. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between "Actual" and "Adopted" Budgeted Numbers located on page 17 of this document.



COUNTY CLERK

Organization Chart



Department Summary

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

Major Issues and Service Level Goals for Fiscal Year 2019-2020

- Conduct two to four regular, scheduled, elections which will include an election in November 2019; a Presidential Primary Election in May 2020 with filings that will include candidates for Congress, State Representatives and Senators, County Commissioner, and City Councils among other positions; and subsequent recounts to follow as required by State law.
- Record approximately 41,000 documents and issue approximately 1,400 marriage licenses.
- Process approximately 75 petitions, conduct hearings, and issue orders for the BoPTA program requesting a reduction of property values.
- Continue yearly upgrades to the Oregon Counties Assessment and Taxation System (ORCATS), which directly links to the Clerk's BoPTA program.
- In 2016, a request for information was announced by the Secretary of State's Office to rebuild the Oregon Centralized Voter Registration (OCVR) system; this project will take several years to complete.
- Continue training of support staff and upgrades on the ballot sorter.
- Process and/or update 155,000 plus voter registration cards in paper or digital formats.
- Continued success in the eRecording program while increasing percentages of eRecordings by adding government partners and new submitters from around the country.
- Continue monitoring of workload, performance, processes and procedures, and revenue (ongoing).
- Collaboration with the Finance Department and the recording software vendor on eRecording Jackson County warrants and releases, further reducing paper waste and expense while increasing efficiencies and time saving processes.
- Work with 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



COUNTY CLERK

numbers move upward, there will be additional funds needed for election costs related to temporary staff, workload, ballots, envelopes, voter notification cards, postage, etc.

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

Major Issues and Service Level Accomplishments for Prior Year

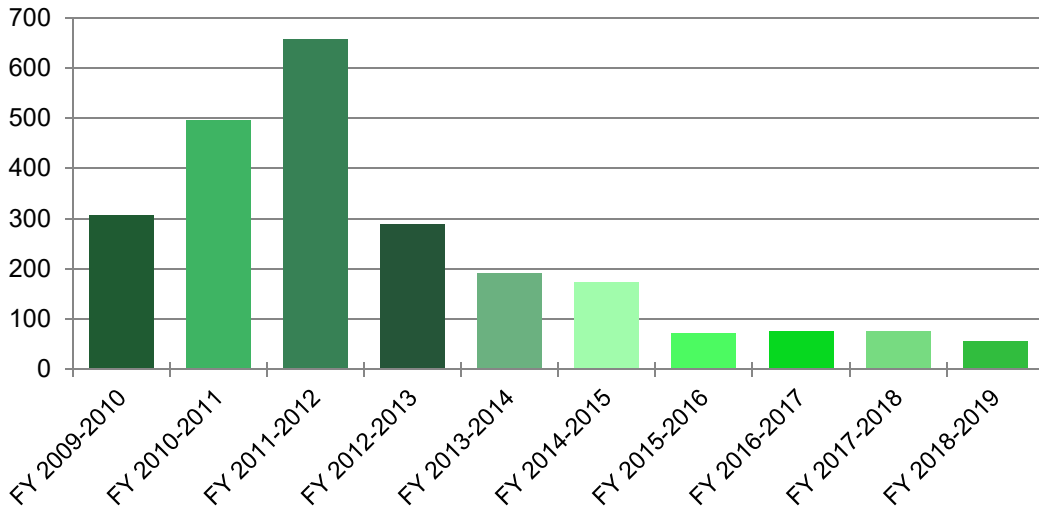
- Successfully conducted countywide elections including the November 2018 Mid-Term General Election, a November 2018 Recall Election for the City of Shady Cove, and the May 2019 Special Districts Election.
- Successful use of a high speed ballot sorter for all elections with the exception of the Shady Cove 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 America 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 153,000 plus voter registration cards both electronically or paper format.
- Recorded approximately 41,000 documents and issued approximately 1,400 marriage licenses.
- Processed 56 BoPTA petitions requesting a reduction in property values and held appropriate hearings and issued orders. Also includes administrative tasks as required by State statute.
- Continued updates of the BoPTA management program, including scanning capabilities and digital recording functions along with the BoPTA board utilizing computers rather than paper to conduct hearings.
- Successful recording of Jackson County's tax payment center warrants through the eRecording portal. Over 500 warrants were recorded in less than one day as the eRecording program offers efficiencies as well as cost savings concerning staff time, workload, paper/printing costs, labeling, postage, etc.
- Audit recommendations implemented and continued monitoring of workload and performance standards.
- Requested Internal Auditors to review, and documentation pertaining to, predictable recording fees of the County Clerk's document recording program. Many jurisdictions across the country have approved a predictable recording fee model as a result of the Consumer Finance Protection Bureau regulation requirements.
- Continued yearly review and updates of staff expectations.
- Recording fund revenues remain steady and stable as interest rates remain low. Closely watching the Federal prime rate increase which could, and will, slow the secondary mortgage market. Property sales and trust deed recordings will slow as a result of interest rate increases.
- Jackson County received approximately \$19,300 during fiscal year 2018-2019 as payment from the Secretary of State to recover a small portion of costs due to approval of the new Oregon Motor Voter law. Yearly payments will continue to be received for up to four more years as long as the legislature approves the Secretary of State's expenditure.
- The Jackson County Clerk was elected to serve as the President of the International Association of Government Officials (IGO) for the 2018-2019 fiscal year. IGO is a clerks, recorders, election officials, and treasurers' professional organization that educates and develops professionals through educational opportunities and will be aligning the IGO Certificate of Public Leadership (CPL) program with Pepperdine University in July 2019.



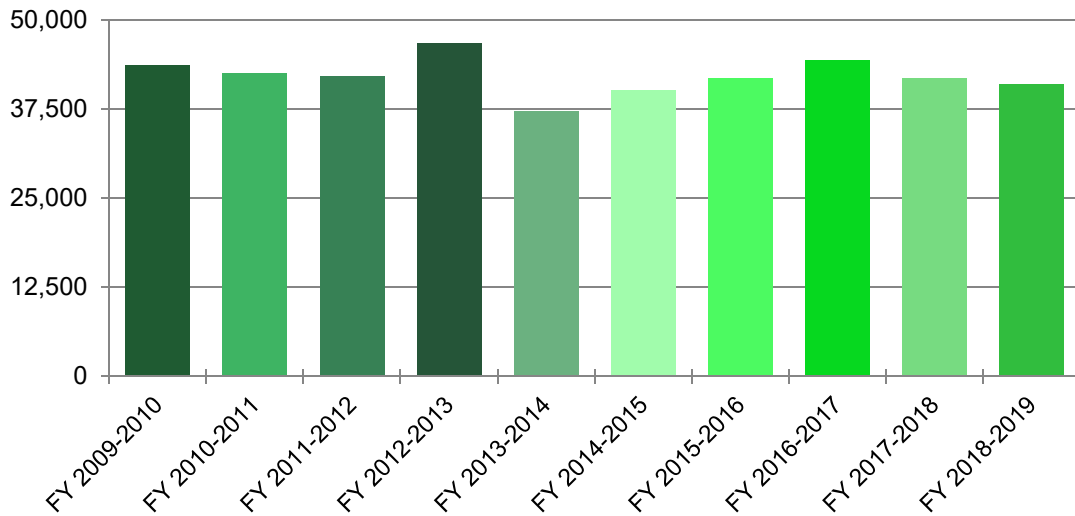
COUNTY CLERK

Benchmark

BoPTA Petitions Filed

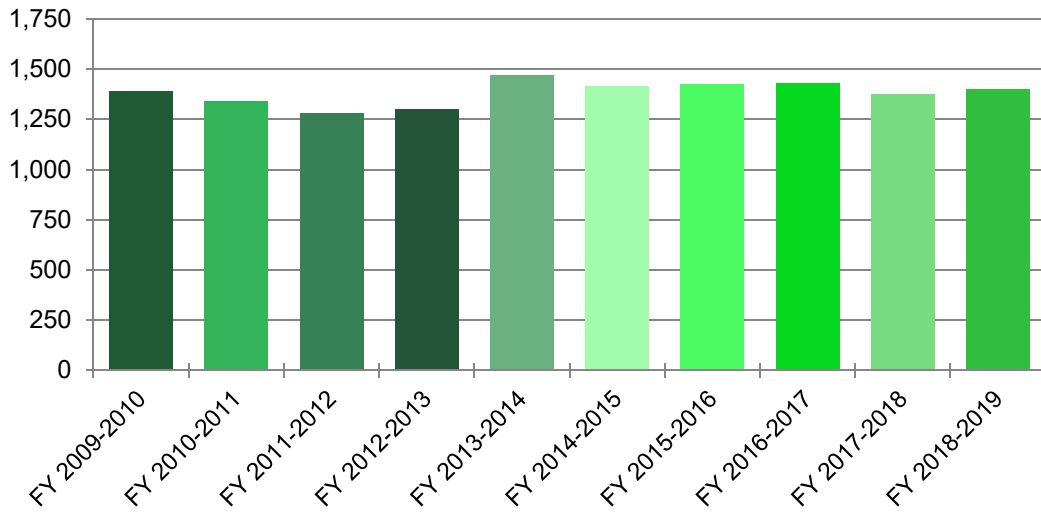


Documents Recorded



COUNTY CLERK

Marriage Licenses Issued



Clerk Administration

Program Purpose

To ensure that elections are conducted with fairness and integrity, public records are recorded in an efficient and timely manner, accessibility is maintained while researching public records, and that the public is treated with courtesy and respect when doing business with the Clerk's Office. The Clerk Administration Program is helping to meet County goals: (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; (11) Maintain public records to provide financial, historical, and statistical information; and (12) Plan for the future.

Program Information

The Clerk Administration Program provides the services listed below.

Promote Clerk's Office Programs to the Public and Represent the Clerk's Office at Public Engagements

Strategic Objective: Educate the public on the functions of the Clerk's Office programs and engaging in community outreach.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Presentations and participation | n/a* | n/a* | n/a* | 60 | 60 |

*New measurement; data not available.

Issue press releases, hand out brochures and flyers, operate a website, provide presentations, and give frequent media interviews. Presentations are given to various groups such as: the League of Women Voters; Rotary clubs; Lions clubs; title insurance companies; chamber functions; students in elementary through high school; girl scouts; Southern Oregon University; Rogue Community College; legal secretaries; genealogical research library; assisted living facilities; Oregon Association of County Clerks (OACC), President 2018; Oregon Municipal Recorders Association; International Association of Government Officials (IGO), President 2019; Property Records Industry Association (PRIA), Government Sector Board Member; and related conferences, webinars, and stakeholder meetings.

Departmental Efficiency

Strategic Objective: Ensure staff is trained and utilize labor saving technologies where possible along with clearly written performance measures to ensure productivity.

Staff attends training conferences, seminars, and continuing education classes. Continue to refine and upgrade existing computer programs into Clerk's Office programs; privatization of Recording's microfilm operation and digital archive storage is an on-going example. Continued implementation and monitoring of performance measures as recommended in the 2009 performance audit.

Fiscal Responsibility

Strategic Objective: Ensure sound purchasing principles are used by staff when ordering and procuring materials, supplies, and services; and that staff continually looks for ways to reduce costs of operations. When purchasing office supplies, order recycled products over non-recycled. Use purchasing cards, whenever possible, to pay department billings. Use of scanners producing digital images in both Recording and Elections has saved



Clerk Administration

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

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

Significant Issues in the Year Ahead

A regularly scheduled Special Election will be held in November 2019, and a Presidential Primary Election in May 2020. The Clerk's Office continually trains staff as Oregon Centralized Voter Registration (OCVR) is modernized over several years, including the new Oregon motor voter law that began in January 2016; all planned phases of implementation are complete.

The Clerk's Office will purchase replacement computers for the Elections' ballot sorter (six year replacement) as well as upgrades to the computer operating system that are needed to replace the current system, which is obsolete.

Jackson County has realized an increase in voter registration of approximately 25,000 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 increase. The United States Postal Service has been given notice of increases to the postage and mailing services effective January 2019.

The current 2019 legislative session has bills that could allow postage-paid ballot return envelopes and the addition and/or change of the dates of the Presidential Primary Election. This could have a major fiscal impact depending on how the legislation is approved. Continued daily monitoring is being done of the legislative sessions for possible impacts to the 2019-2020 budget and beyond.

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

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

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

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

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



Clerk Administration

Financial Condition

The Clerk Administration Program is mostly funded by revenues generated through fees collected in the Recording Program and through Special District Election reimbursements. The Program receives 0.7 percent of its funding from the County's General Fund.

| Program: 150101 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| All Other Resources | \$2,400 | \$661 | \$1,148 | \$0 | \$0 |
| Total | \$2,400 | \$661 | \$1,148 | \$0 | \$0 |
| EXPENDITURES | | | | | |
| Personnel Services | \$104,207 | \$104,653 | \$109,556 | \$113,109 | \$119,761 |
| Materials & Services | \$237,212 | \$210,403 | \$212,204 | \$31,471 | \$31,235 |
| Total | \$341,419 | \$315,056 | \$321,760 | \$144,580 | \$150,996 |
| Full-Time Equivalent | 0.75 | 0.75 | 0.75 | 0.75 | 0.75 |

Elections

Program Purpose

The Elections Program conducts all elections, tallies the results, and makes results available to the public on a timely basis; produces County voters' pamphlets for all elections with the exception of recall elections, registers qualified citizens to vote and, upon request, searches and makes available documents for public inspection. The Elections Program is helping to meet County goals: (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; (11) Maintain public records to provide financial, historical, and statistical information; and (12) Plan for the future.

Program Information

The Elections Program provides the services listed below.

Voter Registration

Strategic Objective: Maintain and update voter registration records in electronic format using the Oregon Centralized Voter Registration (OCVR) software program.

Since the implementation of OCVR, Elections staff are able to track and maintain active/inactive and cancelled voters more efficiency 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 2019, there are currently 23 states and the District of Columbia (DC) participating in the ERIC program.

Voter Registration Data

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Registered voters | 122,000 | 144,500 | 149,200 | 153,900 | 158,500 |
| Fluctuation of voters from prior year | 0.75% | 18.50% | 3.25% | 3.15% | 3.00% |

Registered voters in fiscal year 2019-2020, and future years, are projected to continually increase as a result of House Bill (HB) 2177 (new Oregon motor voter law). This law automatically registers eligible citizens applying for, or updating, their driver's license or identification card either online or at an Oregon Department of Motor Vehicles office.

Posting Election Results

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



Elections

The new County web page gives voters a fresh look at election results by posting results to the web faster and more efficiently than the media. During an election, the page is being updated continually by the Elections and Information Technology (IT) staff.

Conduct Elections by Mail

Strategic Objective: Perform all related tasks to conduct all elections by mail.

Prepare ballots; mail voter pamphlets and ballots to registered voters; process ballots; perform mandatory, statutory, and administrative recounts; and retain all records in accordance with Federal and State records retention laws.

Significant Issues in the Year Ahead

The Help America Vote Act (HAVA) requirements regarding alternate format ballots, HTML ballots, and overseas e-mail ballots will require monitoring as these requirements change periodically; ongoing training and upgrades will take place continually. There will be four regularly scheduled election dates during fiscal year 2019-2020, including a November 2019 Special Election as well as a Presidential Primary Election in May 2020.

The Jackson County Elections Office received a ballot sorter paid for with HAVA funds as approved by the Secretary of State. Benefits of this important technology have resulted in faster and more accurate election results as processing ballots has become more efficient. With ongoing anticipated increases in voter registration based on the population of Jackson County and new Oregon Motor Voter laws, staff is looking for ways to use technology to further aide in the challenges of voting processes. There will be continued upgrades and additional training for full-time staff members as well as the temporary election workers on this technology. Licensing and maintenance costs have been budgeted in the 2019-2020 fiscal year.

HB 2177 became law after the 2015 legislative session and automatically registers citizens who have an Oregon driver's license or identification card and are eligible to vote. With passage of this law, registered voters in Jackson County have increased from 122,000 in fiscal year 2015-2016 to 153,000 in fiscal year 2018-2019; equal to 26 percent additional voters. This is a solid portion of the 51,667 eligible voters not registered in Jackson County as acknowledged by the ERIC program. Jackson County will continue to see ongoing increases in voter registration numbers.

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

Continue the multi-year historic preservation project to preserve historic elections' records, documents, and files.

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 accomplish this goal.

Financial Condition

The Elections Program is mostly funded by chargebacks to voting entities, document sales fees, HAVA grants, and revenues generated through fees collected in the Recording Program. The Program receives 0.4 percent of its funding from the County's General Fund.



Elections

| Program: 150103 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$12,050 | \$192,939 | \$187,473 | \$181,000 | \$199,000 |
| Fees & Other Service Charges | \$23,445 | \$19,381 | \$5,008 | \$20,850 | \$21,000 |
| All Other Resources | \$26,557 | \$50,371 | \$0 | \$0 | \$0 |
| Interfund Transfers | \$552 | \$549 | \$1,032 | \$1,200 | \$1,200 |
| Total | \$62,604 | \$263,240 | \$193,513 | \$203,050 | \$221,200 |
| EXPENDITURES | | | | | |
| Personnel Services | \$216,851 | \$196,041 | \$200,222 | \$221,942 | \$235,811 |
| Materials & Services | \$303,720 | \$485,298 | \$427,999 | \$624,074 | \$658,132 |
| Capital Outlay | \$195,292 | \$122,577 | \$0 | \$17,000 | \$0 |
| Total | \$715,863 | \$803,916 | \$628,221 | \$863,016 | \$893,943 |
| Full-Time Equivalent | 2.33 | 3.25 | 2.50 | 2.40 | 2.40 |



Recording

Program Purpose

The Recording Program assists the public in the recording of all legal documents having an interest in real property and miscellaneous recordings; microfilming and scanning such documents for historical preservation; issuing marriage licenses and certifying copies; domestic partnership registry; providing Notary Public services; all administrative duties and liaison for the Board of Property Tax Appeals (BoPTA); provides searches of various public records; and acts as the archives program administrator. The Recording Program is helping to meet County goals: (2) Serve all citizens fairly and ensure access to County government; (9) Promote employee pride, high standards of performance, and productivity; and (11) Maintain public records to provide financial, historical, and statistical information.

Program Information

The Recording Program provides the services listed below.

Record Legal Documents

Strategic Objective: Stay current with workload.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Documents recorded | 41,871 | 44,379 | 41,807 | 41,000 | 41,000 |
| Documents recorded per staff hour worked | 5.72 | 5.85 | 5.77 | 6.17 | 6.17 |

Property recordings are highly sensitive to the overall economy/market. The market seems to be normalizing as property sales along with new construction have shown a documented increase. Interest rates are slowly trending upward and will have a direct effect on refinanced loans (secondary mortgage market) originations. With a low supply of homes for sale and the demand for buildable lots increasing, this Program will still see continued stability in property recordings.

Scanning Files/eRecording

Strategic Objective: Reduce costs and increase productivity when servicing requests for documents or information by citizens, title companies, etc. Documents eRecorded have streamlined recording processes by providing faster service to citizens, while reducing staff time to complete other statutory office duties.

Recording continues to provide images of documents both by digital means and producing microfilm in accordance with Oregon Revised Statutes. Each employee work station has scanning capabilities further improving performance within the office and committing to green technologies.

Marriage Licenses

Strategic Objective: Issue marriage applications, file marriage licenses upon receipt, certify copies, and maintain marriage records in accordance with Oregon laws.



Recording

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Marriage licenses issued | 1,425 | 1,429 | 1,375 | 1,400 | 1,400 |
| Marriage licenses processed per full-time equivalent position | 339 | 336 | 344 | 341 | 341 |

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

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

Domestic Partnership Registry

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|----------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Partnership forms received | 1 | 5 | 4 | 4 | 4 |

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

Board of Property Tax Appeals (BoPTA)

Strategic Objective: Provide administrative assistance to BoPTA.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|-----------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| BoPTA petitions filed | 72 | 69 | 35 | 56 | 75 |

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

Significant Issues in the Year Ahead

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



Recording

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

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

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

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

Financial Condition

Economic conditions make the Recording Program revenues vulnerable to financial market conditions. The Recording Program has proven to be steady in recordings during the 2018-2019 fiscal year. Potential increases in interest rates have shown effects on the secondary mortgage market either upward or downward but a steady flow of refinances and housing purchases is anticipated. The Recording Program is seeing a level off of property sales and newly plated subdivisions and partition plats. With a very low percent vacancy rate in Jackson County, the need for new homes and affordable housing will continue to be a priority.

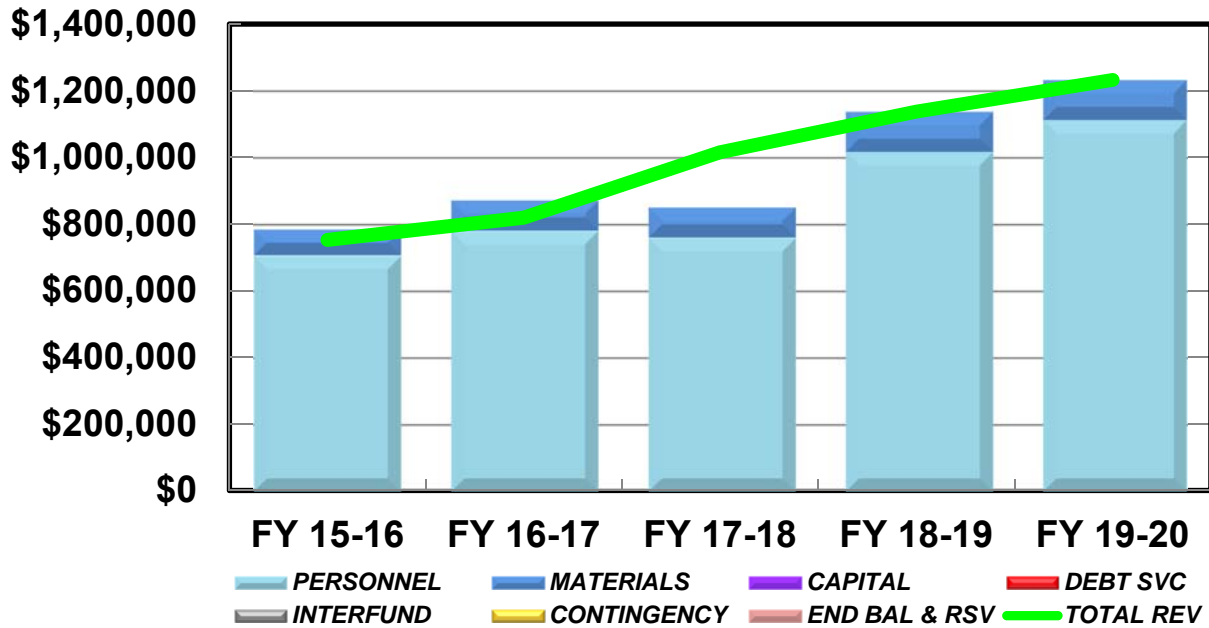
Revenues in this Program are dependent upon mortgage interest rates and the general state of the economy, especially concerning the housing market. The primary users are title insurance companies; the banking and mortgage industry; Federal, State, and local governments; and the general public. The Recording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

| Program: 150102 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$13,843 | \$13,977 | \$13,756 | \$12,625 | \$13,500 |
| Fees & Other Service Charges | \$1,405,199 | \$1,549,420 | \$1,443,624 | \$1,423,478 | \$1,458,004 |
| All Other Resources | \$0 | \$1,200 | \$0 | \$0 | \$0 |
| Total | \$1,419,042 | \$1,564,597 | \$1,457,380 | \$1,436,103 | \$1,471,504 |
| EXPENDITURES | | | | | |
| Personnel Services | \$337,120 | \$344,820 | \$363,308 | \$379,135 | \$390,946 |
| Materials & Services | \$66,430 | \$78,964 | \$83,702 | \$263,208 | \$268,036 |
| Total | \$403,550 | \$423,784 | \$447,010 | \$642,343 | \$658,982 |
| Full-Time Equivalent | 5.92 | 5.00 | 4.75 | 4.85 | 4.85 |



COUNTY COUNSEL

2015-2016 TO 2019-2020



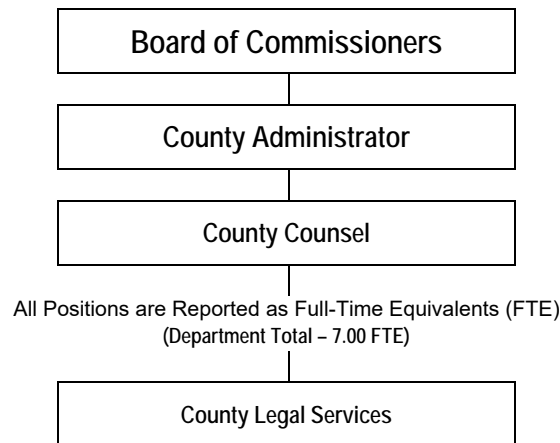
| | FY 15-16 Actual | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Adopted | FY 19-20 Adopted |
|------------------|--------------------|--------------------|--------------------|---------------------|---------------------|
| PERSONNEL | \$707,123 | \$781,305 | \$760,550 | \$1,017,429 | \$1,112,507 |
| MATERIALS | \$77,462 | \$91,166 | \$90,878 | \$120,057 | \$120,069 |
| 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 | \$784,585 | \$872,471 | \$851,428 | \$1,137,486 | \$1,232,576 |
| TOTAL REV | \$751,869 | \$818,849 | \$1,015,590 | \$1,137,486 | \$1,232,576 |
| FTEs | 6.00 | 6.00 | 6.00 | 7.00 | 7.00 |

Between FY 18-19 and FY 19-20 there are no major changes to this budget and no change to the number of FTEs. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between "Actual" and "Adopted" Budgeted Numbers located on page 17 of this document.



COUNTY COUNSEL

Organization Chart



Department Summary

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

Major Issues and Service Level Goals for Fiscal Year 2019-2020

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

Major Issues and Service Level Accomplishments for Prior Year

- Provided high quality and cost-effective legal representation regarding a wide range of legal matters.
- Continued to improve and streamline the efficient and effective delivery of legal services to the County.
- Managed a significant amount of litigation, ensuring that litigation handled by in-house and outside counsel was conducted in an effective and cost-efficient manner.

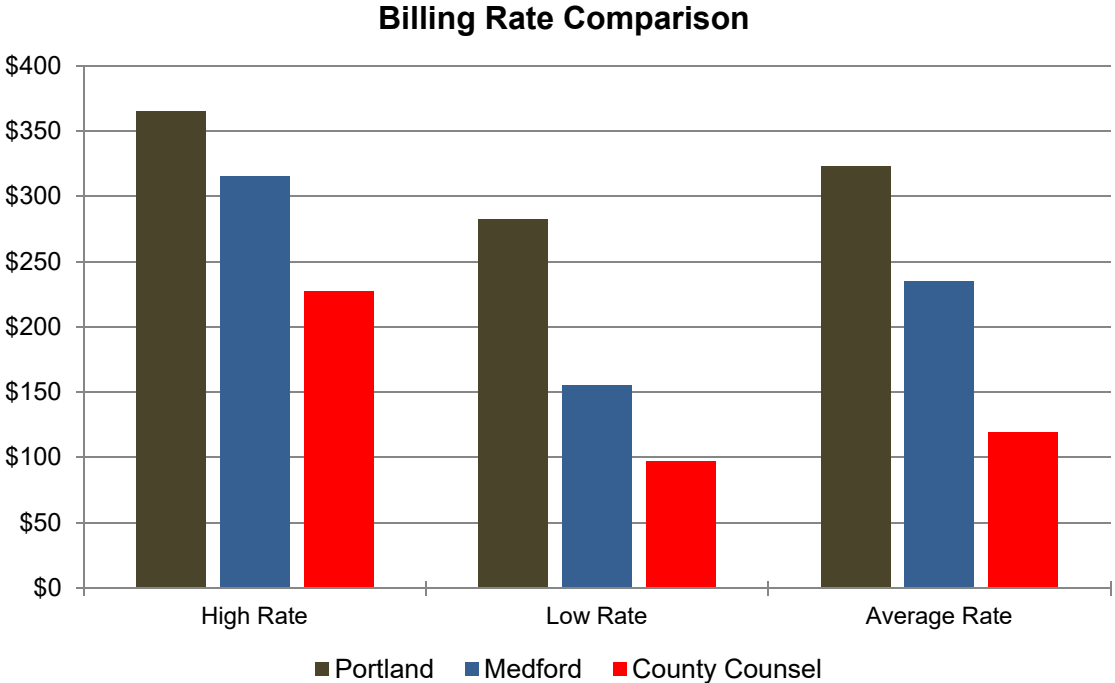


COUNTY COUNSEL

- Represented the County in various matters before the courts, the Oregon Bureau of Labor and Industries, and the Oregon Land Use Board of Appeals including successfully defending the County’s adoption of an Ordinance regulating marijuana activities.
- 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 2019-2020 budget numbers. *(Note: Based upon experience, one in-house Counsel would be billed at the High Rate and the remaining four in-house Counsel would be billed at the Average Rate.)*



County Legal Services

Program Purpose

The County Counsel Office serves as advocates and advisors to Jackson County's elected and appointed officials and departments in achieving their goals and resolving their legal issues. The Office handles, either directly or through contracted outside counsel, providing advice to and representing the County in litigation and administrative proceedings. The Office also proactively works with County departments to minimize risk and assist in policy development and implementation. The Office accomplishes its mission by delivering cost-effective, quality legal services and creative solutions, while adhering to the highest ethical standards. Through the delivery of services in a manner that is consistent with applicable law, the County Legal Services Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The County Counsel Office provides the services listed below.

Legal Counsel

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Client satisfaction with quality of legal advice and services provided by Counsel | n/a* | n/a* | 90% | 90% | 90% |

*New measurement; data not available.

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

Review and Negotiation of Contracts and Transactions

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Contracts reviewed within three working days | 98% | 97% | 92% | 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 individual departments within the County.



County Legal Services

Litigation

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| County-related litigation handled by attorneys in Counsel's Office | n/a* | n/a* | 92% | 90% | 90% |

*New measurement; data not available.

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

Legal Representation in Public Meetings and Administrative Proceedings

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

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

Significant Issues in the Year Ahead

County Counsel anticipates continuing high demand for legal services relating to a broad range of County operations, strategic planning, and policies. Examples of the need for these services include: increased land development; County capital improvements; various County operational issues; implementation of the Federal Coordination Policy; risk management activities; coordinating the County's response to public records requests; and the potential for increased economic development.

County Counsel also anticipates continuing demand for legal services relating to new and existing litigation. County Counsel will continue, as much as possible, to have litigation matters directly handled by in-house County Counsel attorneys, and will continue to manage the litigation assigned to outside counsel, with a goal of increasing the cost-effectiveness and positive outcomes of those services.

Financial Condition

The strategy of the County Counsel Office is to continue to efficiently manage operating costs while providing effective and high-quality legal services. County Counsel is a Central Services program that is funded by interfund transfers based on the department's percentage of use of Counsel's legal services as well as chargebacks to Risk Management on particular litigation matters. Approximately 47 percent of the charges are to the County's General Fund.



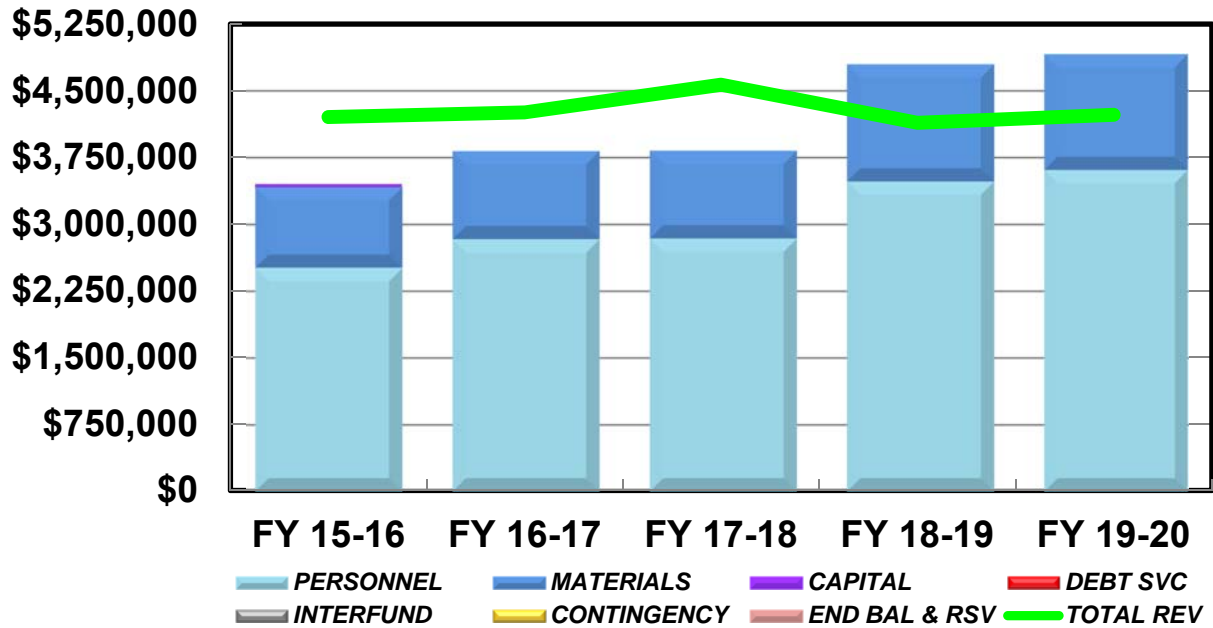
County Legal Services

| Program: 070101 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Fees & Other Service Charges | \$2,442 | \$1,317 | \$1,540 | \$200 | \$200 |
| Interfund Transfers | \$749,427 | \$817,532 | \$1,014,050 | \$1,137,286 | \$1,232,376 |
| Total | \$751,869 | \$818,849 | \$1,015,590 | \$1,137,486 | \$1,232,576 |
| EXPENDITURES | | | | | |
| Personnel Services | \$707,124 | \$781,305 | \$760,550 | \$1,017,429 | \$1,112,507 |
| Materials & Services | \$77,462 | \$91,166 | \$90,878 | \$120,057 | \$120,069 |
| Total | \$784,586 | \$872,471 | \$851,428 | \$1,137,486 | \$1,232,576 |
| Full-Time Equivalent | 6.00 | 6.00 | 6.00 | 7.00 | 7.00 |



DEVELOPMENT SERVICES

2015-2016 TO 2019-2020



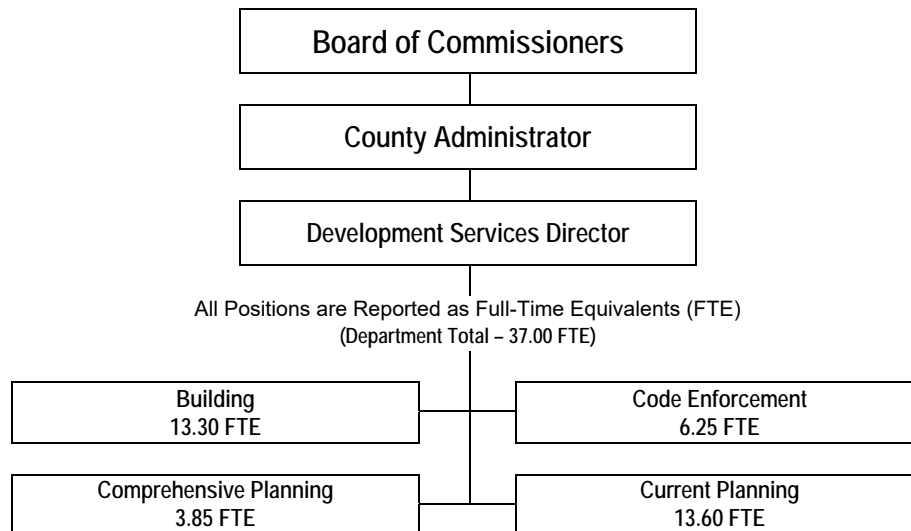
| | FY 15-16 Actual | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Adopted | FY 19-20 Adopted |
|------------------|--------------------|--------------------|--------------------|---------------------|---------------------|
| PERSONNEL | \$2,509,468 | \$2,832,117 | \$2,839,971 | \$3,480,052 | \$3,610,972 |
| MATERIALS | \$907,317 | \$989,989 | \$988,075 | \$1,315,049 | \$1,299,601 |
| CAPITAL | \$32,413 | \$0 | \$0 | \$0 | \$0 |
| DEBT SVC | \$0 | \$0 | \$0 | \$0 | \$0 |
| INTERFUND | \$5,000 | \$0 | \$0 | \$0 | \$0 |
| CONTINGENCY | \$0 | \$0 | \$0 | \$0 | \$0 |
| END BAL & RSV | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL EXP | \$3,454,198 | \$3,822,106 | \$3,828,046 | \$4,795,101 | \$4,910,573 |
| TOTAL REV | \$4,203,338 | \$4,256,950 | \$4,567,099 | \$4,139,996 | \$4,229,264 |
| FTEs | 30.50 | 32.00 | 36.00 | 37.00 | 37.00 |

Between FY 18-19 and FY 19-20 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 17 of this document.



DEVELOPMENT SERVICES

Organization Chart



Department Summary

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

Major Issues and Service Level Goals for Fiscal Year 2019-2020

- The Department has projected revenues conservatively with a slight increase of just under 1 percent in the Community Development Fee over what was budgeted for fiscal year 2018-2019. The Department continues to rely on the General Fund and was allocated \$681,309 in General Fund revenue for fiscal year 2019-2020 representing a \$555,600 transfer from the Solid Waste Fund to the Code Enforcement Program, and a \$125,709 transfer to cover increased personnel-related costs.
- The amount of funds being transferred from the Solid Waste Fund to the Code Enforcement Program for fiscal year 2019-2020 have been increased by 4 percent, or \$26,204, from fiscal year 2018-2019. This increase will help to cover additional workload costs and increased personnel-related costs.
- Efforts to contain or reduce costs will continue to be exercised during fiscal year 2019-2020; however, the Department continues to experience a light increase in workload. For example, the Department has had a 4 percent increase in customers at both the planning and building counters from fiscal year 2016-2017 to fiscal year 2017-2018. This is after the 8 percent increase experienced from fiscal years 2015-2016 to 2016-2017. In order to adjust to the increased workload, the budget for the Department, as a whole, has been increased by just over 2 percent from fiscal year 2018-2019. This is primarily due to a 4 percent increase in personnel-related expenses.
- During fiscal year 2019-2020, planning fees will be assessed based upon the average actual cost of processing the various types of land use applications or a cost plus overhead formula.
- The Current Planning Program will continue the update to the Land Development Ordinance (LDO). The goal of this update is to incorporate State legislative changes into the LDO.
- Current Planning staff, in conjunction with Comprehensive Planning staff, will continue to work on special projects as time allows, including: rewriting Type 2 application customer materials and procedures so they are



DEVELOPMENT SERVICES

more understandable and user-friendly; an assessment and improvement of the detached living space section of the LDO; and, with the assistance of the Department of Land Conservation and Development (DLCD), rewriting Chapter 4 of the LDO making it more consistent with State law and legislative updates.

- The State-hosted ePermitting software has resulted in improved communication between the construction inspectors and the Department's customers. As the permit tracking software system evolves over time, improvement of functionality and report writing will continue to take a significant amount of staff time to ensure the best use of the system. To this end, an outside consultant has again been contracted with to create reports with the hope of accelerating the report writing process. Monies have been budgeted in fiscal year 2019-2020 to pay for additional custom scripting and report writing.
- During fiscal year 2016-2017, the Comprehensive Planning staff completed the Southern Oregon Regional Pilot Program (SORPP) authorized by the Governor's Executive Order 12-07. Beginning in fiscal year 2017-2018 and continuing into fiscal year 2019-2020, the Comprehensive Planning staff will use the results of the project to update the rural use provisions of the LDO and the Comprehensive Plan.
- Comprehensive Planning staff will continue to work on the Regional Problem Solving (RPS) Plan with participating jurisdictions who come forward with Urban Growth Boundary (UGB) expansion amendments. The County completed processing a UGB expansion with the City of Medford at the beginning of fiscal year 2017-2018, and anticipates that other RPS participating jurisdictions will come forward with UGB expansion applications. These applications will constitute a substantial portion of the Comprehensive Planning Program's work schedule during fiscal year 2019-2020.
- Continue to monitor performance measures for all land use application processes in the Current Planning Program, and performance measures in the Building Program as well as the Code Enforcement Program.
- Continue to support and promote staff training within the constraints of the budget.

Major Issues and Service Level Accomplishments for Prior Year

- The number of marijuana-related applications/permits as well as code enforcement cases, have begun to decline. In 2017, approximately 51 percent of the Current Planning Program's land use applications/permits were marijuana-related; in 2018, the percentage decreased to 25 percent of the Program's work. Also during 2017, the Code Enforcement Program's cases increased by 54 percent, with 39 percent of the cases being marijuana related. In 2018, the total number of code enforcement cases increased by 8 percent, with 23 percent being marijuana-related.
- 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 Current Planning Program continued to struggle to meet the internal performance measures set for land use applications. These performance measures are set at between 50 and 95 days as compared to the statutory timelines of 120 to 150 days. The internal performance measures were met between 25 percent of the time to 46 percent of the time in fiscal year 2017-2018. The decline in percentages of performance measure success was the result of primarily three factors: 1) increased workload demands on all Program staff; 2) the necessity of training new and reassigned Planning staff along with continued administration of the permit tracking software system; and 3) the land use aspects of marijuana and help-related applications.
- While the Regional Problem Solving Plan was acknowledged by the Land Conservation and Development Commission in 2012, staff continued to work with cities on fulfilling the conditions associated with the RPS Plan.
- Current Planning staff have been developing public outreach and awareness projects as part of the Federal Emergency Management Agency (FEMA) Community Rating System (CRS). One of the projects was the addition of a floodplain informational web page, including availability of existing elevation certificates. These projects will allow for reduced insurance rates per the CRS.
- The Building Program exceeded statutory requirements for building inspections completed.

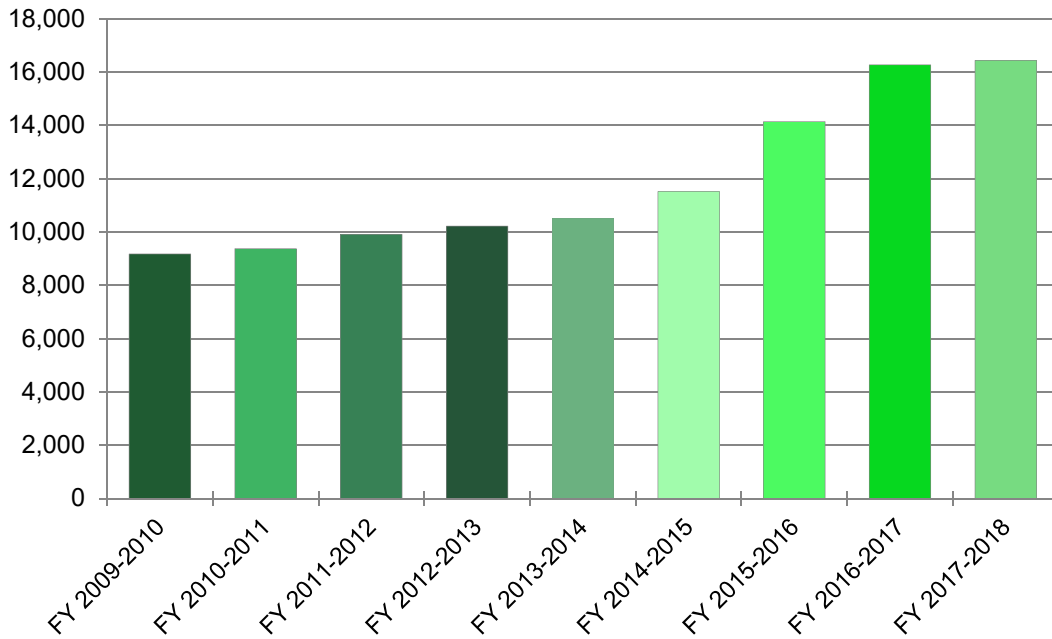


DEVELOPMENT SERVICES

Benchmark

During fiscal year 2017-2018 there was a 4 percent increase in the total number of customers served. These numbers represent customers helped at the counter and through ePermitting. Not included in the numbers are the customers served through approximately 19,775 phone calls and over 4,286 emails which brings the total to roughly 40,510 customers in total.

Number of Customers Served



Building

Program Purpose

The Building Program is responsible for administering the State of Oregon’s structural, mechanical, plumbing, electrical, and manufactured dwelling specialty codes. The Building Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; and (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Building Program provides the services listed below.

Building Permits

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

Permits are checked through the permitting software system to verify that contractor’s licenses are valid and current. Also, as required under Oregon Revised Statutes (ORS) Chapter 455, inspectors do routine license checks in the field as necessary and warranted. This protects the public from potential health and safety concerns by ensuring that only licensed professionals are performing permissible work on their property.

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

Building Inspectors routinely attend continuing educational trainings in order to keep their certifications up to date. Most inspectors are cross-trained and hold multiple certifications including plan review and electrical, plumbing, mechanical, and structural inspection. The Program’s inspectors hold both International Code Council (ICC) certifications and State of Oregon Building Codes Division certifications. The ICC certifications are a nationally recognized standard that require rigorous continuing education to maintain. This ensures that inspectors are knowledgeable and up to date on ever changing building technology and new products used in the construction industry.

Plan Review

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Time residential plan review is completed within a ten day period | 40% | 40% | 54% | 56% | 60% |

The addition of a full-time plans examiner at the end of fiscal year 2016-2017 has helped stabilize and improve the Program’s plan review cycle times. An additional 1.00 full-time equivalent (FTE) Construction Inspector has been added in fiscal year 2018-2019. With this additional inspector, it is anticipated that the percentage of plans reviewed within a ten day period will increase to 56 percent or better, and that inspector overtime will be reduced. As the economy continues a slight upward trend, fiscal year 2019-2020 is expected to have an improved completion rate of 60 percent.



Building

Inspections

Strategic Objective: Inspections will be performed within 48 hours in all areas that are not defined as a remote location per Oregon Administrative Rule (OAR) 918-271-0020. Inspections in remote areas will be made within a reasonable time period, not to exceed seven calendar days.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Building inspections completed in less than 24 hours | 99.9% | 99.9% | 99.5% | 99.9% | 100.0% |
| Mechanical inspections completed in less than 24 hours | 99.9% | 100.0% | 99.8% | 100.0% | 100.0% |
| Electrical inspections completed in less than 24 hours | 99.6% | 99.9% | 99.5% | 99.9% | 100.0% |
| Plumbing inspections completed in less than 24 hours | 99.7% | 99.9% | 100.0% | 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 .01 percent to .05 percent deviations from that goal are the result of unforeseen occurrences such as unsafe weather or road conditions and/or employee illnesses.

Strategic Objective: Refine and improve upon the customer-friendly electronic permit tracking software system whereby customers can look up the status of permits and inspections in real time.

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

Significant Issues in the Year Ahead

As mentioned, the permit tracking software system is a continual work in progress and improving the system is ongoing. For this reason, an outside consultant has been contracted with to create and refine reports and to write additional custom scripting as needed. Also of note, Jackson County Development Services was instrumental in helping facilitate a State advisory board for the permitting software. While the advisory board is an ongoing venture working with a State bureaucracy, it is believed that necessary improvements related to improved business practices will be forthcoming as the County will not be a lone voice in effecting needed changes.

Customers are able to track the progress of both building permits and certain planning applications online, in real-time. The mobile office application portion of the implementation process is continuing to be refined. The inspector smart phone application is proving especially efficient in its usefulness to both inspectors and contractors. Inspectors are able to identify corrections that are necessary on a construction job and upload that information to the permit tracking software system without having to return to the office. This affords contractors, via the use of a smart phone, the ability to remotely access the permit tracking software system and determine the status of the inspection and what, if anything, needs to be corrected without having to go to the job-site or call the inspector. This can include photographs of the area in question and is all done in real-time.



Building

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

Financial Condition

It appears that the economy will continue a slight upward trend. This is particularly important for the Building Program as the number and type of building permits not only fund the Program, but provide funding for both the Current and Comprehensive Planning Programs through the collection of the Community Development Fee. Beginning with fiscal year 2012-2013, the Building Program began to be fully fee supported. With the increased construction activity, staff is not recommending any additional building fee increases for fiscal year 2019-2020.

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

| Program: 370102 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$10 | \$0 | \$0 | \$0 | \$0 |
| Fees & Other Service Charges | \$1,675,448 | \$1,589,748 | \$1,849,186 | \$1,683,336 | \$1,754,176 |
| Total | \$1,675,458 | \$1,589,748 | \$1,849,186 | \$1,683,336 | \$1,754,176 |
| EXPENDITURES | | | | | |
| Personnel Services | \$955,396 | \$1,051,852 | \$1,129,071 | \$1,279,502 | \$1,351,551 |
| Materials & Services | \$314,393 | \$334,754 | \$359,316 | \$403,834 | \$402,625 |
| Capital Outlay | \$6,483 | \$0 | \$0 | \$0 | \$0 |
| Interfund Transfers | \$5,000 | \$0 | \$0 | \$0 | \$0 |
| Total | \$1,281,272 | \$1,386,606 | \$1,488,387 | \$1,683,336 | \$1,754,176 |
| Full-Time Equivalent | 11.07 | 12.45 | 11.57 | 13.05 | 13.30 |



Code Enforcement

Program Purpose

The purpose of the Code Enforcement Program is to protect the health, safety, and livability in the County by assuring compliance with the County's land use, solid waste, riparian, floodplain, and construction codes. This Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; and (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Code Enforcement Program provides the services listed below.

Respond to Code Violation Concerns

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

The Code Enforcement Program is complaint driven and provides thorough investigations of violations. By first using a Warning of Violation, the goal is education and voluntary compliance. Civil fines and penalties through County administrative hearings are used in those cases where voluntary compliance cannot be achieved. The Program provides enforcement actions based upon the priorities approved by the Board of Commissioners. Complaints are addressed according to the following priorities: 1) violations that present an imminent threat to public health and safety; 2) violations affecting rivers, streams, and/or adjacent riparian areas; 3) code violations consisting of ongoing, unpermitted construction; 4) land use violations, including failure to timely meet conditions of approval; 5) violations involving failure to meet requirements and/or timelines for construction and environmental health permits; and 6) solid waste which is a public nuisance or unattractive.

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| White City code enforcement code cases closed with compliance | 39% | 35% | 62% | 55% | 57% |
| White City code enforcement active cases at year end | 49% | 65% | 38% | 40% | 40% |

In order to provide enhanced enforcement services to White City, the White City Enhanced Law Enforcement District (WCELED) continues to fund this part-time compliance officer position. Using "closed with compliance" as a performance measure for White City code enforcement, these cases increased in fiscal year 2017-2018 from fiscal year 2016-2017. This was largely due to a change in geographical staff assignment areas and a strategic focus of working older cases through the process prior to the staff change. It is anticipated that White City code cases "closed with compliance" will decrease slightly in fiscal year 2018-2019 and into fiscal year 2019-2020 due to the stabilization of marijuana-related violation reports and consistent staff assignment. It is projected that the total number of active cases will remain steady for fiscal year 2019-2020 due to the stabilization of marijuana-related enforcement efforts and increased collaboration with other agencies having jurisdiction.

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



Code Enforcement

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|-------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Code cases closed due to compliance | 53% | 45% | 62% | 50% | 52% |
| Code cases closed - unfounded | 31% | 31% | 20% | 20% | 21% |
| New code cases opened | 707 | 1,112 | 1,229 | 1,351 | 1,400 |
| Code enforcement hearings held | 94 | 334 | 191 | 233 | 250 |

The performance measure for all County code cases closed due to compliance is expected to decrease slightly in fiscal year 2018-2019 from fiscal year 2017-2018. Marijuana and hemp-related code violations are anticipated to make up a large portion of new cases for fiscal year 2019-2020. With the continued enhanced enforcement of marijuana cases, and an increase in hemp-related cases, an increase in code cases which proceed to a hearing is also anticipated for fiscal year 2019-2020.

Increase Rate of Compliance

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

As allowed within the Codified Ordinances of Jackson County, and for cases which warrant professional assistance, County Counsel will assist in the prosecution of code cases before the Hearings Officer. The Program also provides assistance to violators by identifying local resources that can be utilized in order to help them achieve voluntary compliance.

Significant Issues in the Year Ahead

The State-hosted ePermitting software is, by design, still evolving to improve reporting capability and case tracking. As the permit tracking system evolves over time, improvements of functionality, including capturing accurate statistics and report writing, will continue to take a significant amount of staff time to ensure the best use of the system. There are still many reports to complete and, to this end, monies have been budgeted in fiscal year 2019-2020 for contracting with an outside consultant for additional custom scripting, report writing, and assistance in implementing necessary changes to case intake. Statistical reporting has greatly improved, and future changes will make reporting more efficient and significantly decrease required staff time.

The biggest significant issue continues to be marijuana-related code enforcement cases. Further, with the de-scheduling of industrial hemp by the Federal government, it is anticipated that Code Enforcement will see an increase in cases related to the unique issues associated with the production of this product. With the new growing season approaching and changes to industrial hemp laws, it is anticipated that in fiscal year 2019-2020 the Program will experience a high volume of complaints and enforcement activities.

Financial Condition

The Program funding structure remains consistent with that of previous years. The Program continues to be funded 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 cases are solid waste related. This continues to be a positive and stable



Code Enforcement

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. There has been a marked collection revenue upturn over the last three years with fiscal year 2017-2018 exceeding projected revenue from this source. This increase is reflected in the Program's target revenue projection for fiscal year 2019-2020. Collection rates have decreased from 19.3 percent in fiscal year 2017-2018 to a current rate of 17.6 percent in fiscal year 2018-2019. The decline is due to a reduction in the number of new accounts referred for collection.

The Program's revenue is made up of WCELED funding, which accounts for approximately 14 percent; and fines, which account for 16 percent of the budgeted revenue. The remaining 70 percent of the Program's funding comes from the County's General Fund as a transfer from the Solid Waste Fund.

| Program: 370105 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$20 | \$60 | \$30 | \$0 | \$0 |
| Fees & Other Service Charges | \$116,245 | \$130,580 | \$125,486 | \$88,276 | \$122,304 |
| Interfund Transfers | \$88,659 | \$88,463 | \$98,516 | \$113,449 | \$113,449 |
| Total | \$204,924 | \$219,103 | \$224,032 | \$201,725 | \$235,753 |
| EXPENDITURES | | | | | |
| Personnel Services | \$270,454 | \$316,937 | \$317,822 | \$459,467 | \$514,476 |
| Materials & Services | \$155,097 | \$178,849 | \$191,828 | \$276,489 | \$276,877 |
| Capital Outlay | \$7,006 | \$0 | \$0 | \$0 | \$0 |
| Total | \$432,557 | \$495,786 | \$509,650 | \$735,956 | \$791,353 |
| Full-Time Equivalent | 4.60 | 4.35 | 4.93 | 5.75 | 6.25 |



Comprehensive Planning

Program Purpose

The Comprehensive Planning Program maintains a Comprehensive Plan and Land Development Ordinance designed for Jackson County’s unique environment that complies with State and Federal laws. The Comprehensive Plan addresses 14 statewide goals that plan for preservation of agriculture and timber resources while providing for residential, commercial, and industrial development. It also includes inventories of natural, historic, and scenic resources, along with economic and land use projections. The Comprehensive Planning Program has primary responsibility for the Land Development Ordinance update and provides staff support to the Jackson County Planning Commission. This Program is helping to meet County goals: (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; (6) Encourage citizen understanding and participation in County government; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County’s human and material resources; and (12) Plan for the future.

Program Information

The Comprehensive Planning Program provides the services listed below.

Comprehensive Plan

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

The Comprehensive Plan is implemented on a daily basis through the County’s Land Development Ordinance (LDO). As such, the Comprehensive Plan continues to guide the policies and processes affecting current planning applications.

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Final decision on any quasi-judicial amendment within 12 months | 100% | 100% | 100% | 100% | 100% |

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

Land Development Ordinance

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

The County continues to utilize the LDO when processing current planning land use applications. It is anticipated that during fiscal year 2019-2020, amendments to the LDO through a grant from the Department of Land Conservation and Development (DLCD) will be completed, bringing the LDO current with State law and case law.



Comprehensive Planning

Significant Issues in the Year Ahead

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

During fiscal year 2016-2017, the Southern Oregon Regional Pilot Program, authorized by the Governor's Executive Order 12-07, was completed. Beginning in fiscal year 2017-2018 and continuing into fiscal year 2019-2020, the Comprehensive Planning staff will use the results of the project to update the rural use provisions of the LDO and the Comprehensive Plan.

Due to the County's Regional Problem Solving (RPS) Plan, the RPS participating cities will continue, in future years, to apply to the County for UGB expansions. The County completed processing a UGB expansion with the City of Medford at the beginning of fiscal year 2017-2018, and anticipates that other RPS participating jurisdictions will come forward with UGB expansion applications. These applications will constitute a substantial portion of the Comprehensive Planning Program's work schedule during fiscal year 2019-2020.

The continuation of a transportation planner in the Comprehensive Planning Program, paid for by transportation system development charges, will allow for Program staff to work on transportation-related projects as well as staff the County's Bicycle Committee meetings.

The greatest asset utilized in the commerce of customer service is the Comprehensive Planning staff. Development Services' goal is to retain qualified and capable staff and to enhance their skills with necessary training and professional development. Beyond the technical training aspect, an emphasis on customer service is part of that training program.

Financial Condition

It appears that the economy is continuing a slight upward trend. This is particularly important because the Comprehensive Planning Program relies on a portion of the Community Development Fee as operational costs always far exceed fees collected. Fees for service make up only 6 percent of the Comprehensive Planning Program's revenue. The reason for this is that the overall majority of the work conducted by the Program is generated by policy and strategic decisions from the Board of Commissioners and does not yield a fee.

In 2003, the Budget Committee's direction to the Department was to reduce its reliance on the General Fund and become supported by fees. As a result, the Community Development Fee was adopted. The fee is a percentage of certain types of commercial and residential building permit fees. The Department has budgeted a decrease of 6 percent in the portion of the Community Development Fee necessary to cover costs in fiscal year 2019-2020 from the amount necessary during fiscal year 2018-2019. This is mostly due to the transfer of a vacated 1.00 full-time equivalent (FTE) position to the Current Planning Program in order to address the increase in applications and associated workload. During fiscal year 2019-2020, 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 77 percent of its funding from the Community Development fee; 10 percent from the Roads and Parks Department for transportation planning services; and 6 percent from application fees. The Program receives the remaining 7 percent of its funding from the County's General Fund.



Comprehensive Planning

| Program: 370101 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$0 | \$92,338 | \$0 | \$0 | \$0 |
| Fees & Other Service Charges | \$646,036 | \$662,192 | \$630,581 | \$472,103 | \$445,967 |
| All Other Resources | \$50,312 | \$51,237 | \$0 | \$0 | \$0 |
| Interfund Transfers | \$0 | \$0 | \$54,259 | \$55,546 | \$57,116 |
| Total | \$696,348 | \$805,767 | \$684,840 | \$527,649 | \$503,083 |
| EXPENDITURES | | | | | |
| Personnel Services | \$426,520 | \$479,683 | \$346,509 | \$423,830 | \$409,903 |
| Materials & Services | \$114,707 | \$110,155 | \$100,506 | \$140,081 | \$130,893 |
| Capital Outlay | \$4,601 | \$0 | \$0 | \$0 | \$0 |
| Total | \$545,828 | \$589,838 | \$447,015 | \$563,911 | \$540,796 |
| Full-Time Equivalent | 4.90 | 4.79 | 5.97 | 4.15 | 3.85 |



Current Planning

Program Purpose

The Current Planning Program facilitates development on residential, commercial, and industrial lands, as well as protecting resource lands via the County's land development regulations in concert with State and Federally mandated programs. The Current Planning Program is helping to meet County goals: (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; (9) Promote employee pride, high standards of performance, and productivity; and (12) Plan for the future.

Program Information

The Current Planning Program provides the services listed below.

Land Use Permits

Strategic Objective: Render a staff decision on Type 1 administrative land use permits within 20 days. There is no statutory timeline for a decision on a Type 1 application.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Type 1 administrative land use permits completed in 20 days or less | 50% | 23% | 13% | 22% | 34% |
| Average number of processing days | 30 | 32 | 67 | 50 | 38 |

Strategic Objective: Render a staff decision on Type 2 discretionary land use permits within 50 days. The statutory timeline for a final decision on a Type 2 application is either 120 or 150 days based on criteria in the Land Development Ordinance (LDO).

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Type 2 discretionary land use permits completed in 50 days or less | 53% | 36% | 33% | 38% | 45% |
| Average number of processing days | 53 | 52 | 64 | 56 | 54 |

Strategic Objective: Render a staff decision on complex Type 2 discretionary land use permits within 65 days. The statutory timeline for a final decision on a Type 2 application is either 120 or 150 days based on criteria in the LDO.

Current Planning

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Complex Type 2 discretionary land use permits completed in 65 days or less | 52% | 54% | 25% | 38% | 47% |
| Average number of processing days | 63 | 73 | 84 | 75 | 68 |

***Strategic Objective:** Render a staff decision on Type 3 administrative land use permits within 95 days. The statutory timeline for a final decision on a Type 3 application is either 120 or 150 days based on criteria in the LDO.*

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Complex Type 3 administrative land use permits completed in 95 days or less | 64% | 47% | 46% | 52% | 63% |
| Average number of processing days | 95 | 89 | 102 | 96 | 95 |

It should be noted that it is highly unlikely that the performance measures will be met 100 percent of the time. There are various reasons for this including, but not limited to: the constant fluctuation of staff's workload levels, the volume of customer requests, and staff not receiving timely information from applicants. In addition, it has proven to be more time consuming to process marijuana and help-related applications with the applicants at the county due to the related information that is required such as documentation of planned water sources, meeting Oregon Liquor Control Commission (OLCC) requirements, and most customers being unfamiliar with the process.

While the percentage of success in meeting the performance measure is important, the more important measure is average cycle time. The average cycle times of between 52 and 102 days are below the statutory timeline requirements of 120 to 150 days.

While planning applications increased significantly from fiscal year 2015-2016 through fiscal year 2017-2018, mostly due to marijuana-related cases, it is anticipated that there will be a slight decrease in the number of applications processed in fiscal year 2018-2019. However, there has not been a reduction in staff workload due to several factors such as the continued training of new staff and reassigned staff and a significant increase in counter permits, as well as the audit of, and revisions to, Chapter 4 of the Land Development Ordinance (LDO). Counter permits or Zoning Information Sheets (ZIS) provide information regarding the status of development, ensure compliance with all of the standards and procedures of the current LDO, and authorize Type I uses. There was a 37 percent increase in ZIS from 2017 to 2018.

The Current Planning Program's designated Floodplain Manager retired in fiscal year 2017-2018. In response, a Senior Planner was designated as the new Floodplain Manager and, as a result, was required to complete necessary training and Federal Emergency Management Association (FEMA) certification in fiscal year 2018-2019. Senior staff also spent a significant amount of time with ongoing training of new county staff. Training new staff temporarily reduces productivity of existing staff, and it is common to experience a slight decline in an environment of increasing workloads until new staff are fully trained. In addition, senior planners continue to be pulled away to monitor and coordinate reports for the permit tracking software. This takes time away from processing applications.



Current Planning

Public Information

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

Informational services that the Program provides to the citizens of Jackson County include, but are not limited to: answering telephone and email questions concerning applications and zoning; providing limited mapping services with available mapping data; pre-application conferences and individualized appointments for specific and general questions; counter service for providing process guidance; receipt of land use requests; and general zoning and permitting assistance.

Significant Issues in the Year Ahead

During fiscal year 2019-2020, it is anticipated that the Current Planning Program will continue to experience increased demands on all Program staff due in part to workload increases, sustained training of new staff, and continued efforts to administer the permit tracking software.

The State-hosted ePermitting system has resulted in improved communication between the construction inspectors and the Department's customers. As the permit tracking software system evolves over time, improvement of functionality and report writing will continue to take a significant amount of staff time to ensure the best use of the system. There are still many reports to complete and, to this end, an outside consultant has been contracted with to create reports with the hope of accelerating the report writing process. Monies have been budgeted in fiscal year 2019-2020 to pay for additional custom scripting and report writing.

Training of the Current Planning Program's most valuable resource, staff, will continue. Much of the staff training will be focused toward Oregon Revised Statutes, Oregon Administrative Rules, the Jackson County Comprehensive Plan, and Land Use Board of Appeals (LUBA) case law as they pertain to implementation of the LDO. Focus will continue to be on customer service in a sometimes hectic work environment.

Financial Condition

It appears that the economy is continuing a slight upward trend. This is particularly important for the Current Planning Program as operational costs surpass fees collected. This is due in part to the fact that the Program provides services for which the Program receives little or no compensation. These services include answering inquiries that are not tied to an open land use application, whether it be over-the-counter, on the telephone, or by email. As such, the Program has historically relied upon the Community Development Fee to balance the Program's budget.

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 2019-2020, 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 46 percent of the Current Planning Program's revenue while allocation of the Community Development Fee makes up 49 percent of the budgeted amount. The Program receives 5 percent of its funding from the County's General Fund.



Current Planning

| Program: 370104 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$92 | \$0 | \$0 | \$0 | \$0 |
| Fees & Other Service Charges | \$1,626,516 | \$1,642,332 | \$1,809,041 | \$1,727,286 | \$1,736,252 |
| Total | \$1,626,608 | \$1,642,332 | \$1,809,041 | \$1,727,286 | \$1,736,252 |
| EXPENDITURES | | | | | |
| Personnel Services | \$857,098 | \$983,645 | \$1,046,570 | \$1,317,253 | \$1,335,042 |
| Materials & Services | \$320,447 | \$366,187 | \$333,534 | \$494,645 | \$489,206 |
| Capital Outlay | \$14,323 | \$0 | \$0 | \$0 | \$0 |
| Total | \$1,191,868 | \$1,349,832 | \$1,380,104 | \$1,811,898 | \$1,824,248 |
| Full-Time Equivalent | 9.93 | 10.41 | 13.53 | 14.05 | 13.60 |

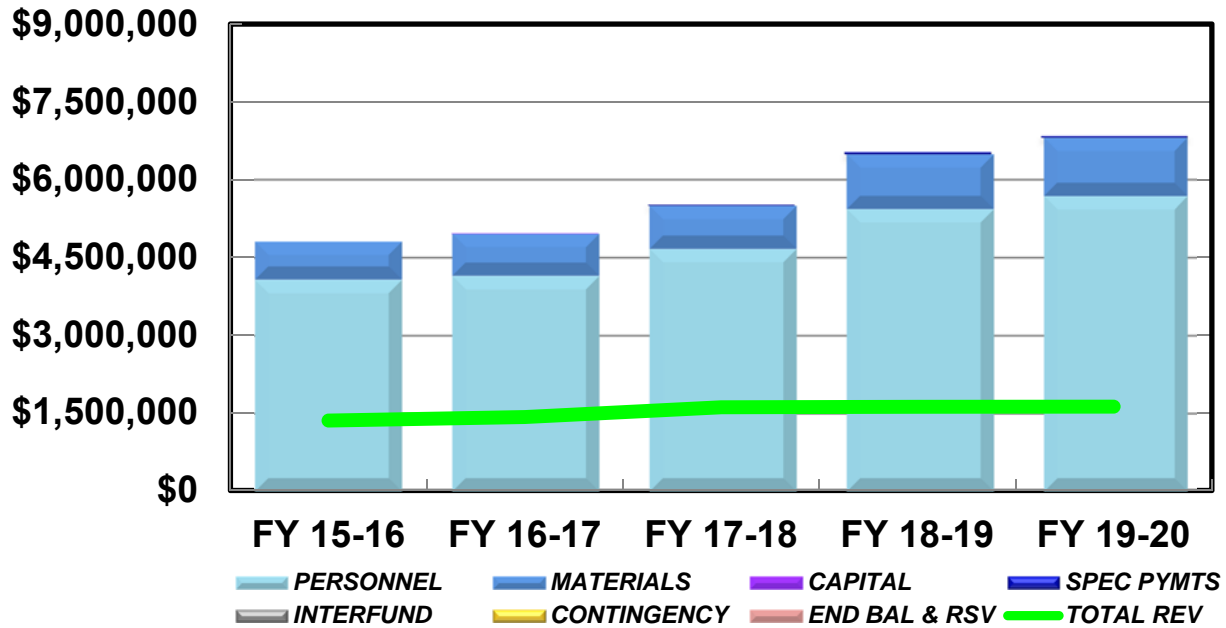


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DISTRICT ATTORNEY

2015-2016 TO 2019-2020



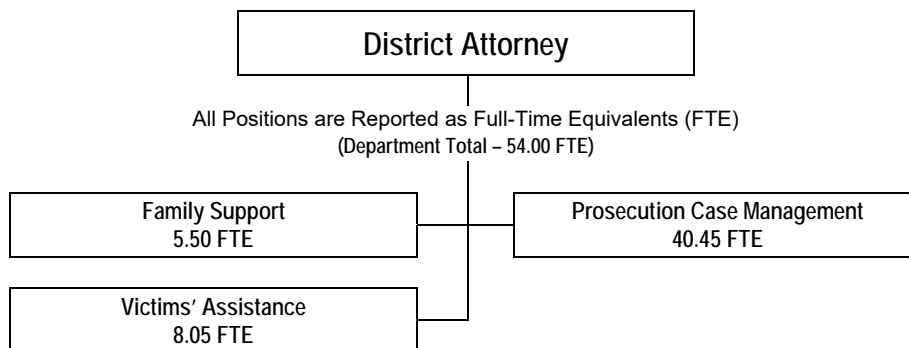
| | FY 15-16 Actual | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Adopted | FY 19-20 Adopted |
|------------------|--------------------|--------------------|--------------------|---------------------|---------------------|
| PERSONNEL | \$4,070,996 | \$4,145,978 | \$4,664,680 | \$5,429,621 | \$5,679,427 |
| MATERIALS | \$735,243 | \$811,652 | \$830,528 | \$1,054,163 | \$1,121,345 |
| CAPITAL | \$0 | \$8,400 | \$0 | \$0 | \$0 |
| SPEC PYMTS | \$0 | \$0 | \$16,592 | \$39,169 | \$34,169 |
| INTERFUND | \$0 | \$0 | \$0 | \$0 | \$0 |
| CONTINGENCY | \$0 | \$0 | \$0 | \$0 | \$0 |
| END BAL & RSV | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL EXP | \$4,806,239 | \$4,966,030 | \$5,511,800 | \$6,522,953 | \$6,834,941 |
| TOTAL REV | \$1,347,128 | \$1,416,378 | \$1,604,674 | \$1,613,520 | \$1,617,646 |
| FTEs | 49.00 | 49.00 | 52.50 | 52.50 | 54.00 |

For FY 19-20, the District Attorney's Office reclassified a vacant 0.50 FTE Deputy District Attorney I position and added 1.50 FTEs which increased Deputy District Attorney II positions by 1.00 FTE and added a 1.00 FTE Administrative Assistant II position. There are no other major changes to this budget. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between "Actual" and "Adopted" Budgeted Numbers located on page 17 of this document.



DISTRICT ATTORNEY

Organization Chart



Department Summary

Purpose Statement: To protect the safety and well-being of the citizens of Jackson County by prosecuting criminal offenses, providing services to crime victims and witnesses, and acting as an advisor to local police agencies in matters involving criminal law. Additionally, the District Attorney's Office, through the Family Support Program, assists in the establishment and maintenance of child support orders consistent with State guidelines, monitors payments of child support obligations, and assists in the enforcement of child support orders.

Major Issues and Service Level Goals for Fiscal Year 2019-2020

- Jackson County was one of three counties in Oregon to be a pilot county for grand jury recording. The legislature provided some funding for this pilot program, although it is uncertain if the State will provide funding on an ongoing basis. All other Oregon counties begin grand jury recording in July 2019.
- The Office has continued to see an increase in petitions to expunge or set aside a conviction. The defendant's petition needs to be reviewed to make sure it is legally permitted and then forwarded to the Oregon State Police and the court. When it has been determined that the defendant is not eligible for set aside, the attorney files a motion objecting and the Court sets the case for a hearing. The District Attorney's Office is attempting to review and process these petitions within 30 days. These are labor intensive for both the staff and the attorney.
- Direct public records requests for information in the District Attorney's Office's possession have increased. Responses to those requests have strict statutory timelines. In addition to direct public records requests, the District Attorney also handles appeals when a public records request is denied by a local government body and must adhere to those strict statutory timelines.
- In collaboration with Community Justice, the Prosecution Case Management Program added an attorney through Justice Reinvestment Initiative funding. This new position has been very effective in identifying defendants who would benefit from an intensive supervision program instead of a sentence directly to the Oregon Department of Corrections.
- The court, Sheriff, and the District Attorney's Office have worked closely on the chronic failure to appear offenders since February 2018. In 11 months of 2018, approximately 80 defendants were arrested who had been identified as chronic failure to appear by the court. Those defendants represented 382 cases and over 2,000 failures to appear. Most defendants, when held in custody, resolved the cases in less than 15 days.
- The Victims' Assistance Program was recently awarded a new grant in collaborative partnership with Community Works that will allow the Program to provide more wrap around services to victims of domestic and sexual violence.
- With the new computerized case management system now in place, Family Support staff have the challenge of learning a new system and catching up on backlogged work that accrued during the transition to the new system. As the processing of legal actions was halted a couple of months prior to system implementation, the



DISTRICT ATTORNEY

highest priority will be to initiate and finalize new child support orders and to modify orders to more appropriately reflect the current economic situation of each parent.

Major Issues and Service Level Accomplishments for Prior Year

- The Prosecution Case Management Program expects to file 7,533 cases in fiscal year 2018-2019, which is a 2.5 percent decrease of cases filed with the Jackson County Circuit Court.
- The District Attorney's Office expects to handle 196 juvenile delinquency cases in fiscal year 2018-2019.
- In collaboration with community partners, the District Attorney's Office participated in a number of citizen awareness programs to include: Sheriff's Citizen Academy, Medford Police Department Latino Academy, and Rule Out. Rule Out was a presentation to seventh grade students and parents on issues with drugs, sexting, and social media present with the Juvenile Court and Addictions Recovery Center to a number of middle schools throughout Jackson County.
- The District Attorney's Office continues to provide trainings to law enforcement agencies and community partners. Attorneys expect to provide 60 hours of training to law enforcement and community partners in the current fiscal year.
- In this fiscal year, consultation has been provided on about 250 cases with Health and Human Services and prepared for civil commitment hearings on 36 individual cases.
- Volunteers provided 2,167 hours of service to the Victims' Assistance Program. The Program averaged eight volunteers per month during this fiscal year. The volunteer force is very important to this Program by saving the Office money and allowing the community to be involved in the work that is done here. This Program helps citizens feel involved in their local government at a very tangible level and provides a valuable work experience to college students.
- The Victims' Assistance Program provided services to 4,686 crime victims in fiscal year 2017-2018. That included 768 domestic violence victims, 50 victims of adult sexual abuse, 209 children who were sexually or physically assaulted by adults, and 15 family members of manslaughter or homicide victims. The Program also assisted victims in 300 cases where the offender was under the age of 18.
- Family Support was successful in collecting \$8,933,962 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, 280 new court actions were filed for contempt of court and probation violations. With the hiring of a new Deputy District Attorney, Family Support experimented with new practices around contempt stipulations and payment agreements in an effort to discover the most effective compliance strategies. This is an ongoing effort to gain compliance and increase collections.
- The Victims' Assistance Program prepared 1,057 restitution orders in fiscal year 2017-2018 totaling \$4,392,458 in restitution orders for the citizens and companies of Jackson County. The District Attorney's Office collected \$123,436 in restitution prior to sentencing.

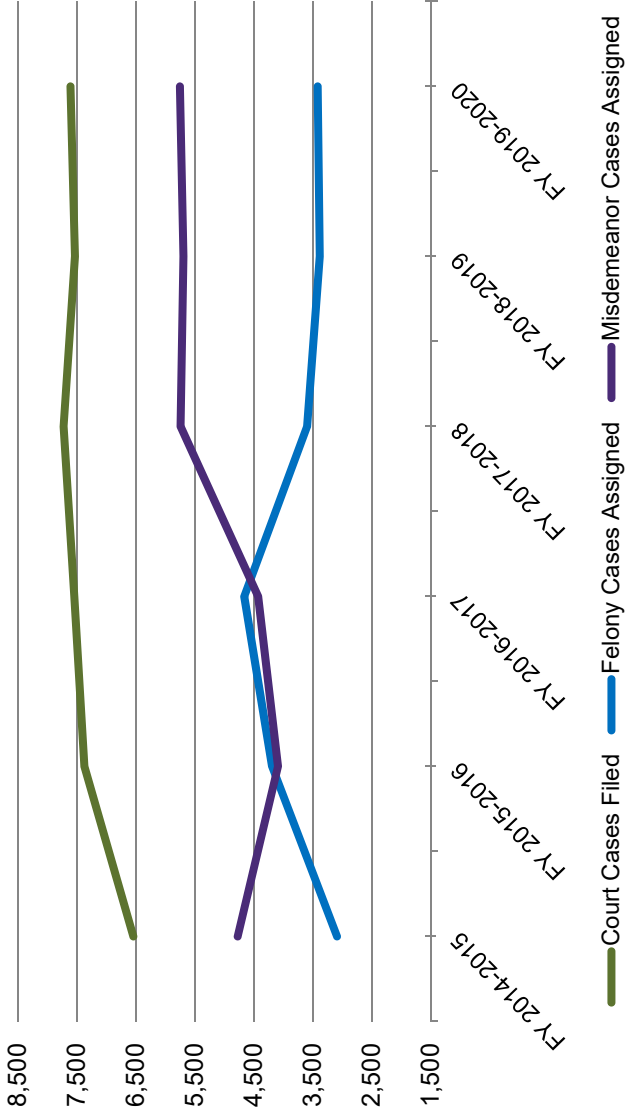
Benchmark

Caseloads in the Prosecution Case Management Program (criminal division) are currently leveling out. The caseloads for misdemeanors increased but, in fact, those misdemeanor drug cases are distributed to all of the attorneys.



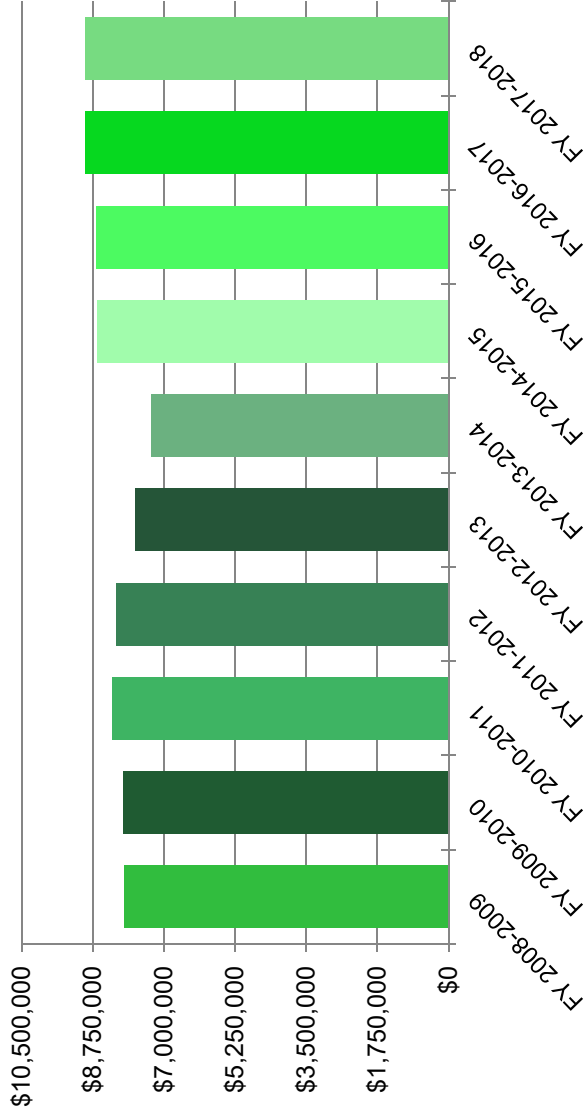
DISTRICT ATTORNEY

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 goal of the Family Support Program is to help citizens of Jackson County who are not on public assistance with the establishment of paternity, child support, and/or medical insurance orders, modification of child support orders, and collection of child support. The Family Support Program makes every effort to provide timely, quality customer service to the citizens of Jackson County. The Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Family Support Program provides the services listed below.

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

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Child support collected (weighted*) | \$10,652,707 | \$11,145,151 | \$11,142,470 | \$11,142,000 | \$11,142,000 |
| Unweighted/actual dollars | \$8,684,925 | \$8,938,414 | \$8,933,962 | \$8,930,000 | \$8,930,000 |
| Cases with current/ongoing collections | 74.04% | 72.66% | 74.10% | 74.25% | 74.25% |
| Cases with arrears receiving payment on the arrears | 78.26% | 75.85% | 75.58% | 75.50% | 75.50% |

*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 attempt to build compliance and payment consistency so parents do not accumulate a high debt that they will be challenged to pay. To meet this need, a specialized case manager was dedicated to the enforcement of child support. Family Support also hired a new Deputy District Attorney and experienced changes in enforcement practices primarily around the contempt process. Collections on cases with current support increased by 1.44 percent over the prior year while collection on arrears remained relatively the same. The number of actual child support dollars collected and distributed to families was \$8,933,962.

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

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



Family Support

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| New court actions (contempt and probation violations) | 284 | 276 | 280 | 280 | 280 |
| Actual number of court appearances | 858 | 862 | 876 | 876 | 876 |
| Pre-contempt/probation violation payment agreements signed | 67 | 74 | 98 | 98 | 98 |
| Days of jail time ordered by the court | 298 | 265 | 79 | 125 | 125 |

Family Support hired a new Deputy District Attorney and a few changes were made to the contempt process. The Family Support Deputy District Attorney attempts to work with the non-paying parent to understand their circumstances and help them find a path forward to pay their child support. This includes entering into payment agreements to avoid initiating contempt actions. The agreements require the parent to make an up-front payment and are structured to help condition the parent to make payments at or above the court-ordered amount, every month, after the agreement ends. For the non-paying parents that fail to meet the terms of these agreements, the Family Support Office piloted a 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. The Family Support Office is in the process of re-evaluating and refining the contempt procedures for best outcomes and to tailor payment agreements to individual circumstances. Additional tracking will be put in place to assist with that evaluation.

Cases with Orders

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Cases with child support orders | 97.25% | 96.25% | 97.00% | 97.00% | 97.50% |

It is the goal of Family Support to see that every child has a support order in place. Parents who participate in the order establishment process and believe their child support order reflects their true financial circumstances are more inclined to fulfill their child support obligation and to maintain a positive relationship with their child(ren). Family Support evaluates each individual case and strives to set appropriate orders that reflect a parent's ability to pay. The Program was successful in achieving 97 percent of the cases, or 2,296 cases out of 2,368 with established support orders. This is an increase over last year in the percentage of cases with orders, relative to the overall percentage of cases in the caseload. On this measure, Family Support exceeded the statewide county average and ranks ninth out of the 23 Oregon District Attorney Offices. However, it should be noted that out of the eight comparable county offices with over 1,000 child support cases, Jackson County ranked second. Family Support was successful in receiving 100 percent of the Federal funding available on this measure.



Family Support

Significant Issues in the Year Ahead

In April 2019, Family Support, along with all statewide child support offices, will complete transition to the new computer system. Through increased automation, the system is expected to reduce the number of tasks associated with child support work and increase efficiencies that should increase production. However, Family Support expects some delays in processing child support orders due to the backlog that will incur as a result of the transition and the learning curve associated with understanding a new system. Family Support will prioritize the initiation and completion of legal actions and has requested overtime in this budget to meet this need.

Other child support program changes that are anticipated to impact the work in a positive way include a statewide centralized customer service unit, and the centralization of mail services that will receive and process newly bar-coded mail. With these changes, it is expected that child support case workers will have more time to focus on the more complex tasks associated with initiating legal actions including discovery gathering and analysis, customer relations and education, and addressing barriers to non-payment.

Family Support has a new Program Director who brings several years of child support program experience and knowledge, and is prepared to tackle the challenges that implementation of the new system will bring and to move the program forward in achieving results.

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 \$324,952 depending on actual expenses. The State and Federal governments also provide performance-based "incentive funds" anticipated at \$90,000 and State General Funds at \$63,000. Approximately 17 percent of the Family Support Program is funded by the County's General Fund.

| Program: 170102 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$426,008 | \$482,409 | \$481,163 | \$518,083 | \$477,924 |
| Fees & Other Service Charges | \$0 | \$0 | \$10,872 | \$0 | \$9,096 |
| All Other Resources | \$9,603 | \$9,556 | \$0 | \$9,000 | \$0 |
| Interfund Transfers | \$556 | \$419 | \$612 | \$612 | \$612 |
| Total | \$436,167 | \$492,384 | \$492,647 | \$527,695 | \$487,632 |
| EXPENDITURES | | | | | |
| Personnel Services | \$424,265 | \$440,987 | \$461,996 | \$530,918 | \$462,843 |
| Materials & Services | \$91,429 | \$121,085 | \$107,630 | \$123,195 | \$122,628 |
| Total | \$515,694 | \$562,072 | \$569,626 | \$654,113 | \$585,471 |
| Full-Time Equivalent | 5.80 | 5.80 | 5.80 | 6.00 | 5.50 |



Prosecution Case Management

Program Purpose

The Prosecution Case Management Program is responsible for preparing and filing formal charges against defendants and for conducting hearings and trials associated with those charges. The Program represents the State in civil commitment hearings and also acts as advisor to local police agencies in the process of investigating and obtaining evidence for use in criminal matters. The Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; and (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Prosecution Case Management Program provides the services listed below.

Criminal Prosecution of Adults in the Circuit Court

Strategic Objective: Ensure that offenders are held accountable in the courts through the filing and prosecution of appropriate charges. Maintain a manageable caseload per Deputy District Attorney (DDA) to ensure quality representation to the citizens of Jackson County.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| DDAs assigned felony cases | 11 | 11* | 11 | 12 | 13 |
| Average of new felony cases assigned per DDA | 381 | 424 | 327 | 282 | 263 |
| DDAs assigned misdemeanor cases | 6.2 | 6.2* | 6.2 | 6.0 | 6.0 |
| Average of new misdemeanor cases assigned per DDA | 660 | 714 | 926 | 949 | 959 |
| Total cases filed with the court | 7,371 | 7,543 | 7,726 | 7,533 | 7,608 |
| Change/fluctuation in total cases filed with the court | 12.7% | 2.3% | 2.4% | -2.5% | 1.0% |
| Civil commitments/revocations | 40 | 45 | 36 | 36 | 36 |

Jackson County law enforcement agencies submitted over 9,334 cases to the office in the 2017-2018 fiscal year. Of the cases submitted to the District Attorney's Office, 82.8 percent were filed with the Jackson County Circuit Court. The cases filed with the court in fiscal year 2018-2019 are projected to increase by 1 percent. In September 2015, in collaboration with Jackson County Health and Human Services, the District Attorney's Office began to handle civil commitment hearings. The assigned attorney consults with Jackson County Mental Health on approximately 250 cases annually and in fiscal year 2017-2018, the attorney prepared for hearings on 36 civil commitments. The District Attorney's Office will continue to strive for the Deputy District Attorneys to review cases within 60 days of receiving the completed report; the current time table is between 60 to 90 days. In 2018, the Office tried 59 jury trials; the overall conviction rate was 80 percent. A significant change to the criminal justice system occurred in August 2017 when the legislature made small amounts of controlled substances a



Prosecution Case Management

misdemeanor. This shifted previous felony cases to misdemeanor status. The caseloads for misdemeanors increased but, in fact, those misdemeanor drug cases are distributed to all attorneys.

The decrease in cases tried and increase in win percentage can be attributed to newer Deputy District Attorneys gaining more experience in evaluation and trial presentation of cases.

Advise Local Law Enforcement Agencies and Partner Agencies About Criminal Law Issues

Strategic Objective: Train/help area law enforcement officers to understand criminal statutory and constitution law and procedure. Deputy District Attorneys provide periodic training to local law enforcement agencies and community partners.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|----------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Hours of training provided | 87 | 90 | 50 | 60 | 60 |

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

Adjudication of Cases Involving Minors in Juvenile Court

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Delinquency cases opened with the Court | 287 | 222 | 198 | 196 | 196 |
| Change/fluctuation in delinquency cases opened with the Court | -17.0% | -22.6% | -10.8% | -1.0% | 0.0% |

The juvenile delinquency cases continue to decline. The Office currently has a 0.50 full-time equivalent attorney handling juvenile delinquency.

Significant Issues in the Year Ahead

Jackson County implemented Grand Jury recording as a pilot county in March 2018; starting in July, all Oregon counties will be required to record Grand Jury testimony. Last year, the Office added a staff person for handling the recordings and providing the recording in discovery.

The number of cases submitted to the Office by law enforcement continue to increase, although the number of cases that are filed with the court has seen a slight decrease. The Office has two positions funded by grants. The funding for a Justice Reinvestment Initiative attorney position was obtained through a collaborative grant with Community Justice. This position will identify appropriate cases for increased supervision on probation where the



Prosecution Case Management

defendant would otherwise be sent to prison. The Probation Officer and the attorney do work closely to fast track the appropriate cases. The marijuana grant position was obtained in collaboration with the Sheriff's Office and Medford Police Department. The grant funded one-half of the attorney's salary. The attorney will concentrate on marijuana cases submitted by the new interagency marijuana enforcement team as well as money laundering and other related cases.

Financial Condition

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

| Program: 170101 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$276,743 | \$158,099 | \$312,594 | \$343,750 | \$334,478 |
| Fees & Other Service Charges | \$218,572 | \$254,276 | \$285,278 | \$154,530 | \$200,000 |
| All Other Resources | \$45 | \$0 | \$0 | \$0 | \$0 |
| Interfund Transfers | \$2,156 | \$1,959 | \$2,383 | \$2,376 | \$2,376 |
| Total | \$497,516 | \$414,334 | \$600,255 | \$500,656 | \$536,854 |
| EXPENDITURES | | | | | |
| Personnel Services | \$3,150,875 | \$3,160,203 | \$3,646,862 | \$4,283,323 | \$4,572,693 |
| Materials & Services | \$547,464 | \$571,739 | \$603,676 | \$806,142 | \$871,211 |
| Capital Outlay | \$0 | \$8,400 | \$0 | \$0 | \$0 |
| Total | \$3,698,339 | \$3,740,342 | \$4,250,538 | \$5,089,465 | \$5,443,904 |
| Full-Time Equivalent | 35.15 | 35.15 | 38.65 | 38.45 | 40.45 |



Victims' Assistance

Program Purpose

The Victims' Assistance Program provides services to victims and witnesses of crimes committed in Jackson County. The Program provides advocacy, court escort, information and referral about other programs, education about the criminal justice system, and assistance in obtaining restitution. The Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (6) Encourage citizen understanding and participation in County government; and (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Victims' Assistance Program provides the services listed below.

Information and Education to all Crime Victims

Strategic Objective: Ensure that victims 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 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Clients who report that the services they received helped them better understand the criminal justice system* | 80% | 95% | 77% | 82% | 85% |

*As evidenced by a satisfaction survey.

According to the database system, the Victims' Assistance Program provided services to 4,686 crime victims during fiscal year 2017-2018. This included 768 victims of domestic violence, 50 adult victims of sexual abuse, 209 children who were sexually or physically assaulted by adults, and 15 family members of manslaughter or homicide victims. The Program also assisted over 300 people who were victims of youth offenders. The Program is seeing a reduction in the number of surveys returned by crime victims. This may account for some of the reduction in the outcomes in this area. However, the Program is also implementing new ways of reaching crime victims for feedback, such as email surveys that are fillable and easy to return.

Prepare Restitution Orders

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Restitution orders completed by the time of sentencing | 79% | 79% | 78% | 80% | 82% |

The Victims' Assistance Program had 2.00 full-time equivalent (FTE) employees dedicated to restitution during the 2017-2018 fiscal year. There were 1,057 restitution orders prepared by the Program in fiscal year 2017-2018. These orders included \$4,392,758 in restitution to be paid by defendants. The District Attorney's Office works closely with the courts in an effort to order prompt and accurate restitution against offenders and collect those dollars for the victims. In an effort to increase collections, the District Attorney's Office collected \$123,436 in



Victims' Assistance

restitution, prior to sentencing, by using civil compromise and other negotiation tools. These dollars went directly to victims.

Escorting Victims and Witnesses to Grand Jury

Strategic Objective: Ensure that all victims and witnesses who are subpoenaed to appear at Grand Jury receive support, information, and education during the process.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Escorts provided to citizens subpoenaed to Grand Jury | 98% | 99% | 99% | 99% | 99% |

The Victims' Assistance Program continues to provide Grand Jury escort to all victims and witnesses. Grand Jury escort is very important and is a top Program priority. The Program escorted 892 victims and witnesses to Grand Jury in 716 cases during fiscal year 2017-2018. Approximately 70 percent of these services were provided by Program volunteers.

Community Outreach/Collaboration

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

The Program works closely with Community Works, Court Appointed Special Advocates (CASA), the Department of Human Resources, Children's Advocacy Center, and other agencies to ensure that crime victims receive all of the wraparound services they need. Crime victims not only need education about the criminal justice system, escort to court, and help filling out paperwork, they also need assistance putting their lives back together in the aftermath of a crime. The Program will continue to work with partner agencies to ensure comprehensive services are provided to crime victims. In fiscal year 2017-2018, the Program received a grant which provides funding that allows this Office to work with Community Works. This has been an amazing partnership, ensuring that crime victims' needs are met both in the criminal court and the civil court where they are receiving help with obtaining protective orders.

Volunteers

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Obtain the donation 2,500 volunteer hours each year | 78% | 90% | 98% | 98% | 99% |

The Program has a strong volunteer force and utilized an average of eight volunteers per month during the 2017-2018 fiscal year. Volunteers are a vital part of the Program as well as a requirement of many of the Program's grants. Volunteers provided 2,167 hours of service to the Program and performed such tasks as notifying victims of upcoming hearings and escorting victims to Grand Jury. The Victims' Assistance Program will strive to continue to recruit and retain volunteers and student interns in the years to come.



Victims' Assistance

Significant Issues in the Year Ahead

The Jackson County Victims' Assistance Program is doing well with adequate staffing and resources. The Program is continuing to compete for and receive grant funding to secure positions. The Program is looking forward to a new grant which was recently awarded which will allow for a collaborative partnership with Community Works. This new grant will allow the Program to provide crime victims, in cases of domestic and sexual violence, with even better wrap around services.

Financial Condition

There are currently eight staff in the Victims' Assistance Program; seven of those staff are State or Federally-funded through competitive and non-competitive grant opportunities. Two full-time equivalent positions are funded by competitive grants which are up for competitive application again this calendar year. The Program will apply for these two grants and, if they are awarded, the Program will remain at the current staffing level. The District Attorney's Office is always looking for funding opportunities to allow for increasing or maintaining current levels of service. The Program will continue to try to provide services for each and every crime victim in Jackson County regardless of staffing levels. Approximately 26 percent of the Victims' Assistance Program is funded by the County's General Fund.

| Program: 170103 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$412,996 | \$509,313 | \$511,167 | \$584,557 | \$592,548 |
| Interfund Transfers | \$451 | \$348 | \$605 | \$612 | \$612 |
| Total | \$413,447 | \$509,661 | \$511,772 | \$585,169 | \$593,160 |
| EXPENDITURES | | | | | |
| Personnel Services | \$495,856 | \$544,788 | \$555,822 | \$615,380 | \$643,891 |
| Materials & Services | \$96,350 | \$118,829 | \$119,222 | \$124,826 | \$127,506 |
| Special Payments | \$0 | \$0 | \$16,592 | \$39,169 | \$34,169 |
| Total | \$592,206 | \$663,617 | \$691,636 | \$779,375 | \$805,566 |
| Full-Time Equivalent | 8.05 | 8.05 | 8.05 | 8.05 | 8.05 |

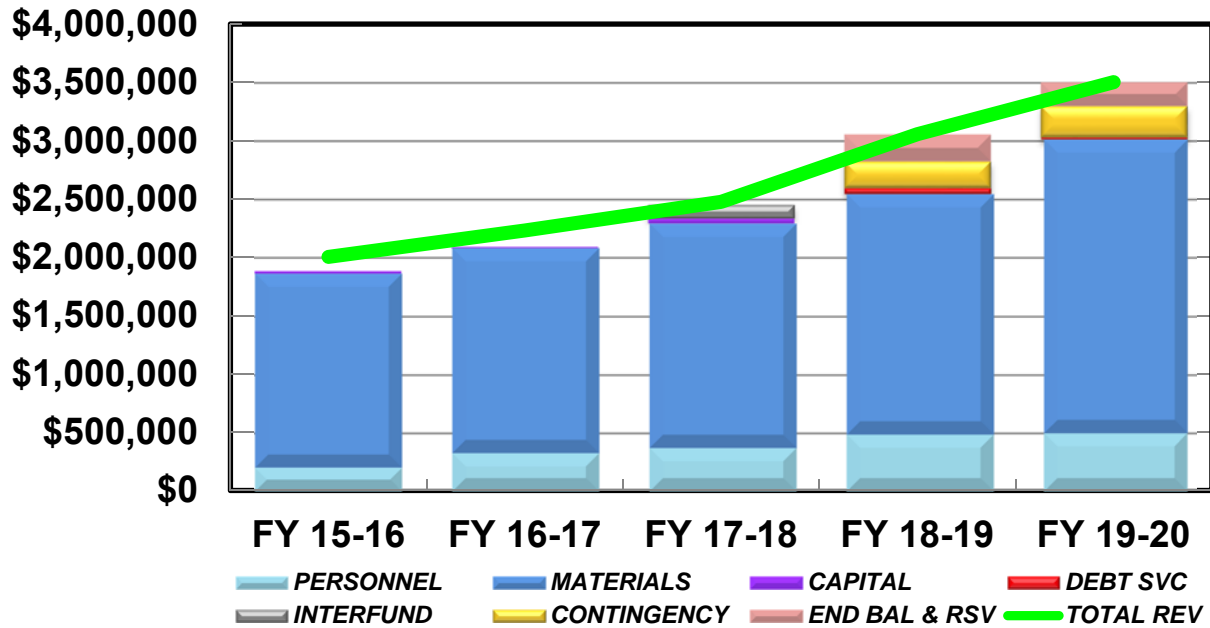


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EXPO

2015-2016 TO 2019-2020

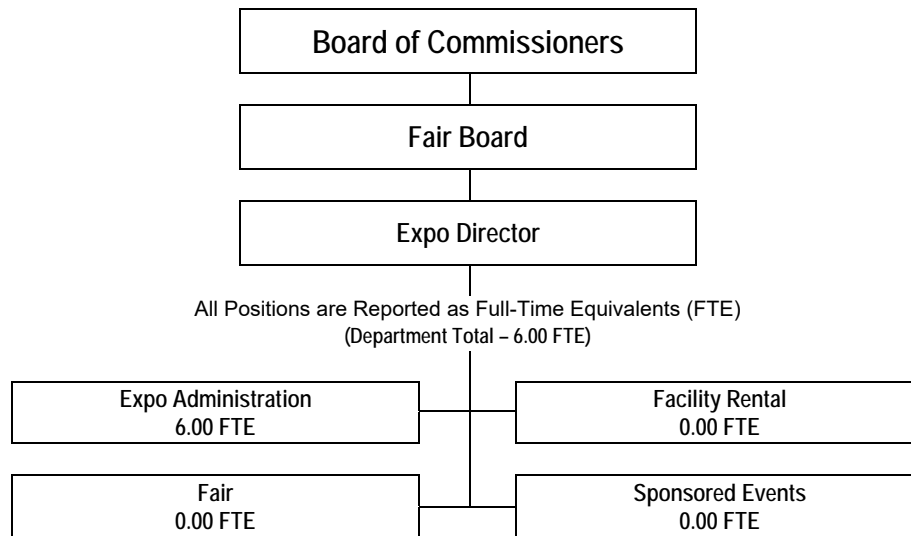


| | FY 15-16 Actual | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Adopted | FY 19-20 Adopted |
|------------------|--------------------|--------------------|--------------------|---------------------|---------------------|
| PERSONNEL | \$203,261 | \$327,882 | \$371,507 | \$487,877 | \$499,357 |
| MATERIALS | \$1,659,906 | \$1,753,611 | \$1,919,372 | \$2,056,042 | \$2,513,833 |
| CAPITAL | \$22,142 | \$9,900 | \$45,000 | \$0 | \$0 |
| DEBT SVC | \$0 | \$0 | \$742 | \$50,680 | \$16,889 |
| INTERFUND | \$0 | \$0 | \$117,512 | \$0 | \$0 |
| CONTINGENCY | \$0 | \$0 | \$0 | \$230,000 | \$270,000 |
| END BAL & RSV | \$0 | \$0 | \$0 | \$231,363 | \$202,358 |
| TOTAL EXP | \$1,885,309 | \$2,091,393 | \$2,454,133 | \$3,055,962 | \$3,502,437 |
| TOTAL REV | \$2,004,059 | \$2,229,350 | \$2,475,031 | \$3,055,962 | \$3,502,437 |
| FTEs | 3.00 | 5.00 | 6.00 | 6.00 | 6.00 |

During FY 17-18, the County provided a loan to the Expo from the General Fund to purchase a new electronic reader board sign; the final Debt Service payment for the sign will be made in FY 19-20. The large increase in Materials is due to an expected increase in events for FY 19-20 and is offset by additional event revenue. Between FY 18-19 and FY 19-20 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 17 of this document.

EXPO

Organization Chart



Department Summary

The mission of the Jackson County Fairgrounds and Expo Park is to provide a fiscally sound social, cultural, recreational, agricultural, commercial, and educational opportunity for the citizens of Jackson County and the region at large.

Purpose Statement: The Expo Department's purpose is to provide for events that encourage youth leadership, self-discipline, skill development, common stewardship of land and agriculture, and activities that demonstrate pride in reflecting community values in Jackson County. The Expo produces events such as the County Fair, Brew Fest, Wild Rogue Pro Rodeo, Holiday Market, Christmas Showcase, and concerts. The Expo also provides facility rentals to individuals or groups that wish to promote events such as equestrian shows, concerts, receptions, auctions, consumer shows, motor vehicle extravaganzas, sports and outdoor shows, and other diverse activities that draw attendance from our region and from outside of the County.

Major Issues and Service Level Goals for Fiscal Year 2019-2020

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

Major Issues and Service Level Accomplishments for Prior Year

- A successful and profitable 2018 County Fair, even in high heat conditions.
- Implemented a new ticketing system for use at ticketed sponsored events. Provides more analytics on customer behavior and allows management to make operating decisions.
- Installed WiFi throughout the Event Center for a better customer experience.
- Installed two, fully sponsored, electronic gate signs to provide more guidance to patrons at the Expo grounds.



Expo Administration

Program Purpose

The Expo Administration Program is a new program that includes all general Expo revenue and Expenses. All revenue and expenses are allocated to events based on a budgeted standard cost per venue day. The Expo Administration Program is helping to meet County goals: (2) Serve all citizens fairly and ensure access to County government; (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; (4) Strengthen cooperation between public agencies; (7) Make recreational, learning, and cultural opportunities accessible and available; (9) Promote employee pride, high standards of performance, and productivity; (11) Maintain public records to provide financial, historical, and statistical information; and (12) Plan for the future.

Program Information

The Expo Administration Program provides the services listed below.

Standard Cost Allocations at Standard

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Standard cost per day – Event Center | \$828 | \$944 | \$964 | \$975 | \$1,050 |
| Standard cost per day – Krause | \$249 | \$871 | \$597 | \$600 | \$650 |
| Standard cost per day – Padgham | \$799 | \$661 | \$554 | \$575 | \$650 |
| Standard cost per day – Barker | \$280 | \$916 | \$593 | \$600 | \$650 |
| Standard cost per day – Isola | \$242 | \$894 | \$583 | \$600 | \$650 |
| Standard cost per day – Olsrud | \$650 | \$1,009 | \$581 | \$600 | \$650 |
| Standard cost per day – amphitheater | \$1,364 | \$1,150 | \$788 | \$800 | \$850 |
| Standard cost per day – Mace | \$638 | \$1,142 | \$663 | \$675 | \$750 |
| Standard cost per day – parking | \$299 | \$649 | \$663 | \$675 | \$750 |

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

Expo Administration

Significant Issues in the Year Ahead

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

Financial Condition

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

| Program: 210103 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$140,667 | \$129,847 | \$104,156 | \$100,000 | \$145,478 |
| Fees & Other Service Charges | \$116,486 | \$127,993 | \$172,476 | \$127,000 | \$155,500 |
| All Other Resources | -\$257,153 | -\$257,840 | -\$280,633 | -\$226,800 | -\$300,978 |
| Total | \$0 | \$0 | -\$4,001 | \$200 | \$0 |
| EXPENDITURES | | | | | |
| Personnel Services | \$0 | -\$9,900 | -\$30,057 | \$6 | \$0 |
| Materials & Services | \$0 | \$0 | \$78,875 | -\$50,686 | \$0 |
| Capital Outlay | \$0 | \$9,900 | \$45,000 | \$0 | \$0 |
| Debt Service | \$0 | \$0 | \$742 | \$50,680 | \$16,889 |
| Interfund Transfers | \$0 | \$0 | \$117,512 | \$0 | \$0 |
| Total | \$0 | \$0 | \$212,072 | \$0 | \$16,889 |
| Full-Time Equivalent | 0.00 | 4.50 | 5.02 | 6.00 | 6.00 |



Facility Rental

Program Purpose

The Facility Rental Program (previously within the former Interim Events Program) includes facility rental income by leasing the site to private or commercial renters that offer ticketed and non-ticketed special events. The Facility Rental Program is helping to meet County goals: (2) Serve all citizens fairly and ensure access to County government; (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; (4) Strengthen cooperation between public agencies; (7) Make recreational, learning, and cultural opportunities accessible and available; (9) Promote employee pride, high standards of performance, and productivity; (11) Maintain public records to provide financial, historical, and statistical information; and (12) Plan for the future.

Program Information

The Facility Rental Events Program provides the service listed below.

Facility Rental Usage

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Total possible rented days (all venues) | 3,040 | 3,040 | 3,040 | 3,040 | 3,040 |
| Total rented days | 654 | 665 | 990 | 1,000 | 1,000 |
| Rented percentage | 21.51% | 21.88% | 32.57% | 32.89% | 32.89% |
| Increase over prior year | 31.59% | 11.00% | 48.87% | 41.01% | 0.00% |

In 2018, the Expo entered into the second three year sponsorship agreement for the naming of the Seven Feathers Event Center (formerly the Compton Arena). In 2017, Bi-Mart sponsored the Amphitheater in an agreement that includes market support and cash; they have already infused capital into the venue.

Significant Issues in the Year Ahead

The Expo is focusing marketing efforts on venue rentals to continue to attract new events. With the departure of the Country Crossings Music Festival as well as reduced equestrian events, the Expo has the challenge of attracting other events to fill these days. With interim rentals, customers have many competing options and ultimately the pricing must be competitive in the market place. The issue will be to retain existing customers, draw new customers, and to increase the facility utilization rates.

Financial Condition

Funding for the Facility Rental Program is primarily through sponsorships, rental income from short-term facility users, and concession revenue collected from the public.



Facility Rental

| Program: 210102 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$138,172 | \$20,303 | \$35,820 | \$27,300 | \$25,500 |
| Fees & Other Service Charges | \$756,460 | \$634,671 | \$595,677 | \$584,205 | \$565,918 |
| All Other Resources | \$234,889 | \$238,505 | \$191,016 | \$192,777 | \$257,707 |
| Interfund Transfers | \$431 | \$0 | \$0 | \$0 | \$0 |
| Total | \$1,129,952 | \$893,479 | \$822,513 | \$804,282 | \$849,125 |
| EXPENDITURES | | | | | |
| Personnel Services | \$124,708 | \$259,579 | \$296,399 | \$403,651 | \$413,154 |
| Materials & Services | \$986,350 | \$774,912 | \$591,991 | \$769,571 | \$779,583 |
| Capital Outlay | \$22,142 | \$0 | \$0 | \$0 | \$0 |
| Contingency | \$0 | \$0 | \$0 | \$60,000 | \$60,000 |
| Total | \$1,133,200 | \$1,034,491 | \$888,390 | \$1,233,222 | \$1,252,737 |
| Full-Time Equivalent | 2.40 | 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 focusing on youth activities and development in the agricultural setting. The Fair Program is helping to meet County goals: (2) Serve all citizens fairly and ensure access to County government; (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; (4) Strengthen cooperation between public agencies; (7) Make recreational, learning, and cultural opportunities accessible and available; (9) Promote employee pride, high standards of performance, and productivity; (11) Maintain public records to provide financial, historical, and statistical information; and (12) Plan for the future.

Program Information

The Fair Program is charged with producing fiscally sound events that connect with the interests of community members and encourages participation by all segments of the population.

County Fair

Strategic Objective: The Jackson County Fair objective is to provide an educational and entertainment opportunity for an ever expanding region wide population, while focusing on the responsibility of promoting sound fiscal management.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Attendance | 81,000 | 74,500 | 70,000 | 78,000 | 65,000 |
| Increase over prior year | 0.00% | -8.72% | -6.04% | 11.43% | -16.67% |

Attendance for the 2018 County Fair was down from 2017 due to a number of factors including extremely hot weather and changes in gate pricing as well as continued competition with the Country Crossings Music Festival. However, the event still remains popular and had well attended evening events including concerts and a comedy show. The 2018 Fair was the fourth year benefiting from a grant from the West Family Foundation that allowed children 12 and under into the County Fair for free. In addition, parking for the 2018 Fair was sponsored for the fourth year by Butler Automotive. These two benefits were well received by the public and both parties have committed for the 2019 Fair.

Significant Issues in the Year Ahead

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

With the departure of the Country Crossings Music Festival that had precede the fair in prior years, there will likely be more attention placed back on the County Fair as a key summer event for the valley.

A Request for Proposals for a carnival provider was done in fiscal year 2018-2019.

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



Fair

Financial Condition

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

| Program: 210101 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$223,521 | \$326,737 | \$220,315 | \$203,300 | \$209,647 |
| Fees & Other Service Charges | \$612,499 | \$662,229 | \$818,669 | \$872,439 | \$850,550 |
| All Other Resources | \$33,474 | \$14,320 | \$77,472 | \$32,613 | \$43,599 |
| Interfund Transfers | \$4,613 | \$4,729 | \$3,707 | \$4,800 | \$7,380 |
| Fund Balance | \$0 | \$0 | \$0 | \$449,918 | \$470,982 |
| Total | \$874,107 | \$1,008,015 | \$1,120,163 | \$1,563,070 | \$1,582,158 |
| EXPENDITURES | | | | | |
| Personnel Services | \$78,553 | \$53,877 | \$71,581 | \$68,287 | \$69,895 |
| Materials & Services | \$673,556 | \$696,229 | \$771,399 | \$841,824 | \$847,860 |
| Contingency | \$0 | \$0 | \$0 | \$110,000 | \$110,000 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$114,019 | \$202,358 |
| Total | \$752,109 | \$750,106 | \$842,980 | \$1,134,130 | \$1,230,113 |
| Full-Time Equivalent | 0.60 | 0.23 | 0.48 | 0.00 | 0.00 |



Sponsored Events

Program Purpose

The Sponsored Events Program (previously included in the former Interim Events Program) includes the Expo-produced rodeo and Spring Fair, Harvest Fair, Holiday Market, Christmas Showcase, and internally produced concerts. The Sponsored Events Program is helping to meet County goals: (2) Serve all citizens fairly and ensure access to County government; (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; (4) Strengthen cooperation between public agencies; (7) Make recreational, learning, and cultural opportunities accessible and available; (9) Promote employee pride, high standards of performance, and productivity; (11) Maintain public records to provide financial, historical, and statistical information; and (12) Plan for the future.

Program Information

The Sponsored Events Program provides the services listed below.

Rodeo and Spring Fair

Strategic Objective: Offer a variety of events that provide entertainment and educational opportunities.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Paid attendance | 5,653 | 6,604 | 6,709 | 6,800 | 7,000 |
| Increase over prior year | 1.18% | 16.82% | 1.59% | 1.36% | 2.94% |

The rodeo is an entertainment event with a maximum capacity for three nights of 9,000 with Thursday being historically low in attendance. It historically competes with high school graduations and other spring events. Attendance has remained relatively flat and the event continues to break even.

The 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.

Brew Fest

Strategic Objective: Increase attendance and attract exhibitors.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Glasses purchased | 2,852 | 3,112 | 2,773 | 4,303 | 4,500 |
| Increase over prior year | 45.21% | 9.12% | -10.90% | 55.17% | 4.58% |

The goal is to continue growing the Brew Fest as a region-wide harvest and food event while maintaining the youth activities historically associated with it. In fiscal year 2017-2018, the Expo partnered with the City of Central Point to combine the Harvest Fair with the City's "Battle of the Bones" event. This partnership was refined and continued



Sponsored Events

in fiscal year 2018-2019. The Expo anticipates this partnership to continue for fiscal year 2019-2020. In fiscal year 2017-2018, the event had a concert scheduled that had to be canceled due to poor air conditions; this is a suspected factor in the decrease of attendance that year as well.

Holiday Market

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Spaces rented | 203 | 198 | 201 | 203 | 205 |
| Increase over prior year | -3.80% | -2.50% | 1.52% | 1.00% | 1.00% |

The Holiday Market offers crafters the opportunity to display their handmade crafts in this “crafters only” event. Attendees enjoy the uniqueness of this shopping experience.

Christmas Showcase

Strategic Objective: Attract a variety of talented crafters and independent product distributors to offer a unique shopping experience to the public.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Spaces rented | 180 | 200 | 181 | 151 | 150 |
| Increase over prior year | 6.51% | 11.11% | -9.50% | -16.57% | -0.07% |

The Christmas Showcase was added as an event in fiscal year 2014-2015 to dovetail on the popular Holiday Market. Unlike the Holiday Market that only allows handmade crafts, the Christmas Showcase also allows for independent distributors of products to participate.

Significant Issues in the Year Ahead

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

The Brew Fest (previously the Harvest Festival) continues to expand into a more robust event with the partnership with the City of Central Point’s “Battle of the Bones.” The Expo continues to refine this partnership to maximize the opportunity both to the community and the profitability to both parties.

The Expo has expanded its production of concerts and is planning on producing three concerts in fiscal year 2019-2020, two in the Event Center and one in the Amphitheater.



Sponsored Events

Financial Condition

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

| Program: 210104 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$0 | \$106,249 | \$131,594 | \$145,500 | \$178,532 |
| Fees & Other Service Charges | \$0 | \$205,355 | \$380,123 | \$469,365 | \$880,230 |
| All Other Resources | \$0 | \$11,510 | \$21,218 | \$7,610 | \$10,172 |
| Interfund Transfers | \$0 | \$4,744 | \$3,421 | \$4,800 | \$2,220 |
| Fund Balance | \$0 | \$0 | \$0 | \$61,135 | \$0 |
| Total | \$0 | \$327,858 | \$536,356 | \$688,410 | \$1,071,154 |
| EXPENDITURES | | | | | |
| Personnel Services | \$0 | \$24,326 | \$33,583 | \$15,933 | \$16,308 |
| Materials & Services | \$0 | \$282,471 | \$477,106 | \$495,333 | \$886,390 |
| Contingency | \$0 | \$0 | \$0 | \$60,000 | \$100,000 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$117,344 | \$0 |
| Total | \$0 | \$306,797 | \$510,689 | \$688,610 | \$1,002,698 |
| Full-Time Equivalent | 0.00 | 0.27 | 0.50 | 0.00 | 0.00 |

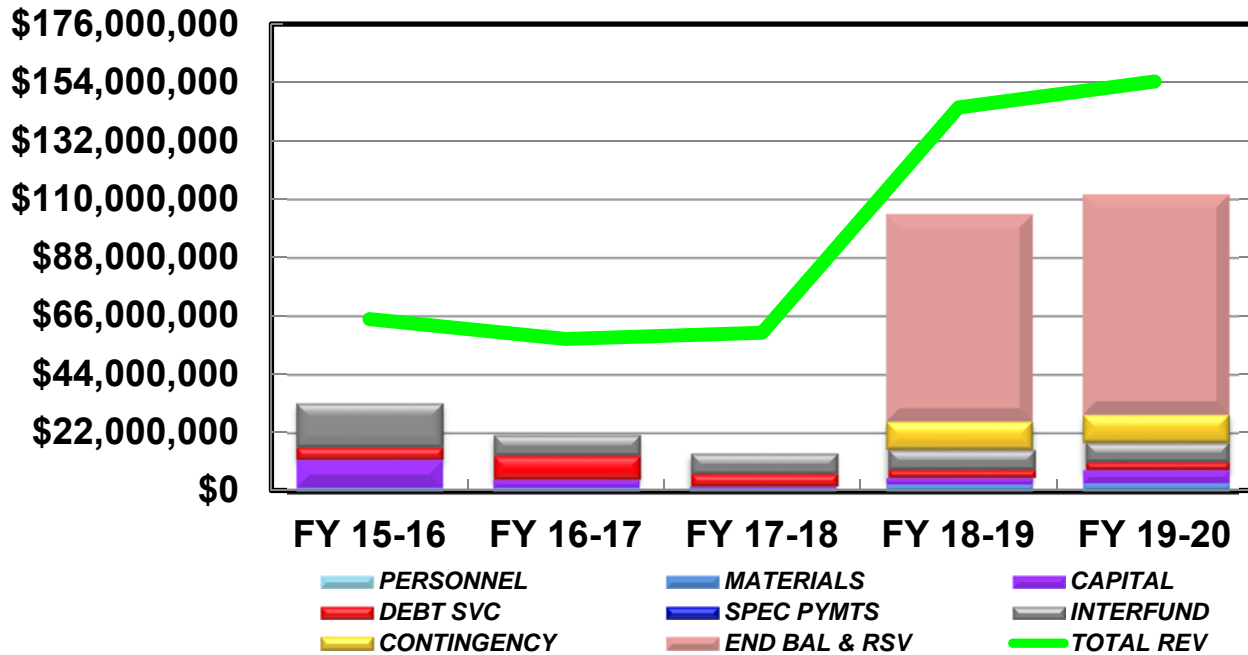


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FIDUCIARY AND SPECIAL FUNDS

2015-2016 TO 2019-2020



| | FY 15-16 Actual | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Adopted | FY 19-20 Adopted |
|------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| PERSONNEL | \$0 | \$0 | \$0 | \$0 | \$0 |
| MATERIALS | \$1,304,646 | \$1,339,133 | \$1,184,112 | \$2,513,029 | \$3,046,543 |
| CAPITAL | \$10,547,666 | \$2,994,671 | \$619,738 | \$2,507,560 | \$4,905,902 |
| DEBT SVC | \$4,701,191 | \$9,026,352 | \$4,661,199 | \$3,025,473 | \$3,032,023 |
| SPEC PYMTS | \$439,076 | \$147,913 | \$378,714 | \$200,000 | \$200,600 |
| INTERFUND | \$16,607,160 | \$7,860,151 | \$7,805,063 | \$7,568,766 | \$7,255,678 |
| CONTINGENCY | \$0 | \$0 | \$0 | \$10,657,477 | \$10,653,774 |
| END BAL & RSV | \$0 | \$0 | \$0 | \$78,164,703 | \$82,959,581 |
| TOTAL EXP | \$33,599,739 | \$21,368,220 | \$14,648,826 | \$104,637,008 | \$112,054,101 |
| TOTAL REV | \$64,653,497 | \$57,146,306 | \$59,503,293 | \$144,559,723 | \$154,358,715 |
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

The large increases in Materials and Capital are due to new maintenance projects on County facilities and the purchase of property for a new jail. Between FY 18-19 and FY 19-20 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 17 of this document.



Capital Projects

Program Purpose

The Capital Projects Program provides a budget location for special construction projects that affect multiple departments or are of such a size that identifying them as a capital project is appropriate. The Capital Projects Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (7) Make recreational, learning, and cultural opportunities accessible and available; and (12) Plan for the future.

Program Information

Facility Maintenance will coordinate the projects listed below.

| | | |
|--|----|---------|
| • Courthouse-Limestone Sealer | \$ | 30,000 |
| • Jail-Chiller Replacement | \$ | 160,000 |
| • Justice Building-ADA Improvements | \$ | 40,000 |
| • Libraries | | |
| All Branches-LED Parking Access Control System | \$ | 150,000 |
| Butte Falls Library-Exterior Paint | \$ | 20,000 |
| Gold Hill Library-Exterior Paint | \$ | 20,000 |
| Phoenix Library-Exterior Paint | \$ | 20,000 |
| Prospect Library-Exterior Paint | \$ | 20,000 |
| Rogue River Library-Exterior Paint | \$ | 20,000 |
| Rogue River Library-HVAC | \$ | 60,000 |
| White City Library-HVAC | \$ | 40,000 |
| • Sheriff Depot-Replace Access Control System | \$ | 100,000 |
| • Transition Center-Access/Hagler House Renovation | \$ | 50,000 |
| • Transition Center-ADA Improvements | \$ | 20,000 |
| | \$ | 750,000 |

| Program: 091201 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$57,007 | \$126,850 | \$122,722 | \$100,000 | \$350,000 |
| All Other Resources | \$66,805 | \$14,658 | \$7,592 | \$0 | \$0 |
| Interfund Transfers | \$11,219,768 | \$1,257,109 | \$742,936 | \$885,000 | \$350,000 |
| Fund Balance | \$0 | \$0 | \$0 | \$322,000 | \$50,000 |
| Total | \$11,343,580 | \$1,398,617 | \$873,250 | \$1,307,000 | \$750,000 |
| EXPENDITURES | | | | | |
| Materials & Services | \$432,046 | \$430,728 | \$557,524 | \$175,000 | \$530,000 |
| Capital Outlay | \$10,547,666 | \$2,994,671 | \$619,738 | \$1,132,000 | \$220,000 |
| Total | \$10,979,712 | \$3,425,399 | \$1,177,262 | \$1,307,000 | \$750,000 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |



Central Services Fiduciary

Program Purpose

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

Program Information

Revenues in the Central Services Fiduciary account are shown below.

| | | |
|------------------------|-----------|-------------------------|
| Interest Income | \$ | 91,521 |
| Beginning Fund Balance | | 3,660,875 |
| TOTAL | \$ | <u>3,752,396</u> |

Expenditures in the Central Services Fiduciary account are shown below.

| | | |
|--------------|-----------|-------------------------|
| Contingency | \$ | 500,000 |
| Reserves | | 3,252,396 |
| TOTAL | \$ | <u>3,752,396</u> |

| Program: 090901 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|-----------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| All Other Resources | \$150,318 | \$70,339 | \$66,213 | \$87,500 | \$91,521 |
| Fund Balance | \$0 | \$0 | \$0 | \$3,106,784 | \$3,660,875 |
| Total | \$150,318 | \$70,339 | \$66,213 | \$3,194,284 | \$3,752,396 |
| EXPENDITURES | | | | | |
| Contingency | \$0 | \$0 | \$0 | \$500,000 | \$500,000 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$2,694,284 | \$3,252,396 |
| Total | \$0 | \$0 | \$0 | \$3,194,284 | \$3,752,396 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |



County Schools Fund

Program Purpose

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

| Program: 091301 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$439,355 | \$148,140 | \$378,713 | \$200,000 | \$200,000 |
| All Other Resources | \$177 | \$104 | \$314 | \$0 | \$600 |
| Total | \$439,532 | \$148,244 | \$379,027 | \$200,000 | \$200,600 |
| EXPENDITURES | | | | | |
| Special Payments | \$439,076 | \$147,913 | \$378,713 | \$200,000 | \$200,600 |
| Total | \$439,076 | \$147,913 | \$378,713 | \$200,000 | \$200,600 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

Court Security

Program Purpose

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

| Program: 091001 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$276,709 | \$347,547 | \$151,133 | \$140,300 | \$166,700 |
| All Other Resources | \$9,369 | \$4,473 | \$4,990 | \$8,075 | \$8,200 |
| Fund Balance | \$0 | \$0 | \$0 | \$461,519 | \$414,600 |
| Total | \$286,078 | \$352,020 | \$156,123 | \$609,894 | \$589,500 |
| EXPENDITURES | | | | | |
| Materials & Services | \$223,989 | \$247,876 | \$213,305 | \$272,000 | \$292,000 |
| Contingency | \$0 | \$0 | \$0 | \$40,000 | \$40,000 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$297,894 | \$257,500 |
| Total | \$223,989 | \$247,876 | \$213,305 | \$609,894 | \$589,500 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |



General Fund Fiduciary

Program Purpose

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

Program Information

The General Fund's revenues that are not directly attributable to a single program are included in the fiduciary budget. For fiscal year 2019-2020, 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 | | 183,144 |
| Liquor Tax | | 1,138,207 |
| Marijuana Tax Share | | 1,300,000 |
| Cable Franchise Fee | | 372,860 |
| Loan Repayment (Expo/RV Park) | | 326,843 |
| Solid Waste Fund | | 725,272 |
| Current and Prior Year Property Taxes | | 41,324,610 |
| Interest Income | | 2,402,875 |
| Local Marijuana Tax | | 77,000 |
| Beginning Fund Balance for Fiscal Year 2019-2020 | | 80,058,175 |
| Prior Year Carryover | | 5,903,408 |
| TOTAL | \$ | <u>137,693,194</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 2019-2020, those expenditures are:

| | | |
|--|----|-----------|
| Contracted Services | | |
| Communications Agreements | \$ | 100,000 |
| RV Television | | 59,410 |
| Special Projects | | 100,000 |
| Operating Expenses | | 95,456 |
| Capital Outlay – Jail Property | | 3,300,000 |
| Transfers to Other Funds | | |
| Board of Commissioners (General Fund Costs for Central Services) | | 67,163 |
| IT/GIS (General Fund Costs for Central Services) | | 323,112 |
| Accounting/Treasurer (General Fund Costs for Central Services) | | 84,353 |
| Counsel (General Fund Costs for Central Services) | | 187,548 |
| Administration (General Fund Costs for Central Services) | | 74,653 |
| Internal Audit (General Fund Costs for Central Services) | | 43,555 |



General Fund Fiduciary

| | |
|--|------------|
| Human Resources (General Fund Costs for Central Services) | 90,383 |
| Facility Maintenance (General Fund Costs for Central Services) | 971,091 |
| Mail Courier (General Fund Costs for Central Services) | 16,308 |
| Health and Human Services | 3,089,205 |
| Capital Projects | 350,000 |
| Contingency | 10,000,000 |
| Reserves | 65,736,017 |
| Ending Fund Balance – General Fund | 10,700,326 |

TOTAL \$ 95,388,580

| Program: 091102 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$6,597,703 | \$5,172,557 | \$9,329,846 | \$7,268,357 | \$6,502,151 |
| Fees & Other Service Charges | \$1,634,365 | \$1,651,684 | \$1,685,309 | \$1,724,660 | \$372,860 |
| Property Tax Revenues | \$34,806,109 | \$36,456,441 | \$38,319,256 | \$39,129,014 | \$40,674,610 |
| Revenue from Bonds & Other Debt | \$0 | \$0 | \$0 | \$350,107 | \$326,843 |
| All Other Resources | \$2,477,430 | \$1,570,492 | \$1,520,145 | \$2,529,582 | \$3,129,875 |
| Interfund Transfers | \$727,228 | \$663,790 | \$1,502,546 | \$704,148 | \$725,272 |
| Fund Balance | \$0 | \$0 | \$0 | \$76,482,219 | \$85,961,583 |
| Total | \$46,242,835 | \$45,514,964 | \$52,357,102 | \$128,188,087 | \$137,693,194 |
| EXPENDITURES | | | | | |
| Materials & Services | \$327,658 | \$105,930 | \$12,685 | \$322,315 | \$354,866 |
| Capital Outlay | \$0 | \$0 | \$0 | \$0 | \$3,300,000 |
| Debt Service | \$1,645,425 | \$1,645,621 | \$1,645,575 | \$0 | \$0 |
| Interfund Transfers | \$14,840,003 | \$5,941,167 | \$5,876,240 | \$5,650,561 | \$5,297,371 |
| Contingency | \$0 | \$0 | \$0 | \$10,000,000 | \$10,000,000 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$72,292,496 | \$76,436,343 |
| Total | \$16,813,086 | \$7,692,718 | \$7,534,500 | \$88,265,372 | \$95,388,580 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |



Library Debt Service – 1st Bond Issue

Program Purpose

The purpose of the Library Debt Service Program is to repay bonds issued for the construction/remodel of the Library facilities. The Library bond measure was passed by voters in May, 2000. The Library Debt Service Program is helping to meet County goal: (7) Make recreational, learning, and cultural opportunities accessible and available.

Program Information

During fiscal year 2000-2001, the County issued \$20,365,000 in bonds to complete the first phase of the project. The remaining portion was issued during fiscal year 2003 (see Library Debt Service-2nd Bond Issue). Bonds were sold in \$5,000 denominations or integral multiples thereof. Interest is payable on December 1 and June 1 each year commencing on December 1, 2000. In March 2006, the 2011 through 2020 bonds were refunded lowering the rate of interest. In April 2017, the County issued \$4,385,806 in General Obligation Refunding Bonds-Series 2017 with the principal due in varying annual installments through June 2020; interest is paid semi-annually at 1.62 percent. The proceeds from these bonds were used to extinguish the outstanding 2006 bonds. Below are the projected Maturity and Payment Schedules.

Maturity Schedule – Series 2017 (Refunding)

| Fiscal Year | Principal Amount | Interest Rate | Yield or Price |
|-------------|------------------|---------------|----------------|
| 2020 | \$1,498,473 | 1.62% | 1.62% |

Payment Schedule for Fiscal Year 2019-2020

| Total Payment | Principal | Interest | Remaining Principal |
|---------------|-------------|----------|---------------------|
| \$1,522,748 | \$1,498,473 | \$24,275 | \$0 |

| Program: 090801 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Property Tax Revenues | \$1,456,431 | \$1,522,249 | \$1,460,375 | \$1,240,385 | \$1,200,551 |
| Revenue from Bonds & Other Debt | \$0 | \$4,385,806 | \$0 | \$0 | \$0 |
| All Other Resources | \$78,557 | \$48,911 | \$36,415 | \$48,392 | \$45,170 |
| Fund Balance | \$0 | \$0 | \$0 | \$410,096 | \$277,027 |
| Total | \$1,534,988 | \$5,956,966 | \$1,496,790 | \$1,698,873 | \$1,522,748 |
| EXPENDITURES | | | | | |
| Materials & Services | \$0 | \$59,250 | \$0 | \$0 | \$0 |
| Debt Service | \$1,534,765 | \$5,864,331 | \$1,500,624 | \$1,513,873 | \$1,522,748 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$185,000 | \$0 |
| Total | \$1,534,765 | \$5,923,581 | \$1,500,624 | \$1,698,873 | \$1,522,748 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |



Library Debt Service – 2nd Bond Issue

Program Purpose

The purpose of the Library Debt Service Program is to repay bonds issued for the construction/remodel of the Library facilities. The Library bond measure was passed by voters in May, 2000. The Library Debt Service Program is helping to meet County goal: (7) Make recreational, learning, and cultural opportunities accessible and available.

Program Information

During fiscal year 2002-2003, the County issued \$18,575,000 in bonds to complete the second phase of the project. Bonds were sold in \$5,000 denominations or integral multiples thereof. Interest is payable on December 1 and June 1 each year commencing on December 1, 2003. In December 2010, the 2013 through 2020 bonds were refunded lowering the rate of interest. Below are the projected Maturity and Payment Schedules.

Maturity Schedule – Series 2010 (Refunding)

| Fiscal Year | Principal Amount | Interest Rate | Yield or Price |
|-------------|------------------|---------------|----------------|
| 2020 | \$1,445,000 | 4.00-4.50% | 3.39% |

Payment Schedule for Fiscal Year 2019-2020

| Total Payment | Principal | Interest | Remaining Principal |
|---------------|-------------|----------|---------------------|
| \$1,509,275 | \$1,445,000 | \$64,275 | \$0 |

| Program: 090701 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|-----------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Property Tax Revenues | \$1,443,365 | \$1,536,706 | \$1,529,019 | \$1,210,357 | \$1,167,748 |
| All Other Resources | \$64,981 | \$53,223 | \$37,802 | \$51,147 | \$45,000 |
| Fund Balance | \$0 | \$0 | \$0 | \$410,096 | \$296,527 |
| Total | \$1,508,346 | \$1,589,929 | \$1,566,821 | \$1,671,600 | \$1,509,275 |
| EXPENDITURES | | | | | |
| Debt Service | \$1,521,000 | \$1,516,400 | \$1,515,000 | \$1,511,600 | \$1,509,275 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$160,000 | \$0 |
| Total | \$1,521,000 | \$1,516,400 | \$1,515,000 | \$1,671,600 | \$1,509,275 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |



Solid Waste

Program Purpose

The purpose of the Solid Waste Program is to protect the health, safety, and welfare of the people of Jackson County by providing a coordinated program through waste prevention, reuse, recycling, and the collection and disposal of solid waste. The Solid Waste Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; (9) Promote employee pride, high standards of performance, and productivity; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Solid Waste Program provides the services listed below.

Administer Programs Which Help Jackson County Achieve Solid Waste Recovery Goals

Strategic Objective: Maintain a recycling recovery rate that exceeds the State of Oregon Department of Environmental Quality's (DEQ) requirements.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|-------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Recycling recovery rate | 43.2% | 38.6% | 35.5% | 25.0% | 25.0% |

In 2015, the Oregon Opportunity to Recycle laws were updated, including the recovery goals for each wasteshed. The Jackson County Wasteshed recovery goal is 25 percent. One change that began in fiscal year 2016-2017 was the removal of recycling credits. For fiscal years 2014-2015 through 2015-2016, Jackson County received an additional 6 percent credit on its recovery goal for implementing backyard composting, reuse, and waste prevention education programs. Beginning in fiscal year 2016-2017, those credits were no longer being offered by the DEQ for implementing additional education programs. Additionally, the recycling industry has experienced drastic changes with foreign markets no longer accepting the contamination levels of recycling materials collected within the United States. Waste haulers in the Jackson County area have updated their recycling programs to reduce the level of contamination in recyclables collected from residences and businesses. As a result, the recycling recovery rate is expected to decrease in future years as some materials previously collected as recyclable are now considered contaminants and are no longer marketable.

Offset Solid Waste Disposal and Recycling Costs for Jackson County Departments

Strategic Objective: To utilize solid waste funds to offset solid waste related costs for Jackson County departments.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Budgeted reimbursements made | 98% | 98% | 100% | 99% | 99% |

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



Solid Waste

Significant Issues in the Year Ahead

The County, cities, and waste haulers have fully implemented the new Opportunity to Recycle programs required in Oregon Revised Statute (ORS) 459A and Oregon Administrative Rule (OAR) 340-090-040. The DEQ will finalize their review of the 2018 Jackson County Wasteshed programs in the fall of 2019. The outcome of the review may require small changes in the recycling and waste prevention programs offered for the 2020 calendar year.

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 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Fees & Other Service Charges | \$1,084,775 | \$1,143,558 | \$1,328,148 | \$1,084,300 | \$1,144,300 |
| All Other Resources | \$49,016 | \$22,386 | \$26,444 | \$30,000 | \$30,000 |
| Fund Balance | \$0 | \$0 | \$0 | \$2,646,900 | \$3,097,300 |
| Total | \$1,133,791 | \$1,165,944 | \$1,354,592 | \$3,761,200 | \$4,271,600 |
| EXPENDITURES | | | | | |
| Materials & Services | \$38,443 | \$48,173 | \$34,144 | \$138,714 | \$139,677 |
| Interfund Transfers | \$909,792 | \$931,854 | \$956,658 | \$987,457 | \$1,018,581 |
| Contingency | \$0 | \$0 | \$0 | \$100,000 | \$100,000 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$2,535,029 | \$3,013,342 |
| Total | \$948,235 | \$980,027 | \$990,802 | \$3,761,200 | \$4,271,600 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |



Title III/PL 114-10

Program Purpose

The purpose of the Title III/PL 114-10 Program is to fund projects that meet criteria set by the reauthorization of the Secure Rural Schools and Community Self-determination Act in Public Law (PL) 114-10. The Title III/PL 114-10 Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Title III/PL 114-10 Program provides the services listed below.

Grant Management

Strategic Objective: Manage Title III projects in accordance with the Public Law 114-10 requirements. Authorized uses include the following: 1) Firewise Communities Program (including activities that provide homeowner education and assistance with implementing fire mitigation techniques); 2) search, rescue, and other emergency services; and 3) developing, monitoring and/or updating community wildfire protection plans.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Firewise communities program | 5 | 5 | 5 | 5 | 0 |
| Search, rescue, and other emergency services | 1 | 1 | 1 | 1 | 1 |
| Community wildfire protection plans | 2 | 2 | 2 | 2 | 2 |
| Expenditures certified | 0.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Fund balance spent down | 0.0% | 30.0% | 63.9% | 86.5% | 100% |

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

Significant Issues in the Year Ahead

On April 16, 2015, Congress approved PL 114-10 which renewed the Secure Rural Schools (SRS) and Community Self Determination Act and guaranteed Title III funding for two years. The most recent renewal of the SRS Act in 2018 made small changes to the allowable Title III projects. As a result, the Title III PL 114-10 Program will be closed when the fund balance is spent down. A new Program, Title III PL 115-141, will track new projects that comply with the updated Title III project requirements.



Title III/PL 114-10

Financial Condition

The Title III/PL 114-10 Program is funded entirely by the Federal Government. The funds are expected to support projects for several fiscal years. This Program receives no support from the County's General Fund.

| Program: 091504 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$1,044,926 | \$0 | \$0 | \$940,000 | \$0 |
| All Other Resources | \$25,470 | \$10,198 | \$6,954 | \$15,000 | \$5,000 |
| Fund Balance | \$0 | \$1,188,681 | \$0 | \$650,000 | \$445,000 |
| Total | \$1,070,396 | \$1,198,879 | \$6,954 | \$1,605,000 | \$450,000 |
| EXPENDITURES | | | | | |
| Materials & Services | \$147 | \$328,744 | \$366,454 | \$1,605,000 | \$450,000 |
| Total | \$147 | \$328,744 | \$366,454 | \$1,605,000 | \$450,000 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |



Title III/PL 115-141

Program Purpose

The purpose of the Title III/PL 115-141 Program is to fund projects that meet criteria set by the reauthorization of the Secure Rural Schools and Community Self-determination Act in Public Law (PL) 115-141. The Title III/PL 115-141 Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; and (10) Make the best use of Jackson County's human and material resources.

Program Information

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

Grant Management

Strategic Objective: Manage Title III projects in accordance with the Public Law 115-141 requirements. Authorized uses include the following: 1) Firewise Communities Program (including activities that provide homeowner education and assistance with implementing fire mitigation techniques); 2) search, rescue, and other emergency services; and 3) developing and implementing community wildfire protection plans.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Firewise communities program | 0* | 0* | 0 | 5 | 5 |
| Search, rescue, and other emergency services | 0* | 0* | 0 | 1 | 1 |
| Community wildfire protection plans | 0* | 0* | 0 | 2 | 2 |
| Expenditures certified | 0%* | 0%* | 0% | 100% | 100% |
| Fund balance spent down | 0%* | 0%* | 0% | 1% | 30% |

*Funding began in fiscal year 2017-2018; data does not exist.

During fiscal year 2018-2019, the Jackson County Board of Commissioners will approve new Title III/PL 115-141 projects. The projects will span multiple years and funds are obligated until spent or the project is completed. Through the use of Title III funds, the County and local agencies have been able to implement successful Firewise Communities, assist homeowners in creating defensible home space by removing flammable vegetation within the home ignition zone, provide rapid response for persons who have become lost or injured on Federal Lands, and update 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 and Community Self Determination Act. PL 115-141 guaranteed Title III funding for two years with the first payment made in the spring of 2018. Once the County receives the second and final payment in fiscal year 2018-2019, the application process will be opened for new Title III projects. Significant changes to PL 115-141 include reimbursement of training expenses and capital



Title III/PL 115-141

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

Financial Condition

The Title III/PL 115-141 Program is funded entirely by the Federal Government. The funds are expected to support projects for several fiscal years. This Program receives no support from the County's General Fund.

| Program: 091505 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$0 | \$0 | \$243,506 | \$0 | \$1,020,000 |
| All Other Resources | \$0 | \$0 | \$0 | \$0 | \$10,000 |
| Fund Balance | \$0 | \$0 | \$0 | \$0 | \$250,000 |
| Total | \$0 | \$0 | \$243,506 | \$0 | \$1,280,000 |
| EXPENDITURES | | | | | |
| Materials & Services | \$0 | \$0 | \$0 | \$0 | \$1,280,000 |
| Total | \$0 | \$0 | \$0 | \$0 | \$1,280,000 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |



Video Lottery

Program Purpose

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

These funds are required to be deposited in a separate fund and transferred to the appropriate fund for use. The County transfers this money to support the Jackson County Jail and some travel and training expenses for the Board of Commissioners. The Video Lottery Fund Program is helping to meet County goal: (4) Strengthen cooperation between public agencies.

| Program: 091601 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$909,437 | \$922,177 | \$985,874 | \$940,000 | \$945,000 |
| All Other Resources | \$5,749 | \$5,308 | \$4,634 | \$8,225 | \$8,500 |
| Total | \$915,186 | \$927,485 | \$990,508 | \$948,225 | \$953,500 |
| EXPENDITURES | | | | | |
| Interfund Transfers | \$857,365 | \$987,130 | \$972,165 | \$930,748 | \$939,726 |
| Contingency | \$0 | \$0 | \$0 | \$17,477 | \$13,774 |
| Total | \$857,365 | \$987,130 | \$972,165 | \$948,225 | \$953,500 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

White City Capital Projects

Program Purpose

The White City Capital Projects Program provides a fund location for special construction projects that may take place within the White City area. This Program is helping to meet County goals: (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; and (7) Make recreational, learning, and cultural opportunities accessible and available.

Program Information

The revenue in the White City Capital Projects Program was transferred into the County's budget upon termination of the Urban Renewal Agency of Jackson County (URA) at the end of fiscal year 2013-2014. It is intended that this money will be used for local improvements within the boundary of the old URA.

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

| | | |
|------------------------|-----------|-------------------------|
| Interest Income | \$ | 24,505 |
| Beginning Fund Balance | | 1,361,397 |
| TOTAL | \$ | <u>1,385,902</u> |

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

| | | |
|-----------------------|-----------|-------------------------|
| Capital Outlay - Land | \$ | <u>1,385,902</u> |
| TOTAL | \$ | <u>1,385,902</u> |

| Program: 091701 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|-----------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| All Other Resources | \$28,446 | \$11,600 | \$12,470 | \$25,560 | \$24,505 |
| Fund Balance | \$0 | \$0 | \$0 | \$1,350,000 | \$1,361,397 |
| Total | \$28,446 | \$11,600 | \$12,470 | \$1,375,560 | \$1,385,902 |
| EXPENDITURES | | | | | |
| Capital Outlay | \$0 | \$0 | \$0 | \$1,375,560 | \$1,385,902 |
| Total | \$0 | \$0 | \$0 | \$1,375,560 | \$1,385,902 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

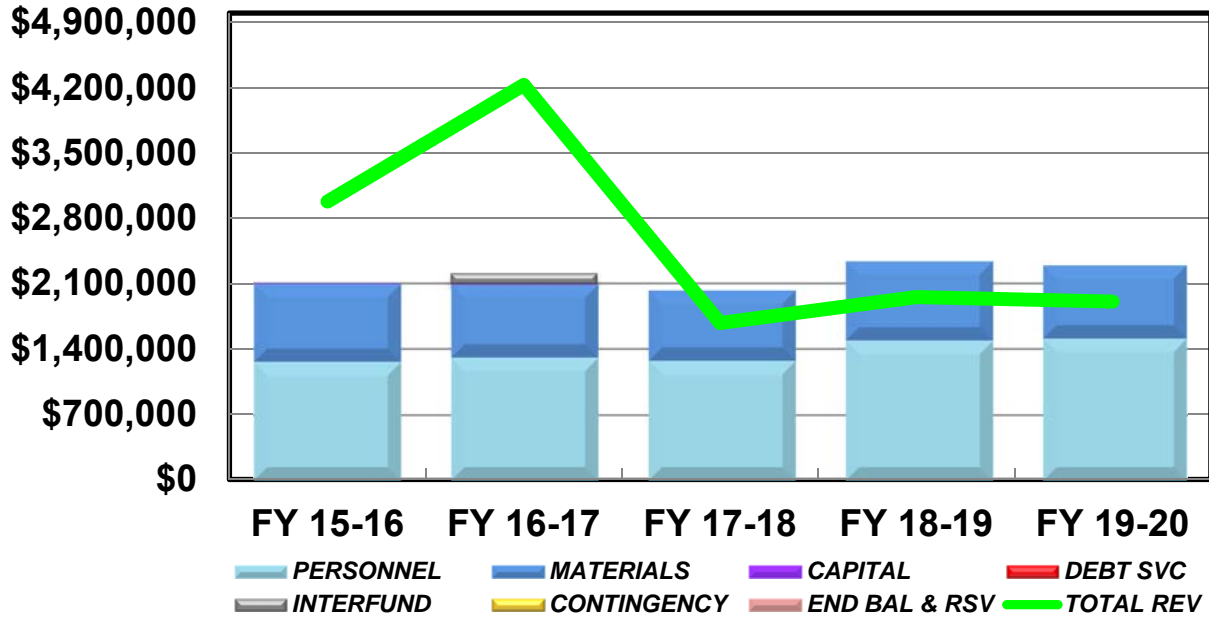


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FINANCE

2015-2016 TO 2019-2020



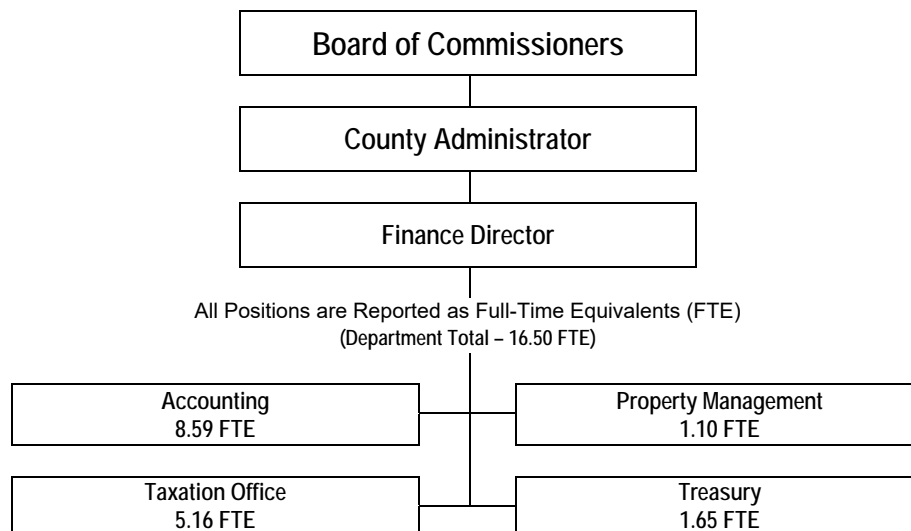
| | FY 15-16 Actual | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Adopted | FY 19-20 Adopted |
|------------------|--------------------|--------------------|--------------------|---------------------|---------------------|
| PERSONNEL | \$1,256,896 | \$1,303,673 | \$1,270,256 | \$1,486,545 | \$1,505,877 |
| MATERIALS | \$835,985 | \$782,321 | \$750,430 | \$845,118 | \$783,481 |
| CAPITAL | \$6,995 | \$7,095 | \$0 | \$0 | \$0 |
| DEBT SVC | \$0 | \$0 | \$0 | \$0 | \$0 |
| INTERFUND | \$0 | \$114,892 | \$0 | \$0 | \$0 |
| CONTINGENCY | \$0 | \$0 | \$0 | \$0 | \$0 |
| END BAL & RSV | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL EXP | \$2,099,876 | \$2,207,981 | \$2,020,686 | \$2,331,663 | \$2,289,358 |
| TOTAL REV | \$2,978,837 | \$4,230,358 | \$1,677,983 | \$1,956,030 | \$1,906,341 |
| FTEs | 15.56 | 15.50 | 16.50 | 16.50 | 16.50 |

Between FY 18-19 and FY 19-20 there are no major changes to this budget and no change to the number of FTEs. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between "Actual" and "Adopted" Budgeted Numbers located on page 17 of this document.



FINANCE

Organization Chart



Department Summary

Purpose Statement: To provide financial support, control, and income generation (investment income) services to the organization. The Department also provides revenue collection services to all County taxing districts, and property tax assistance and support services to the public.

Major Issues and Service Level Goals for Fiscal Year 2019-2020

- Implement cash receipting system to streamline treasury processes.
- Implement process improvements within the payroll division for more efficient processing.
- Continue the use of electronic payment solutions for accounts payable to reduce costs, increase rebates, and increase efficiency.
- Improve collection processes and procedures for delinquent taxes.
- Continue to improve efficiency of processes and implement best practices in all procedures.

Major Issues and Service Level Accomplishments for Prior Year

- Early extinguishment of Airport debt with a net cash savings of \$150,000 for the remainder of the bonds.

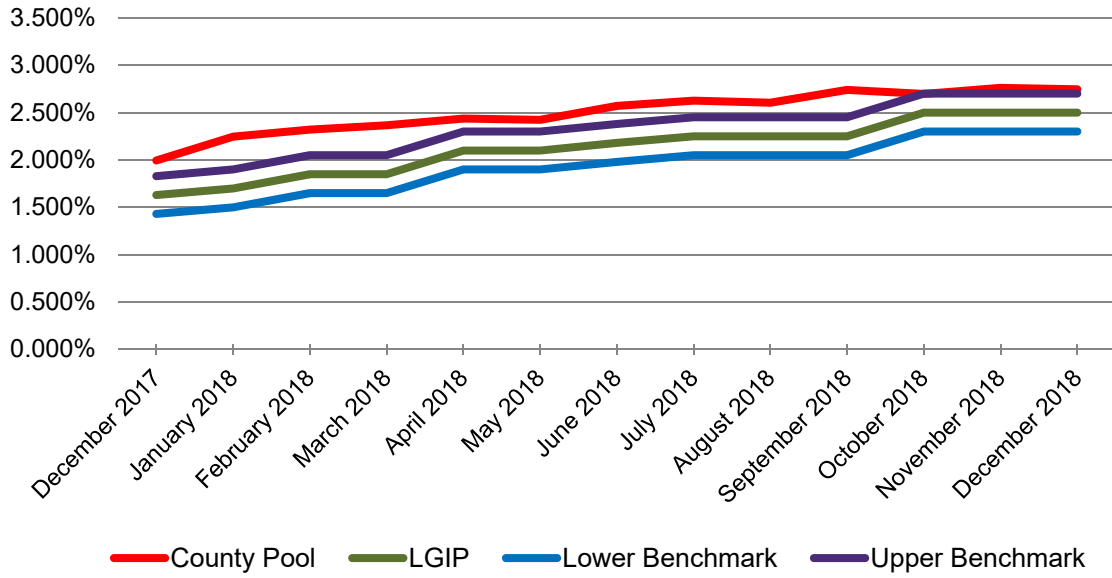
Benchmark

The Treasury benchmark is based on a range rather than a specific point or target. Realizing that any investment portfolio benchmark tends to be valid only over a complete market cycle, which runs for a number of years, the benchmark is shown over time. Our benchmark, as shown in the line graph below, reflects investment portfolio performance as measured against the Local Government Investment Pool (LGIP) + or - 0.20 percent. This provides a targeted range and, as such, permits minor week to week variances in the LGIP without automatically creating an apparently unfavorable variance.



FINANCE

Interest Rates by Month



Accounting

Program Purpose

The Accounting Program is responsible for providing a flexible, timely management information system that allows easy access to financial data important to decision making, while maintaining necessary internal controls and encouraging competitive and effective procurement practices in a decentralized environment. The Accounting Program is helping to meet County goals: (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (11) Maintain public records to provide financial, historical, and statistical information.

Program Information

The Accounting Program provides the services listed below.

Provide Technical Guidance and Oversight in Fiscal Management Practices

Strategic Objective: Provide technical oversight of accounting and payroll records by reviewing and analyzing financial records of all County agencies so that the County earns an unqualified audit opinion and the Government Finance Officers Association's (GFOA) award.

Jackson County continues to receive an unqualified audit opinion by external auditors indicating that its financial records and statements are fairly and appropriately presented and in accordance with Generally Accepted Accounting Principles (GAAP). Fiscal year 2016-2017 is also the 34th consecutive year that Jackson County has been awarded GFOA's "Certificate of Achievement for Excellence in Financial Reporting."

Strategic Objective: Provide accounts payable services in the most cost effective manner, reduce the number of payments made each year, and maximize the use of electronic payments and purchasing cards to reduce costs and increase the purchase card rebate.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Total payments | 31,505 | 35,320 | 30,424 | 30,808 | 30,000 |
| Paid by check | 24.86% | 22.26% | 22.62% | 21.48% | 21.50% |
| Paid by Electronic Funds Transfer (EFT) | 8.08% | 8.13% | 10.59% | 11.31% | 11.50% |
| Paid by purchasing card | 67.06% | 69.62% | 66.79% | 67.21% | 67.00% |
| Purchasing card rebate | \$110,711 | \$121,682 | \$108,629 | \$115,000 | \$120,000 |

Reducing paper checks not only saves the County money, but is considered industry best practices to maximize efficiency and minimize fraud. The Accounting Program has processes and procedures in place to ensure that all vendors are paid electronically whenever possible. This includes annual campaigns to vendors with sign up information and a secondary review of all invoices to determine if an electronic method could be used for payment.



Accounting

Significant Issues in the Year Ahead

The overall emphasis this year will be the continued focus on implementing best practices to maximize the efficiency of the Department with the primary focus being on payroll.

Financial Condition

Accounting is a Central Services program that is 85 percent funded by interfund transfers with approximately 43 percent of the charges to the County's General Fund. The remaining 15 percent of funding for the Accounting Program is from miscellaneous revenues (purchasing card rebate).

| Program: 060101 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$111,143 | \$121,912 | \$108,653 | \$126,634 | \$120,000 |
| Fees & Other Service Charges | \$58 | \$5 | \$0 | \$0 | \$0 |
| All Other Resources | \$131 | \$248 | \$100 | \$0 | \$0 |
| Interfund Transfers | \$601,369 | \$591,048 | \$586,477 | \$665,926 | \$683,022 |
| Total | \$712,701 | \$713,213 | \$695,230 | \$792,560 | \$803,022 |
| EXPENDITURES | | | | | |
| Personnel Services | \$661,986 | \$678,081 | \$637,634 | \$733,849 | \$750,326 |
| Materials & Services | \$51,947 | \$49,890 | \$120,651 | \$58,711 | \$52,696 |
| Total | \$713,933 | \$727,971 | \$758,285 | \$792,560 | \$803,022 |
| Full-Time Equivalent | 8.10 | 7.65 | 8.25 | 8.60 | 8.59 |



Property Management

Program Purpose

To manage the County's real property assets including the granting of easements, negotiation of leases, and auctioning properties deemed to be surplus. The Property Management Program is involved in the foreclosure process from the generation of files and records at the beginning of the two-year "judgment" period to the point of possible sale after properties are deeded to the County. Field visits are performed on properties in the foreclosure process to facilitate identification of missing owners or other parties with a recorded interest. This Program manages County-owned property that is retained for operations, including maintaining records as to origin, restrictions in use, archeological designation, etc. The Property Management Program provides assistance to taxpayers and County departments on property issues and procedures as well as locating and negotiating for property needed for County purposes, for both lease and purchase. This Program is helping to meet County goals: (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (11) Maintain public records to provide financial, historical, and statistical information.

Program Information

The Property Management Program provides the services listed below.

County Tax Foreclosure

Strategic Objective: Maximize payments on accounts in foreclosure with a goal of collecting as many accounts as possible to avoid final deed to the County.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| "Intent to Foreclose" notices sent | 394 | 393 | 315 | 293 | 264 |
| Judgments on properties | 104 | 115 | 76 | 48 | 77 |
| Properties deeded to County | 29 | 19 | 21 | 20 | 16 |
| Collected before final deed | 93.00% | 95.17% | 93.33% | 93.00% | 94.00% |

(Data collected on deed year.)

Collecting delinquent taxes prior to a property being deeded to the County saves both time and financial resources. The Property Management Program strives to use all collection methods possible by law including payment agreements and garnishments to collect amounts due.

Management of County Properties

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



Property Management

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Surplus properties in inventory | 140 | 164 | 159 | 171 | 177 |
| Fluctuation in surplus properties | -19.50% | 17.10% | -3.00% | 0.07% | 0.04% |
| Surplus properties available to the public | 23 | 36 | 9 | 20 | 22 |
| Change in available surplus properties | 14.8% | 56.5% | 75.0% | 55.0% | 10.0% |
| Properties sold | 5 | 23 | 8 | 12 | 12 |
| Fluctuation in properties sold | 79.0% | 360.0% | 65.2% | 33.3% | 0.0% |

County properties must be maintained to ensure that they are in compliance with all codes as well as suitable for sale to the public at auction. In addition, all properties put up for sale must be done so in accordance with all applicable laws and guidelines. The Property Management Program ensures that County-owned properties are properly maintained and monitored.

Management of Contract Payment Collections

Strategic Objective: This Program provides contract payment collection services for Jackson County's real estate contracts. This includes originating the contract agreement and payment processing and collection as necessary.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Real estate contracts | 9 | 14 | 14 | 14 | 14 |
| Dollar value collected | \$128,155 | \$183,215 | \$668,460 | \$105,005 | \$112,061 |

The ability to buy County properties on contract is a viable option for many citizens. The Property Management Program must continually monitor and manage these contracts to ensure that payments are received within the contract terms.

Management of Leases on County-Owned Property

Strategic Objective: This Program provides property management services for Jackson County properties that are leased by third parties.



Property Management

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|----------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Property management leases | 9 | 10 | 10 | 11 | 11 |
| Total revenue | \$374,155 | \$314,772 | \$315,802 | \$338,179 | \$338,179 |
| Total direct expenditures | \$345,669 | \$276,759 | \$276,251 | \$301,230 | \$301,230 |

County buildings and land that are no longer used by County services are managed by the Property Management Program. It is critical that the revenue and associated expenses for these buildings be monitored and properly accounted for in the financial statements of the County.

Significant Issues in the Year Ahead

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

Financial Condition

Property sale revenues may only be retained to the extent that they cover actual costs. Additional receipts are distributed to all County taxing districts per Oregon Revised Statute (ORS) 275.275. This Program is funded through property sales, easements, and lease payments. The Property Management Program receives no General Fund support.

| Program: 060202 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$0 | \$0 | \$197 | \$0 | \$0 |
| Fees & Other Service Charges | \$1,747,600 | \$3,011,428 | \$449,099 | \$597,170 | \$541,879 |
| Total | \$1,747,600 | \$3,011,428 | \$449,296 | \$597,170 | \$541,879 |
| EXPENDITURES | | | | | |
| Personnel Services | \$129,837 | \$130,488 | \$108,954 | \$145,221 | \$117,320 |
| Materials & Services | \$479,935 | \$416,368 | \$313,645 | \$451,949 | \$419,144 |
| Interfund Transfers | \$0 | \$114,891 | \$0 | \$0 | \$0 |
| Total | \$609,772 | \$661,747 | \$422,599 | \$597,170 | \$536,464 |
| Full-Time Equivalent | 1.50 | 1.80 | 1.60 | 1.60 | 1.10 |



Taxation Office

Program Purpose

To maximize the collection of property taxes in a timely manner on behalf of the taxing districts and the citizens of Jackson County while utilizing the latest available technology. In addition, the Taxation Office Program provides cost-effective collection of miscellaneous revenues for other departments in a manner that provides convenience to the public while protecting the County's financial assets. This Program collects the taxes that help all taxing districts serve County citizens and helps the County to achieve goals: (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (11) Maintain public records to provide financial, historical, and statistical information.

Program Information

The Taxation Office Program provides the services listed below.

Collection and Processing of Property Tax Receipts and Related Activity

Strategic Objective: Process all collections in an efficient and cost effective manner by using best practices and modern equipment.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Tax statements processed | 99,348 | 99,633 | 99,727 | 99,846 | 100,000 |
| Tax statements processed for Curry County | 10,494 | 9,994 | 10,747 | 10,356 | 10,350 |
| Accounts handled per full-time employee | 29,367 | 29,230 | 29,459 | 29,387 | 29,333 |
| Outside printing/postage costs per statement | \$0.48 | \$0.50 | \$0.49 | \$0.52 | \$0.52 |

Tax continues to implement best practices to ensure that tax payments are processed in the most efficient and cost effective method possible. The in-house lockbox service has been so efficient and effective for processing the County's tax payments that the Department was able to expand and offer services to Curry County in fiscal year 2015-2016 which mutually benefitted both counties.

Collection of Miscellaneous Revenues From Other County Departments

Strategic Objective: Process all collections in an efficient manner to record other County collections in a timely manner.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Dog licenses issued | 1,026 | 1,069 | 1,025 | 1,025 | 1,025 |



Taxation Office

The Taxation Office continues to provide this service as a courtesy to the public who may find this location more accessible than Animal Control.

Significant Issues in the Year Ahead

During fiscal year 2019-2020, the Taxation Office Program will continue to refine opportunities for efficiency and implementation of best practices to reduce costs and increase production with a focus on electronic delivery of tax statements.

Financial Condition

The Taxation Office Program expenses are covered 18 percent by the State's County Assessment Function Funding Assistance (CAFFA) grant and approximately 29 percent is covered by other miscellaneous revenues; the remaining 53 percent is from the County's General Fund.

| Program: 060201 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$125,407 | \$124,575 | \$119,250 | \$130,000 | \$130,000 |
| Fees & Other Service Charges | \$189,328 | \$215,013 | \$213,739 | \$216,972 | \$211,947 |
| All Other Resources | \$4,681 | \$3,606 | \$104 | \$3,718 | \$2,900 |
| Interfund Transfers | \$2,750 | \$2,850 | \$3,006 | \$2,809 | \$1,880 |
| Total | \$322,166 | \$346,044 | \$336,099 | \$353,499 | \$346,727 |
| EXPENDITURES | | | | | |
| Personnel Services | \$328,685 | \$350,752 | \$351,886 | \$417,824 | \$443,338 |
| Materials & Services | \$272,100 | \$284,091 | \$298,662 | \$311,308 | \$291,821 |
| Capital Outlay | \$0 | \$7,095 | \$0 | \$0 | \$0 |
| Total | \$600,785 | \$641,938 | \$650,548 | \$729,132 | \$735,159 |
| Full-Time Equivalent | 4.28 | 4.43 | 4.60 | 4.65 | 5.16 |



Treasury

Program Purpose

To manage the County's funds for maximum return while meeting liquidity requirements, protecting investment principal, and adhering to statutory and policy restrictions and requirements. The Treasury Program receives County funds, disburses tax revenue to all taxing entities, provides debt service administration for the County, and maintains an investment pool for all funds. This Program assists all departments in the implementation of systems to enhance the processing and security of receipts, including wire and credit card payments. The Program is helping to achieve County goals: (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Treasury Program provides the services listed below.

Custodian of Public Funds – To Ensure the Safety and Liquidity of Public Funds

Strategic Objective: Protect invested capital.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Invested principal lost during the year | \$0 | \$0 | \$0 | \$0 | \$0 |
| Investments held in 3 rd party safekeeping | 100% | 100% | 100% | 100% | 100% |
| Deposits in qualified financial institutions | 100% | 100% | 100% | 100% | 100% |

Security of public funds is the primary objective of the Treasury Program. The Treasurer ensures that all investments are allowed by statute, held by a third party custodial bank, and are monitored for continued compliance. The Treasurer ensures that these objectives are being met by carefully screening potential brokers, monitoring existing brokers, and daily monitoring of the investment portfolio using a third party software provider to increase integrity of the data.

Strategic Objective: Diversify investments and ladder those investments to meet cash flow needs with a maximum duration of five years. Target duration of 2.50.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Investments in compliance with investment policy diversification criteria | 100% | 100% | 100% | 100% | 100% |
| Portfolio weighted average maturity at June 30 | 1.85 | 2.20 | 1.91 | 2.50 | 1.75 |

Diversification and weighed average maturities of the investment portfolio are essential to maintain the liquidity of the portfolio which is the second most important objective of the investment portfolio. The Treasurer carefully reviews the investment portfolio prior to making any new investments to ensure that any purchase would still be



Treasury

within diversification targets. In addition, the Treasurer maintains a forecast of daily cash activity to ensure that the investment portfolio is adequate to meet any of the County's financial needs.

Maximize Return on Investment – Invest Pooled Portfolio in Fixed Income at Competitive Rates

Strategic Objective: Invest portfolio in fixed income instruments at competitive rates.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Average monthly balance invested funds | \$139,030,202 | \$145,000,943 | \$145,000,943 | \$152,172,212 | \$155,000,000 |
| Total portfolio invested | 90.50% | 91.43% | 90.04% | 87.34% | 90.00% |
| Average portfolio rate of return for Jackson County portfolio | 1.57% | 1.61% | 2.08% | 2.55% | 2.75% |
| Average rate of return for Local Government Investment Pool | 0.65% | 1.10% | 1.73% | 2.17% | 1.50% |
| Average rate of return three year Treasury notes | 1.03% | 1.27% | 2.06% | 2.57% | 3.00% |

Return on investment is the last goal of the investment strategy. When an investment is being made, the Treasurer reviews all options to obtain the best return for the County within the safety and liquidity constraints. This is facilitated by obtaining multiple bids from qualified brokers when funds are ready to be placed for investment.

Significant Issues in the Year Ahead

The Federal Reserve continues to raise rates which has a direct impact on the County's portfolio. A challenge in the year ahead will be to maximize the County's return on investments without risking market to market losses.

Financial Condition

Treasury is a Central Services program that is 93.6 percent funded by interfund transfers with approximately 35.3 percent of the charges to the County's General Fund. An additional 6.4 percent in revenue is received through the State's County Assessment Function Funding Assistance (CAFFA) grant and ATM surcharge revenue.

Treasury

| Program: 060102 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$1,910 | \$1,897 | \$1,816 | \$1,950 | \$1,950 |
| Fees & Other Service Charges | \$7,715 | \$4,640 | \$9,863 | \$12,000 | \$11,700 |
| All Other Resources | \$180 | \$45 | \$0 | \$0 | \$0 |
| Interfund Transfers | \$186,566 | \$153,092 | \$185,678 | \$198,851 | \$201,063 |
| Total | \$196,371 | \$159,674 | \$197,357 | \$212,801 | \$214,713 |
| EXPENDITURES | | | | | |
| Personnel Services | \$136,387 | \$144,352 | \$171,782 | \$189,651 | \$194,893 |
| Materials & Services | \$32,003 | \$31,972 | \$17,472 | \$23,150 | \$19,820 |
| Capital Outlay | \$6,995 | \$0 | \$0 | \$0 | \$0 |
| Total | \$175,385 | \$176,324 | \$189,254 | \$212,801 | \$214,713 |
| Full-Time Equivalent | 1.68 | 1.62 | 2.05 | 1.65 | 1.65 |

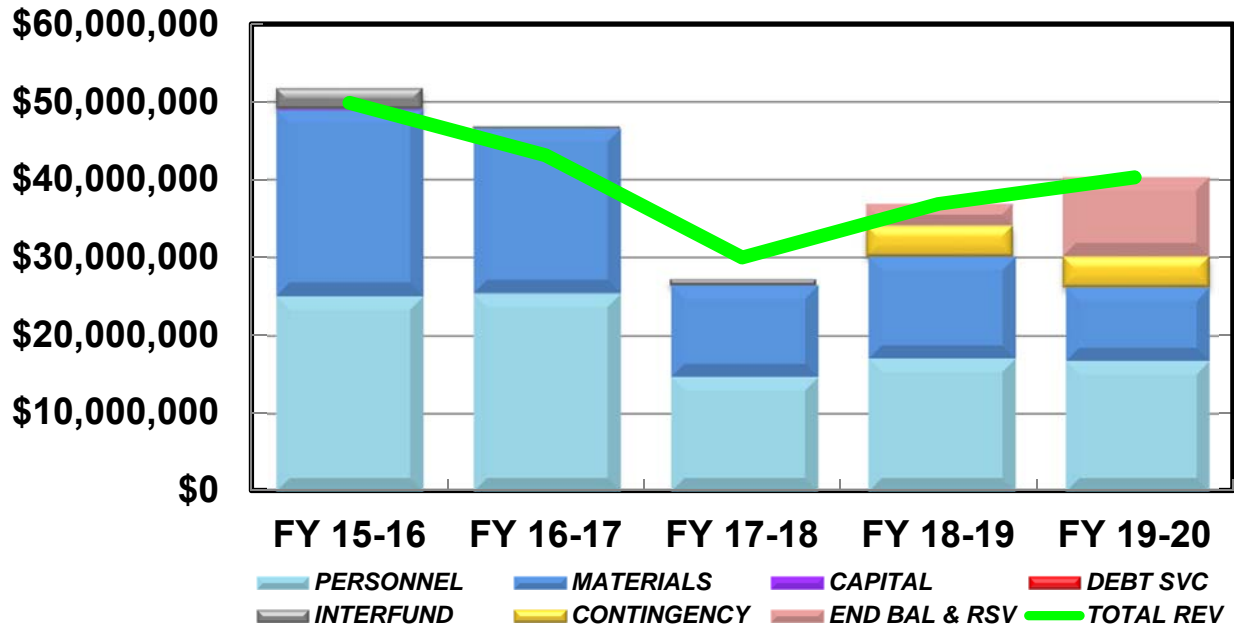


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HEALTH AND HUMAN SERVICES

2015-2016 TO 2019-2020



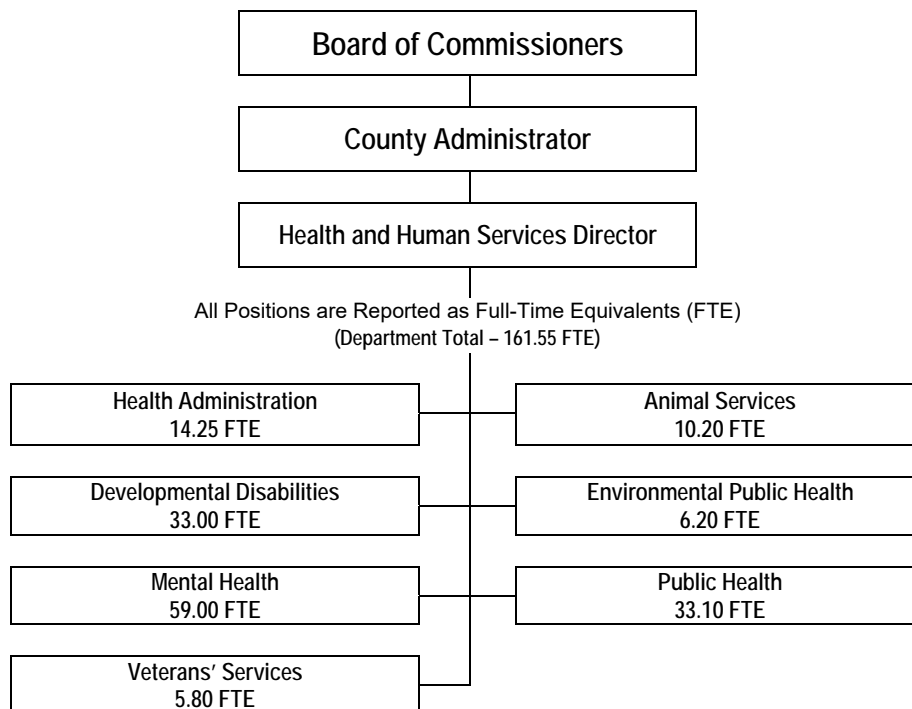
| | FY 15-16 Actual | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Adopted | FY 19-20 Adopted |
|------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| PERSONNEL | \$25,046,198 | \$25,381,293 | \$14,676,177 | \$17,056,795 | \$16,744,418 |
| MATERIALS | \$23,878,251 | \$21,143,609 | \$11,710,352 | \$13,024,717 | \$9,387,968 |
| CAPITAL | \$106,770 | \$0 | \$0 | \$0 | \$0 |
| DEBT SVC | \$0 | \$0 | \$0 | \$0 | \$0 |
| INTERFUND | \$2,709,730 | \$301,659 | \$825,780 | \$0 | \$0 |
| CONTINGENCY | \$0 | \$0 | \$0 | \$4,000,000 | \$4,000,000 |
| END BAL & RSV | \$0 | \$0 | \$0 | \$2,786,200 | \$10,160,000 |
| TOTAL EXP | \$51,740,949 | \$46,826,561 | \$27,212,309 | \$36,867,712 | \$40,292,386 |
| TOTAL REV | \$49,863,055 | \$43,111,011 | \$29,963,279 | \$36,867,712 | \$40,292,386 |
| FTEs | 408.91 | 411.55 | 181.85 | 175.65 | 161.55 |

For FY 19-20, the decrease in Materials is due to reductions in contracted services and building rent charged by the General Fund. Additionally, the reduction of 14.10 FTEs is due to reductions in State funding and increased personnel expenses. The fluctuation in fund balance is expected as the Department spends monies according to grant requirements. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between "Actual" and "Adopted" Budgeted Numbers located on page 17 of this document.



HEALTH AND HUMAN SERVICES

Organization Chart



Department Summary

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

Major Issues and Service Level Goals for Fiscal Year 2019-2020

- Approximately 64.1 percent of the Health and Human Services (HHS) operating budget is comprised of grants and reimbursements from the State and Federal governments.
- State budget challenges, relatively flat funding, and Medicaid uncertainty as the Oregon Health Authority awards new five-year contracts (effective January 1, 2020) to Coordinated Care Organizations, coupled with increased operational costs, present uncertainty for the upcoming fiscal year.

Major Issues and Service Level Accomplishments for Prior Year

- Jackson County Mental Health served 2,822 individuals in 2018.
- The Oregon Office of Developmental Disabilities Services (ODDS) continues to see statewide growth due to the K Plan. This has created a significant bubble in the transition age youth (15 to 21 years of age) that this Program serves. As this age group enters full adult services, staff will struggle to keep manageable caseload sizes for the case managers who serve them. Despite the increase of 16 to 21 Developmental Disability Case Managers (DDCM), the growth continues. The Developmental Disabilities Program also struggles to find enough qualified applicants to fill the DDCM vacancies. This is compounded by pressure to reduce funding to the Developmental Disabilities Program as the result of State budgeting shortfalls. The growth rate is expected to continue through the 2019-2021 biennium.



HEALTH AND HUMAN SERVICES

- From January through December 2018, Public Health received 1,950 reports of communicable diseases. Of these reports, 1,334 were sexually transmitted diseases (STD), with a 97 percent increase in syphilis cases (2017: 38; 2018: 75). Much of the communicable disease increase in Jackson County is the result of an increase in gonorrhea (255) and syphilis (75) cases, which is consistent with State and nationwide trends.
- From January through December 2018, the Maternal and Child Health program provided 2,591 home visits. Nurse home visiting services are prioritized for families with multiple barriers including drug and alcohol dependency, first time parents meeting eligibility criteria, teen parents, homeless families, issues of domestic violence, and language barriers.
- From January through December 2018, the Reproductive Health Clinic provided cervical and breast cancer screening and reproductive health services to 1,083 clients with a clinic visit total of 1787. Additional clients were seen in the sexually transmitted infections (STI) clinic where 1,487 tests were performed in order to diagnose and treat STIs. The immunization program provided a total of 5,672 immunizations.
- In October of 2016, Jackson County Public Health implemented a Syringe Exchange Program and disposal which is part of a comprehensive public health approach to prevent the spread of Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome (HIV/AIDS), Hepatitis C, and other blood borne pathogens in the community. During the second year of the program (October 2017 through September 2018), operating six hours per week, there were 244,704 syringes exchanged and a total of 3,818 encounters/client visits.
- From January through December 2018, the Women, Infants, and Children (WIC) program had 19,828 individual contacts (4,108 of these were for nutrition education classes). The community also benefited by participants using WIC spending \$2,993,305 total WIC dollars on healthy foods at local retailers and \$52,780 at local farmers markets and farm stands through the issuance of farm direct nutrition program coupons.
- In 2018, the Animal Shelter provided temporary housing for 3,547 animals compared to 3,511 in 2017, a small increase. Almost 1,000 animals, mostly dogs, were returned to their owners. New homes were found for 993 dogs and 842 cats thanks to the combined efforts of Shelter staff and Friends of the Animal Shelter (FOTAS) volunteers. The live release rate for dogs remained at 94 percent while the rate for cats remained at 57 percent, primarily due to the large number of unwanted feral cats taken in. Capital improvements in 2018 included upgraded yards to support the successful playgroup program for dogs and air conditioning was installed in the dog kennels making it much more comfortable for the dogs, volunteers, and the public viewing adoptable dogs.
- Animal Control Deputies responded to almost 1,100 calls for service to address dangerous dogs, welfare checks, animal bites, barking dog complaints, and dogs running at large.
- Environmental Public Health (EPH) was fully staffed in 2018 and completed all required facility inspections. EPH also successfully completed the State triennial review, resulting in zero deficiencies and a successful handwashing educational campaign at the Jackson County Fair.

Benchmark

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

Health Administration

Program Purpose

The Health Administration Program provides direction and administrative support, including budgeting, compliance, contracts, personnel, and planning for all Health and Human Services' programs while maintaining collaborative relationships with other agencies who serve the same population. The Health Administration Program is helping to meet County goals: (1) Protect the health, safety and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Health Administration Program provides the services listed below.

Administration

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

Integrated Services

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

Significant Issues in the Year Ahead

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

Financial Condition

This Program is mostly funded by chargebacks to other Health and Human Services' programs. There is support for this Program from the County's General Fund to cover the jail medical expenses.

Health Administration

| Program: 240101 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$1,592,660 | \$616,664 | \$773,997 | \$452,292 | \$101,110 |
| Fees & Other Service Charges | \$388,158 | \$439,182 | \$1,930,392 | \$412,001 | \$421,000 |
| All Other Resources | \$376,050 | \$116,929 | \$97,242 | \$160,000 | \$200,000 |
| Interfund Transfers | \$2,287,166 | \$2,356,654 | \$2,391,736 | \$1,966,634 | \$1,932,065 |
| Fund Balance | \$0 | \$0 | \$0 | \$8,008,619 | \$14,000,000 |
| Total | \$4,644,034 | \$3,529,429 | \$5,193,367 | \$10,999,546 | \$16,654,175 |
| EXPENDITURES | | | | | |
| Personnel Services | \$418,570 | \$498,024 | \$1,380,240 | \$552,909 | \$460,010 |
| Materials & Services | \$3,173,985 | \$2,555,171 | \$2,731,612 | \$3,660,437 | \$2,034,165 |
| Capital Outlay | \$106,770 | \$0 | \$0 | \$0 | \$0 |
| Interfund Transfers | \$2,709,730 | \$301,658 | \$825,480 | \$0 | \$0 |
| Contingency | \$0 | \$0 | \$0 | \$4,000,000 | \$4,000,000 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$2,786,200 | \$10,160,000 |
| Total | \$6,409,055 | \$3,354,853 | \$4,937,332 | \$10,999,546 | \$16,654,175 |
| Full-Time Equivalent | 26.91 | 24.66 | 16.94 | 16.25 | 14.25 |



Animal Services

Program Purpose

The purpose of the Animal Services Program is to protect human and animal health and safety, increase responsible pet ownership and return stray domestic animals to owners or find new homes for the adoptable ones. The Program also strives to reduce the number of unwanted pets through education and enforcement of animal control ordinances and welfare standards. The Animal Services Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (9) Promote employee pride, high standards of performance, and productivity; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Animal Services Program provides the services listed below.

Animal Shelter

Strategic Objective: Pick up and take in stray and unwanted dogs and cats to reduce health concerns and the risk of bites or attacks to people and other animals/livestock; return lost dogs and cats to their owners; find new homes for those not returned; and increase the live release rate of cats and dogs from the Shelter.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Dogs handled | 1,743 | 1,741 | 1,887 | 1,900 | 1,900 |
| Change in dogs handled | 11.9% | -0.1% | 8.4% | 0.7% | 0.0% |
| Cats handled | 1,341 | 1,453 | 1,663 | 1,600 | 1,600 |
| Change in cats handled | -2.7% | 8.4% | 14.4% | -3.8% | 0.0% |
| Dogs returned to owner, adopted, or transferred to another shelter/rescue | 1,540 | 1,637 | 1,754 | 1,750 | 1,750 |
| Change in dogs returned to owner, adopted, or transferred to another shelter/rescue | 21.6% | 3.9% | 7.1% | -0.2% | 0.0% |
| Cats returned to owner, adopted, or transferred to another shelter/rescue | 770 | 872 | 944 | 1,000 | 1,100 |
| Change in cats returned to owner, adopted, or transferred to another shelter/rescue | 1.7% | 13.2% | 8.3% | 6.0% | 10.0% |
| Live release rate for dogs | 87.7% | 91.9% | 94.0% | 94.5% | 95.0% |
| Live release rate for cats | 56.2% | 61.1% | 57.4% | 60.0% | 70.0% |

Note: data is based on calendar years 2016, 2017, 2018, 2019, and 2020.

The Shelter remains the only open-admissions shelter in Jackson County for cats and dogs. Like most areas of the country, there is a percentage of the public that is not willing, nor able, to take responsibility for their animals. These animals not only become victims of neglect and abuse themselves, but also create health and safety issues for



Animal Services

other animals and people. The Shelter takes in all stray and surrendered dogs, but only the number of cats it can adequately care for. So, fortunately, it does not have to euthanize animals for time or space. In 2018, the Shelter took in almost 150 more dogs compared to the previous year, which was manageable. However, the additional 200 plus cats/kittens overwhelmed staff in the summer, resulting in more cats/kittens being euthanized compared to 2017, which contributed to the 4 percent drop in the live release rate for cats. To address this, the Shelter initiated a waiting list for the intake of cats which has been helpful in managing the inflow of cats to match the space available to care for them adequately. This should result in less euthanasia of sick animals during the upcoming busy kitten season compared to last year. The return-to-field program for feral cats continued to grow, resulting in 47 feral cats that did not need to be euthanized. Although the Shelter has achieved significant improvements in its live outcomes for dogs over the last five years, more work remains to be done within the community to reduce the number of feral cats that get euthanized. A “working cat” program is under consideration by volunteers willing to get the program started with the hope of finding placement in barn, orchard, and farm situations for up to 100 feral cats a year. Additional gains in the percentage of dogs leaving the Shelter alive will be minimal given the number of dangerous dogs and those with major health issues that typically enter the Shelter.

Case Investigation

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Dangerous dog, bites, attacks to other animals, and trespassing | 235 | 220 | 244 | 240 | 240 |
| Change in dangerous dog, bites, attacks to other animals, and trespassing | -3.3% | -6.4% | 10.9% | -1.6% | 0.0% |
| Nuisance (barking dog complaints and dogs running at large) | 190 | 192 | 212 | 200 | 200 |
| Change in nuisance (barking dog complaints and dogs running at large) | -32.6% | 1.1% | 10.4% | -5.7% | 0.0% |
| Neglect/abandonment/welfare checks | 130 | 129 | 110 | 120 | 120 |
| Change in neglect/abandonment/welfare checks | -44.7% | 15.4% | -14.7% | 9.1% | 0.0% |
| Animal bites to humans | 338 | 404 | 421 | 420 | 420 |
| Change in animal bites to humans | -17.2% | 3.6% | 4.2% | -0.2% | 0.0% |

The Animal Services team of deputies is now fully staffed again after being short one officer when the Enforcement Supervisor left the County. Deputies have continued to develop stronger relationships with local law enforcement agencies which has eliminated duplication of efforts in dealing with dogs running at large and welfare checks within the city limits. This has allowed Animal Control Deputies more time to be proactive with animal welfare checks outside of city limits, kennel inspections, following up on barking dog complaints, and picking up stray dogs in rural areas. At the same time, these deputies have been quick to respond to law enforcement requests for assistance which now happen on a regular basis. This is evidence of the growing partnership between Animal Services and local law enforcement agencies which has been positive for Jackson County citizens. Deputies have also had time



Animal Services

to patrol neighborhoods known to have dogs running at large on a more regular basis and will soon be spending more time following up on licensing compliance.

Licensing

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Dog licenses sold | 15,902 | 15,586 | 15,642 | 16,000 | 18,000 |
| Change in dog licenses sold | -10.4% | -2.0% | 0.3% | 2.3% | 12.5% |
| Active one year, two year, and three year licenses | 41,837 | 40,996 | 40,733 | 42,000 | 45,000 |
| Change in active one year, two year, and three year licenses | 1.3% | -2.0% | -0.6% | 3.1% | 7.1% |

A primary goal of Animal Services is to return lost animals to their owners and ensure that unlicensed dogs get vaccinated and licensed. Obtaining a rabies vaccine, which is required for licensing, has become more challenging over the last couple of years for dog owners who retrieve their dogs from the Shelter as veterinarian offices become busier and more expensive. Although the Shelter continues to offer its monthly low-cost vaccination and licensing clinic, attendance has continued to grow after the monthly clinic at a local pet store closed in December 2017. Because the size of the Shelter's clinic is now taxing current volunteer and staff resources, efforts are underway to establish another monthly clinic in the northern part of the County in addition to working with selected veterinarian offices to offer low-cost and timely options to clients who just need a rabies vaccine for their dog(s) to get them licensed.

A secondary goal is to encourage license compliance for all dogs within Jackson County which has not increased as expected due to lack of staff time to increase awareness, educate the public, and enforce compliance. However, now that Animal Services is fully staffed and better organized, enforcing licensing compliance became a priority for fiscal year 2018-2019. This includes the following strategies: provide an option for dog owners to use the web to license their dogs, beginning in summer of 2019, which has the potential to increase revenue while reducing the workload on Health and Human Services' and Shelter staff; in February 2019, and in preparation for web licensing, began getting all Jackson County veterinarians in compliance for reporting rabies vaccinations to the County since only about half of the offices are reporting them to the County on a regular basis; encourage veterinarian offices to promote licensing to clients who purchase a rabies vaccination for their dog(s); remove perceived barriers for veterinarian offices so they are more willing to sell licenses to their clients; in February 2019, Animal Services staff started to follow up with telephone calls to dog owners and new adopters who have not followed through with licensing with deputies then issuing citations to appear in Justice Court if the license is still not purchased within the extended time given; and conduct a public relations campaign in summer of 2019, targeted to dog owners, that promotes the benefits of licensing to coincide with the introduction of the "new" web licensing option.

This focus on licensing is critical to increasing the Shelter's primary funding source to help cover the persistent budget deficit. Additionally, it assures that more dogs are properly vaccinated against rabies. Staff are also able to more quickly return dogs that are wearing a license to their owners, often without them having to spend any time in the Shelter. Another benefit to an owner of a licensed dog is reduced fees to redeem their dog if the dog does end up at the Shelter.



Animal Services

Animal Body Disposal

Strategic Objective: Timely removal and proper disposal of animal bodies from County roads and the streets in those cities that contract for our services. Proper disposal of animal bodies euthanized by area veterinarians.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Deer and other wildlife removed from the roadway and disposed of | 578 | 530 | 550 | 550 | 550 |
| Change in deer and other wildlife removed from the roadway and disposed of | 17.2% | -8.3% | 3.8% | 0.0% | 0.0% |
| Dogs and cats removed from the roadway and disposed of | 134 | 114 | 244 | 250 | 250 |
| Change in dogs and cats removed from the roadway and disposed of | 28.9% | 6.8% | 19.0% | 12.7% | 0.0% |
| Animals disposed of for veterinarians | 531* | 694 | 473 | 400 | 400 |
| Change in animals disposed of for veterinarians | 50.4% | 30.7% | -31.9% | 15.4% | 0.0% |

*Report that generated this number was inaccurate based on how numbers were being entered into the Shelter's computer system; unable to go back and retrieve accurate data for this period.

A veterinarian clinic in the Eagle Point area is the primary source of dead animals needing disposal from a clinic and their volume has been decreasing. This clinic delivers their own dead animals to the Shelter each month so the Animal Services deputies are not involved. At this time there is no reason to expect that the number of dead animal pick-ups from a road or from veterinarian clinics will increase significantly over the next couple of years.

Significant Issues in the Year Ahead

Changes implemented in Shelter operations, beginning in mid-2012, have become part of an improved, more compassionate culture, which is reflected in increased live release rates for both cats and dogs. Animal Shelter personnel remained fairly stable until mid-2017 when the first of the long-term staff members retired. What followed in 2018 was on-going turnover that resulted in half of the Animal Services staff leaving for a variety of reasons which negatively impacted the delivery of service and the ability of managers to get their work done. The situation resulted in a reorganization of the Animal Shelter staff which are now working better compared to a year ago at the Shelter. The new leadership and make-up of the Animal Services team, which has recently emerged, has the potential to perform outstanding work. Now that personnel have appeared to stabilize, management remains focused on continuous improvement in both the Shelter and animal control operations including development of staff through attendance at national conferences and webinars.

Based on citizen feedback and a 2017 County audit, Animal Services was doing good work and meeting the community's expectations. However, the work is demanding, compassion fatigue/burnout is real, and saving animals instead of just euthanizing them costs more money. Looking forward, besides the goal of increasing revenue from dog licensing, Animal Services continues to face four challenges which have not changed much from a year ago: 1) finding a more efficient way to deliver current services that is financially sustainable; 2) maintaining adequate staffing; 3) improving an aging Shelter facility; and 4) addressing cat overpopulation issues in the community.



Animal Services

Saving more animals, licensing more dogs, and responding to more calls for service in the field is difficult to do without more staff resources. Given the limited staff (four in animal control and six at the Shelter), staff and managers are pressured when just one employee is out ill or on vacation. The Shelter started closing to the general public on Mondays in 2018, while still accepting and redeeming stray animals. The recent turnover of Shelter staff also made it possible to create a 1.00 full-time equivalent (FTE) front office position in the Shelter's front office in December 2018 instead of hiring a fourth Shelter Technician to work with the animals. At the same time, the Shelter Supervisor's position was modified to spend more time working with the animals and less time on the front desk. As a result, Shelter Technicians and managers now spend less time answering phones and providing front desk support. So far this model seems to be providing better service to customers in the Shelter's front office and improved continuity of care to the animals without any additional staff. However, without additional staffing it remains difficult to take on any new programs.

The current facility was not built for saving lives since it was constructed at a time when county animal shelters focused primarily on returning animals to owners within a short amount of time and euthanizing unadoptable animals. Thus, small spaces have had to be repurposed for medical care, behavioral evaluation, and foster animal appointments. The next large need is to replace the dog and cat kennels with more modern ones, which Friends of the Animal Shelter (FOTAS) will help with in 2019, along with upgrading the highway sign to the Shelter.

The Animal Services Program continues to receive several requests for help from citizens with homes or neighborhoods overrun with stray and feral cats which staff is only able to do on a limited basis. Unfortunately, these citizens too often have few or no financial resources to help pay for services so staff only assists as time and resources are available to do so. The return-to-field program continues to expand slowly since staff has not had the time to promote it to the community. Management plans to explore additional strategies with community partners, including the Spay Neuter Your Pet's (SNYP) new spay/neuter clinic, to reduce the number of feral cats euthanized at the Shelter and to effectively address outdoor cat colonies and hoarding situations that have grown out of control. A group of FOTAS volunteers has plans to start up a "working cat" program in 2019 which would place unadoptable feral cats into barn, orchard, and farm situations to provide rodent control that would reduce the number of cats at the Shelter that would otherwise be euthanized.

Financial Condition

The Animal Services Program budget for fiscal year 2019-2020 still reflects a small deficit of about 2 percent which supports 10.05 FTE positions and two temporary (20 hours per week) positions. The number of staff positions has not increased since 2014 and has recently been reorganized to work as efficiently as possible. With the cost to achieve the live release rates of cats and dogs that enter the Shelter and deputies' work in the field, unfortunately program fees, reduced support from FOTAS, and donations have not been enough to keep up with rising personnel and overhead expenses. The Program has continued to rely on one-time funds from an earlier large bequest to cover any budget deficit, but this dwindling bequest will soon be gone making the long-term financial sustainability of the Program uncertain.

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 200 volunteers who support the work of the Shelter by assisting with animal care, adoptions, publicity, outreach, fundraising, and accepting non-financial donations including food, litter, bedding, and other materials. However, FOTAS has recently been faced with its own set of leadership challenges, including dealing with a deficit budget for the last three years, and its long-term viability to manage their workforce. So FOTAS should not be considered a likely contributor of more revenue to the Shelter in the near future, except for one-time projects.

Other financial options that have been considered for solving the Program's budget deficit include raising fees, increasing dog licensing compliance, eliminating or reducing the intake of cats, and outsourcing shelter services. The Program has taken steps to become more efficient with its existing staff, which appears to be working. Finding a way to financially sustain Animal Services' operations managed in one department may prove to be more efficient and generate better outcomes in the long run.

Animal Services

In addition to funding from the one-time bequest, smaller donations, and fees paid by the public, the Animal Services Program receives 8 percent of its funding from the Solid Waste Fund and approximately 31 percent from the County's General Fund.

| Program: 240107 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$97,562 | \$313,601 | \$170,807 | \$135,000 | \$150,000 |
| Fees & Other Service Charges | \$745,940 | \$746,538 | \$749,086 | \$788,500 | \$826,600 |
| All Other Resources | \$9,120 | \$10,896 | \$10,897 | \$0 | \$0 |
| Interfund Transfers | \$414,174 | \$414,174 | \$543,236 | \$626,927 | \$646,951 |
| Fund Balance | \$0 | \$0 | \$0 | \$58,894 | \$56,505 |
| Total | \$1,266,796 | \$1,485,209 | \$1,474,026 | \$1,609,321 | \$1,680,056 |
| EXPENDITURES | | | | | |
| Personnel Services | \$757,291 | \$782,096 | \$764,658 | \$916,824 | \$973,459 |
| Materials & Services | \$593,819 | \$573,705 | \$827,384 | \$692,497 | \$706,597 |
| Total | \$1,351,110 | \$1,355,801 | \$1,592,042 | \$1,609,321 | \$1,680,056 |
| Full-Time Equivalent | 11.62 | 9.85 | 11.06 | 10.20 | 10.20 |



Developmental Disabilities

Program Purpose

The Developmental Disabilities Program provides specialized case management to eligible individuals who experience intellectual and developmental disabilities. Program responsibilities include the provision of child and adult eligibility; adult abuse investigations and protective services; licensing and monitoring of foster homes; child case management of family support and K Plan services; and adult case management for individuals living independently with K Plan services or in foster/group homes. The Developmental Disabilities Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; and (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Developmental Disabilities Program provides the services listed below.

Services Coordination

Strategic Objective: Complete an assessment of support needs and implement a plan for meeting those needs, for each client that is enrolled in case management, within 60 days of eligibility.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Funded service plans in place within 60 days of eligibility | 79.00%* | 85.35% | 79.82% | 90.00% | 95.00% |
| Change in funded service plans in place within 60 days of eligibility | 35.75%* | 8.04%* | -6.48% | 12.75% | 5.55% |

*These are best estimates due to insufficient data. The raw data available prior to June 2016 only gave the total number of plans versus the total number of open cases. Starting in June 2016, this objective was directly tracked; specifically, the percent of newly opened cases during the fiscal year that had a plan in place within 60 days. This is a more accurate measure of the stated objective.

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 404 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 changed to the Oregon Needs Assessment (ONA) tool July 1, 2018, is administered only by ONA trained assessors, and all data pre-dates this change. 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.

Eligibility Determination

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



Developmental Disabilities

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Eligibility determinations/re-determinations completed within 90 days | 91.00% | 72.40% | 87.75% | 90.00% | 90.00% |
| Change in eligibility determinations/re-determinations completed within 90 days | 7.06% | -20.44% | 21.20% | 2.56% | 6.67% |

I/DD case management services are an entitlement for all children and adults who meet eligibility criteria. A final eligibility determination is required by OARs within 90 days of the intake process in order to assure access in a timely manner. Child eligibility is always provisional until adulthood; therefore, staff must assure eligibility at least two times prior to adulthood. This is called redetermination and occurs between seven to nine years of age and between 16 to 18 years of age. The redetermination between 16 and 18 years of age is also the Adult Eligibility Determination. At that point, the individual is no longer provisionally eligible and receives full eligibility status as an adult. These redeterminations must be completed within 90 days. The Developmental Disabilities Program added a second eligibility specialist near the end of calendar year 2015 due to increased funding tied to the K Plan.

The outcome data, above, should be in the high 90 percentile, if not 100, every year. 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 the mercy of receiving records from both non-local school districts and medical facilities. It is the waiting for these records that drive all 90-day extensions. The Developmental Disabilities Program doubled the office assistant full-time equivalent (FTE) positions in fiscal year 2016-2017 and intends to have more focus on requesting and re-requesting such records to mitigate this part of the process. 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 current 90-day deadline is, for that reason, being reconsidered.

Family Support and K Plan

Strategic Objective: Decrease the likelihood of out-of-home placement by providing children and their families individualized attendant care, home modifications, assistive technology, specialized equipment, consultation, training, and respite.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Eligible children in out-of-home placements | 9.30% | 8.53% | 9.93% | 9.50% | 9.50% |
| Change in eligible children in out-of-home placements | -11.43% | -8.27% | 16.41% | -4.32% | 0.00% |

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 wrap around 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.



Developmental Disabilities

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.

Support Services Brokerage

Strategic Objective: Provide timely referrals to a local brokerage service for adults who chose this option. Brokerages provide adults independent supports with various service possibilities based on a person-centered plan.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Adults accessing brokerage services within 60 days of request | 91.00% | 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. K Plan-driven State budget increases have allowed the Developmental Disabilities Program to have a single dedicated case manager for potential brokerage individuals. During fiscal year 2017-2018, 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 2018-2019.

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

Significant Issues in the Year Ahead

The Oregon Office of Developmental Disabilities Services (ODDS) continues to see statewide growth due to the K Plan. This has created a significant bubble in the transition age youth (15 to 21 years of age) that this Program serves. As that group enters full adult services, staff will struggle to keep manageable caseload sizes for the case managers who serve them. Despite the increase of 16 to 21 Developmental Disability Case Managers (DDCMs), the growth continues. The Developmental Disabilities Program also struggles to find enough qualified applicants to fill the DDCM vacancies. This is compounded by pressure to reduce funding to the Developmental Disabilities Program as the result of State budgeting shortfalls. The growth rate is expected to continue through the 2019-2021 biennium.

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



Developmental Disabilities

The total number of I/DD individuals receiving case management in Jackson County (including those in brokerage services) stands at 1,429 as of June 30, 2018. Developmental Disabilities Program case management reached 1,027 individuals as of June 30, 2018. The Program continues to see 9 percent plus growth in newly eligible individuals year after year; however, staff has also seen a spike in cases closing over the past year. The continued growth in eligibility is mitigated by the recent spike in closed cases. Many, if not most, of these closings are children. While some children are moving out of State, it is suspected that many families are just not seeing a current need for the services that this Program offers. Since July 2013, the K Plan's inception, the Program has had a net increase of over 350 individuals served or a 53 percent increase in total clients, over just five years. Eligibility of children continues to be the main driver in the Program's growth, but there has also been an increase in early adults (18 to 25 year olds) over the past three years.

Financial Condition

The Developmental Disabilities Program will be funded 100 percent with State and Federal revenue. The Oregon Department of Human Services' final 2017-2019 biennial budget included an increase of approximately \$750,000 per year to the County's Intergovernmental Agreement (IGA); the current annual contracted amount is \$3,778,467. The next biennial budget for the State is unknown at this time. In fiscal year 2019-2020, the Developmental Disabilities Program will receive no support from the County's General Fund.

| Program: 240109 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$2,997,051 | \$2,718,605 | \$3,762,736 | \$3,850,518 | \$4,220,259 |
| Fees & Other Service Charges | \$710 | \$2,864 | \$533 | \$1,000 | \$1,000 |
| Total | \$2,997,761 | \$2,721,469 | \$3,763,269 | \$3,851,518 | \$4,221,259 |
| EXPENDITURES | | | | | |
| Personnel Services | \$2,048,711 | \$2,060,761 | \$2,315,678 | \$2,978,735 | \$3,217,143 |
| Materials & Services | \$815,966 | \$749,532 | \$903,500 | \$872,783 | \$1,004,116 |
| Total | \$2,864,677 | \$2,810,293 | \$3,219,178 | \$3,851,518 | \$4,221,259 |
| Full-Time Equivalent | 24.07 | 25.11 | 31.41 | 33.00 | 33.00 |



Environmental Public Health

Program Purpose

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

Program Information

The Environmental Public Health (EPH) Program provides the services listed below.

Program Administration, Licensing, and Inspections

Strategic Objective: Prevent illness and injury by providing inspections and consultations for public food service facilities; pools and spas; tourist facilities (hotels/motels, RV parks, organizational camps); drinking water systems; and childcare centers. Provide food handler education for food service workers. Promptly investigate suspect food borne and water borne illnesses.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Annual inspections completed | 2,107 | 2,343 | 2,433 | 2,500 | 2,500 |
| Inspections completed | 88% | 100% | 100% | 100% | 100% |
| Drinking water systems surveyed | 36 | 38 | 39 | 39 | 40 |
| Drinking water responded alerts | 77 | 67 | 85 | 100 | 100 |
| Food handlers tested | 3,817 | 3,768 | 3,748 | 3,725 | 3,700 |

Note: data is based on calendar years 2016, 2017, 2018, 2019, and 2020.

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

An Intergovernmental Agreement with the OHA Drinking Water Program also delegates authority to EPH to perform services for subject public drinking water systems such as responding to water quality alerts and surveys. Water quality alerts can consist of contacting water systems to help them solve water quality issues that may include positive E.coli or coliform tests, high nitrates, lead/copper, or inorganics. Water system surveys are performed every three to five years. Each year, the OHA sends out a list of required drinking water system surveys. All of the years listed above have resulted in a 100 percent completion rate of required surveys.

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



Environmental Public Health

Wood Stove and Open Burning Education and Compliance

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Citizen complaints that require response | 40 | 38 | 40 | 40 | 40 |

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

Significant Issues in the Year Ahead

EPH is adapting well to the new inspection software. Not only does the software provide a great product for the facilities and the public to view, but it has provided the office with a means of going paperless. Staff is looking forward to a new version of the software this summer that will allow payments to be made online for the next license renewal season, which should make things much more efficient. Staff is also working with Jackson County Geographic Information System (GIS) to create some great tools and online forms to gather and store more useful data for the EPH programs.

Financial Condition

The licensing and inspection program is funded through licensing, inspection, and food handler testing fees. The drinking water program funds have remained the same over the past several years via a contract with the Oregon Health Authority; there is no foreseeable change of funding in the near future. The wood stove and open burning program is funded through a contract with the Oregon Department of Environmental Quality. The Environmental Public Health Program receives no support from the County's General Fund.

| Program: 240106 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$143,810 | \$142,092 | \$116,355 | \$152,200 | \$184,675 |
| Fees & Other Service Charges | \$855,019 | \$837,394 | \$893,685 | \$821,200 | \$853,900 |
| Total | \$998,829 | \$979,486 | \$1,010,040 | \$973,400 | \$1,038,575 |
| EXPENDITURES | | | | | |
| Personnel Services | \$596,742 | \$555,216 | \$575,525 | \$698,061 | \$755,858 |
| Materials & Services | \$191,366 | \$213,241 | \$256,415 | \$275,339 | \$282,717 |
| Total | \$788,108 | \$768,457 | \$831,940 | \$973,400 | \$1,038,575 |
| Full-Time Equivalent | 5.36 | 3.83 | 6.70 | 6.20 | 6.20 |



Mental Health

Program Purpose

The Mental Health Program provides medically necessary mental health services to eligible people in Jackson County with severe or chronic psychological or emotional problems. The Program helps individuals resolve crisis situations, develop skills to improve their functioning in daily life, and reduce criminal justice involvement. It supports citizens, with serious mental disorders, to sustain stable lives in recovery within the community. The Mental Health Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; and (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Mental Health Program provides the services listed below.

Prevention and Promotion Efforts

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Individuals served by The Medford Drop/ YouthERA | n/a* | 129 | 200 | 200 | 250 |
| Individuals served by Maslow Project coordinated care services | 576 | 579 | 2,000** | 2,000 | 0*** |
| People trained in suicide prevention | 500 | 1,058 | 2,901 | 1,500 | 1,500 |

*Data not collected.

**Due to new methodology, the target for services used to be 500; increased to 2,000 during this cycle.

***For the past five years, JCMH has provided financial support to Maslow Project but, with a need for additional dollars to support both suicide prevention and postvention efforts, this revenue will need to be looked at for reallocation to assist the County in more direct efforts.

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

JCMH has been involved in the State initiative, Garrett Lee Smith Suicide Prevention grant, to develop a comprehensive program dedicated to youth suicide prevention across Jackson County and within local schools. JCMH continues to offer a variety of trainings in the community to promote awareness and knowledge around mental health issues and suicide prevention, including mental health first aid trainings that are available to community members free of charge to provide education around warning signs and risk factors related to mental health issues with a suicide prevention component and training on an action plan to help those in need; and Applied Suicide Intervention Skills Trainings (ASIST) which are two-day comprehensive workshops open to the community that teach participants how to recognize invitations for help, reach out and offer support through a suicide intervention model, and how to connect with community resources. Other suicide prevention trainings offered in



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the community include Signs of Suicide (SOS); Question, Persuade, Refer (QPR); Columbia Suicide Severity Rating Scale (CSSRS); and Assessing and Managing Suicide Risk (AMSR). JCMH has also 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).

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

In October 2018, Jackson County partnered with United Way of Jackson County, the Jackson County Sheriff's Employees' Association, and 5:00 Marketing in the "Shatter the Silence" public service campaign that focused on four different age groups for suicide awareness and intervention. This has been a far reaching campaign and continues to be shown on a variety of social media and television stations.

Access and Crisis Services

Strategic Objective: As the Local Mental Health Authority (LMHA), provide rapid, appropriate response to people who are experiencing a mental health crisis and are at risk of hospitalization 24 hours a day, seven days a week regardless of insurance coverage. Also provide services for people being discharged from the hospital and for those individuals 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). Services include assessments, referrals, pre-commitment services, discharge planning, and a range of crisis intervention services, including drop-in support through the living room program.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| All crisis services | 6,093 | 5,904 | 5,214 | 6,250 | 6,250 |
| CIT-trained law enforcement officers | 67 | 50 | 10 | 40 | 40 |
| Pre-commitment investigation completed | 911 | 1,111 | 723 | 750 | 750 |

JCMH and local law enforcement agencies have hosted nine Crisis Intervention Training (CIT) Academy trainings from 2013 through 2017, and held two CIT Academy trainings in 2018. An additional CIT Academy is scheduled for 2019. Over 350 community members have been trained including law enforcement officers from nearly every law enforcement agency in Jackson County. Additional attendees include judges, probation officers, security guards, and mental health staff. In addition to these CIT Academy trainings, JCMH has provide CIT follow up training to all Medford Police Department staff in 2018 and again in 2019. JCMH continues to have positive mutual relationships with the local law enforcement agencies.

In October 2018, JCMH embedded a full-time Qualified Mental Health Professional (QMHP) therapist with the Jackson County Sheriff's Office to assist with mobile crisis responses. This partnership is allowing for more immediate mental health crisis responses when Jackson County Sheriff deputies are on scene in mental health crisis situations.

In January 2019, the State of Oregon changed their definition of what can be considered a "mobile crisis response." The new definition states that a mobile crisis response is "at the location in the community where the crisis arises." This definition now eliminates from the JCMH data the many responses Crisis does on a daily basis to local



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hospitals, sobering centers, and the jail. The embedded Crisis staff with the Jackson County Sheriff's Office will now be a significant portion of the JCMH mobile crisis response numbers and it is expected that the current number of "mobile crisis responses" will decrease with the removal of hospital, jail, and sobering center responses.

Another Crisis service that JCMH offers is the Crisis and Transition Services (CATS) for youth and young adults who present to local emergency departments during a mental health crisis. JCMH staff are available to respond to the hospital to provide immediate support to the family and assist with services needed for the youth/young adult to be safely discharged from the emergency department. JCMH Crisis staff meet the family where they need support (in the home, school, community) to provide transitional support until the youth/young adult is able to engage in ongoing mental health services.

In January 2019, the Beckett Center opened as a 14-bed respite and subacute center for individuals needing mental health stabilization. This is a collaborative community project that has been many years in the making and is managed by a health care service. JCMH contracts for two beds and two CCOs contract for four beds each. This new community resource should allow for decreased utilization of high-cost, acute psychiatric hospital admissions.

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 cases 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. Through education and relationship building, the number of holds has had a reduction of 35 percent in the past year. JCMH expects that this reduction will continue with this resource for screening and ensuring that individuals meet the necessary legal benchmarks to move towards the commitment process.

Adult Mental Health Services

Strategic Objective: Provide a comprehensive continuum of evidence-based outpatient treatment services to reduce mental health symptoms and foster improved daily living and stability in the community. Provide smooth access for eligible individuals requesting treatment services.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Individuals with severe mental illness receiving ACT services | 54 | 65 | 55 | 55 | 55 |
| Successful transition from foster care to the community | 13 | 18 | 32 | 38 | 38 |
| Individuals receiving choice program model services and funding | 175 | 180 | 171 | 180 | 180 |

Assertive Community Treatment (ACT) services have actually grown over the course of fiscal year 2017-2018 and fiscal year 2018-2019 to date. The numbers of individuals being served has leveled off, but the number of services provided to these individuals has increased. JCMH continues to serve 45 members of a local CCO, and the other eight to ten individuals who are served have either no insurance at all or who are on Medicare and in need of these intensive services.

JCMH, as the Local Mental Health Authority, continues to manage and develop adult foster homes (AFH) in Jackson County. JCMH oversees 21 AFH with 95 foster beds throughout the County with the goal of being able to eventually transition the individual to living on their own in the community with limited supports. Jackson County has participated in creating a second chance adult foster home that will provide another opportunity for clients to reside



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in adult foster care if they are struggling with following home rules or with addiction issues. The AFH population acuity has increased due to the new State of Oregon level of care criteria and utilization. Foster care providers are serving individuals who have more complex needs and increasingly are drug and alcohol affected. JCMH also manages two ACCESS properties that serve as transitional housing for individuals receiving services from the County. Cottonwood A and B provide transitional housing services for JCMH clients through nine private rooms with shared common living space. A skills trainer and other mental health providers assist with development of independent living skills and transitioning into a permanent housing arrangement.

The Choice Program is a contract with OHA for the purpose of providing oversight and care coordination for Jackson County adults with Serious and Persistent Mental Illness (SPMI) throughout the State of Oregon. This program is an effort to facilitate access to quality, individualized, community-based services and supports for qualifying individuals who are civilly committed or have a guardian, are placed or at risk of placement at the Oregon State Hospital, are residing in a mental health residential facility, or are residing in the community. The County employs a full-time Exceptional Needs Care Coordinator (ENCC) to facilitate ongoing communication and collaboration to meet the needs of the individuals in the program. In addition to these dollars, funds are available to assist in the cost of services and provisions for transitioning individuals to lower levels of care and into community-based placements. Choice serves an average of 148 Jackson County clients per month by supporting them in strategizing their recovery and housing barriers as they work toward their goal of successfully living independently in the community.

Children's Services

Strategic Objective: Provide smooth access into services that are determined to be medically necessary. Provide Wraparound Services, Early Assessment and Support Alliance (EASA) services, and early childhood mental health services utilizing evidence-based and fidelity programming to children and youth ages 0-25. These programs work to support children and youth with severe and acute mental health disorders, to reduce mental health symptoms and keep children safely at home, in school, out of trouble, and with friends in their own communities.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Reduction in behavioral problems by parent report following PCIT | 94.3% | 82.0%* | 100.0% | 100.0% | 95.0% |
| New clinicians trained in PCIT and TCIT | 19 | 24 | 23 | 33 | 49 |
| Trained clinicians receiving ongoing supervision in PCIT statewide | 33 | 38 | 44 | 43 | 65 |
| Early assessment supported alliance community education trainings | 17 | 19* | 19 | 24 | 24 |
| Early assessment supported alliance program referrals screened | 17 | 17 | 38 | 36 | 36 |

*Number influenced by client transitions mandated by CCOs.

Services include: 1) crisis intervention, assessment, psychiatric services, and psychotherapy; 2) evidence-based practices and fidelity models in children's mental health including Parent-Child Interaction Therapy (PCIT), EASA, and Wraparound Services; and 3) intensive community-based treatment supports to families raising children with serious emotional disorders. JCMH is now the State Center for Excellence for Parent-Child Interaction Therapy. Staff continues to see good outcomes from PCIT and continues to train other providers in the community in the use of this intervention.



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Through the PCIT Training Grant, the PCIT Center for Excellence expanded PCIT to various sites across Oregon by providing 56 hours of training and ongoing supervision to clinicians. These trainings have been particularly beneficial to rural communities where evidence-based treatment models are extremely limited for young children. Further, the PCIT Center for Excellence has been a leader in PCIT innovation training, bringing PCIT adaptations to the State with Teacher-Child Interaction Training (TCIT), PCIT – Toddler, and Level 1 Train the Trainer for PCIT. The PCIT Center for Excellence also provides program development and consultation for new sites to support establishing new PCIT programs with treatment integrity.

The County will continue to provide Wraparound Services for 45 members of a local CCO and has been an integral part of the development of the system of care for children in the care of child welfare who have had multiple placements and suffer from emotional and behavioral problems.

EASA is a specialty project aimed at identifying young adults, ages 15 to 25, who are beginning to present with symptoms of psychosis. This program 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 is a part of EASA fidelity requirements. JCMH will continue to provide this service to five Jackson Care Connect members and any indigent or uninsured youth. A Transition Age Youth (TAY) program has also been developed to serve youth transitioning to adulthood. Youth who do not meet the requirements for EASA are referred to appropriate community providers for needed services and/or the Medford Drop.

Forensic Services

Strategic Objective: Promote community integration with consideration for public safety for severely mentally ill persons after prolonged involvement with the criminal justice system or ongoing involvement with local law enforcement. Jail diversion services are defined as any service that is provided to divert individuals with mental illness charged with low-level, non-violent crimes from the criminal justice system or the Oregon State Hospital.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Individuals arrested and received services at pre-or post-booking services | n/a* | 191 | 98 | 191 | 200 |
| Crisis consults performed by mental health staff with this population | n/a* | 41 | 26 | 15 | 20 |
| Individuals diverted from the Oregon State Hospital through Aid and Assist services | n/a* | 1 | 1 | 2 | 4 |
| Individuals served in Mental Health Court | 5 | 10 | 22 | 25 | 25 |
| Individuals successfully completing Mental Health Court | 1 | 3 | 7 | 9 | 9 |

*New measurement; data not available.

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.



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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 and outcomes become more known. Although this population is not greatly different from the mentally ill clients not in the criminal justice system, there is more emphasis on treating all three central issues that this cohort general 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 clinician that works for mental health contractor in the jail. The jail contacts JCMH when they have mental health needs and the goal is to start engaging individuals when they are still at the jail rather than trying to find them after they are released. This is referred to as the pre-trial population and the system continues to work towards developing workflows and processes between JCMH, the jail, and Community Justice to improve in this area.

Aid and Assist is a newer jail diversion service that JCMH is now involved in and can receive reimbursement from the State for these services. These services are aimed at reducing the cost of placing individuals at the Oregon State Hospital for the purpose of restoring them in the community to the point of being able to aid and assist in their own defense. These dollars now 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 interests various systems: jail, courts, substance abuse treatment, mental health, housing, and, of course, the individuals themselves and their families. Staff is working on local housing options to provide restoration in the community which, in the long term, will lower costs of individuals going to the State hospital for these services.

Jackson County Mental Health Court is a partnership between JCMH, Jackson County Courts, both CCOs (one of which has committed to ongoing support in the 2019-2020 budget), community treatment providers, the District Attorney specific 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. Informed by the training provided by the Council of State Government's Justice Center's regional mental health court learning site, the Mental Health Court consistently takes on very difficult clients and has expanded to serving 15 individuals. The Jackson County Mental Health Court regularly includes clients with more serious crimes than most other mental health courts in the State.

Significant Issues in the Year Ahead

Mental health prevention and promotion issues continue to be the mission of JCMH. In addition, crisis services continue to be the core function and role that JCMH plays in the community with forensic services being a primary area that will be a focus as staff works to support and develop services for these individuals in the future.

JCMH continues to provide the services expected as the Community Mental Health Program (CMHP) which include safety net services for the indigent and under insured, the crisis system for all citizens of the County, and the services specifically called out in the IGA with the State. A local CCO has agreed to continue to contract for crisis services for their members and will support the position of the Mental Health Court Coordinator as they did last year.

With the ongoing unknowns in the political climate, both at a national level and State level, and the ongoing fluctuation in rates from the CCOs, it is anticipated that JCMH will continue to need to be thoughtful about their approach in providing the appropriate number of services to the right people at the right time. An unintended consequence from the changes in the mental health delivery system in the County has been the limited availability for treatment and supports for those individuals with mental health issues on Medicare. JCMH will be spending

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some effort over the upcoming year to determine the number of individuals that staff can continue to serve with the limited dollars that are received from the IGA with the State for this population.

Mental health investments are always at risk of being reduced or cut from State budgets. It will be important for JCMH to stay on top of these issues and be looking towards sustainability and opportunities to continue to serve this vulnerable population.

Financial Condition

The Mental Health Program is 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.

| Program: 240112 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$21,759,999 | \$21,721,285 | \$11,600,383 | \$10,348,950 | \$9,593,969 |
| Fees & Other Service Charges | \$211,090 | \$243,046 | \$121,363 | \$123,000 | \$140,000 |
| All Other Resources | \$1,990 | \$36 | \$9,929 | \$0 | \$0 |
| Fund Balance | \$0 | \$0 | \$0 | \$168,228 | \$609,601 |
| Total | \$21,973,079 | \$21,964,367 | \$11,731,675 | \$10,640,178 | \$10,343,570 |
| EXPENDITURES | | | | | |
| Personnel Services | \$16,613,222 | \$17,013,219 | \$6,072,148 | \$7,125,009 | \$7,068,907 |
| Materials & Services | \$6,465,163 | \$7,266,133 | \$3,853,903 | \$3,515,169 | \$3,274,663 |
| Total | \$23,078,385 | \$24,279,352 | \$9,926,051 | \$10,640,178 | \$10,343,570 |
| Full-Time Equivalent | 270.94 | 285.76 | 69.50 | 64.00 | 59.00 |



Public Health

Program Purpose

The focus of the Public Health Program is to carry out those programs as mandated by the Local Public Health Authority (LPHA) and by the Oregon Health Authority (OHA). Per Oregon Administrative Rule (OAR) 333-014-0550 “(1) The following are activities that Oregon law specifically requires a local public health authority to perform: (a) Accepting reports of reportable disease, disease outbreak or epidemics and investigating reportable diseases, disease outbreaks, or epidemics under ORS 433.004 and 433.006. (b) Issuing or petitioning for isolation and quarantine orders under ORS 433.121 to 433.142 as necessary to protect the public’s health. (c) Review of immunization records and issuing exclusion orders under ORS 433.267. (d) Making immunizations available under ORS 433.269. (e) Duties and activities related to enforcing the Indoor Clean Air Act under ORS 433.875, if delegated by the Authority. (f) Ensuring access to family planning and birth control services under ORS 435.205. (g) Licensure of tourist accommodations, including hostels, picnic parks, recreation parks and organizational camps under ORS 446.310 to 446.350, if delegated by the Authority. (h) Licensure of pools and spas under ORS 448.005 to 448.100, if delegated by the Authority. (i) Restaurant licensure, including commissaries, mobile units, vending machines and bed and breakfasts under ORS 624.310 to 624.430, if delegated by the Authority. (j) Regulation of public water systems under ORS 448.115 to 448.285, if delegated by the Authority. (k) Enforcement of public health laws under ORS 431.150. (l) The duties specified in ORS 431.413.”

The Public Health Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Public Health Program provides the services listed below.

Communicable Disease Investigation, Education, and Resources

Strategic Objective: Investigate 100 percent of reportable diseases, screen and test contacts when appropriate, and provide information and resources to the health care community and public on communicable diseases.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Communicable disease reports | 1,552 | 1,811 | 1,950 | 2,100 | 2,100 |
| Change in communicable disease reports | 6.2% | 16.7% | 7.7% | 7.7% | 0.0% |

Note: data is based on calendar years 2016, 2017, 2018, 2019, and 2020.

From January through December 2018, Public Health received 1,950 reports of communicable diseases. Out of these reports, 1,334 were sexually transmitted diseases (STDs) with a 97 percent increase in syphilis cases (2017: 38; 2018: 75). Much of the communicable disease increase in Jackson County is the result of an increase in gonorrhea (255) and syphilis (75) cases, which is consistent with State and nationwide trends. In response to the trends, a Disease Intervention Specialist (DIS) was hired to help investigate STD/Human Immunodeficiency Virus (HIV) cases, their contacts, and possible disease clusters. Also, free syphilis and HIV testing is being provided by the Jackson County STD Clinic via a program with the Oregon Health Authority. Information continued to be disseminated in the Flash Reports highlighting the importance of screening, testing, and treatment.



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There were 392 Hepatitis C cases (past or present infections) reported. Of the remaining cases, the most common were campylobacter (47), pertussis (21), and salmonella (20). Jackson County saw a 138 percent increase in E.coli cases (2017: 8; 2018: 19). There were 19 reported outbreaks that were investigated in Jackson County: gastroenteritis (9), influenza like illnesses (8), M.abscessus (1), and A.baumnii (1). Communicable disease investigations and outbreaks can take many days and may involve multiple counties, staff members, Health and Human Services' programs, and community organizations/schools. Communication, coordination, and follow-up with local healthcare and community organizations has proven especially helpful in these critical situations.

To keep healthcare providers and community partners updated on Public Health issues, 20 Flash Reports were sent via email. Multiple topics were addressed in the Flash Reports including, but not limited to: disease reporting rules, pertussis, measles, influenza, gonorrhea, syphilis, wildfire smoke, foodborne illnesses, acute flaccid myelitis, and opioid overdoses.

Maternal and Child Health

Strategic Objective: Improve the health of women, children, and families by providing access to prenatal care, home based visiting services, case management for children with special health care needs, and nutrition education and support services.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Billable contacts to clients | 3,103 | 2,971 | 2,591 | 2,000 | 2,500 |
| Change in billable contacts to clients | 28.5% | -4.3% | -12.8% | -22.8% | 25.0% |

Nurse home visiting services are prioritized for families with multiple barriers including drug and alcohol dependency, first time parents meeting eligibility criteria, teen parents, homeless families, issues of domestic violence, and language barriers. The majority of contacts are home visits by nurses. Reductions in contacts to clients from year to year is due to staff turnover.

Reproductive Health Clinic

Strategic Objective: Provide reproductive, contraceptive, and sexually transmitted disease services and education to low income men and women to prevent unintended pregnancies, reduce teen pregnancy rates, and reduce disease transmission.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Reproductive health clients | 1,486 | 1,347 | 1,083 | 1,100 | 1,000 |
| Change in reproductive health clients | -8.2% | -9.4% | -19.6% | 1.6% | -9.0% |

Note: data is based on calendar years 2016, 2017, 2018, 2019, and 2020.

From January through December 2018 the Reproductive Health Clinic provided cervical and breast cancer screening and reproductive health services to 1,083 clients with a clinic visit total of 1,787. Additional clients were seen in the sexually transmitted infections (STI) clinic where 1,487 tests were performed in order to diagnose and



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treat STIs. Clients seeking services at Public Health can access STI counseling, testing, and treatment including HIV testing, pregnancy counseling and testing, and a full spectrum of long and short-term birth control methods. Clients are also provided with referrals or a “warm hand-off” to other services including primary care; mental health; Oregon Mother’s Care; Women, Infants, and Children (WIC); nurse home visiting programs; immunizations; syringe exchange; alcohol and drug services; intimate partner violence (IPV) and sexual coercion services; and HIV case management. Note that a change to the Intergovernmental Agreement with the Oregon Health Authority occurred in 2018 which no longer required local public health agencies to provide direct reproductive health services to clients. Rather, direct services are now an option, while activities regarding community participation and assurance of access to reproductive health services are mandated.

Immunizations

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

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|----------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Immunizations provided | 5,757 | 5,582 | 5,672 | 5,600 | 5,600 |
| Change in immunizations provided | -11.5% | -3.0% | 1.6% | -1.3% | 0.0% |

Note: data is based on calendar years 2016, 2017, 2018, 2019, and 2020.

The immunization program works closely with local daycares and schools to assure compliance with Oregon vaccination laws. The immunization program also works with communicable disease staff to assure the reduction of vaccine preventable diseases. From January through December 2018, the immunization program provided a total of 5,672 immunizations which includes 1,149 influenza vaccines. The immunization clinic also provided 573 travel consultations (11 percent increase from 2017) and 884 tuberculosis tests.

Women, Infants, and Children (WIC)

Strategic Objective: The main focus of the WIC program, a Federally-funded nutrition based program, is to create positive health outcomes for all Jackson County WIC eligible pregnant and postpartum women, and children ages birth to five years old. WIC is able to do this by providing nutrition education, breastfeeding support, and health screenings; issuing food benefits for healthy foods only; and offering referrals to Health and Human Services partners as well as community resources.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|----------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| WIC participants | 9,136 | 8,584 | 8,262 | 8,150 | 8,150 |
| Change in WIC participants | -4.2% | -6.3% | -3.2% | -1.4% | 0.0% |

Note: data is based on calendar years 2016, 2017, 2018, 2019, and 2020.

From January through December 2018, the WIC program had 19,828 individual contacts (4,108 of these were for nutrition education classes). The breastfeeding peer support program had an average of 230 clients each month, meeting the assigned caseload. Fifty percent of pregnant women enrolled in WIC during their first trimester which



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allows referrals to community resources early in their pregnancy. Pregnant women and their children (under three or four years old, depending on the Coordinated Care Organization) have the opportunity to receive incentive coupons through an ongoing partnership with local Coordinated Care Organizations (CCOs) and WIC. One coupon is given for each eligible family member for attending their WIC appointment. This partnership helps to promote a healthy pregnancy, delivery, and support for their newborn and children by redeeming the coupons earned at the appropriate CCO store for much needed items. Though 74 percent of WIC families have one or more parent working, their household income is still equal to or less than 185 percent of poverty level. The community also benefits from this program as \$2,993,305 total WIC dollars were spent on healthy foods at local retailers by WIC participants purchasing their WIC food benefits as well as \$52,780 at the local farmers markets and farm stands through the issuance of farm direct nutrition program coupons. Family benefits have been issued on the eWIC card for almost three years now. Effective March 1, 2019, a new and updated food list was available to WIC participants with updates primarily made to cheese, goats' milk, yogurt, tofu, cereals, and baby foods.

Health Promotion Programs

Strategic Objective: To educate, promote, coordinate effective community-based prevention strategies, and collaborate with the community and stakeholders to prevent and reduce areas of public health significance thereby creating a healthier community through programs that provide tobacco prevention and education, personal responsibility education (comprehensive sexual health curriculum), substance abuse prevention, problem gambling prevention, and syringe exchange.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Youth reached for substance abuse prevention education | 8,097 | 10,500 | 7,500 | 8,500 | 8,500 |
| Change in youth reached for substance abuse prevention education | 547.8% | 30.0% | -26.0% | 13.0% | 0.0% |
| Youth reached for problem gambling education | 167 | 170 | 180 | 180 | 180 |
| Change in youth reached for problem gambling education | 85.6% | 1.8% | 6.0% | 0.0% | 0.0% |
| Youth provided education about sexual health/health relationships | 354 | 883 | 410 | 50 | 50 |
| Change in youth provided education about sexual health/health relationships | 23.8% | 149.0% | -84.0% | -112.0% | 0.0% |
| Syringes exchanged | n/a* | n/a* | 64,000 | 240,000 | 264,000 |
| Change in syringes exchanged | n/a* | n/a* | n/a* | 275.0% | 10.0% |

*New outcome; data not available.

Note: significant changes in data from year to year is the result of staff turnover.

The Tobacco Prevention and Education Program (TPEP) has been continuously working on creating a healthier environment for Jackson County residents by enforcing the Oregon Indoor Clean Air Act (ICAA), providing businesses that are in violation of the Oregon Indoor Clean Air Act guidance on how to become compliant, and providing technical assistance to community partners on how to become a tobacco-free campus through policy development. The TPEP is beginning to implement a readiness assessment with the cities in Jackson County to



Public Health

better understand and support cities with implementing tobacco policies, such as tobacco retail licensing, that are known to help reduce the rate of tobacco use.

Teen pregnancy rates are declining nationally for all racial and ethnic groups; however, there is still a challenge with teen pregnancy rates in Jackson County, especially for Latina teens. In 2017, teen pregnancy rates (ages 15 to 19 years old) continued to decline. In 2017, Jackson County had an overall teen pregnancy rate of 23.8 pregnancies per 1,000 females, ages 15 to 19 years old). Among non-Latino females ages 15 to 19 years old; the pregnancy rate was 8.7 per 1,000 females, and 4.7 per 1,000 females ages 18 to 19. Among Latino youth, ages 15 to 17, the pregnancy rates was 12.9 per 1,000 females, and 70.2 per 100,000 females ages 18 to 19. A grant opportunity allows Jackson County Public Health to implement effective and comprehensive teen pregnancy prevention programs to youth in Jackson County. The goal of the program is to prevent unwanted pregnancies and sexually transmitted diseases among youth ages 13 to 19 years of age by providing skills to youth that will allow them to abstain from sex; prevent pregnancy and sexually transmitted disease if the youth becomes sexually active; and communicate with their family about their sexual health as well as teaching them about healthy relationships. The curricula taught is *¡Cuidate!*, which is a culturally-based program; FLASH; and Rights, Respect, Responsibility.

Jackson County Public Health's Alcohol, Tobacco, and Other Drugs Prevention Program and the Problem Gambling Prevention Program rely on evidence-based practices in order to meet the community where it is. The Program has sustained the Jackson County Prevention Coalition and assisted the Ashland community in establishing their own prevention coalition to tackle the unique challenges faced in Ashland. Red Ribbon Week was implemented again this fall, with eight different schools participating and an estimated reach of 8,500 students. The Problem Gambling Awareness Calendar Art Contest will be held this spring.

In October of 2018, Jackson County Public Health began their third 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. The goal of the SEP is to increase the proportion of safer injections and safer sexual encounters; increase the knowledge about the risks of HIV and Hepatitis C infections to injection drug users and their families; reduce the spread of HIV/AIDS and Hepatitis C among injection drug users and their partners; reduce discarded drug injection equipment in the community; increase the discussion referrals into drug treatment, medication assisted treatment and other care; and increase testing for HIV, Hepatitis C, and other sexually transmitted disease. During the second year (October 2017 through September 2018), operating six hours per week, there were 244,704 syringes exchanged and a total of 3,818 encounters/client visits. Of the total number of visits, there were 3,606 safe injection kits provided and 1,147 referrals made to HIV/Hepatitis C testing; primary health; naloxone, drug treatment, and medication assisted treatment; or reproductive health services. Of the total visits, 1,967 resulted in discussions about HIV, Hepatitis C, sexually transmitted diseases, and/or safe injection. The SEP was also able to increase access to care by providing flue and Hepatitis A vaccinations and providing special testing events for HIV and Hepatitis C. Jackson County SEP partners with HIV Alliance to provide naloxone to SEP clients. HIV Alliance provides this service twice a month. From October 2017 to September 2018, there were 111 SEP clients that were new enrollments receiving a naloxone kit. During the same timeframe, there were 97 refills for naloxone kits. Reasons for the refills were that the kits were used to reverse an overdose or it was lost, stolen, confiscated by police, or other. Of the total refills, 33 percent identified the individuals were refilling their kits due to reversing an overdose, 41 percent identified their kits were lost or stolen, and 22 percent identified as other.

Public Health Preparedness

Strategic Objective: Monitor and strengthen the abilities of Health and Human Services and Jackson County's healthcare systems to protect the public's health in disaster situations such as disease pandemics and epidemics, chemical and radiological releases, severe weather, and natural disasters.

Activities within the program include response plan development; exercise plans; responding to public health threats; hosting community preparedness education workshops; and presenting for local, State, and Federal agencies. This program responded to the wildfire smoke event in the summer of 2018. The response consisted of



Public Health

information dissemination on what actions the public could take to protect their health during a wildfire smoke event. Numerous community events, press releases, social media posts, and media interviews occurred during the wildfire response to disseminate accurate information. This program has assisted the communicable disease and immunization program during fiscal year 2018-2019 with pertussis, measles, and ongoing sexually transmitted infection increases by coordinating all public information, including media campaigns, press conferences, media interviews, releasing the Flash Report, and tracking all activities as it pertains to public information. The program has also responded to the opioid epidemic by developing a surveillance and alerting system for heroin and fentanyl fatal and non-fatal overdoses. The program implemented an alerting and surveillance system for the flu which includes partnerships with the two local hospitals. The program is in the process of developing a State-mandated exercise on point of dispensing. The program continues to track and measure the completion rate of staff completing Incident Command trainings.

Significant Issues in the Year Ahead

Jackson County Public Health continues to struggle with level funding, increased costs, and increased requests for services and support by community members and partners. Public Health will continue to collaborate with partners in the areas of health care transformation and early learning/education transformation as these legislative mandates continue to form.

Public health in Oregon is on the path to modernization. In July 2015, the Oregon legislature passed House Bill 3100 which sets forth a path to modernize Oregon's public health system so that it can more proactively meet the needs of Oregonians. In 2016, State and local public health authorities completed an assessment of the existing public health system, as required under House Bill 3100, to assess the gap between the existing public health system and the modern public health requirements. The assessment revealed gaps between the current public health system and a fully modernized system. Work on modernization, including funding to address the gaps, will continue into the foreseeable future.

Financial Condition

The majority of Public Health programs are funded with State and/or Federal grants, client fees, and reimbursement from third party payers. 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 percent of the Public Health Program is funded by the County's General Fund.

| Program: 240105 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$5,254,030 | \$4,878,320 | \$4,969,876 | \$6,748,872 | \$4,356,480 |
| Fees & Other Service Charges | \$298,399 | \$317,652 | \$321,146 | \$353,300 | \$320,000 |
| All Other Resources | \$788 | \$510 | \$0 | \$0 | \$0 |
| Interfund Transfers | \$558,007 | \$670,616 | \$1,035,572 | \$1,045,554 | \$1,020,018 |
| Total | \$6,111,224 | \$5,867,098 | \$6,326,594 | \$8,147,726 | \$5,696,498 |
| EXPENDITURES | | | | | |
| Personnel Services | \$3,296,834 | \$3,263,744 | \$3,265,656 | \$4,304,018 | \$3,774,077 |
| Materials & Services | \$2,816,848 | \$2,564,602 | \$2,975,517 | \$3,843,708 | \$1,922,421 |
| Total | \$6,113,682 | \$5,828,346 | \$6,241,173 | \$8,147,726 | \$5,696,498 |
| Full-Time Equivalent | 44.74 | 38.40 | 40.64 | 40.00 | 33.10 |



Veterans' Services

Program Purpose

The Veterans' Services Program assists veterans, their children, and surviving widows with obtaining benefits from the Federal government. This Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Veterans' Services Program provides the service listed below.

Claims Assistance

Strategic Objective: Help veterans, widows, and their children to obtain benefits due to them from the Federal government because they were wounded, became ill or injured while in the military, or because they are now disabled and low income, or because they are in need of the care and assistance of another person.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Interviews conducted | 5,560 | 4,690 | 3,750 | 5,140 | 5,700 |
| Change in interviews conducted | n/a* | -15.65% | -20.04% | 37.07% | 10.70% |

*New measurement; data not available.

Efforts of Veterans' Services Office (VSO) staff have resulted in over \$107,275,000 in ongoing Federal Veterans Affairs (VA) disability compensation and pension payments coming to Jackson County veterans and survivors annually. In the last two years, the County VSO has had all but the receptionist and one long-term service officer turnover in staffing. This, unfortunately, is reflected in the number of interviews conducted with veterans and being down by almost 35 percent at the lowest point. At this time, Veterans' Services is fully staffed with exceptional service officers and is increasing the one-on-one interviews as well as significantly increasing outreach and awareness within the community. With additional State fund, VSO plans to conduct an aggressive media campaign and to broaden its reach to eligible veterans and their family members.

Significant Issues in the Year Ahead

Fulfill the requirements of Senate Bill 1100 and Senate Bill 5629-A which stipulate that county Veterans' Services Offices shall: 1) enhance outreach efforts; 2) enhance staff training; and 3) facilitate the coordination of computer systems to ensure the seamless transfer of information.

Financial Condition

In fiscal year 2018-2019, the Program received additional funds to increase outreach activities and it is expected that the same level of funding will be received in the coming year. Approximately 63.3 percent of the Veterans' Services Program is funded by the County's General Fund.



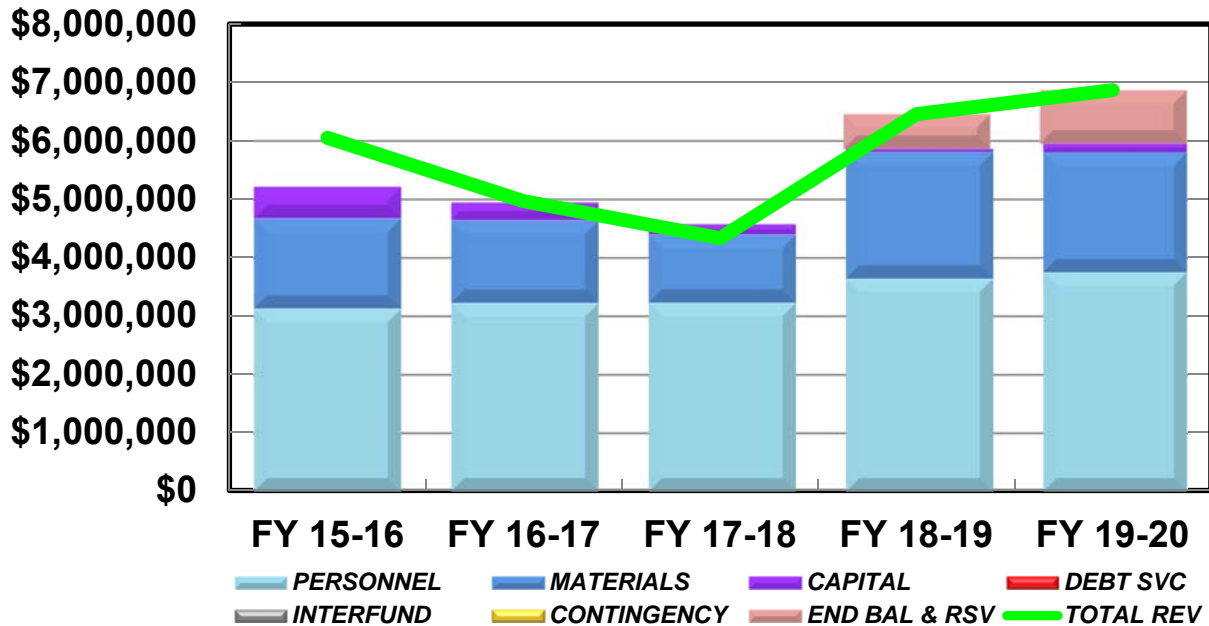
Veterans' Services

| Program: 240111 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$125,725 | \$118,566 | \$195,863 | \$193,863 | \$206,093 |
| Fees & Other Service Charges | \$2 | \$0 | \$0 | \$0 | \$0 |
| Interfund Transfers | \$349,164 | \$353,813 | \$268,445 | \$452,160 | \$452,160 |
| Total | \$474,891 | \$472,379 | \$464,308 | \$646,023 | \$658,253 |
| EXPENDITURES | | | | | |
| Personnel Services | \$373,581 | \$351,255 | \$302,272 | \$481,239 | \$494,964 |
| Materials & Services | \$101,010 | \$121,125 | \$162,021 | \$164,784 | \$163,289 |
| Total | \$474,591 | \$472,380 | \$464,293 | \$646,023 | \$658,253 |
| Full-Time Equivalent | 6.50 | 5.00 | 5.60 | 6.00 | 5.80 |



INFORMATION TECHNOLOGY

2015-2016 TO 2019-2020



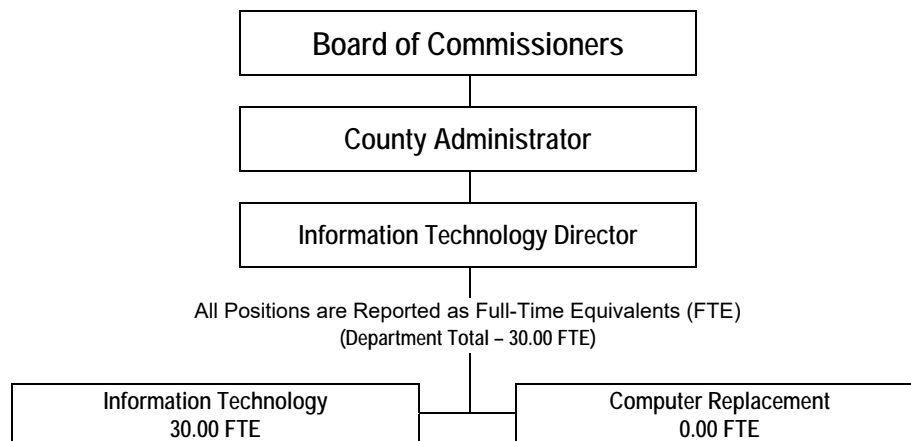
| | FY 15-16 Actual | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Adopted | FY 19-20 Adopted |
|------------------|--------------------|--------------------|--------------------|---------------------|---------------------|
| PERSONNEL | \$3,130,767 | \$3,226,441 | \$3,227,859 | \$3,642,733 | \$3,753,669 |
| MATERIALS | \$1,540,873 | \$1,411,895 | \$1,166,633 | \$2,165,434 | \$2,050,896 |
| CAPITAL | \$538,077 | \$304,854 | \$177,136 | \$54,000 | \$148,000 |
| 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 | \$593,539 | \$913,344 |
| TOTAL EXP | \$5,209,717 | \$4,943,190 | \$4,571,628 | \$6,455,706 | \$6,865,909 |
| TOTAL REV | \$6,048,373 | \$4,961,074 | \$4,327,604 | \$6,455,706 | \$6,865,909 |
| FTEs | 30.00 | 33.00 | 32.00 | 31.00 | 30.00 |

The decrease of 1.00 FTE Programmer Analyst I for FY 19-20 is the result of consolidating the management of two divisions to enhance collaboration. The fluctuations in Materials, Capital, and Ending Fund Balance and Reserves are expected as the Department use four to six year cycles to replace outdated electronic equipment and software. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between "Actual" and "Adopted" Budgeted Numbers located on page 17 of this document.



INFORMATION TECHNOLOGY

Organization Chart



Department Summary

Purpose Statement: The Information Technology (IT) Department’s mission is to develop and maintain the computer information systems and communication networks which County employees depend on to serve the community. IT is a partner to County departments, helping them to choose and use technology to meet their goals efficiently and effectively.

Major Issues and Service Level Goals for Fiscal Year 2019-2020

- Replace jail management and criminal records systems for the Sheriff’s Office.
- Complete upgrade of the County’s office suite software to the latest version.
- Automate paper-based County administrative processes to improve speed and efficiency.
- Replace outdated contract management system.
- Upgrade data storage systems to accommodate growth.
- Implement two-factor authentication which will provide an additional security layer for the County.

Major Issues and Service Level Accomplishments for Prior Year

- Upgraded the County’s phone system.
- Began upgrade of the County’s office suite software to the latest version.
- Restructured the Computer Replacement Program to improve flexibility and to reduce costs.
- Implemented improvements to the line of business systems.
- Decommissioned the AS400 system and converted the legacy crime data.

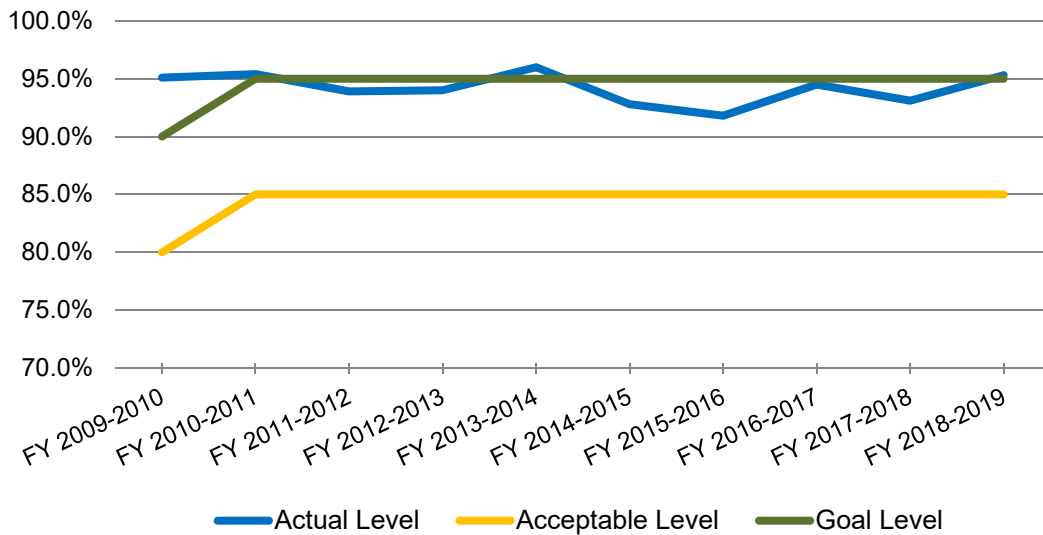
Benchmark

IT customer satisfaction is measured annually via an online survey sent to all computer users. This benchmark reflects the results of respondents’ level of agreement with two statements: “In general, IT does a good job meeting my business needs” and “In general, IT responds quickly to my requests.” Customers who indicate they agree with these statements are considered to be satisfied. Those who are neutral or disagree with the statements are considered dissatisfied. Results from the two questions are averaged together to produce this graph.



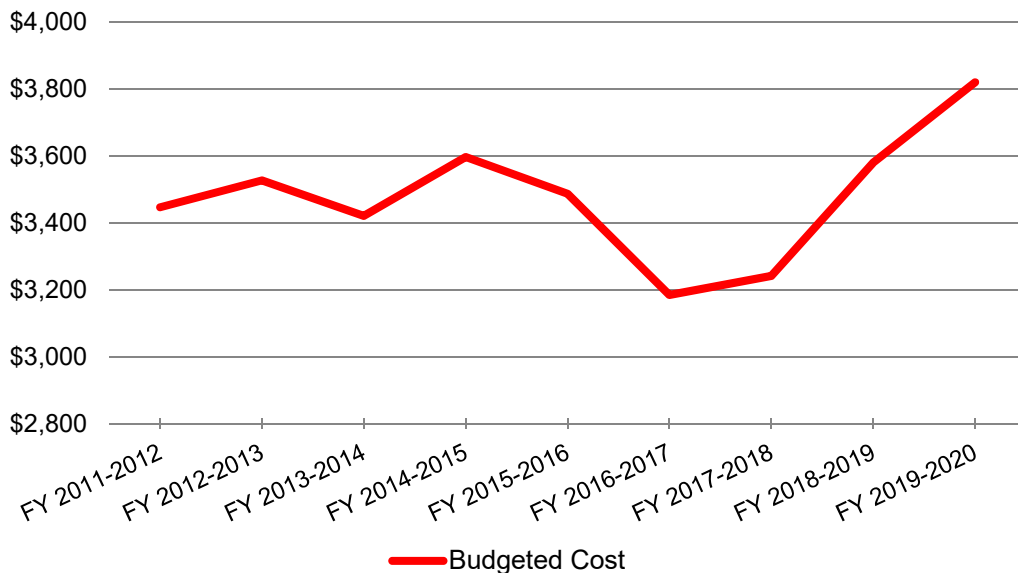
INFORMATION TECHNOLOGY

IT Customer Satisfaction



Core service charges recover costs for shared services which are used by all County departments such as phones, email, and internet access. Core service charges are allocated proportionately across all departments on a per-personal computer (PC), per-employee, or per-phone basis, as appropriate. Because many systems have a minimum maintenance cost regardless of the number of system users, the core service charge per PC/employee/phone tends to increase when the County eliminates staff positions and decrease when the County adds positions. This graph reflects the total of all core service charges divided by the total number of PCs.

IT Core Services Charge Trends Per PC



Information Technology

Program Purpose

The Information Technology (IT) Program provides computer information and communication systems that County employees depend on to serve the community. Indirectly, IT supports all of the County goals by helping other departments choose and use technology to meet their goals efficiently and effectively. Directly, IT supports County goals: (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; (11) Maintain public records to provide financial, historical, and statistical information; and (12) Plan for the future.

Program Information

The Information Technology Program provides the services listed.

Operations (Core Services)

Strategic Objective: Provide and maintain shared technology infrastructure to enable employees, partners, and the community to share and access information when and how they need it. Core services include: support for the network servers, messaging, data storage and protection, and information security; front-line support for personal computers (PCs), desktop software and printers; and Department administration. Align spending with County priorities and industry trends.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|----------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Average operations charge per PC | \$1,844 | \$1,881 | \$2,266 | \$2,503 | \$2,678 |

The average operations charge per PC increased substantially after fiscal year 2016-2017 because the County reduced PCs due to staff reductions in the Health and Human Services (HHS) Mental Health Program.

Applications

Strategic Objective: Develop, or integrate, and support the wide variety of software applications used by County staff and the public including EnterpriseOne (E1), the County's financial and human resources system; Geographic Information Systems (GIS); and numerous department-specific databases and other software applications. Align spending with County priorities and industry trends.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Average E1 charge per employee | \$324 | \$286 | \$339 | \$405 | \$431 |

The average E1 charge per employee increased substantially after fiscal year 2016-2017 due to staff reductions in the HHS Mental Health Program.

Telecom (Voice Systems)

Strategic Objective: Provide efficient and effective telephone voice communications systems and mobile devices to meet each department's operational needs. Align spending with County priorities and industry trends.



Information Technology

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Average telecom charge per phone port | \$261 | \$258 | \$252 | \$291 | \$275 |

Phone system costs increased in fiscal year 2018-2019 due to a planned system upgraded expected to be completed by the end of March 2019.

Web Content Management (Public Website and Intranet)

Strategic Objective: Assist departments in managing web content to communicate effectively and efficiently with the public and internally via web portals, social media, and related electronic communications tools. Align spending with County priorities and industry trends.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Average web content management charge per PC | \$171 | \$117 | \$119 | \$155 | \$161 |

Web content management costs are increasing due to inflation and increased labor costs.

Significant Issues in the Year Ahead

In the year ahead, IT will aim to contain costs and focus on the following projects and/or priorities: upgrade the County's data backup system to accommodate the ever-growing amount of data stored; upgrade user authentication and web filtering systems to bolster information security; finish replacement of the jail management system and regional criminal records management system; and improve functionality of department-specific database systems.

Financial Condition

Direct charges recover costs for specialized systems that benefit specific County departments. For example, the document recording software used by the Clerk is not used by other departments, so the Clerk is charged directly for maintenance of that system. Core service charges recover costs for shared services which are used by all County departments such as phones, email, and internet access. Core service charges are allocated proportionately across all departments on a per-PC, per-employee, or per-phone basis, as appropriate. Because many systems have a minimum maintenance cost regardless of the number of system users, the indirect charge per PC/employee/phone tends to increase when the County eliminates staff positions and decrease when the County adds positions.

Information Technology is a Central Services program that is 93 percent funded by interfund transfers with approximately 59 percent of the charges to the County's General Fund. 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 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$0 | \$50,000 | \$0 | \$0 | \$0 |
| Fees & Other Service Charges | \$357,411 | \$370,520 | \$336,741 | \$403,500 | \$394,500 |
| All Other Resources | \$0 | \$2,311 | \$0 | \$0 | \$0 |
| Interfund Transfers | \$5,355,170 | \$4,132,628 | \$3,856,061 | \$4,816,062 | \$5,093,279 |
| Total | \$5,712,581 | \$4,555,459 | \$4,192,802 | \$5,219,562 | \$5,487,779 |
| EXPENDITURES | | | | | |
| Personnel Services | \$3,130,767 | \$3,226,441 | \$3,227,859 | \$3,642,733 | \$3,753,669 |
| Materials & Services | \$1,283,516 | \$1,223,952 | \$1,108,422 | \$1,522,829 | \$1,586,110 |
| Capital Outlay | \$538,077 | \$304,854 | \$177,136 | \$54,000 | \$148,000 |
| Total | \$4,952,360 | \$4,755,247 | \$4,513,417 | \$5,219,562 | \$5,487,779 |
| Full-Time Equivalent | 30.00 | 33.00 | 32.00 | 31.00 | 30.00 |



Computer Replacement

Program Purpose

The Computer Replacement Program maintains productivity through lifecycle management of computer hardware and software assets. Obsolete tools impair staff productivity, so computer assets must be replaced or upgraded before they become outdated. By contributing annually toward the cost of upgrades that occur less than on a yearly basis, departments ensure adequate funding for replacements while keeping their computer expenditures relatively stable from year to year. This Program is helping to meet County goals: (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Computer Replacement Program provides the services listed below.

Hardware Replacement Cost Control

Strategic Objective: Maintain stability in annual contribution rate.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Average hardware contribution per PC | \$243 | \$270 | \$267 | \$266 | \$272 |

In fiscal year 2016-2017, 45 ruggedized Mobile Digital Computer (MDC) laptops used by Sheriff's deputies were newly enrolled. These have a much higher cost per unit than a standard personal computer (PC) so enrolling them increased the average cost per PC.

Hardware Life-Cycle Management

Strategic Objective: Replace County computers before they become obsolete. Obsolescence is defined as being unable to operate efficiently in, or lacking capability with, the current County environment, thereby becoming an impediment to staff productivity.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Annual average age of installed PC | n/a* | n/a* | n/a* | 2.5 | 2.5 |

*New measurement; data not available.

Information Technology's 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.

Software Replacement Cost Control

Strategic Objective: Maintain stability in annual contribution rate.



Computer Replacement

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Average software contribution per PC | \$43 | \$43 | \$44 | \$42 | \$44 |

The annual contribution has remained fairly steady over the last few years because pricing has been covered under a multi-year State contract and because the County's use of such software has not changed.

Software Life-Cycle Management

Strategic Objective: Keep the office productivity suite software used by County employees from becoming obsolete (more than six years behind the latest version). Obsolescence is defined as lacking needed features, or lacking compatibility with newer software, thereby becoming an impediment to staff productivity.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Years behind the latest version | 2 | 3 | 4 | 5 | 0 |

Historically, the current software's product release schedule has made it advantageous to upgrade once every three to six years. An upgrade to the 2019 version of the software is planned near the end of fiscal year 2018-2019.

Significant Issues in the Year Ahead

In the year ahead, the Computer Replacement Program will focus on the following priorities: continue to monitor price trends to ensure sufficient revenue for the Program; monitor advances in technology to ensure the replacement strategy meets the County's needs; replace sufficient numbers of PCs each year to prevent hardware obsolescence; and evaluate alternative suppliers to ensure that the County is receiving the best value.

Financial Condition

The Program maintains a balance sufficient to accommodate projected hardware expenses for the upcoming year and software upgrade expenses that occur roughly every three to six years. Departments contribute to the Program through interfund transfers based on the number and type of PCs they operate and the software they use. Approximately 53 percent of the charges are to the County's General Fund.

Computer Replacement

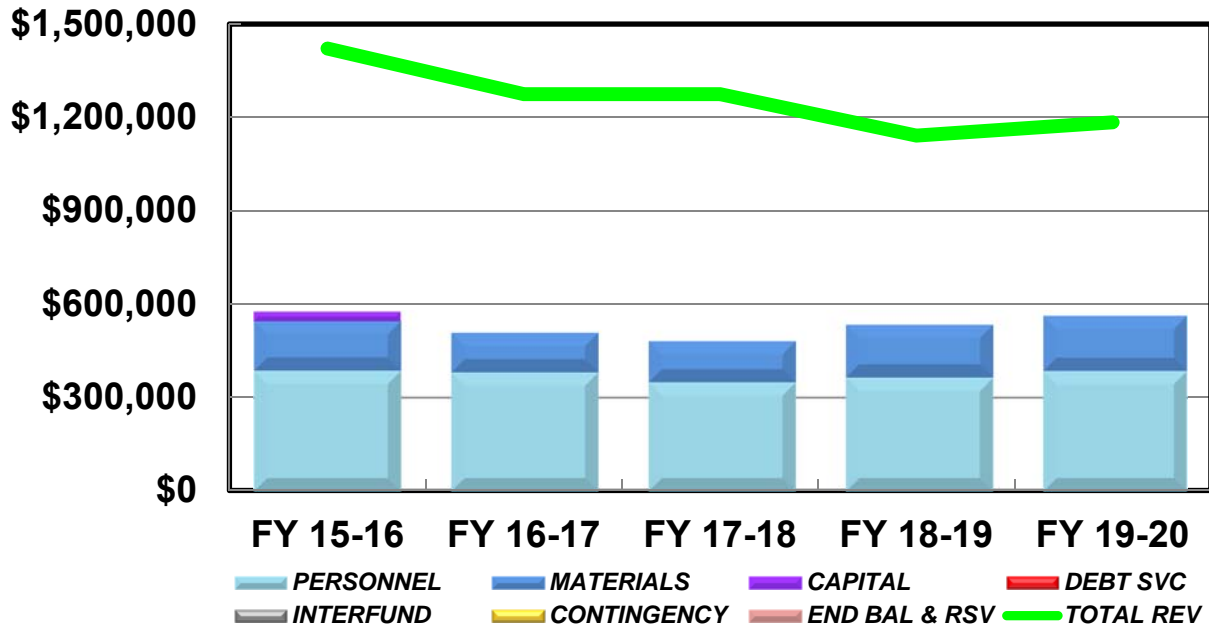
| Program: 030101 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$275 | \$26,908 | \$475 | \$0 | \$0 |
| All Other Resources | \$14,732 | \$7,400 | \$10,096 | \$17,067 | \$21,536 |
| Interfund Transfers | \$320,784 | \$371,306 | \$124,231 | \$270,901 | \$319,048 |
| Fund Balance | \$0 | \$0 | \$0 | \$948,176 | \$1,037,546 |
| Total | \$335,791 | \$405,614 | \$134,802 | \$1,236,144 | \$1,378,130 |
| EXPENDITURES | | | | | |
| Materials & Services | \$257,356 | \$187,943 | \$58,211 | \$642,605 | \$464,786 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$593,539 | \$913,344 |
| Total | \$257,356 | \$187,943 | \$58,211 | \$1,236,144 | \$1,378,130 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

This Page Reserved for Notes



JUSTICE COURT DISTRICT

2015-2016 TO 2019-2020



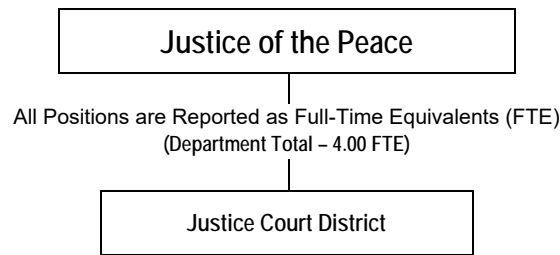
| | FY 15-16 Actual | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Adopted | FY 19-20 Adopted |
|------------------|--------------------|--------------------|--------------------|---------------------|---------------------|
| PERSONNEL | \$385,487 | \$379,989 | \$348,023 | \$363,533 | \$384,328 |
| MATERIALS | \$160,327 | \$127,804 | \$132,197 | \$169,582 | \$177,849 |
| CAPITAL | \$30,268 | \$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 | \$576,082 | \$507,793 | \$480,220 | \$533,115 | \$562,177 |
| TOTAL REV | \$1,421,663 | \$1,274,686 | \$1,274,930 | \$1,141,635 | \$1,183,927 |
| FTEs | 5.00 | 5.00 | 5.00 | 4.00 | 4.00 |

Between FY 18-19 and FY 19-20 there were no major changes to this budget and no change to the number of FTEs. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between "Actual" and "Adopted" Budgeted Numbers located on page 17 of this document.



JUSTICE COURT DISTRICT

Organization Chart



Department Summary

Purpose Statement: To provide the citizens of Jackson County with judicial services in accordance with the Oregon Revised Statutes and to operate the court in a cost-effective manner.

Major Issues and Service Level Goals for Fiscal Year 2019-2020

- Process violations and citations from law enforcement agencies throughout the County.
- Provide a growing County with judicial services in a cost-effective manner.
- Continue community education and outreach efforts.
- Monitor proposed legislation affecting local courts, along with changes in the Jackson County Sheriff's Office traffic enforcement policies, and potential revenue or operational impacts from each.
- Continuing to provide excellent service with three court clerks; down from four in fiscal year 2018-2019.
- Addition of Municipal Court services to the City of Jacksonville.

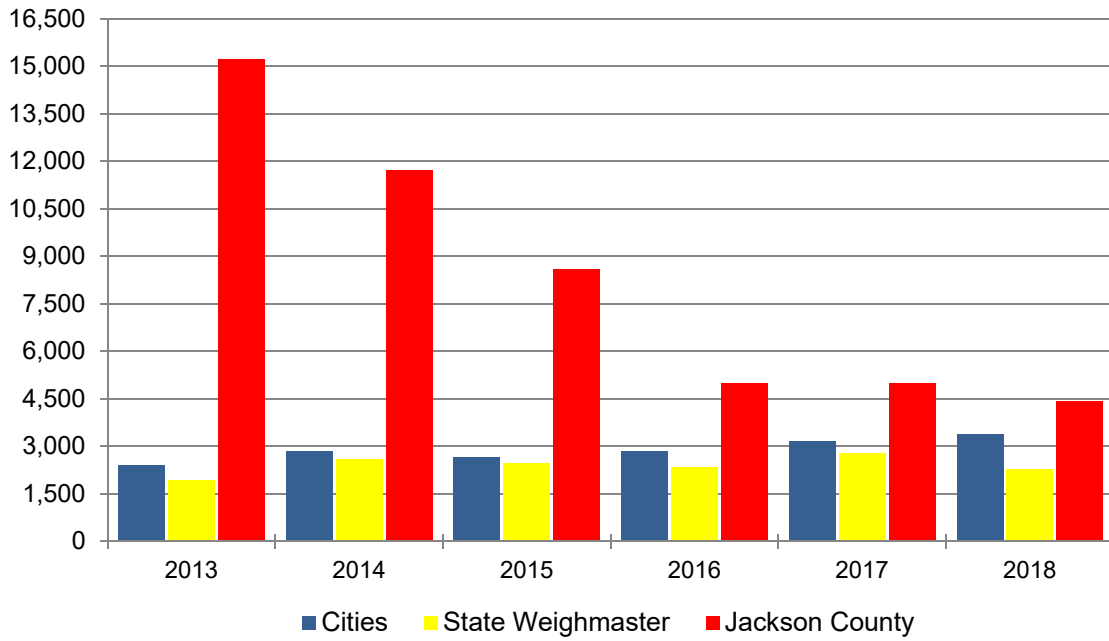
Major Issues and Service Level Accomplishments for Prior Year

- Managed and processed decreased case filings from the Jackson County Sheriff's Office, and proportionally increased filings from the State Weighmaster and other local law enforcement agencies.
- Continuity of Operations Plan (COOP) contingency planning, and continued refinement of collections procedures.
- Added Municipal Court services for the City of Phoenix.

JUSTICE COURT DISTRICT

Benchmark

Justice Court Case Filings



Justice Court District

Program Purpose

The Justice Court District provides the citizens of Jackson County with judicial services for State and County violations in accordance with Oregon Revised Statutes (ORS); operates the Court's facilities to serve the public needs within jurisdictional limitations as authorized by ORS in a cost-effective manner; efficiently and fairly processes filings from all law enforcement agencies within the County; and educates citizens regarding traffic, boating, and the Department of Transportation's trucking laws and regulations. This Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; and (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Justice Court District provides the service listed below.

Court

Strategic Objective: Strengthen cooperation between public agencies, encourage and ensure compliance with applicable laws, and efficiently and fairly process case filings.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Case filings per fiscal year | 12,347 | 10,354 | 11,631 | 12,171 | 12,300 |
| Cases filed per Court Clerk | 3,087 | 2,589 | 3,877 | 4,057 | 4,100 |
| Percent change per Court Clerk | -1.26% | -1.19% | 1.50% | 1.00% | 1.00% |

The number of case filings have stabilized during the past three fiscal years. Cases per Court Clerk volume remains stable due to the reduction of one Court Clerk in 2017.

Significant Issues in the Year Ahead

Significant issues facing the Justice Court in fiscal year 2019-2020 include continuing to monitor the impact of the Jackson County Sheriff's Office Traffic Team staffing and proposed legislative changes regarding the suspension of a driver's license for non-payment of traffic fines. Caseload volumes have stabilized at a one-third reduction from the peak of 18,000 in fiscal year 2013-2014. The Justice Court also provides Municipal Court services to the cities of Central Point, Jacksonville, Phoenix, Shady Cove, and Talent.

Financial Condition

The Justice Court District is self-supported through fines collected from traffic and other violations.



Justice Court District

| Program: 280101 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$10 | \$0 | \$0 | \$0 | \$0 |
| Fees & Other Service Charges | \$1,421,653 | \$1,274,916 | \$1,274,405 | \$1,141,635 | \$1,183,927 |
| All Other Resources | \$0 | -\$229 | \$525 | \$0 | \$0 |
| Total | \$1,421,663 | \$1,274,687 | \$1,274,930 | \$1,141,635 | \$1,183,927 |
| EXPENDITURES | | | | | |
| Personnel Services | \$385,487 | \$379,989 | \$348,023 | \$363,533 | \$384,328 |
| Materials & Services | \$160,327 | \$127,804 | \$132,197 | \$169,582 | \$177,849 |
| Capital Outlay | \$30,268 | \$0 | \$0 | \$0 | \$0 |
| Total | \$576,082 | \$507,793 | \$480,220 | \$533,115 | \$562,177 |
| Full-Time Equivalent | 5.00 | 5.00 | 5.00 | 4.00 | 4.00 |

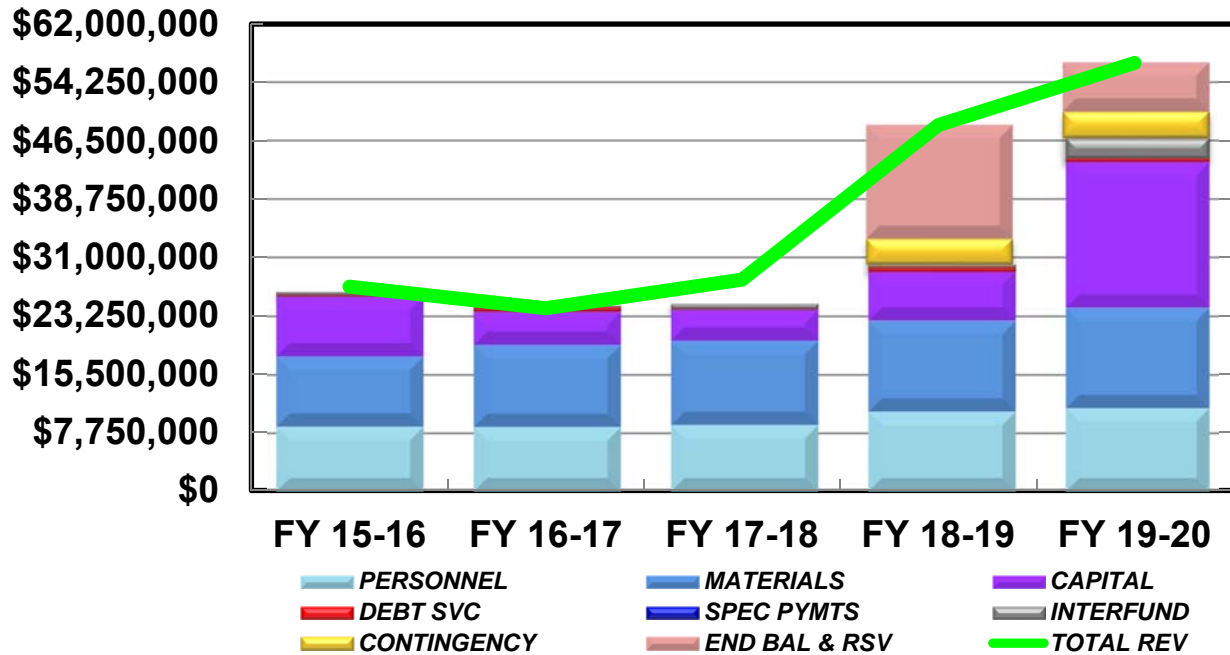


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ROADS AND PARKS

2015-2016 TO 2019-2020



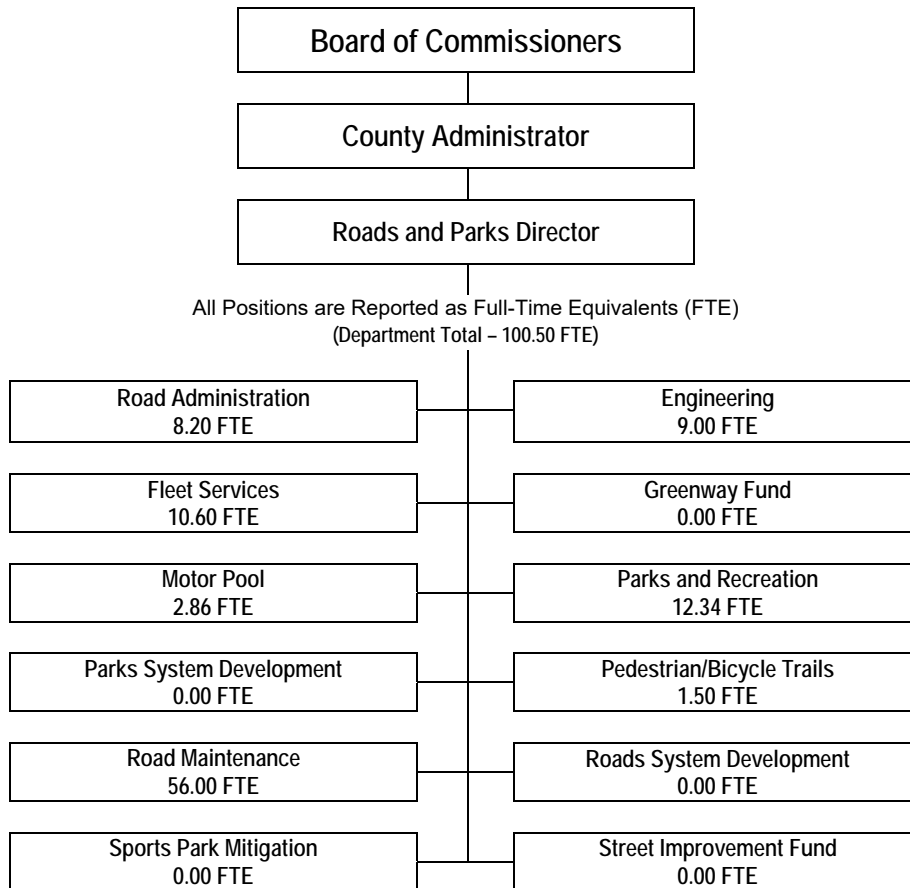
| | FY 15-16 Actual | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Adopted | FY 19-20 Adopted |
|------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| PERSONNEL | \$8,571,576 | \$8,539,483 | \$8,807,901 | \$10,564,962 | \$11,018,696 |
| MATERIALS | \$9,312,248 | \$10,876,889 | \$11,181,237 | \$12,065,546 | \$13,328,937 |
| CAPITAL | \$7,966,270 | \$4,437,758 | \$4,072,885 | \$6,439,131 | \$19,292,672 |
| DEBT SVC | \$163,230 | \$541,080 | \$120,863 | \$540,184 | \$437,968 |
| INTERFUND | \$463,790 | \$248,705 | \$680,353 | \$388,000 | \$2,677,000 |
| CONTINGENCY | \$0 | \$0 | \$0 | \$3,418,941 | \$3,564,830 |
| END BAL & RSV | \$0 | \$0 | \$0 | \$15,174,741 | \$6,528,157 |
| TOTAL EXP | \$26,477,114 | \$24,643,915 | \$24,863,239 | \$48,591,505 | \$56,848,260 |
| TOTAL REV | \$27,086,334 | \$24,214,658 | \$28,039,943 | \$48,591,505 | \$56,848,260 |
| FTEs | 102.00 | 99.00 | 101.50 | 101.50 | 100.50 |

The increase in Materials, Capital, and Interfund is due to additional funding from Oregon House Bill 2017 that has allowed the Department to increase much needed capital improvement road projects. The decrease in Ending Fund Balance and Reserves is expected as the Department completes multi-year projects. Due to lower lake levels and public usage between FY 18-19 and FY 19-20, the Parks and Recreation Program reduced a 1.00 FTE Park Ranger position. 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 17 of this document.



ROADS AND PARKS

Organization Chart



Department Summary

Purpose Statement: To provide and maintain the Jackson County road system; to provide and maintain a variety of quality recreational opportunities for the citizens and visitors of Jackson County.

Major Issues and Service Level Goals for Fiscal Year 2019-2020

- 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 2019-2020 to \$17,300,000 which, when compared to historic levels, is a significant increase and will allow the Department to start delivering much needed capital improvement projects which have been deferred for many years.
- Construction will commence on extending Foothill Road north from its terminus at Corey Road across Highway 140 and connecting to Atlantic Avenue. This project is being coordinated with an Oregon Department of Transportation (ODOT) project to construct a roundabout where the extension of Foothill Road will cross Highway 140. When complete, this project will create a continuous “east-side bypass” from the City of Phoenix to White City.



ROADS AND PARKS

- Construction will be completed for a project to build a cycling/pedestrian path for the Rogue River Greenway Trail along North River Road from near Valley of the Rogue State Park towards the Rock Point Bridge. Completion of this 2.5 mile section of path will finish the initial improvements planned for the Rogue River Greenway Trail between the cities of Gold Hill and Rogue River.
- Design and start construction improvements to East Vilas Road from Highway 62 to Foothill Road. This project will widen and improve East Vilas Road to include two travel lanes, wider shoulders, and turn lanes at intersections.
- Replace Bridge #640, a timber bridge on Elder Mill Road over Trail Creek, with a new concrete structure using Federal bridge funds.
- Start design work on two safety projects on Foothill Road: Foothill Road, Delta Waters Road to Dry Creek Road; and Foothill Road, Dry Creek Road to East Vilas Road. The 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. These projects will be constructed in future fiscal years.
- Complete the final phase of the utility replacement project at the Howard Prairie Resort. The utilities in the W-Loop of the north campground will be replaced, which will wrap up a four-year project that provided replacement of utilities to over 200 campsites at the resort. Once complete, all new utilities will provide adequate electrical service for modern day recreational vehicles (RVs) and provide safe electrical service meeting modern day codes. This upgrade is expected to generate additional revenues at the park as the amenities will attract new visitors to the resort. The work will be funded from Bureau of Reclamation and Oregon State Parks grants.
- In an effort to continue to increase pavement condition, the County will be heavily investing in pavement maintenance and will complete 72 miles of chip and slurry seals and will contract to complete a \$1,500,000 pavement overlay project on portions of Butte Falls Road, Reese Creek Road, and Hamrick Road. These projects, and the associated pavement repairs completed before chip and slurry seal coats, will assist in ensuring the pavement condition index remains at an acceptable level.
- Replacing and acquiring the very expensive heavy equipment used in road maintenance will see improvement with the additional funding provided in House Bill 2017. A significant purchase planned for this fiscal year will be to replace two 10-yard dump trucks. The 10-yard trucks are the workhorse equipment of the fleet and are involved with all aspects of asphalt pavement repair and maintenance, ditching, shouldering, snow plowing, and most all other road maintenance projects. Replacement costs for the two 10-yard dump trucks is expected to be approximately \$420,000.
- A major focus last fiscal year, which will continue into fiscal year 2019-2020, is 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 second full year of operation of 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 2019-2020 to ensure a high level of service is provided at this very visible park.

Major Issues and Service Level Accomplishments for Prior Year

- In an effort to continue to increase pavement condition, the County completed chip and slurry seals on over 70 miles of roadway, and contracted to complete pavement overlays on East Main Street near Ashland and on West Antelope Road in White City. These projects, and the associated pavement repairs completed before chip and slurry seal coats, will assist in ensuring the pavement condition index remains at an acceptable level.
- Construction was completed on the Lozier Lane project. This project, completed with the City of Medford, widened Lozier Lane between West Main Street and Stewart Avenue and added a center turn lane, sidewalks, and bike lanes. This project was funded primarily with State and Federal transportation grant funds.
- Construction was completed for the complex Table Rock Road (Biddle Road to Interstate 5) project. This significant project included four travel lanes and a center turn lane from Biddle Road to Airport Road; two travel lanes and a center turn lane from I-5 to Airport Road; a signal at Airport Road; and curb, gutter, and sidewalks for the entire project. This project was also funded primarily with State and Federal transportation grant funds.



ROADS AND PARKS

- The County began the design of a capital project to improve a portion of Foothill Road between Delta Waters Road and Dry Creek Road. This improvement will add dedicated turn lanes and provide other safety improvements.
- Continued the engineering design, permitting, and right-of-way acquisition for a capital improvement project to extend Foothill Road from Corey Road, across Highway 140, to connect to Atlantic Avenue in White City. This project will complete an “east-side bypass” going from the City of Phoenix to White City. This project is planned for construction in 2020.
- The engineering and right-of-way phases were completed, and the construction phase will be started, for a project to build a cycling/pedestrian path for the Rogue River Greenway Trail along North River Road from near Valley of the Rogue State Park towards the Rock Point Bridge. Completion of this 2.5 mile section of path will complete the initial improvements planned for the Rogue River Greenway Trail between the cities of Gold Hill and Rogue River.
- Completed the installation and start-up operation of 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 paid off approximately one-third of the construction cost in its first year of operation.
- Purchased a Gradall excavator. This equipment is a highly diverse piece of equipment which is used for ditch cleaning, culvert replacement, slide repairs, and several other functions. Replacement cost for the Gradall was \$379,656.
- Completed the first season of a large multi-jurisdictional cooperative effort between all law enforcement agencies managing the Greenway, Jackson County Parks, Community Justice crews, and other area stakeholders to work to clean up transient camps and remove debris left at those sites. This multi-jurisdictional cooperative effort has been very successful and plans to expand the program are being analyzed.
- A capital project was completed during fiscal year 2018-2019 to add new electrical power and water utilities to portions of the North Loop Campground at Howard Prairie Resort. This \$367,929 project upgraded severely outdated utilities and will be able to serve the new, larger RVs at this popular campground.
- Successfully managed the second full year of operation of the Southern Oregon RV Park near the Expo grounds. Occupancy and revenue from this park have been consistently higher than projected and reviews of the park are very positive.

Benchmark

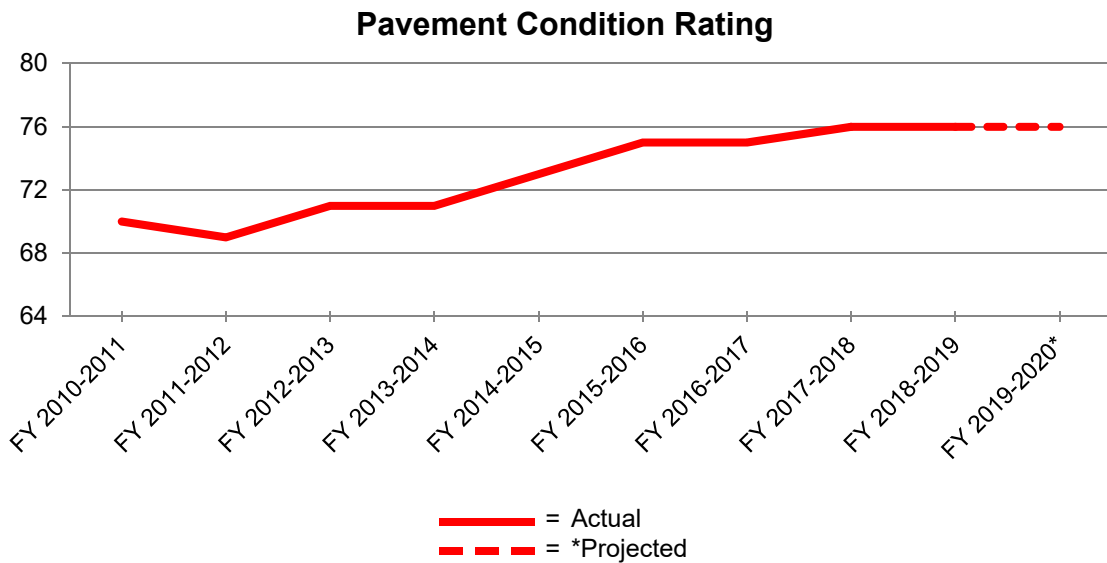
Pavement Condition: Several Oregon counties utilize the Metropolitan Transportation Commission (MTC) Pavement Management System to guide management decisions regarding their paved road systems. The MTC system uses a universal Pavement Condition Index (PCI) rating of between 0 PCI, indicating a non-existent surface, and 100, indicating a new road with paved surface. Asphalt pavements are evaluated and then scheduled to be maintained utilizing proven strategies and techniques to ensure that maintenance dollars are spent appropriately. A long-term view is best when viewing the system ratings. As systems age and as work is performed, some fluctuation in the PCI numbers is expected.

Roads in the Jackson County system have been maintained utilizing input from the MTC pavement management system since the late 1980s. The modeled pavement condition rating has improved from a low PCI of 69 in November 2011 to a PCI of 76 in the last inspection cycle in December 2018. The budget request for the 2019-2020 fiscal year continues funding for asphalt maintenance at an increased level to ensure that pavement condition remains at acceptable levels. This includes retaining chip and slurry seal applications at more than 72 miles per year.

A pavement condition rating of 76 meets the Department’s desired system-wide condition rating of 70 or better and is considered a “very good” rating on a system wide basis. Current policy is to try and maintain pavements on the Jackson County road system near an overall 70 PCI rating. An overall rating too much above 70 PCI may indicate higher than necessary maintenance has been performed. An overall system rating too far below 70 PCI could indicate less than necessary maintenance is being performed and deterioration may be getting ahead of maintenance.



ROADS AND PARKS



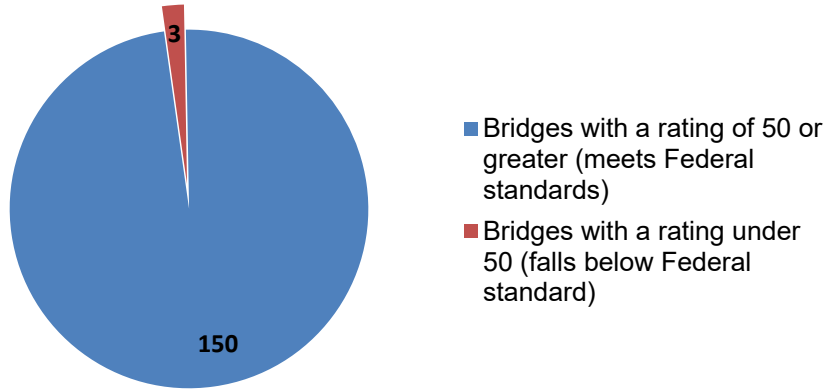
Bridge Condition: Sufficiency Rating is a nationally standardized score developed by the Federal Highway Administration and is used by all government agency bridge owners in the country (local, State and Federal). The maximum score is 100 and the minimum score is 0. Bridges with a score under 50 are 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 2017-2018, all Jackson County bridges were found safe to drive over and, of the NBI structures, only three fall under NBI Federal standards. One of these bridges (Cobleigh Road) falls under Federal standards due to its narrowness, vertical clearance, and a sharp curve on one approach end, yet is structurally sound. Another bridge (Swingle Road) has been weight limited at eight tons and is being monitored for its structural deficiencies. Replacement funds are being sought through Federal grant programs to replace this bridge. The third bridge (Elder Mill) has been funded through the State for replacement with construction scheduled for the summer of 2020.



ROADS AND PARKS

Bridge Condition Rating



Roads Administration

Program Purpose

The Roads Administration Program is responsible for issuing permits, processing payroll, tracking costs, budgeting, accounts payable, accounts receivable, personnel records, training, safety, the weighmaster program, and some information services. The Roads Administration Program is helping to meet County goals: (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; (11) Maintain public records to provide financial, historical, and statistical information; and (12) Plan for the future.

Program Information

The Administration Program oversees the general operations of the Roads and Parks Department and provides the services listed below.

Fiscal Services

Strategic Objective: Use management information systems and provide analyses that allow program managers to have relevant cost accounting and budget data necessary to make informed and fiscally responsible decisions.

Both internal Department software as well as countywide software are used to capture and report needed data for decision making. In addition, other processes can be used where appropriate to ensure informed decisions are made.

Safety

Strategic Objective: Provide a safe and healthful work environment for all employees. Promote safety by providing necessary resources to implement prevention programs. Train employees to be responsible and accountable for a safe work environment.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Lost days reported | 0 | 47 | 27 | 82 | 0 |

A combination of efforts are used to meet this strategic objective. From a staffing perspective, the Department employs a Safety Manager as well as a full-time Safety Technician to help administer the Safety Program. Employees and managers participate in monthly safety meetings as well as meet or exceed other Oregon Occupational Safety and Health Administration guidelines. Finally, a culture which encourages safe work practices continues to identify and develop additional safety programs which help facilitate training and reporting as well as acknowledging safe work practices.

Weighmaster

Strategic Objective: Utilize weighmasters or other partners in the County to ensure that commercial vehicles comply with size, weight, and safety laws of Oregon. Compliance with Oregon vehicle codes by commercial vehicles ensures that the County's investment in road infrastructure is protected along with the safety of all road users.

Excess vehicle weights can cause significant damage to roadway infrastructure, therefore the monitoring and enforcement of vehicle weight laws is important. Education of the trucking industry continues to be a high priority



Roads Administration

in meeting this objective. Additionally, enforcement procedures including fixed scale operation as well as patrolling County roads are employed to help ensure compliance with laws.

Clerical

Strategic Objective: Prepare and maintain the business and statistical records of the Department. Ensure that legally mandated records are kept and reports of significant events documented.

Using various software and other tracking systems the clerical staff of the department enters, tracks, and reports various data to the other programs within the department. Cross-training of staff helps ensure consistency over time as well as coverage for immediate needs. Training is attended by key staff to ensure compliance with record retention laws and other legal requirements.

Significant Issues in the Year Ahead

Primary focus and attention will be given to identifying more efficient ways of delivering necessary service levels in light of increasing revenue due to passage of House Bill (HB) 2017 and the anticipated additional project delivery which will be required. Staff levels will continue to be analyzed to tailor the workforce to the Department's needs. Grant opportunities will continue to be aggressively sought to help share the load of necessary capital improvement projects.

Financial Condition

Road Fund revenues are primarily funded through the State gas tax and vehicle registration fees. Oregon HB 2001 passed by the 2009 Legislature, along with HB 2017 passed by the 2017 Legislature, increases vehicle registration and titling fees and adds additional cents per gallon to the State gas tax. Revenue is estimated in fiscal year 2019-2020 to be \$17,300,000 which, when compared to historic levels of revenue, has increased and will continue to increase over the next ten 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 tackle an aging fleet.

The Roads Administration Program is part of the Road Fund which receives no revenue from the County's General Fund.

Roads Administration

| Program: 390201 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$15,809,010 | \$15,305,303 | \$18,818,466 | \$19,356,582 | \$23,880,841 |
| Fees & Other Service Charges | \$599,513 | \$566,498 | \$660,303 | \$520,200 | \$624,950 |
| All Other Resources | \$322,829 | \$134,850 | \$147,372 | \$150,000 | \$160,000 |
| Interfund Transfers | \$585,474 | \$270,315 | \$320,670 | \$100,000 | \$2,550,000 |
| Fund Balance | \$0 | \$0 | \$0 | \$15,000,000 | \$15,200,000 |
| Total | \$17,316,826 | \$16,276,966 | \$19,946,811 | \$35,126,782 | \$42,415,791 |
| EXPENDITURES | | | | | |
| Personnel Services | \$872,795 | \$849,449 | \$889,411 | \$907,159 | \$1,203,938 |
| Materials & Services | \$1,222,579 | \$1,149,301 | \$1,587,022 | \$2,025,092 | \$1,910,485 |
| Capital Outlay | \$0 | \$5,405 | \$179,870 | \$0 | \$0 |
| Interfund Transfers | \$0 | \$57,588 | \$0 | \$0 | \$0 |
| Contingency | \$0 | \$0 | \$0 | \$2,500,000 | \$2,510,904 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$10,736,016 | \$3,787,425 |
| Total | \$2,095,374 | \$2,061,743 | \$2,656,303 | \$16,168,267 | \$9,412,752 |
| Full-Time Equivalent | 8.65 | 8.50 | 9.50 | 8.00 | 8.20 |



Engineering

Program Purpose

The Engineering Program provides engineering services for Roads, Parks, and other County departments. The Program provides in-house engineering for the design of road improvement projects to ensure that projects are properly engineered to provide the most efficient balance of service, life, and cost. The Program also provides construction surveying, project inspection, and contract administration for road improvement projects to ensure that improvements are properly constructed, and contractors are paid only when their work meets County specifications. The Engineering Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; (8) Provide and maintain multiple transportation systems; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; (11) Maintain public records to provide financial, historical, and statistical information; and (12) Plan for the future.

Program Information

The Engineering Program provides the services listed below.

Bridge Management

Strategic Objective: Manage the County's bridges to ensure safety and accessibility. Use County, State, and Federal funding to provide inspection, maintenance, and replacement of County bridges.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Bridges with a sufficiency rating of 50 or more | 98% | 98% | 98% | 98% | 98% |

Sufficiency Rating is a nationally standardized score developed by the Federal Highway Administration and is used by all government agency bridge owners in the country (local, State, and Federal). The maximum score is 100 and the minimum score is 0. Bridges with a score under 50 are considered deficient and are eligible for receipt of Federal bridge replacement funding. Within the 100 possible points are 50 points for structural integrity and 50 points for functionality (generally width, vertical clearance, horizontal and vertical alignment of bridge and bridge approaches, and adequacy of bike/pedestrian facilities). Bridges that score below 50 are either structurally deficient, functionally obsolete, or both.

Jackson County manages a total of 344 bridges with 153 of these being 20 feet or over in length. The bridges longer than 20 feet in length are part of the National Bridge Inventory (NBI) and are thoroughly inspected every two years and given a rating for their structural and functional sufficiency, as described above. For fiscal year 2017-2018, all Jackson County bridges were found safe to drive over and of the NBI structures, only three fall under NBI Federal standards. One of these bridges (Cobleigh Road) falls under Federal standards due to its narrowness, vertical clearance, and a sharp curve on one approach end, yet is structurally sound. Another bridge (Swingle Road) has been weight limited at eight tons and is being monitored for its structural deficiencies. Replacement funds for the Swingle Road Bridge are being sought through Federal grant programs. The third bridge (Elder Mill) has been funded through the State for replacement with construction scheduled for the summer of 2020.

Engineering Design and Inspection

Strategic Objective: Provide quality engineering designs, plans, and construction inspections for road improvement projects to ensure that projects are properly engineered and constructed to provide the most efficient balance of service, life, and cost.



Engineering

The engineering work in the Roads and Parks Department is completed by a staff of 9.00 full-time equivalent (FTE) positions. Engineering survey, designs, plans, and construction inspection are completed by a combination of Department staff and engineering consultants. Specific engineering tasks are evaluated and assigned in a manner to maximize the use of skills of the Department's staff while contracting out those tasks where additional expertise is needed. All engineering work is monitored and directly overseen by two staff members registered in Oregon as Professional Engineers.

Significant Issues in the Year Ahead

With increased investment in pavement maintenance over the last several years, the County's pavement condition index (PCI) has improved from a low PCI rating of 69 in fiscal year 2011-2012 to a PCI rating of 76 for the last inspection cycle in December 2018. This pavement condition is meeting the County's target condition of 70 or better, and indicates that the County pavement system is in "very good" condition. During fiscal year 2019-2020, a continued higher level of funding is directed towards pavement maintenance in an effort to ensure that the PCI ratings remain in the "very good" category. This includes maintaining chip and slurry seal production of 72 miles and completing a \$1,500,000 pavement overlay project on portions of Butte Falls Road, Reese Creek Road, and Hamrick Road.

Fiscal year 2019-2020 will see design and construction for capital construction projects on several County roads. Construction will commence on extending Foothill Road north from its terminus at Corey Road across Highway 140 and connecting to Atlantic Avenue. This project is being coordinated with an Oregon Department of Transportation (ODOT) project to construct a roundabout where the extension of Foothill Road will cross Highway 140. When complete, this project will create a continuous "east-side bypass" from the City of Phoenix to White City. Additionally, the County plans to design and construct improvements to East Vilas Road from Highway 62 to Foothill Road. This project will widen and improve East Vilas to include two travel lanes, wider shoulders and turn lanes at intersections. Also planned for fiscal year 2019-2020 is the completed construction of a project to build a cycling/pedestrian path for the Rogue River Greenway Trail along North River Road from near Valley of the Rogue State Park towards the Rock Point Bridge. Completion of this 2.5 mile section of path will finish the initial improvements planned for the Rogue River Greenway Trail between the cities of Gold Hill and Rogue River. Lastly, the County will replace Bridge #640, a timber bridge on Elder Mill Road over Trail Creek, with a new concrete structure using Federal bridge funds.

The County will also continue design work on two safety projects on Foothill Road: Foothill Road, Delta Waters Road to Dry Creek Road; and Foothill Road, Dry Creek Road to East Vilas Road. These projects will straighten numerous curves, add dedicated turn lanes at intersections, provide wider shoulders, and make additional safety improvements to this narrow, high-speed roadway.

With additional revenue, the construction of major capital improvement projects will increase in coming years as compared to recent levels.

Financial Condition

The Engineering Program is part of the Road Fund which receives no revenue from the County's General Fund. Refer to the Roads Administration Program's "Financial Condition" discussion for additional information.



Engineering

| Program: 390202 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|-----------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Total | \$0 | \$0 | \$0 | \$0 | \$0 |
| EXPENDITURES | | | | | |
| Personnel Services | \$625,080 | \$791,115 | \$815,951 | \$1,168,295 | \$1,170,936 |
| Materials & Services | \$98,544 | \$123,681 | \$132,325 | \$148,556 | \$163,312 |
| Capital Outlay | \$1,349,888 | \$1,913,098 | \$1,299,386 | \$3,649,672 | \$16,986,672 |
| Total | \$2,073,512 | \$2,827,894 | \$2,247,662 | \$4,966,523 | \$18,320,920 |
| Full-Time Equivalent | 10.00 | 8.00 | 8.00 | 9.00 | 9.00 |



Fleet Services

Program Purpose

The Fleet Services Program ensures the County's equipment and fleet maintenance needs are met. It also provides services for outside entities such as the Oregon State Highway Division, City of Medford, and Jackson County Vector Control. Strategies employed utilize preventative maintenance programs consisting of vehicle inspections for safety, lubrication, and oil changes. Efforts are made to replace County equipment when most cost effective to do so. Fewer breakdowns and lower costs result from a well-managed, preventative maintenance program and scheduled equipment replacements. The Fleet Services Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Fleet Services Program provides the services listed below.

Vehicle Acquisition and Replacement

Strategic Objective: Operate an equipment replacement program for existing equipment that meets or exceeds its useful life.

All Department vehicles and equipment are managed using a comprehensive fleet management program which tracks age, mileage or hours of use, repair frequency, and repair costs. Using this program, vehicles are evaluated annually to look for trends to identify classes of equipment or vehicles experiencing higher than anticipated costs of operation and repair and they will be targeted for replacement. Additionally, classes of equipment have an estimated life expectancy based on mileage or hours of use and replacement is targeted for those times. For example, most light fleet (pickups, sedans, etc.) are targeted for replacement between 100,000-125,000 miles and 10-yard dump trucks are targeted for replacement when they exceed 15,000 hours of use. Budget limitations do not always allow these replacement targets to be met.

Provide Preventative Maintenance and Repair to Fleet Vehicles

Strategic Objective: Maintain vehicles using an aggressive preventative maintenance program to minimize down time due to repair.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Work orders written as preventative maintenance | 23% | 27% | 29% | 26% | 28% |

Maintaining fleet vehicles using preventative maintenance techniques which are scheduled ahead of time as opposed to breakdown repairs is preferred. Costs are kept low by identifying and addressing maintenance issues either ahead of time or by using a planned approach in contrast to waiting until repairs are needed due to breakdown. The overall goal is to increase the work done on a preventative basis which includes utilizing flexible shop scheduling techniques to perform services when vehicles are not needed.

Significant Issues in the Year Ahead

The shop continues to rely on outsourcing for specialized maintenance and repairs in the fleet. Reliance on specialty providers is a proven method for dealing with specialized repair needs while keeping Department technicians focused on preventative maintenance. Shop rate comparisons show the fleet continues to be



Fleet Services

competitive with local area shops. Both efficiency and effectiveness continue to be monitored to ensure the most effective service is being provided.

Replacing and acquiring the very expensive heavy equipment used in road maintenance will see improvement with the additional funding provided in House Bill 2017. A significant purchase planned for this fiscal year will be to replace two 10-yard dump trucks. The 10-yard trucks are the workhorse equipment of the fleet and are involved with all aspects of asphalt pavement repair and maintenance, ditching, shouldering, snow plowing, and most all other road maintenance projects. Replacement costs for the two 10-yard dump trucks is expected to be approximately \$420,000. Measures to address the aging fleet will continue to be explored, including the purchasing of used equipment when it is in the Department's best interest to do so.

Financial Condition

Revenues to operate this Program come from State gas tax revenues. Fleet Services does provide some service to General Fund departments on a reimbursable basis amounting to less than 5 percent of the total Program. Fuel is also dispensed to Motor Pool vehicles and is reimbursed by Motor Pool. The Fleet Services Program is part of the Road Fund which receives no direct revenue from the County's General Fund. Refer to the Roads Administration Program's "Financial Condition" discussion for additional information.

| Program: 390206 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$149,526 | \$153,171 | \$191,264 | \$135,000 | \$140,000 |
| Fees & Other Service Charges | \$53,415 | \$48,571 | \$72,512 | \$45,000 | \$70,000 |
| Interfund Transfers | \$450,173 | \$399,179 | \$445,789 | \$390,000 | \$425,000 |
| Total | \$653,114 | \$600,921 | \$709,565 | \$570,000 | \$635,000 |
| EXPENDITURES | | | | | |
| Personnel Services | \$928,766 | \$874,013 | \$902,929 | \$975,234 | \$1,022,043 |
| Materials & Services | \$1,636,160 | \$1,762,543 | \$1,937,377 | \$2,142,938 | \$2,216,451 |
| Capital Outlay | \$5,500 | \$0 | \$0 | \$0 | \$0 |
| Interfund Transfers | \$67,172 | \$0 | \$0 | \$0 | \$0 |
| Total | \$2,637,598 | \$2,636,556 | \$2,840,306 | \$3,118,172 | \$3,238,494 |
| Full-Time Equivalent | 12.60 | 12.60 | 10.60 | 10.60 | 10.60 |



Greenway Fund

Program Purpose

The Greenway Fund Program is used to complete construction of the Bear Creek Greenway and the Rogue River Greenway. The Bear Creek Greenway is a continuous trail between the City of Ashland and the Seven Oaks interchange located north of the City of Central Point. The Rogue River Greenway will generally follow the Rogue River and will extend from the northern terminus of the Bear Creek Greenway to the County line past the City of Rogue River. The Program provides funding for construction of new greenway trails on County-owned land and public rights-of-way within the greenway system. The Greenway Fund Program is helping to meet County goals: (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; (7) Make recreational, learning and cultural opportunities accessible and available; (8) Provide and maintain multiple transportation systems; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Greenway Fund Program provides the service listed below.

Add Trail Segments

Strategic Objective: Revenues in the fund will be placed in reserves for future construction projects. Construction will be started on a 2.5-mile segment of the Rogue River Greenway Trail system.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Miles of new trail completed | 1.5 | 0 | 0 | 0 | 2.5 |

Fiscal year 2019-2020 will see 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. Additionally, 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 2018-2019, engineering design and right-of-way acquisition will be completed on the North River Road section of the Rogue River Greenway and construction will begin in fiscal year 2019-2020. The completion of this 2.5-mile section of trail will provide a continuous ten-mile trail from the City of Rogue River to the City of Gold Hill and will mark a major milestone toward the completion of the Rogue River Greenway system. This portion of the trail will be financed through grants and the Road Fund; no expenditures will come from the Greenway Fund.

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 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Fees & Other Service Charges | \$0 | \$473,000 | \$0 | \$0 | \$0 |
| All Other Resources | \$285 | \$11 | \$4,503 | \$2,500 | \$4,000 |
| Fund Balance | \$0 | \$0 | \$0 | \$482,000 | \$484,000 |
| Total | \$285 | \$473,011 | \$4,503 | \$484,500 | \$488,000 |
| EXPENDITURES | | | | | |
| Capital Outlay | \$11,993 | \$0 | \$0 | \$0 | \$0 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$484,500 | \$488,000 |
| Total | \$11,993 | \$0 | \$0 | \$484,500 | \$488,000 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |



Motor Pool

Program Purpose

The Motor Pool Program has responsibility for providing clean, safe, and economical transportation to County departments. The Motor Pool Program is helping to meet County goals: (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Motor Pool Program provides the services listed below.

Vehicle Acquisition and Replacement

Strategic Objective: Acquire vehicles for departments that budget for or need additional units. Operate a vehicle replacement program for existing vehicles that have met or exceeded their useful life.

Vehicles are scheduled for replacement when mileage and years of service indicate their average useful life has been reached. Most vehicles in Jackson County's fleet will travel more than 120,000 miles before being replaced. Replacement is planned when maintenance and servicing costs begin to increase significantly.

Provide Preventative Maintenance and Repair to Fleet Vehicles

Strategic Objective: Maintain vehicles using an aggressive preventative maintenance program to minimize down time due to repair.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018- Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|-------------------------------------|--------------------------------------|---------------------------------------|
| Work orders written as preventative maintenance | 52% | 53% | 51% | 54% | 54% |

Maintain fleet vehicles using preventative maintenance techniques, which are scheduled ahead of time, as opposed to repairs is preferred. Repair costs are kept low by identifying and addressing maintenance issues either ahead of time or by using a planned approach in contrast to waiting until repairs are needed due to a breakdown. The overall goal is to increase the work done on a preventative basis. If significant repair issues are identified during a preventative inspection, then a separate repair order is written to track those costs and resources.

Cost Effective Transportation

Strategic Objective: Maintain vehicles using a proper balance of mechanics to vehicles.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Ratio of mechanics to vehicles | 1:142 | 1:148 | 1:146 | 1:149 | 1:149 |

The total Motor Pool fleet size for fiscal year 2019-2020 declined slightly to 297 vehicles. Motor Pool's current staff is able to maintain a consistent level of service to users; the current ratio is one technician for every 149 vehicles.



Motor Pool

Significant Issues in the Year Ahead

Beginning in fiscal year 2018-2019, Motor Pool entered into a lease agreement with a fleet management company to provide vehicles through a lease contract. This begins a trial period where costs will be monitored and compared to historical purchasing and maintenance methods. Purchase prices, ongoing maintenance costs, and disposal values will all be monitored through this trial in an effort to reduce expenses and increase revenue. Final results of this trial will not be known for several years. Departments participating in the trial will not see any change in costs at this point. As part of this trial, the types of vehicles purchased is also being broadened to other manufacturers.

Requests from some departments for alternative fueled vehicles occur each year. The purchasing and use of alternative fueled vehicles continues to be evaluated to ensure that the most cost effective vehicles are being provided. The current position of the County is that the purchase of alternative fuel vehicles must be based on a total lifecycle cost of the vehicle and currently hybrids, all-electric, and compressed natural gas powered vehicles have increased life cycle costs over traditionally powered vehicles.

Financial Condition

The Motor Pool Program is a Central Services Fund which continues to generate revenue from the fees charged to its users. A three-tier rate structure is utilized to recover capital, fixed, and variable program costs. It is estimated that 65 percent of this Program's revenue comes from the County's General Fund.

| Program: 390401 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$124,240 | \$81,724 | \$54,992 | \$10,000 | \$80,000 |
| Fees & Other Service Charges | \$55,618 | \$112,133 | \$167,148 | \$62,000 | \$73,000 |
| All Other Resources | \$24,459 | \$11,618 | \$11,435 | \$15,000 | \$13,000 |
| Interfund Transfers | \$2,332,061 | \$2,300,237 | \$2,193,403 | \$2,730,732 | \$2,467,887 |
| Fund Balance | \$0 | \$0 | \$0 | \$769,000 | \$1,300,000 |
| Total | \$2,536,378 | \$2,505,712 | \$2,426,978 | \$3,586,732 | \$3,933,887 |
| EXPENDITURES | | | | | |
| Personnel Services | \$295,576 | \$298,193 | \$297,169 | \$310,739 | \$317,431 |
| Materials & Services | \$871,945 | \$931,564 | \$1,005,039 | \$1,092,177 | \$1,222,567 |
| Capital Outlay | \$875,684 | \$1,016,127 | \$1,410,225 | \$1,357,000 | \$1,354,000 |
| Interfund Transfers | \$73,248 | \$0 | \$334,317 | \$0 | \$0 |
| Contingency | \$0 | \$0 | \$0 | \$326,816 | \$389,889 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$500,000 | \$650,000 |
| Total | \$2,116,453 | \$2,245,884 | \$3,046,750 | \$3,586,732 | \$3,933,887 |
| Full-Time Equivalent | 3.05 | 3.06 | 3.06 | 3.06 | 2.86 |



Parks and Recreation

Program Purpose

The Parks and Recreation Program provides a variety of quality recreational opportunities for the citizens and visitors of Jackson County. The Parks and Recreation Program operates 21 parks within Jackson County, encompassing over 7,000 acres of land and water. Recreational opportunities available include: picnicking; camping; fishing; boating; waterskiing; windsurfing; swimming; water sliding; river boating; rafting; hiking; rock climbing; hang gliding; cycling; reserved group camping; reserved group picnicking; motor sports including drag racing, karting, and autocross; softball; little league baseball; target shooting; music concerts and festivals; bird watching; nature hikes; equestrian camping and activities; and indoor/outdoor facilities on a reservation basis for meetings, weddings, and concerts.

The Parks and Recreation Program strives to make each park facility as self-supporting as possible. To accomplish this, a revenue strategy of user fees, grants, entitlements, revenue generating events, concession contracts, along with volunteers, social agency cooperation, and public/private partnerships are utilized. Continual reorganization and cost containment strategies are employed to provide a variety of recreational experiences at the lowest available cost.

Additionally, Landscape Services are provided to County and non-County properties using efficient techniques ensuring a clean, neat appearance at the lowest possible cost.

The Jackson County Parks and Recreation Citizen Advisory Committee assists Program management by providing input on the strategic direction of the Program and helping to develop Program priorities. The Parks and Recreation Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; (7) Make recreational, learning, and cultural opportunities accessible and available; (9) Promote employee pride, high standards of performance, and productivity; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Parks and Recreation Program provides the services listed below.

Day Use Recreation

Strategic Objective: Provide a variety of recreational opportunities in a day-use park setting.

Jackson County maintains 19 developed parks of which all serve some day-use activities. Day-use activities in the County are very diverse ranging from activities such as boating and fishing at Howard Prairie, to a variety of shooting opportunities and motor car racing at the Jackson County Sports Park, to whitewater rafting at the numerous County parks along the Rogue River as well as Cantrall Buckley Park along the Applegate River. Many parks, such as the complex of parks at Emigrant Lake and Howard Prairie, serve a strong mixture of day-use and overnight camping. Other parks such as Agate Lake, Britt Gardens, Dodge Bridge, Jackson County Sports Park, and the Upper Rogue Regional Park in Shady Cove serve only day-use activities.

Revenue Earned Per Campsite Operated

Strategic Objective: Grow campsite occupancy rates to assist in funding the operations of the Program.



Parks and Recreation

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|-----------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Revenue earned per campsite | \$815 | \$1,624 | \$1,971 | \$1,919 | \$1,950 |

This measure is highly dependent upon external factors such as weather and lake water levels. However, it provides a quality measurement of how the Program is accomplishing marketing goals and the quality of service provided. The overall goal is to increase revenue earned per site, as camping revenues comprise a major portion of the Program's operating budget. The addition of the 92 spaces of the Southern Oregon Recreational Vehicle (RV) Park has had a positive influence on these figures, and occupancy rates are continuing to average higher than initial projections. This increased visitation at the Southern Oregon RV Park and growing occupancy rates help to offset the impact from lower visitation of other parks due to low water levels or wildfire smoke.

Overnight Accommodations

Strategic Objective: Provide high quality overnight recreation opportunities for visitors and citizens in Jackson County.

In fiscal year 2016-2017, the County completed construction of the RV Park near the Jackson County Expo grounds. This park, managed and operated by the County Parks Program, includes 92 full-hookup RV sites, restroom/shower facilities, a headquarters and registration building, and improved day-use areas including walkways and better access to the fishing ponds. The RV Park continues to see increased occupancy rates and, therefore, generates a significantly larger revenue stream than originally anticipated. As a result, the Parks Program has been able to make larger than expected payments to the General Fund for the construction loan. This will lead to discretionary income being generated by the RV Park for other uses in the Program sooner than originally planned.

In fiscal year 2018-2019, Park staff replaced all electrical and water service to the Y-Loop of the north campground at Howard Prairie Resort. The resort is the largest campground in the park system and generates a significant amount of income for the Program. The original utilities had been in place for decades and did not meet current codes. The new system will serve the needs of modern RV'ers and will provide a much higher level of service for resort guests.

The Parks and Recreation Program receives considerable support from the State of Oregon as RV registration fees are shared with counties that provide overnight camping facilities. Jackson County receives the largest amount of these fees when compared to other counties. The statewide county share of RV licensing fees has increased over the last three fiscal years due to legislation passed in the 2014 session. This has resulted in an increase of nearly \$180,000 for Jackson County over the last three years. Additionally, the purchasing and licensing of recreational vehicles is increasing consistent with previous fiscal years and the County is projecting steady RV licensing fees in the 2019-2020 fiscal year. These increases will help offset rising operating expenses in this Program and occasional reductions in user fees due to lower water levels and wildfire smoke.

Landscape Services

Strategic Objective: Provide landscape maintenance for County and non-County properties using the most effective professional methods. Neat, well-maintained properties contribute to the natural beauty of the area while promoting employee pride and stewardship within the County.

The Roads and Parks Department maintains a landscape crew of 3.00 full-time equivalent (FTE) positions and up to 3.00 part-time positions to complete landscape services for County and non-county properties. This crew maintains landscaping at the County Courthouse, Expo, and jail along with other County building. Additionally, this



Parks and Recreation

crew completes landscaping for the many facilities of the Medford School District and the Jackson County Library District.

Significant Issues in the Year Ahead

The Southern Oregon RV Park continues to be a success for the Program and is generating revenues higher than predicted. The RV Park receives very positive reviews from guests and is serving the needs of many visitors coming to the Rogue Valley as well as local residents. A survey will be conducted in the 2019-2020 fiscal year that will provide insight into guest satisfaction to enable staff to further refine visitor experiences.

Weather conditions and water levels during the recreational season are a major contributing factor to a successful recreational year. The intense wildfire smoke from the 2018 summer season drastically impacted Program revenues along with lower lake levels. It is expected that the 2019-2020 fiscal year will see a mild recovery in lake levels due to improved snowpack conditions. However, over the last several years, wildfire smoke has had a negative impact on usage at all of the County's parks. Staff levels will be closely monitored during wildfire season, enabling management to reduce operational expenses during fire events to mitigate losses.

The final phase of the utility replacement project will occur in fiscal year 2019-2020 at the Howard Prairie Resort. The W-Loop of the north campground will be replaced, which will wrap up a four-year project that provided replacement utilities to over 200 campsites at the resort. Once complete, all new utilities will provide adequate electrical service for modern day RVs and provide safe electrical service that meets modern day codes. This upgrade is expected to generate additional revenues at the park as the amenities will attract new visitors to the resort. The work will be funded from Bureau of Reclamation and Oregon State Parks grants.

The Landscape Services subprogram is expected to continue to generate a moderate amount of revenue to help fund the Parks and Recreation Program.

Financial Condition

The Landscape Services subprogram receives approximately 37 percent of its revenue by providing service to General Fund departments. The remaining 63 percent of revenue comes from services provided to other local governments, school districts, and non-General Fund County departments.

The Parks and Recreation Program receives no General Fund support for maintenance and operation of park facilities. The 2019-2020 fiscal year is the 11th year that this Program has not been operationally supported by the General Fund.

Parks and Recreation

| Program: 390501 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$1,428,432 | \$927,885 | \$975,467 | \$1,332,679 | \$1,090,220 |
| Fees & Other Service Charges | \$1,179,708 | \$1,988,803 | \$2,332,571 | \$2,234,400 | \$2,313,550 |
| All Other Resources | \$65,091 | \$27,856 | \$12,292 | \$9,500 | \$15,000 |
| Interfund Transfers | \$2,521,381 | \$284,478 | \$458,408 | \$483,275 | \$413,875 |
| Fund Balance | \$0 | \$0 | \$0 | \$700,000 | \$944,000 |
| Total | \$5,194,612 | \$3,229,022 | \$3,778,738 | \$4,759,854 | \$4,776,645 |
| EXPENDITURES | | | | | |
| Personnel Services | \$2,029,082 | \$1,264,701 | \$1,468,762 | \$1,620,070 | \$1,616,840 |
| Materials & Services | \$1,019,716 | \$1,351,559 | \$1,558,310 | \$1,361,239 | \$1,730,059 |
| Capital Outlay | \$4,801,969 | \$1,106,090 | \$355,770 | \$482,459 | \$235,000 |
| Debt Service | \$0 | \$58,975 | \$57,290 | \$355,184 | \$352,968 |
| Interfund Transfers | \$0 | \$33,376 | \$0 | \$0 | \$0 |
| Contingency | \$0 | \$0 | \$0 | \$515,000 | \$579,370 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$425,902 | \$262,408 |
| Total | \$7,850,767 | \$3,814,701 | \$3,440,132 | \$4,759,854 | \$4,776,645 |
| Full-Time Equivalent | 10.70 | 10.34 | 12.84 | 13.34 | 12.34 |



Parks System Development

Program Purpose

The goal of the Parks System Development Program is to provide funding for a five-year capital improvement plan. The plan focuses on acquiring additional park lands and funding capital improvement projects to accommodate increased capacity at existing and future parks.

The Parks System Development Program provides capital improvement funds as allowed under Chapter 1025 of the Codified Ordinances of Jackson County. The System Development Charges (SDC) are fees assessed on new residential developments within the County, outside cities' urban growth boundaries, to be used for land acquisition and capacity-increasing park improvement projects. The Parks System Development Program is helping to meet County goals: (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; (7) Make recreational, learning, and cultural opportunities accessible and available; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Parks System Development Program provides the service listed below.

Fund Increased Capacity of Parks

Strategic Objective: Provide funding for capacity increasing projects in County parks. Use SDC funds to pay for new improvements or provide matching funds for grants that build new parks or increase park capacity.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Funds transferred for projects | \$301,370 | \$42,000 | \$0 | \$100,000 | \$50,000 |

System development fees are to be strictly used for capacity-increasing projects. The fees are collected at time of development by the Development Services Department. A separate fund is used to account for all fees and as revenues build, projects are identified which can benefit from receiving additional funding to complete this necessary work. Examples of capacity-increasing projects include new campsites, restroom facilities, and boat launch lanes.

Significant Issues in the Year Ahead

Parks SDC rates were reduced nearly 30 percent in fiscal year 2014-2015 and while the depressed housing market has been recovering, Parks SDC revenue remains below historical levels. Revenue for fiscal year 2018-2019 is estimated to be \$50,000. Parks SDCs were used to partially complete the Southern Oregon Recreational Vehicle (RV) Park and the fund balance was exhausted with this large project. During fiscal years 2018-2019 and 2019-2020, all Parks SDCs will again be allocated to help pay down the loan balance which was incurred during the building of this large facility.

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 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Fees & Other Service Charges | \$60,354 | \$36,141 | \$54,025 | \$75,000 | \$50,000 |
| All Other Resources | \$3,490 | \$157 | \$299 | \$0 | \$0 |
| Fund Balance | \$0 | \$0 | \$0 | \$75,000 | \$0 |
| Total | \$63,844 | \$36,298 | \$54,324 | \$150,000 | \$50,000 |
| EXPENDITURES | | | | | |
| Interfund Transfers | \$301,370 | \$42,000 | \$0 | \$150,000 | \$50,000 |
| Total | \$301,370 | \$42,000 | \$0 | \$150,000 | \$50,000 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |



Pedestrian/Bicycle Trails

Program Purpose

The Pedestrian/Bicycle Trails Program develops and maintains trails and paths, and encourages the use of alternative and non-motorized modes of transportation. This Program provides planning, development, administration, and maintenance functions for the County trails system. The Program is financed primarily through Jackson County's 1 percent share of the State gasoline tax. These funds are dedicated to trail management and maintenance within road right-of-ways. Additional funding to this Program is also provided from five cities under an Intergovernmental Agreement (Joint Powers Agreement) to manage and maintain the Bear Creek Greenway. The Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; (7) Make recreational, learning and cultural opportunities accessible and available; (8) Provide and maintain multiple transportation systems; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Pedestrian/Bicycle Trails Program provides the services listed below.

Develop and Maintain Cycling and Pedestrian Facilities

Strategic Objective: Leverage the 1 percent bike fund money by coordinating trail maintenance with road maintenance for best efficiency.

The Jackson County Bicycle Advisory Committee reviews and makes recommendations on bicycle-friendly maintenance practices on the current road right-of-ways. The Bear Creek Greenway's Joint Powers Committee will prioritize the use of major maintenance funds collected by the Intergovernmental Agreement.

Encourage Use of Trails

Strategic Objective: Collaborate with other agencies to provide a concerted effort and a consistent message to the public regarding increased use of trail systems.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|-------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Daily trips on Bear Creek Greenway* | 338 | 215 | 183 | 200 | 200 |

*Data for fiscal year 2015-2016 was captured at the Ashland count station at mile point 8.5. In fiscal year 2016-2017, a count station near Talent at the Suncrest Road crossing began being used to capture more reliable data.

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.

Significant Issues in the Year Ahead

The Joint Powers Agreement, a collaborative Maintenance and Operations Plan for the Bear Creek Greenway trail with Jackson County and five cities as partners, was renewed during fiscal year 2016-2017. The Joint Powers Agreement allows funding sources to remain consistent and facilitate large improvements to the Greenway.



Pedestrian/Bicycle Trails

Jackson County serves as project coordinator to this Agreement and during fiscal year 2016-2017, the Bear Creek Greenway Management Plan and further refinements to the Joint Powers Agreement were updated. 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 2019-2020, is furthering efforts to clean up the Bear Creek Greenway. A large multi-jurisdictional effort between all law enforcement agencies managing the greenway, Jackson County Parks, Community Justice crews, and other stakeholders have been working cooperatively to clean up transient camps, remove debris left at those sites, and offer proper assistance to the individuals involved in these activities.

During fiscal year 2019-2020, construction will be completed for a project to build a cycling/pedestrian path for the Rogue River Greenway Trail along North River Road from near Valley of the Rogue State Park towards the Rock Point Bridge. Completion of this 2.5 mile section of path will finish the initial improvements planned for the Rogue River Greenway Trail between Gold Hill and Rogue River.

Financial Condition

The Pedestrian/Bicycle Trails Program is funded 56 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 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$193,870 | \$195,358 | \$364,324 | \$279,537 | \$297,537 |
| Fees & Other Service Charges | \$22,979 | \$11,623 | \$2,048 | \$7,500 | \$0 |
| All Other Resources | \$8,271 | \$4,032 | \$9,222 | \$4,000 | \$4,000 |
| Interfund Transfers | \$2,466 | \$6,546 | \$5,000 | \$5,000 | \$15,000 |
| Fund Balance | \$0 | \$0 | \$0 | \$200,000 | \$325,000 |
| Total | \$227,586 | \$217,559 | \$380,594 | \$496,037 | \$641,537 |
| EXPENDITURES | | | | | |
| Personnel Services | \$108,657 | \$64,193 | \$48,944 | \$116,427 | \$130,324 |
| Materials & Services | \$58,543 | \$65,866 | \$418,819 | \$191,262 | \$339,122 |
| Capital Outlay | \$0 | \$0 | \$25,670 | \$0 | \$0 |
| Contingency | \$0 | \$0 | \$0 | \$46,000 | \$70,417 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$142,348 | \$101,674 |
| Total | \$167,200 | \$130,059 | \$493,433 | \$496,037 | \$641,537 |
| Full-Time Equivalent | 1.00 | 0.50 | 1.50 | 1.50 | 1.50 |



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 932 miles of road, 344 bridges, over 14,430 traffic signs, and other road related appurtenances. The Program is comprised of road surface maintenance, roadside drainage, vegetation management, traffic control, bridge and guardrail maintenance, snow removal, and miscellaneous activities. The Road Maintenance Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; (8) Provide and maintain multiple transportation systems; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Road Maintenance Program provides the services listed below.

Pavement Maintenance

Strategic Objective: Maintain the overall Pavement Condition Index (PCI) near 70 or better. This will be accomplished through continued increased funding in pavement maintenance activities, improved work procedures, and upgraded equipment.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Average PCI rating for the County road system | 75 PCI | 75 PCI | 76 PCI | 76 PCI | 76 PCI |

The pavement condition rating has improved from a low PCI of 69 in November 2011 to a PCI of 76 for the last inspection cycle in December 2018. The budget request for fiscal year 2019-2020 continues funding for asphalt maintenance at an increased level to ensure the pavement condition remains at acceptable levels. This includes retaining chip and slurry seal applications at more than 70 miles per year.

Strategic Objective: Maintain the safety and longevity of the paved road system by continuing to apply chip and slurry seals annually to County roads. Appropriate use of chip and slurry sealing is a cost effective way to maintain asphalt pavements to achieve a PCI rating for County roads in the "very good" category.

Chip seals are a very cost effective treatment which can be applied to paved surfaces as a maintenance technique to repair minor defects and extend the pavement life. An average mile of road can be chip sealed for less than \$26,000. This is in contrast to costs of approximately \$250,000 per mile for a 2-inch overlay of asphalt. A comprehensive Pavement Management System is used to predict the annual amount of chip seal necessary to ensure the entire road system is maintained. There will be 72 miles of chip and slurry seals completed on County roads during fiscal year 2019-2020.

Drainage Maintenance

Strategic Objective: Maintain the drainage systems along County roads to ensure the road base is drained. Use "Best Management Practices" employing appropriate techniques and frequency to ensure good drainage while not adversely impacting water quality. Good roadbed drainage contributes to maximum infrastructure life.



Road Maintenance

Drainage maintenance is completed using a variety of equipment to clean and reshape roadside ditches and to ensure culverts and catch basins are open and free of obstructions. Over the last five years, Jackson County has averaged 11,158 labor hours and 9,790 equipment hours completing drainage maintenance. The fiscal year 2019-2020 budget will continue or slightly increase drainage maintenance at these historical levels.

Delineation Maintenance

Strategic Objective: Maintain road and roadside delineation features such as striping (lane lines) and traffic signs in good condition to ensure the safety of the driving public.

With an aging population, the need for clear and well delineated roadways continues to increase. The Department's goal is to retrace all striping each year to ensure lane lines are bright and highly visible. The County also maintains a comprehensive sign inventory and, in addition to replacing signs when they are damaged, signs are also inspected and replaced when needed based on age. This ensures that signing is highly reflective and is providing the needed regulatory and warnings to drivers to ensure their safety.

Winter Maintenance

Strategic Objective: Provide a safe driving surface for motorists during winter storms. This includes snow plowing and applying abrasive materials to the road surface to increase traction.

Winter maintenance will continue to be a high priority for fiscal year 2019-2020. Jackson County partners with the National Weather Service to assist in the forecasting and predicting of winter storms. When poor roads conditions are forecast, the Department's primary focus becomes winter response. Jackson County is able to mobilize 15 large truck plows, six motor graders, and five pickup-mounted plows to plow snow, and 11 sanders to apply abrasive materials to the road surface to increase traction. Plow and sanding routes focus on the high population Rogue Valley areas first and then work towards higher elevation roads. The overall goal of the Department is to have most County roads plowed and sanded early in the morning hours to provide safe travel for school buses and drivers traveling for their employment and again in the afternoon hours to provide safe travel back home.

Significant Issues in the Year Ahead

In an effort to increase the pavement condition, the County is maintaining an increased target for chip and slurry seals of 70 miles or more per year. This increase, and the associated pavement repairs completed before a seal coat, should assist in ensuring the pavement condition index remains at an acceptable level.

The County is also maintaining a higher level of service for painted road stripes and sign maintenance. With an aging population, the delineation features of the roads are of increasing importance and keeping the brightness of the road stripes and signs make the roads safer for all users.

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 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|-----------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Total | \$0 | \$0 | \$0 | \$0 | \$0 |
| EXPENDITURES | | | | | |
| Personnel Services | \$3,711,620 | \$4,397,819 | \$4,384,735 | \$5,467,038 | \$5,557,184 |
| Materials & Services | \$4,327,636 | \$5,432,914 | \$4,488,086 | \$5,038,782 | \$5,677,441 |
| Capital Outlay | \$921,237 | \$397,038 | \$801,964 | \$700,000 | \$717,000 |
| Interfund Transfers | \$22,000 | \$115,741 | \$119,581 | \$238,000 | \$127,000 |
| Total | \$8,982,493 | \$10,343,512 | \$9,794,366 | \$11,443,820 | \$12,078,625 |
| Full-Time Equivalent | 56.00 | 56.00 | 56.00 | 56.00 | 56.00 |



Roads System Development

Program Purpose

The Roads System Development Program funds the portion of projects related to increased capacity under the Capital Improvements Program. The Roads System Development Program provides capital improvement funds as allowed under Chapter 1025 of the Codified Ordinances of Jackson County. System Development Charges (SDC) are fees on new development to be used for capacity-increasing arterial and collector road improvement projects. The Roads System Development Program is helping to meet County goals: (8) Provide and maintain multiple transportation systems; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Roads System Development Program provides the service listed below.

Increased Capacity of Roads

Strategic Objective: Fund capacity-increasing projects on County roads by charging new development for the added impact.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Funds transferred for projects | \$0 | \$0 | \$226,454 | \$0 | \$2,500,000 |

System development fees are to be strictly used for capacity-increasing projects. The fees are collected at time of development by the Development Services Department. A separate fund is used to account for all fees and as revenues build, projects are identified which can benefit from receiving additional funding to complete this necessary work. Examples of capacity-increasing projects include new roadways, additional travel lanes, 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. For fiscal year 2019-2020, the majority of the funds are being transferred to help fund the extension of Foothill Road northward to Atlantic Avenue in White City.

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 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Fees & Other Service Charges | \$819,760 | \$455,292 | \$596,700 | \$475,000 | \$600,000 |
| All Other Resources | \$18,148 | \$12,249 | \$16,283 | \$14,000 | \$17,000 |
| Fund Balance | \$0 | \$0 | \$0 | \$1,750,000 | \$2,510,000 |
| Total | \$837,908 | \$467,541 | \$612,983 | \$2,239,000 | \$3,127,000 |
| EXPENDITURES | | | | | |
| Materials & Services | \$50,312 | \$51,237 | \$54,259 | \$58,000 | \$59,500 |
| Interfund Transfers | \$0 | \$0 | \$226,454 | \$0 | \$2,500,000 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$2,181,000 | \$567,500 |
| Total | \$50,312 | \$51,237 | \$280,713 | \$2,239,000 | \$3,127,000 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |



Sports Park Mitigation

Program Purpose

The goal of the Sports Park Mitigation Program is to provide funding for long term maintenance and monitoring associated with the vernal pool mitigation site at the Jackson County Sports Park. The vernal pool restoration area was identified as a key component in the 2011 Sports Park Master Plan, as adopted by the Jackson County Board of Commissioners.

The Sports Park Mitigation Program is funded through agreements with third parties in which vernal pool enhancement projects are completed at the park, and funds are set aside for future services, as required by permitting agencies. The Sports Park Mitigation Program is helping to meet County goals: (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; (7) Make recreational, learning, and cultural opportunities accessible and available; (10) Make the best use of Jackson County's human and material resources; and (12) Plan for the future.

Program Information

The Sports Park Mitigation Program provides the service listed below.

Fund Maintenance and Monitoring of the Sports Park Vernal Pool Mitigation Site

Strategic Objective: Provide funding for maintenance and monitoring of the vernal pool restoration site at the Jackson County Sports Park to meet permitting agency requirements.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Acres managed | 10.85 | 10.85 | 10.85 | 10.85 | 10.85 |

The Army Corps of Engineers and the Division of State Lands set standards of how vernal pool mitigation sites are managed. Program funds are used to ensure compliance with ongoing monitoring as well as handling any necessary remedies.

Significant Issues in the Year Ahead

Sports Park Mitigation Program revenues will be used to cover expenses for the sixth 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 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$26,811 | \$8,223 | \$23,448 | \$5,000 | \$0 |
| All Other Resources | \$1,037 | \$328 | \$270 | \$100 | \$400 |
| Fund Balance | \$0 | \$0 | \$0 | \$5,000 | \$30,000 |
| Total | \$27,848 | \$8,551 | \$23,718 | \$10,100 | \$30,400 |
| EXPENDITURES | | | | | |
| Materials & Services | \$26,811 | \$8,223 | \$0 | \$7,500 | \$10,000 |
| Contingency | \$0 | \$0 | \$0 | \$1,125 | \$1,500 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$1,475 | \$18,900 |
| Total | \$26,811 | \$8,223 | \$0 | \$10,100 | \$30,400 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |



Street Improvement Fund

Program Purpose

The Street Improvement Fund Program provides financing options to property owners along local access roads who wish to improve the condition of a road to County road standards. The County then accepts jurisdictional ownership of the road and provides future road maintenance. Additionally, this Program can provide financing options for improving County-maintained facilities where residents wish to improve the condition of an existing County road. The Street Improvement Program is helping to meet County goal: (8) Provide and maintain multiple transportation systems.

Program Information

The Street Improvement Fund Program provides the service listed below.

Form Local Improvement District (LID)

Strategic Objective: Provide guidance and assistance to citizens who wish to improve their non-County road to a County road standard and have the County accept jurisdiction or to improve existing County-maintained roads. Form LIDs using various options of bonds, loans, and existing funds.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|-------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Number of LID projects funded | 0 | 0 | 0 | 1 | 0 |

The coordination needed to form a LID is significant. The Roads and Parks Director and County Engineer help lead interested citizen groups through several steps outlined by State law. Many LIDs that are started do not finish due to citizen voting, cost concerns, or other factors which influence whether these proposed projects are in the best interest of the public. All projects are handled objectively by following a well-planned process.

Significant Issues in the Year Ahead

The public's interest in this Program varies throughout the year. Due to the increased ability to fund these projects through the Road Fund, LID projects can be funded utilizing Road Fund balances which results in decreased costs to participants. For large projects, or if the frequency of projects increases, the decision may be made to return to debt financing. For fiscal year 2019-2020, no projects are expected to be funded.

Financial Condition

The Street Improvement Fund Program historically received the majority of its revenues via transfers from the Road Fund and from repayment of prior project costs from property owners. Debt financing has been used to fund larger projects as needed. This Program receives no revenue from the County's General Fund. Refer to the Roads Administration Program's "Financial Condition" discussion for additional information.

Street Improvement Fund

| Program: 390901 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$211,510 | \$391,939 | \$94,800 | \$200,000 | \$90,000 |
| All Other Resources | \$16,426 | \$7,136 | \$6,930 | \$8,500 | \$10,000 |
| Fund Balance | \$0 | \$0 | \$0 | \$960,000 | \$650,000 |
| Total | \$227,936 | \$399,075 | \$101,730 | \$1,168,500 | \$750,000 |
| EXPENDITURES | | | | | |
| Capital Outlay | \$0 | \$0 | \$0 | \$250,000 | \$0 |
| Debt Service | \$163,230 | \$482,105 | \$63,573 | \$185,000 | \$85,000 |
| Contingency | \$0 | \$0 | \$0 | \$30,000 | \$12,750 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$703,500 | \$652,250 |
| Total | \$163,230 | \$482,105 | \$63,573 | \$1,168,500 | \$750,000 |
| Full-Time Equivalent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

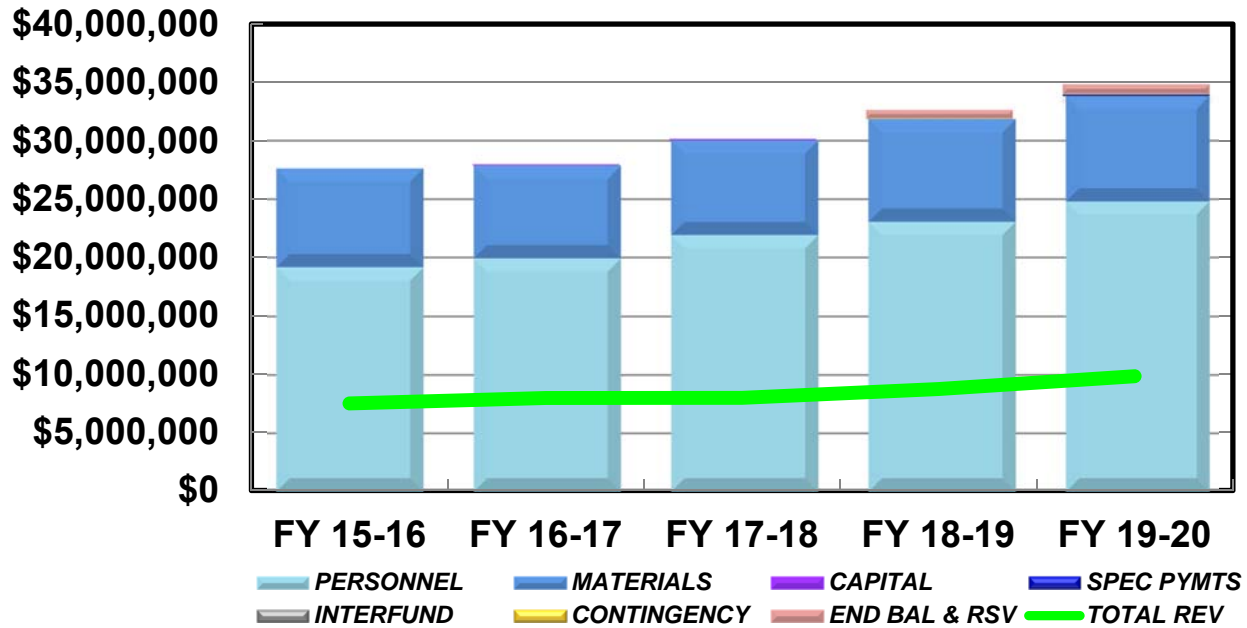


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SHERIFF

2015-2016 TO 2019-2020



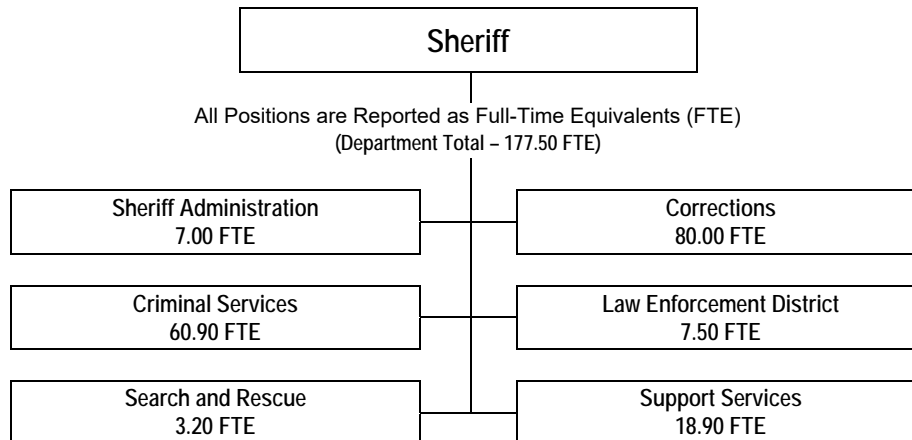
| | FY 15-16 Actual | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Adopted | FY 19-20 Adopted |
|--------------------------|--------------------|--------------------|--------------------|---------------------|---------------------|
| PERSONNEL | \$19,138,693 | \$19,903,506 | \$21,896,530 | \$23,050,195 | \$24,793,956 |
| MATERIALS | \$8,485,645 | \$7,967,265 | \$8,156,011 | \$8,793,962 | \$9,021,115 |
| CAPITAL | \$0 | \$103,432 | \$109,915 | \$0 | \$0 |
| SPEC PYMTS | \$0 | \$0 | \$0 | \$0 | \$144,415 |
| INTERFUND | \$13,165 | \$0 | \$0 | \$0 | \$0 |
| CONTINGENCY | \$0 | \$0 | \$0 | \$50,000 | \$50,000 |
| END BAL & RSV | \$0 | \$0 | \$0 | \$717,184 | \$816,784 |
| TOTAL EXP | \$27,637,503 | \$27,974,203 | \$30,162,456 | \$32,611,341 | \$34,826,270 |
| TOTAL REV | \$7,467,317 | \$7,922,720 | \$7,940,077 | \$8,699,295 | \$9,793,721 |
| FTEs | 162.75 | 167.75 | 170.58 | 171.25 | 177.50 |

Between FY 18-19 and FY 19-20 an increase in grant funding and a contract with the Roads and Parks Department for patrol services allowed the Sheriff's Office to increase staffing by 6.25 FTEs (1.25 Administrative Assistant I, 1.00 Criminal Data Tech, 4.00 Criminal Deputies). The increase in fund balance is expected due to fluctuations in demand for services in White City. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between "Actual" and "Adopted" Budgeted Numbers located on page 17 of this document.



SHERIFF

Organization Chart



Department Summary

Purpose Statement: The Sheriff's Office is dedicated to providing the people of Jackson County with a professional public safety team committed to serve ethically, respectfully, and equally.

Major Issues and Service Level Goals for Fiscal Year 2019-2020

- Build relationships with the community, public safety partners, County government, and State partners.
- Continue to meet and work with the courts (judges), Community Justice, local law enforcement, and the District Attorney's Office to make sure the existing jail beds are being used in the most efficient manner for the criminal justice system.
- Continue to recruit and maintain the current staff levels and improve efficiencies.
- Ensure minimum annual training of 40 hours for sworn staff in Corrections.

Major Issues and Service Level Accomplishments for Prior Year

- Maintained effective emergency response 24 hours a day, 7 days a week.
- Evaluate and implement a new records and jail management software system that will improve efficiencies.
- Obtained a grant for Illegal Marijuana Marketing and Enforcement through the State of Oregon, Criminal Justice Commission. The grant funds two detectives and one criminal data technician for the Sheriff's Office.
- Increased transparency with the public by using social media which is a useful tool during critical events and when citizens need up-to-the minute information.

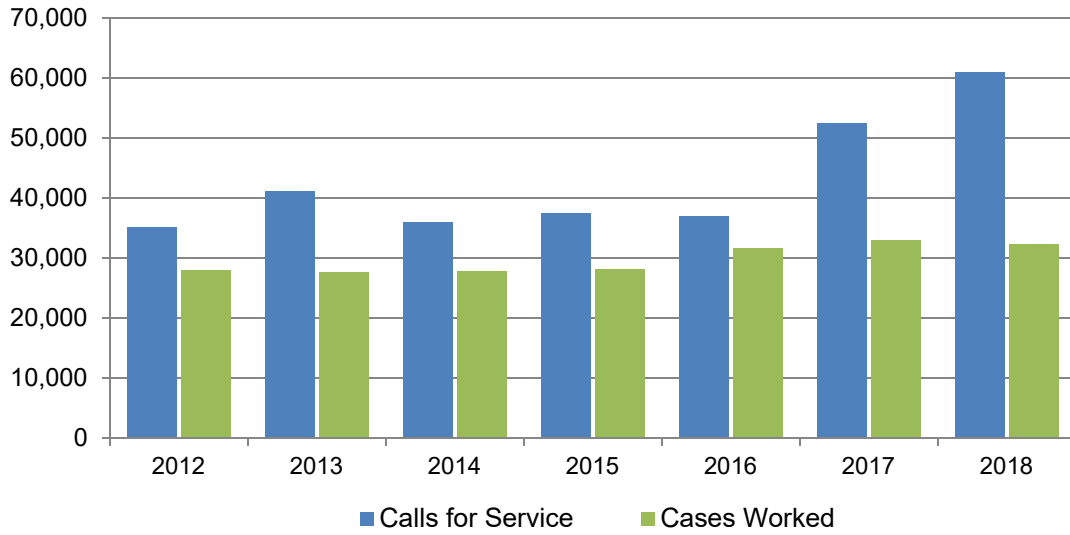
Benchmark

These graphs provide an annual comparison of workload factors for the Jackson County Sheriff's Office. Calls for service numbers were changed to reflect data from 911 instead of the records management system. The 911 data shows all calls for service to include any out of the jurisdiction of this Office. The jail indicators show that the number of inmate lodgings and forced releases.

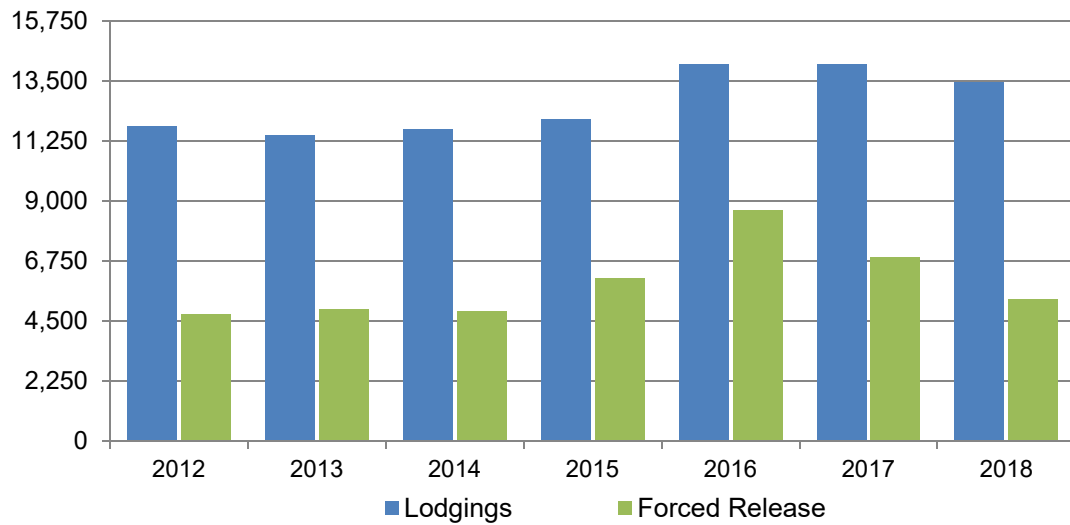


SHERIFF

Calls for Service – Criminal Division



Jail Indicators – Corrections Division



Sheriff Administration

Program Purpose

The Sheriff Administration Program provides managerial direction for the Sheriff's Office as a whole. The Program incorporates five sections: Command, Staff Support, Training, Public Information, and Financial Services. These sections include support of personnel services, recruitment and training, budget coordination and oversight, planning and policy development, procurement and maintenance of equipment and supplies, and system planning. This Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (6) Encourage citizen understanding and participation in County government; (9) Promote employee pride, high standards of performance, and productivity; (10) Make the best use of Jackson County's human and material resources; (11) Maintain public records to provide financial, historical, and statistical information; and (12) Plan for the future.

Program Information

The Sheriff Administration Program provides the services listed below.

Administration – Budget, Hiring, and Recruiting

Strategic Objective: Make the best, most efficient, use of available public funds by implementing a systematic methodology that requires all expenditures to be tied to the mission and goals of the Sheriff's Office and the County.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Adopted budget expended | 95.34% | 93.08% | 96.45% | 97.00% | 98.00% |
| Vacant budgeted positions | 4.80% | 7.13% | 3.50% | 3.50% | 2.00% |

Continuous monitoring of the budget and expenses ensures the Sheriff's Office continues to be under budget while effectively managing the citizens' money.

Significant Issues in the Year Ahead

Administration will continue to enhance communications throughout the County, community organizations, other law enforcement agencies, and the public.

Continue an ethics and leadership program to help deputies succeed in the law enforcement profession and retain our valuable, long-term employees. The Administration will continue to foster a safe working environment, protect the safety of officers and support health and wellness priorities.

Improve efficiencies with the hiring process.

Financial Condition

The Sheriff Administration Program is 98.76 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 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$51,533 | \$45,193 | \$32,674 | \$32,000 | \$32,000 |
| Fees & Other Service Charges | \$29,148 | \$55,553 | \$291 | \$1,500 | \$1,500 |
| All Other Resources | \$0 | \$266 | \$0 | \$0 | \$0 |
| Total | \$80,681 | \$101,012 | \$32,965 | \$33,500 | \$33,500 |
| EXPENDITURES | | | | | |
| Personnel Services | \$2,004,632 | \$1,827,234 | \$1,787,631 | \$1,615,572 | \$2,077,807 |
| Materials & Services | \$837,943 | -\$642,086 | \$2,190,698 | \$645,202 | \$620,132 |
| Total | \$2,842,575 | \$1,185,148 | \$3,978,329 | \$2,260,774 | \$2,697,939 |
| Full-Time Equivalent | 5.00 | 6.50 | 3.33 | 4.00 | 7.00 |



Corrections

Program Purpose

The Corrections Program provides for community safety and meets the Department's legal mandates, while minimizing the County's civil liability. The Program provides safe, secure, and clean housing for all inmates of pretrial and convicted prisoners of the criminal justice system. Additionally, this Program provides court security for all courts and judges in the County as well as transports inmates to and from all courts, prisons, and any other facility directed by the courts. The Corrections Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; and (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Corrections Program provides the services listed below.

Corrections - Jail

Strategic Objective: Protect the public from offenders who pose a danger and provide a safe and humane environment for individuals in custody.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Inmates released from jail due to forced release | 41.58% | -20.50% | 35.90% | 10.00% | 10.00% |
| Inmates booked into jail annually | 17.31% | -0.91% | -4.11% | 2.00% | 2.00% |

Managing inmate releases ensures that the most dangerous offenders are lodged and that the inmate population is maintained while assuring community safety. In 2018, the jail lodged and booked 13,429 people into the facility. Of those lodgings, 5,330 people were released from jail using the Risk Release Matrix developed in 2014.

Court Security

Strategic Objective: Provide security for citizens and personnel of the Courts so that justice can be fairly determined.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Contraband items found when citizens arrive at court | -3.62% | -4.94% | -12.19% | -3.00% | -3.00% |

In order to maintain court safety, court security personnel staff checkpoints at both the Justice Building and the Juvenile Building. The list of dangerous contraband items found at these checkpoints includes: ammunition, hand cuff keys, drug paraphernalia, guns, knives, and pepper spray/mace.

Corrections

Significant Issues in the Year Ahead

Continue to recruit and maintain the current staffing levels. Continue to ensure that all Corrections deputies receive a minimum of 40 hours of training as outlined in the Oregon Jail Standards.

Balance staff availability due to injuries, Family Medical Leave Act (FMLA), and illnesses to operate the jail at minimum staffing levels.

Work to ensure that all of the requirements of the Prison Rape Elimination Act (PREA) are being met, and gain certification as a PREA compliant facility.

Complete the implementation of a new jail records management system.

Continue to review the Release Assessment Tool currently being used to ensure that best release decisions are being made.

Continue to meet and work with the courts (judges), Community Justice, local law enforcement, and the District Attorney's Office to make sure the existing jail beds are being used in the most efficient manner for the criminal justice system.

Financial Condition

The Corrections Program is 67.75 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 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$3,191,750 | \$3,315,176 | \$3,005,246 | \$3,263,148 | \$3,488,648 |
| Fees & Other Service Charges | \$99,140 | \$92,387 | \$107,894 | \$90,000 | \$105,000 |
| Interfund Transfers | \$830,598 | \$962,000 | \$960,766 | \$901,000 | \$901,000 |
| Total | \$4,121,488 | \$4,369,563 | \$4,073,906 | \$4,254,148 | \$4,494,648 |
| EXPENDITURES | | | | | |
| Personnel Services | \$8,087,106 | \$8,520,618 | \$9,566,065 | \$9,932,491 | \$10,250,933 |
| Materials & Services | \$2,847,828 | \$3,151,049 | \$1,908,225 | \$3,058,279 | \$3,266,039 |
| Capital Outlay | \$0 | \$27,216 | \$0 | \$0 | \$0 |
| Total | \$10,934,934 | \$11,698,883 | \$11,474,290 | \$12,990,770 | \$13,516,972 |
| Full-Time Equivalent | 65.09 | 80.53 | 82.42 | 80.75 | 80.00 |



Criminal Services

Program Purpose

The Criminal Services Program is responsible for protecting the public through education, impartial investigations, and enforcement of laws. The Criminal Services Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (6) Encourage citizen understanding and participation in County government; (9) Promote employee pride, high standards of performance, and productivity; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Criminal Services Program provides the services listed below.

Patrol – Respond to Calls for Service, Enforcement, and Follow-Up on Investigations

Strategic Objective: Effectively patrol the County to protect and preserve the general welfare of its citizens.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Change in calls for service* (police contacts with the public) | -1.40% | 41.93% | 16.31% | 15.00% | 15.00% |
| Arrests that require use of force | 0.99% | 1.01% | 0.81% | 0.99% | 0.99% |
| Change in driving under the influence (DUI) arrests | 43.85% | 32.71% | 3.08% | 5.00% | 5.00% |

Calls for Service (CFS) range from reporting a crime to public assists, such as questions from citizens, to a simple traffic stop. In 2018, there was an increase of 8,538 CFS with 60,875 total calls and 32,210 cases handled. These numbers sometimes fluctuate depending on staffing levels.

Occasionally, when a subject is non-compliant, deputies will have to use force for the safety of the public, the safety of the deputy, or the safety of the subject. In 2018, there were 49 documented cases where force was used. This equates to 0.81 percent based on 6,017 subjects arrested.

Deputies made a total of 368 DUI arrests in 2018, which is an increase of 3.08 percent from 2017. In addition, 12 saturation patrols were conducted through a \$25,000 grant from the Oregon Department of Transportation.

Significant Issues in the Year Ahead

Increase rural patrols while not reducing the improved quality and quantity of investigations in the past year.

Continue the school safety deputy program by having deputies monitor all County schools.

Response to mental health issues continues to require extra attention that can impact other calls for service and deputy safety.



Criminal Services

Financial Condition

The Criminal Services Program receives approximately 88.20 percent of its funding from the County's General Fund, with the remainder of the Program financed by County fees, contracts, and State and Federal grants.

| Program: 410104 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$1,025,569 | \$866,944 | \$1,407,497 | \$1,364,925 | \$1,870,642 |
| Fees & Other Service Charges | \$153,355 | \$241,132 | \$141,620 | \$122,000 | \$127,000 |
| Interfund Transfers | \$0 | \$0 | \$0 | \$0 | \$128,600 |
| Total | \$1,178,924 | \$1,108,076 | \$1,549,117 | \$1,486,925 | \$2,126,242 |
| EXPENDITURES | | | | | |
| Personnel Services | \$6,296,941 | \$6,658,387 | \$7,455,561 | \$8,001,432 | \$8,794,020 |
| Materials & Services | \$3,731,765 | \$4,055,498 | \$3,201,029 | \$3,820,630 | \$3,799,864 |
| Capital Outlay | \$0 | \$67,065 | \$25,825 | \$0 | \$0 |
| Special Payments | \$0 | \$0 | \$0 | \$0 | \$144,415 |
| Interfund Transfers | \$13,165 | \$0 | \$0 | \$0 | \$0 |
| Total | \$10,041,871 | \$10,780,950 | \$10,682,415 | \$11,822,062 | \$12,738,299 |
| Full-Time Equivalent | 50.33 | 51.53 | 55.15 | 56.55 | 60.90 |



Law Enforcement District

Program Purpose

To continue to maintain a safe community and improve the livability of the area for the residents of White City. The White City Enhanced Law Enforcement District Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; and (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The White City Enhanced Law Enforcement District (District) provides enhanced police services to the residents within the unincorporated area of White City.

In the 1990's, White City formed an "enhanced service district," which enabled them to build a community service center, hire paid staff and, along with volunteers, operate offices providing a wide variety of services. Deputies are assigned daily to the White City area and are designated as Community Action Team (CAT) members. They work with the local community under their policing philosophy.

Patrol – Respond to Calls for Service, Enforcement, and Follow-Up on Investigations

Strategic Objective: Effectively patrol White City to protect and preserve the general welfare of its citizens.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Change in police contacts with public | 0.60% | -1.72% | 12.07% | 5.00% | 5.00% |

Calls for Service (CFS) range from reporting a crime to public assists, such as questions from citizens, to a simple traffic stop. In 2018, the White City Enhanced Law Enforcement District had 5,885 CFS, compared to 5,251 in 2017. Each deputy patrolling White City handles over 980 calls a year.

Assaults and domestic violence incidents increased by 20.27 percent in 2018. In 2017, there were 148 incidents compared to 178 in 2018. Assisting the public and suspicious activity saw a decrease of 5.56 percent in 2018, from 1,960 incidents to 1,851.

Significant Issues in the Year Ahead

Issues such as assaults and domestic violence are a top enforcement priority.

Focus on community action and continue to participate in community activities in the district and provide training to deputies. Specialized training includes: community action strategies, gang investigation, search warrants, and drug interdiction.

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 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$1,383,124 | \$1,408,671 | \$1,428,164 | \$1,464,259 | \$1,539,189 |
| Property Tax Revenues | \$1,301 | -\$5,903 | \$22,476 | \$0 | \$0 |
| All Other Resources | \$22,815 | \$10,108 | \$9,381 | \$10,000 | \$10,000 |
| Fund Balance | \$0 | \$0 | \$0 | \$798,963 | \$933,642 |
| Total | \$1,407,240 | \$1,412,876 | \$1,460,021 | \$2,273,222 | \$2,482,831 |
| EXPENDITURES | | | | | |
| Personnel Services | \$927,026 | \$917,931 | \$922,781 | \$955,483 | \$1,019,342 |
| Materials & Services | \$548,484 | \$575,672 | \$402,561 | \$550,555 | \$596,705 |
| Contingency | \$0 | \$0 | \$0 | \$50,000 | \$50,000 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$717,184 | \$816,784 |
| Total | \$1,475,510 | \$1,493,603 | \$1,325,342 | \$2,273,222 | \$2,482,831 |
| Full-Time Equivalent | 7.93 | 7.69 | 7.57 | 7.50 | 7.50 |



Search and Rescue

Program Purpose

The Search and Rescue (SAR) Program provides service to the community during times of individual or collective need, such as floods, fire, or other catastrophes, in addition to responding to citizens lost or missing on public lands. To better prepare the community for emergency situations, SAR offers educational programs to the public through various means. The Search and Rescue Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (4) Strengthen cooperation between public agencies; (6) Encourage citizen understanding and participation in County government; and (9) Promote employee pride, high standards of performance, and productivity.

Program Information

The Search and Rescue Program provides the services listed below.

Finding or Recovering Lost of Missing Persons

Strategic Objective: Respond to lost or missing persons on public lands within Jackson County.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Missions resulting in a positive outcome | 99% | 99% | 99% | 99% | 99% |

Search and Rescue (SAR) expects to maintain the highest bar set by continuing to retain a 99 percent to 100 percent rate for locating lost or missing persons. This will be continued through training of personnel and volunteers, and utilizing technologies available.

SAR was busy in 2018 with 154 missions conducted compared to 120 in 2016. The goal is to effectively use every resource at SAR's disposal to locate the subject or person in need.

SAR will continue to train volunteers in search and rescue techniques, tracking, and communication technology. In 2018, volunteers contributed 18,541 hours of their time. The monetary value of volunteer time in 2018 was \$457,772 at a rate of \$24.69 per hour.

Significant Issues in the Year Ahead

The Jackson County Sheriff's Office SAR will continue to train volunteers in search and rescue techniques including land navigation, tracking, rescue and recovery, and first aid. SAR will continue to recruit in order to increase the SAR volunteer pool, with a goal of 20,000 volunteer hours. In the year ahead, this Program will continue to make Jackson County's SAR an effective State model.

Financial Condition

As a mandated function of the Sheriff's Office, Search and Rescue is 87.24 percent funded by the County's General Fund and \$100,000 allocated from a Title III Grant.



Search and Rescue

| Program: 410105 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Grants, Gifts, Allocations, & Donations | \$28,519 | \$36,095 | \$14,619 | \$6,500 | \$6,500 |
| Fees & Other Service Charges | \$120,074 | \$95,488 | \$186,864 | \$100,000 | \$100,000 |
| Total | \$148,593 | \$131,583 | \$201,483 | \$106,500 | \$106,500 |
| EXPENDITURES | | | | | |
| Personnel Services | \$224,115 | \$251,378 | \$299,103 | \$423,576 | \$523,895 |
| Materials & Services | \$259,607 | \$427,864 | \$292,086 | \$307,274 | \$320,531 |
| Capital Outlay | \$0 | \$9,151 | \$84,090 | \$0 | \$0 |
| Total | \$483,722 | \$688,393 | \$675,279 | \$730,850 | \$844,426 |
| Full-Time Equivalent | 1.56 | 2.79 | 1.80 | 2.95 | 3.20 |



Support Services

Program Purpose

The Support Services Program is the central support for operations and corrections. The Program incorporated the Criminal Records and Civil sections. This Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (4) Strengthen cooperation between public agencies; (9) Promote employee pride, high standards of performance, and productivity; and (10) Make the best use of Jackson County's human and material resources.

Program Information

The Support Services Program provides the services listed below.

Criminal Records

Strategic Objective: Provide comprehensive records and reporting services for Jackson County.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| NIBRS error rate for records entered into database | 2.10% | 0.70% | 0.88% | 1.00% | 1.00% |

The National Incident Based Reporting System (NIBRS) was implemented by the Federal Bureau of Investigation to improve the quality of crime data collected by law enforcement. In 2018, the Records Division entered critical information on 32,210 incidents into the records management system. NIBRS was maintained at an error rate of below 1 percent for 2018; the NIBRS standard is 4 percent.

The Records Division processes warrants for State and local law enforcement. Much of this work involves the entry and quality control of information in the database that is used to track arrest warrants, missing persons, stolen property and vehicles, and domestic violence orders, to name a few. In 2018, 5,395 warrants were processed; of that number, 3,199 were for other agencies.

Another data entry task for the Records Division is the registration of sex offenders. In 2018, 331 offenders were registered compared to 352 in 2017.

Civil – Execution of the Processes and Orders of the Court

Strategic Objective: To meet statutory requirements in receiving and serving all court documents presented to the Sheriff in accordance with Oregon Revised Statute (ORS) 206.010.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Civil documents served from prior year | 26.13% | -25.00% | -10.70% | 5.00% | 5.00% |

The Civil Division is a State mandated service of the Sheriff's Office. Its purpose and function is to serve and execute the various legal processes issued by the several non-criminal courts of the State and its subdivisions, but also for the legal community. The Civil Division is responsible for service of summons, criminal and civil subpoenas, complaints, petitions, small claims, court orders, evictions, restraining orders, and numerous types of writs.



Support Services

Concealed Weapon Permits

Strategic Objective: To meet mandated requirements for concealed weapon application and issuance.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|--|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Increase in concealed handgun licenses issued (new and renewals) | 7.59% | 16.11% | -17.95% | 10.00% | 10.00% |

The process for obtaining a concealed handgun license includes an extension criminal, civil, and mental health background check; fingerprinting; and photograph of the applicant along with certification of a handgun safety training course. In 2018, the Civil Division processed and issued 4,726 concealed handgun licenses compared to 5,760 in 2017.

Significant Issues in the Year Ahead

Improve overall customer service by maximizing efficiency in the concealed handgun application process.

The Support Service Program will continue to maintain a monthly NIBRS according to Federal and State standards with an error rate below 4 percent. The Program will also maintain and disseminate records in accordance with State statutes and Office requirements.

Financial Condition

The Support Services Program is 78.40 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 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUES | | | | | |
| Fees & Other Service Charges | \$530,392 | \$799,611 | \$622,585 | \$545,000 | \$550,000 |
| Total | \$530,392 | \$799,611 | \$622,585 | \$545,000 | \$550,000 |
| EXPENDITURES | | | | | |
| Personnel Services | \$1,598,872 | \$1,727,959 | \$1,865,388 | \$2,121,641 | \$2,127,959 |
| Materials & Services | \$260,017 | \$399,269 | \$161,411 | \$412,022 | \$417,844 |
| Total | \$1,858,889 | \$2,127,228 | \$2,026,799 | \$2,533,663 | \$2,545,803 |
| Full-Time Equivalent | 32.84 | 18.70 | 20.31 | 19.50 | 18.90 |

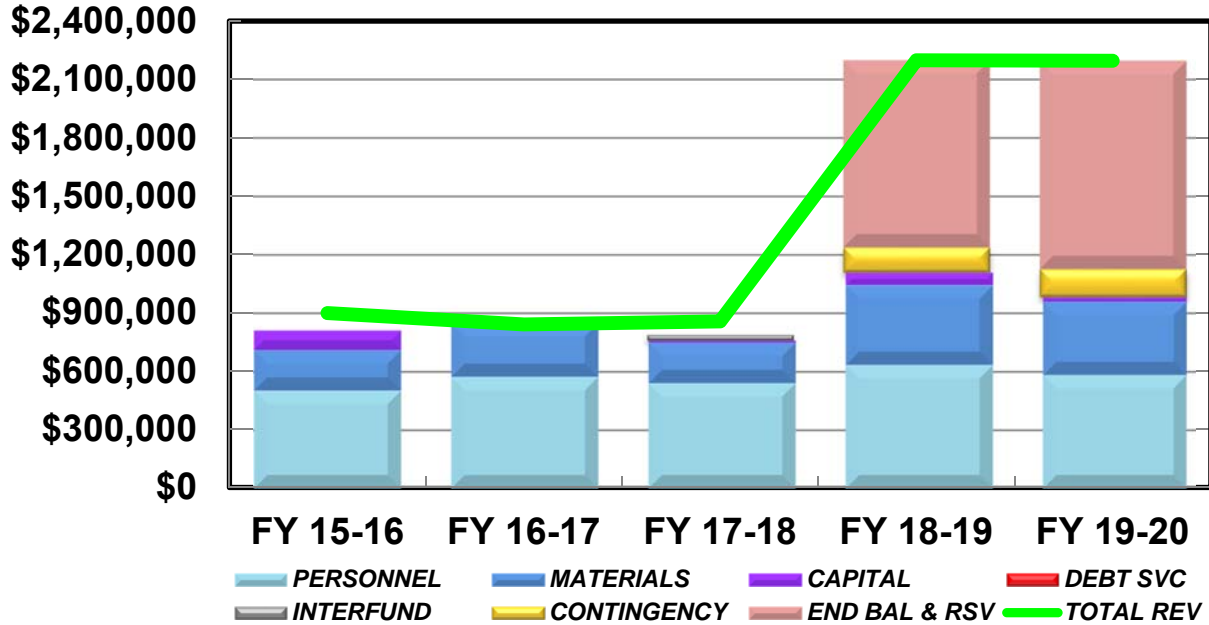


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SURVEYOR

2015-2016 TO 2019-2020



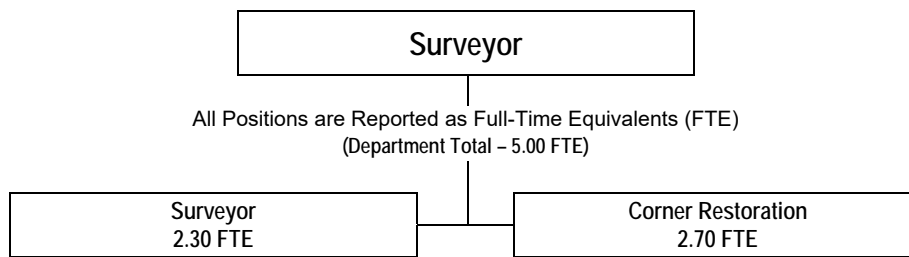
| | FY 15-16 Actual | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Adopted | FY 19-20 Adopted |
|------------------|--------------------|--------------------|--------------------|---------------------|---------------------|
| PERSONNEL | \$501,719 | \$572,581 | \$539,585 | \$633,447 | \$581,498 |
| MATERIALS | \$207,560 | \$275,553 | \$207,919 | \$408,320 | \$376,689 |
| CAPITAL | \$101,489 | \$0 | \$10,748 | \$65,000 | \$23,000 |
| DEBT SVC | \$0 | \$0 | \$0 | \$0 | \$0 |
| INTERFUND | \$0 | \$0 | \$31,147 | \$0 | \$0 |
| CONTINGENCY | \$0 | \$0 | \$0 | \$130,000 | \$145,000 |
| END BAL & RSV | \$0 | \$0 | \$0 | \$961,733 | \$1,069,813 |
| TOTAL EXP | \$810,768 | \$848,134 | \$789,399 | \$2,198,500 | \$2,196,000 |
| TOTAL REV | \$897,536 | \$839,143 | \$854,643 | \$2,198,500 | \$2,196,000 |
| FTEs | 6.00 | 6.80 | 6.80 | 5.00 | 5.00 |

For FY 19-20, the decrease in Capital is due to a reduction in the replacement of surveying equipment. Between FY 18-19 and FY 19-20 there are no other major changes to this budget and no change to the number of FTEs. For an explanation of the difference between the actual expenditures and adopted numbers, see the Difference Between "Actual" and "Adopted" Budgeted Numbers located on page 17 of this document.



SURVEYOR

Organization Chart



Department Summary

Purpose Statement: The County Surveyor is responsible for compliance with all Oregon Revised Statutes (ORS) and Oregon Administrative Rules (OAR) which regulate the practice of surveying in Oregon. Primary functions of the County Surveyor are as follows: establish or re-establish and maintain all public land survey corners which are the foundation of real property ownership in Oregon; review of all survey documents prior to filing for compliance with all laws and regulations related to the practice of surveying; and serve as the steward and guardian of all survey and land records which the County Surveyor is responsible for and make them publicly available in accordance with Oregon's public records laws. This summary of duties is essential and required by State Statute in order to safeguard the health, property, welfare, and safety of the citizens Jackson County as they relate to the location and division of real property. The information managed and data which is produced by the County Surveyor is fundamental in all processes which involve the location, development, and taxation of real property.

Major Issues and Service Level Goals for Fiscal Year 2019-2020

- Safeguard the health, property, welfare, and safety of the public by ensuring that all survey maps, property line adjustments, subdivisions, partitions, and condominiums meet State and local law requirements and are evaluated quickly and efficiently.
- Restore and maintain all public land survey corners in the County which are the basis of land ownership and development of cadastral maps for taxation. Restore public land survey corners which provide the greatest benefit to the greatest number of citizens.
- Continue the migration of all survey and land records from a paper based environment to secure digital storage. Digitally preserve and archive irreplaceable survey and land records. The sheer volume of records makes for a seemingly endless workload.
- Update, maintain, and improve the Surveyor's Office Geographic Information System (GIS) geo-database for the indexing and search of all survey, land, and corner restoration records to facilitate the public's access, increase compliance with public records laws, and decrease operating costs.
- Continue a countywide inventory of all survey corners and evaluate the date of their restoration.
- Continue the County Surveyor's corner restoration activities with public works departments, construction contractors, and the timber industry to prevent the destruction of survey monuments.
- Loss of corners in rural areas due to new agricultural development, combined with security and access issues, has increased the complexity of corner restoration.
- Ability to respond to the increased demand of complex corner restorations in rural areas being developed which have historically been void of development.
- Establish horizontal and vertical survey control on public land survey corners throughout the corner restoration process. Compile this data into a GIS dataset and make it publicly available.
- Continue 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.
- Continue to work with public agencies to attempt to prevent the destruction of public land survey corners.



SURVEYOR

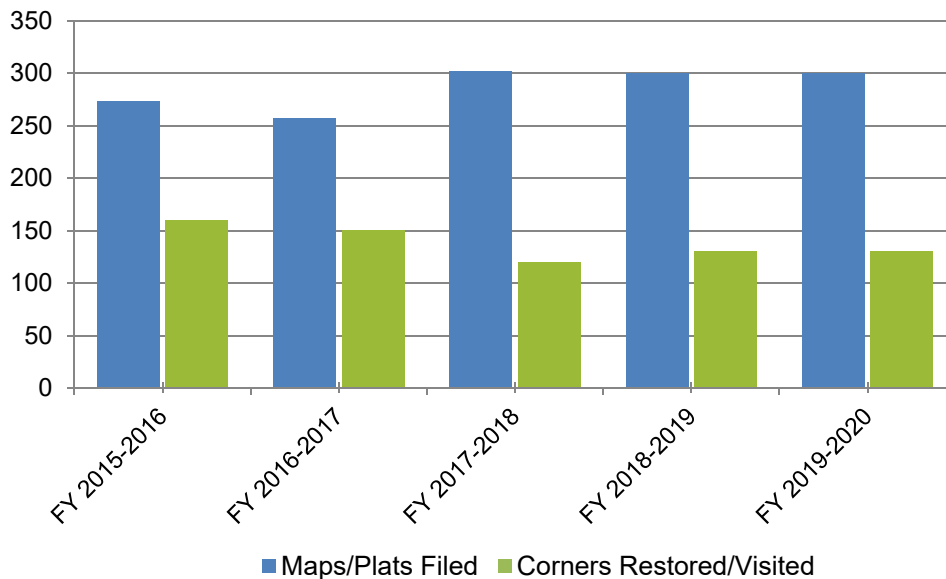
- Increase the level of communication and correspondence with land use planning departments in cities within Jackson County.

Major Issues and Service Level Accomplishments for Prior Year

- Improved and maintained an online survey records index map system.
- Provided continuous access to survey records online.
- Established spatial databases to effectively track, index, and convey records to the public.
- Effectively integrated the use of terrestrial-laser scanning on capital improvement projects for engineering design.
- Staff has been able to maintain a high level of efficiency in re-establishing public land survey corners.
- Geodetically positioned all public land survey corners of record in the City of Ashland and its Urban Growth Boundary.
- Geodetically positioned 90 percent of all public land survey corners of record in Township 39 South, Range 1 East.
- Established survey monuments along the exterior of 90 percent of the Airport lands.
- 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.
- Successfully integrated terrestrial laser scanning into daily workflow for rapid data collection and robust compilation of field data into topographic maps to display as built features. Delivered three dimensional models as requested.

Benchmark

Activity Trends



Surveyor

Program Purpose

The responsibility of the County Surveyor, as set out in the Oregon Administrative Rules (OAR) and Oregon Revised Statutes (ORS), is to safeguard the health, property, welfare, and safety of the public by ensuring that all survey maps, property line adjustments, subdivisions, partitions, and condominiums meet State and local law requirements and are evaluated quickly and efficiently. Once maps have been submitted, they are reviewed and filed in the official County records, indexed in a protected environment, and made accessible to the public. Through the County's Surveyor Program, the property lines of all citizens are protected by assuring compliance with surveying laws prior to the filing of any records and by securing all surveys and land records and making them publicly available. The County Surveyor supports the other County departments by serving as the surveying, mapping, and land title and property boundary expert for Jackson County. The Surveyor Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; (4) Strengthen cooperation between public agencies; (5) Work to assure responsible development that both enhances and maintains the natural attractiveness of the area; (9) Promote employee pride, high standards of performance, and productivity; and (11) Maintain public records to provide financial, historical, and statistical information.

Program Information

The Surveyor Program provides the services listed below.

Review and Filing of Survey Maps, Property Line Adjustments, Partition Plats, Subdivision Plats, Condominium Plats, and Right-of-Way Records and Provide Public Accessibility to Record

Strategic Objective: Review survey documents within 15 business days of submission; file survey documents and make them available to the public within three business days of review and approval; complete survey document review and filing 50 percent faster than is required by ORS Chapter 209; and maintain and improve an online records delivery system to increase public accessibility to records, thus increasing public awareness and revenue.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Review survey documents within 15 business days of submittal | 70% | 60% | 55% | 50% | 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 | 50% | 55% | 55% | 60% | 70% |

These outcomes are accomplished through well trained technically diverse personnel who are exceptionally knowledgeable of survey law and practice, combined with the use of advanced record keeping technology which provides for extremely timely public services. The decrease of 20 percent of review of survey documents within 15 business days of submittal is due to the increase in rural land division plats and property line adjustments which involve more complex land title and easement issues which are required to be remedied by statute and ordinance prior to land division or property line adjustment. Additionally, the increase in development of rural lands in Jackson County has led to increased requests for public land survey corner restoration as surveys/plats are in review, necessitating the Corner Restoration Program and Surveyor Program to operate in a symbiotic manner.



Surveyor

Professional Surveying Services, Mapping Services, Land Title Analysis, Document Review

Strategic Objective: To supply efficient, cost-effective, accurate professional services to other County departments as needed for facility development, easements, property line adjustments, property line location, land title analysis, floodplain mapping, geodetic survey control, etc.

Actively seek out this interdepartmental work and build relationships in which the expertise of the Surveyor's Office can assist County departments in achieving their goals. Administer contracts for professional surveying services on behalf of County departments as necessary.

Significant Issues in the Year Ahead

Continue the migration of over 150 years of survey and land records from paper format to the digital age; preservation is essential for these irreplaceable survey and land records of which the County Surveyor is the dedicated steward/guardian under ORS 209. A massive work plan was implemented in fiscal year 2013-2014 to scan this information into an archival format and, in conjunction with this project, a Geographic Information System (GIS) geo-database was created for spatial indexing of all of the County Surveyor's records in addition to a text based database. The development maintenance of this GIS dataset has continued to be extremely successful due to well trained personnel who completed a large portion of the project in a timely manner. The objective of this records and information management plan is multipurpose: 1) preservation, 2) overhead reduction, 3) public access, 4) online delivery, and 5) continue to provide reliable online records access to the public at no direct charge, and 6) establish an online indexing system for road surveys and surveys prior to 1947. Maintain a strong relationship with the Information Technology/GIS Department (IT) to continue to assist in achieving these goals. The greatest challenge to this project is data maintenance and ensuring adequate funding.

Review and filing of survey documents within the timeframe set out by the County Surveyor, which is 50 percent less than what is required under ORS. The difficulty in achieving these goals is an inconsistent stream of submittals; volume fluctuates greatly from week to week throughout the fiscal year. Staff has developed an online map and plat tracking system enabling the public to know where their project is in the review and filing process. It is the objective of the Surveyor's Office to review and file all survey documents as quickly and efficiently as possible.

Interdepartmental work on County projects has been substantially reduced as a result of completion of the Airport property boundary; while consistent for several years, this once valuable funding source cannot be considered reliable at this point in time. The Office has become an integral component in enabling Jackson County to meet land and resource management objectives. This Program provides effective, accurate, and cost efficient service to County departments in a timely manner. Balancing staffing needs with a diverse workload and varied funding sources requires strategic planning.

Financial Condition

Within the Surveyor Program, revenue is being tracked in greater detail to account for the variability in funding sources. A comprehensive overview of the Office's financial structure is consistently performed and the results of this analysis are being utilized to the best of staff's ability to forecast the amount of revenue from each source.

The Surveyor Program has volatile funding sources as they are directly tied to real property and land development. Given the current economic conditions and fluctuations in monthly revenue, the use of conservative estimates is most practical. A biannual review of the County Surveyor's fees for services ensures that State and local law is being complied with while protecting the interest of the public and offering the best possible service at the lowest cost. Innovation and outreach to increase public awareness of the services that the County Surveyor offers, is key to the Surveyor Program remaining self-sufficient. The establishment of a document recording fee to provide for records maintenance and public support enacted by the Board of Commissioners has assisted in presently stabilizing funding for this Program. Fees have been effectively and appropriately controlled for direct cost of



Surveyor

services, such as map and plat review. The Surveyor Program receives no support from the County's General Fund.

| Program: 430101 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| Fees & Other Service Charges | \$297,098 | \$342,243 | \$337,605 | \$307,500 | \$318,500 |
| All Other Resources | \$57,906 | -\$38,498 | \$3,073 | \$1,500 | \$1,500 |
| Interfund Transfers | \$193,132 | \$81,204 | \$121,972 | \$111,000 | \$86,000 |
| Fund Balance | \$0 | \$0 | \$0 | \$300,000 | \$350,000 |
| Total | \$548,136 | \$384,949 | \$462,650 | \$720,000 | \$756,000 |
| EXPENDITURES | | | | | |
| Personnel Services | \$313,083 | \$299,858 | \$271,681 | \$263,027 | \$277,577 |
| Materials & Services | \$90,721 | \$122,737 | \$79,090 | \$143,653 | \$129,538 |
| Capital Outlay | \$57,960 | \$0 | \$3,439 | \$15,000 | \$13,000 |
| Interfund Transfers | \$0 | \$0 | \$10,000 | \$0 | \$0 |
| Contingency | \$0 | \$0 | \$0 | \$0 | \$15,000 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$298,320 | \$320,885 |
| Total | \$461,764 | \$422,595 | \$364,210 | \$720,000 | \$756,000 |
| Full-Time Equivalent | 2.65 | 1.93 | 2.72 | 2.30 | 2.30 |



Corner Restoration

Program Purpose

The County Surveyor is legally responsible for all public land survey corners in Jackson County and the Corner Restoration Program monitors and maintains those corners. The physical monument at the public land survey corner position marks on the surface of the earth the foundation of the land ownership system. Public land survey corners are the basis for describing, dividing, developing, and taxing real property. Nearly 20,000 corners in the area have been established since the 1800's and more continue to be established through the division of land. As further development and population growth take place, the preservation of these corners is vital to maintaining and documenting the accurate boundaries of all properties. They are necessary to enable the less costly division of land, essential in location of rights of way, and serve as the foundation for the Assessor's cadastral mapping program which is the basis for the taxation of real property. The U.S. Public Land Survey System, which is required to be maintained by the County Surveyor's Office through State statute, is one of the most valuable assets managed on behalf of all citizens as the basis for locating and describing real property and is wholly dependent upon the physical marks and associated records of Government Corners of this system first implemented in Jackson County in 1851.

The Corner Restoration Program is helping to meet County goals: (1) Protect the health, safety, and well-being of all citizens; (2) Serve all citizens fairly and ensure access to County government; (3) Provide opportunities for all citizens to prosper by promoting the economic development of the area; (4) Strengthen cooperation between public agencies; (6) Encourage citizen understanding and participation in County government; (9) Promote employee pride, high standards of performance, and productivity; and (11) Maintain public records to provide financial, historical, and statistical information.

Program Information

The Corner Restoration Program provides the services listed below.

Public Land Survey Corner Restoration

***Strategic Objective:** To visit and restore public land survey corners that are in danger of being destroyed, or have been destroyed, by logging, fire, construction, mal-intent, and exposure to the elements. Obtain geodetic survey positions on all public land survey corners. Legally and efficiently document corner restorations to effectively perpetuate their location and history.*

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|---|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Corners reestablished or visited and reported upon | 106 | 150 | 120 | 130 | 130 |
| Corners with geodetic survey positions | 3% | 6% | 6% | 6% | 6% |
| Corner reestablishment field notes scanned and archived | 25% | 50% | 75% | 75% | 75% |
| Corner reestablishment records available online | 30% | 50% | 75% | 75% | 75% |
| Trainings hosted to educate the public on corners | 3 | 3 | 3 | 3 | 4 |

The objective of the Corner Restoration Program in the past has been to visit as many corners as possible in the fiscal year, regardless of location. Since mid-fiscal year 2012-2013, the priority has been to focus on reestablishing



Corner Restoration

those corners which affect the largest population. These corners typically require substantially more complex surveying than corners in the more rural areas of the County. The result is a great effect on a large population and fewer corners being maintained due to substantially increased complexity in the work.

Enhanced Technical Training

Strategic Objective: To obtain technical training in the use of equipment, software, and recognized professional procedures; this in turn enhances the accuracy and efficiency in restoring public land survey corners.

| Outcome(s) | Fiscal Year 2015-2016 Actual | Fiscal Year 2016-2017 Actual | Fiscal Year 2017-2018 Actual | Fiscal Year 2018-2019 Expected | Fiscal Year 2019-2020 Projected |
|----------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| Technical training hours per FTE | 15 | 15 | 15 | 15 | 15 |

Track industry and technology trends, and seek out local training opportunities through Oregon State University College of Engineering in conjunction with online training options through the Bureau of Land Management Cadastral Survey. Utilize expertise of senior staff to train junior staff in-house.

Significant Issues in the Year Ahead

The vast number of public land survey corners throughout the County, combined with difficult terrain and increasingly restricted access through private property, has created a “reactive” program rather than a general maintenance operation. Additionally, substantial increases in transportation and infrastructure funding has resulted in a seemingly exponential effect on public land survey corners via severe damage or outright destruction. Oregon’s recent transportation bill failed to account for these unintended costs and has placed a significant unfunded burden on this essential program. A systematic problem in the funding mechanism of this Program is that the recording fee per document not been increased since 1986 and is at its current statutory maximum. Corner restoration productivity was adversely affected when staffing levels were reduced during fiscal year 2012-2013. The objective in the past has been to restore and maintain as many corners as possible in a year regardless of location. This practice has led to neglect of public land survey corners in some of the most densely populated areas of the County, where the preservation of the corner position is of the utmost importance due to the great number of properties that a particular corner affects. Corners in more populated areas require substantially more technical surveying and a greater amount of time to achieve legally compliant corner restoration.

Within rural and sub-rural areas of the County, substantial development of real property has occurred since 2014 with the passage of Ballot Measure 91, which legalized the production, sale, and use of recreational marijuana in Oregon. Extensive grading, deforestation, and countless fence installations have destroyed and disturbed many corners and associated accessories. Access has become a substantial obstacle to corner restoration due to countless new gates in rural areas combined with out of state property owners who have failed to respond to requests for access. The need to maintain corners in these areas is essential as the development has led to frequent boundary disputes and private land surveys which rely on government corners.

Outreach and education of public works departments, agencies, construction contractors, and timber companies is essential for public awareness of the importance of public land survey corners. Additionally, outreach to the cannabis industry to raise awareness is essential to preserving corners. The County Surveyor will be hosting a number training opportunities to educate the public on the importance of public land survey corners. It is the objective of the County Surveyor that, by raising public awareness of the importance of the Corner Restoration Program, our system of land ownership is protected. Additionally, cost recovery will be sought when corners are destroyed without prior notice to the County Surveyor.



Corner Restoration

Utilization of the latest field survey instrumentation enables field staff to operate independently. The ability to capture data electronically in the field and seamlessly transfer it to the office environment for processing has reduced the staffing needs of this Program; lowering overhead and doing more with less through the use of technology. Keeping staff adequately trained and outfitted to obtain the greatest level of productivity in the field and office.

Financial Condition

Revenue for the Corner Restoration Program is generated by a fee assessed to documents related to real property that are recorded in the Clerk's Office. This fee has been the same since its inception in 1986 and is set by statute.

A comprehensive overview of the Surveyor's Office financial structure has recently been performed and it was immediately apparent that since fiscal year 2009-2010, the Corner Restoration Program's reserves had been decreasing, until stabilizing in fiscal year 2013-2014. A statistical analysis of revenue has been performed and the results are being utilized to the best of staff's ability to forecast the amount of revenue. The Corner Restoration Program has a funding source that is directly tied to real property and land development. Given variable economic conditions, the use of conservative estimates is most practical. The monthly revenue source for this Program appears to be trending towards variable predictions based on fiscal years 2013-2014 and 2014-2015; fiscal years 2015-2016 and 2016-2017 show a change from the volatile conditions that existed prior to fiscal year 2013-2014.

Overall the fund is stable and creates sufficient monthly revenue to support the bare necessities of the Corner Restoration Program costs. 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. The Corner Restoration Program is self-supporting and does not receive support from the County's General Fund.

| Program: 430102 | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| REVENUES | | | | | |
| Fees & Other Service Charges | \$375,136 | \$402,696 | \$381,215 | \$385,000 | \$386,000 |
| All Other Resources | -\$25,736 | \$51,498 | \$10,778 | \$13,500 | \$14,000 |
| Fund Balance | \$0 | \$0 | \$0 | \$1,080,000 | \$1,040,000 |
| Total | \$349,400 | \$454,194 | \$391,993 | \$1,478,500 | \$1,440,000 |
| EXPENDITURES | | | | | |
| Personnel Services | \$188,636 | \$272,723 | \$267,904 | \$370,420 | \$303,921 |
| Materials & Services | \$116,839 | \$152,816 | \$128,829 | \$264,667 | \$247,151 |
| Capital Outlay | \$43,528 | \$0 | \$7,308 | \$50,000 | \$10,000 |
| Interfund Transfers | \$0 | \$0 | \$21,147 | \$0 | \$0 |
| Contingency | \$0 | \$0 | \$0 | \$130,000 | \$130,000 |
| Ending Balance and Reserves | \$0 | \$0 | \$0 | \$663,413 | \$748,928 |
| Total | \$349,003 | \$425,539 | \$425,188 | \$1,478,500 | \$1,440,000 |
| Full-Time Equivalent | 3.35 | 4.87 | 4.08 | 2.70 | 2.70 |

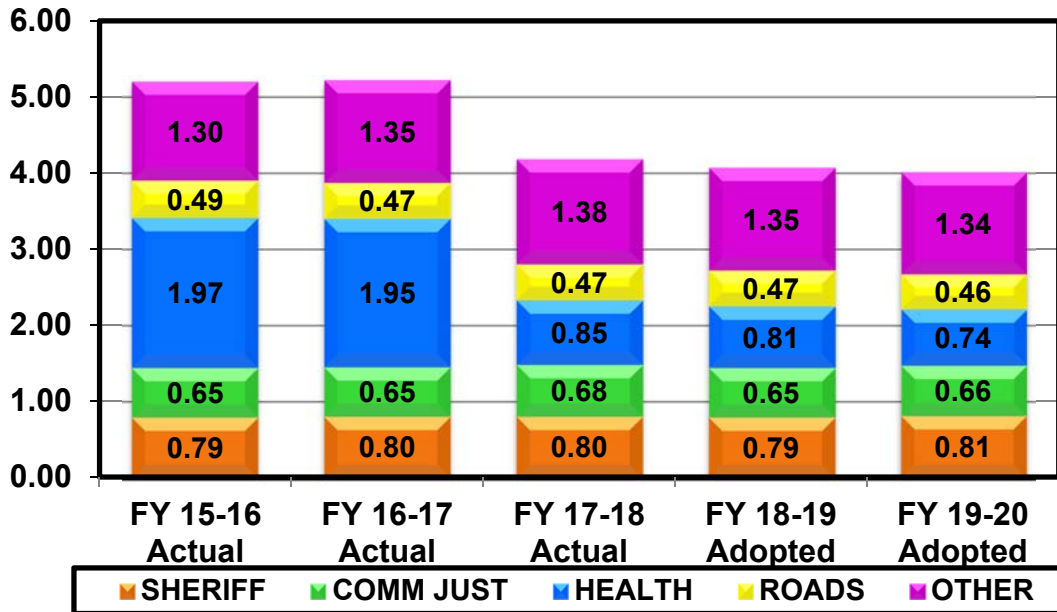


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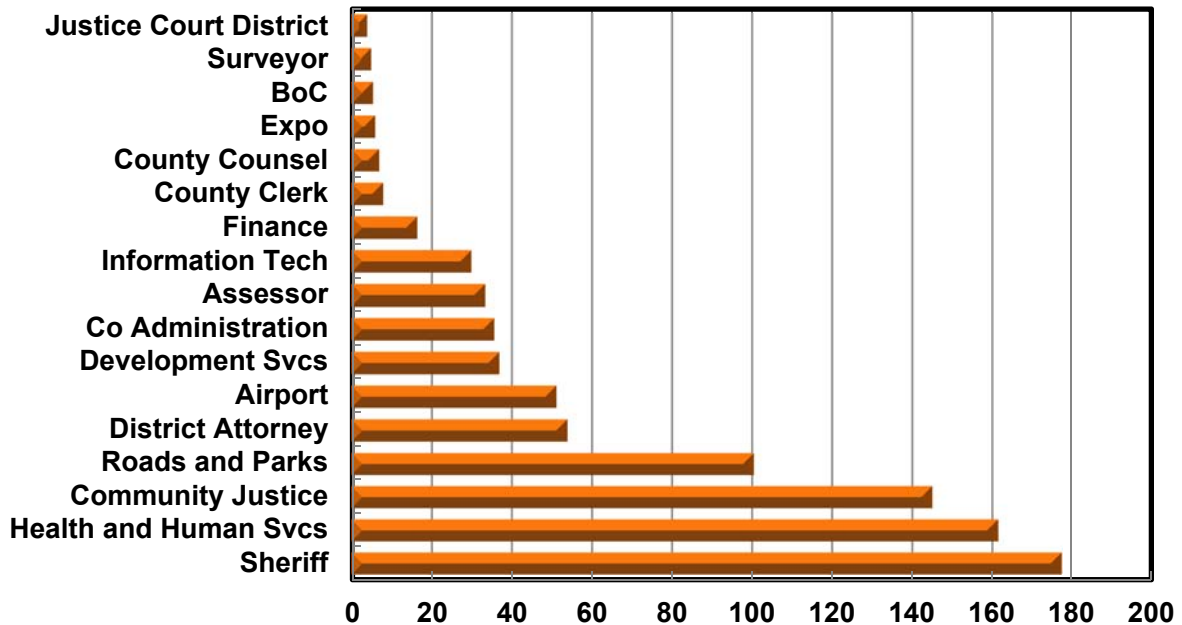


PERSONNEL

FTEs PER THOUSAND POPULATION



FTEs BY DEPARTMENT FOR FISCAL YEAR 2019-2020



FTEs BY DEPARTMENT – FIVE-YEAR COMPARISON

| DEPARTMENT | 2015-2016 ACTUAL | 2016-2017 ACTUAL | 2017-2018 ACTUAL | 2018-2019 ADOPTED | 2019-2020 ADOPTED |
|---------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| AIRPORT | 45.25 | 45.25 | 47.25 | 48.25 | 51.25 |
| ASSESSOR | 29.75 | 31.50 | 33.50 | 33.50 | 33.50 |
| BOARD OF COMMISSIONERS | 5.55 | 5.55 | 5.55 | 5.50 | 5.50 |
| COMMUNITY JUSTICE | 135.00 | 138.00 | 146.00 | 144.00 | 145.00 |
| COUNTY ADMINISTRATION | 37.20 | 40.70 | 39.87 | 37.50 | 35.75 |
| COUNTY CLERK | 9.00 | 9.00 | 8.00 | 8.00 | 8.00 |
| COUNTY COUNSEL | 6.00 | 6.00 | 6.00 | 7.00 | 7.00 |
| DEVELOPMENT SERVICES | 30.50 | 32.00 | 36.00 | 37.00 | 37.00 |
| DISTRICT ATTORNEY | 49.00 | 49.00 | 52.50 | 52.50 | 54.00 |
| EXPO | 3.00 | 5.00 | 6.00 | 6.00 | 6.00 |
| FINANCE | 15.56 | 15.50 | 16.50 | 16.50 | 16.50 |
| HEALTH AND HUMAN SERVICES | 408.91 | 411.55 | 181.85 | 175.65 | 161.55 |
| INFORMATION TECHNOLOGY | 30.00 | 33.00 | 32.00 | 31.00 | 30.00 |
| JUSTICE COURT DISTRICT | 5.00 | 5.00 | 5.00 | 4.00 | 4.00 |
| ROADS AND PARKS | 102.00 | 99.00 | 101.50 | 101.50 | 100.50 |
| SHERIFF | 162.75 | 167.75 | 170.58 | 171.25 | 177.50 |
| SURVEYOR | 6.00 | 6.80 | 6.80 | 5.00 | 5.00 |
| TOTAL | 1,080.47 | 1,100.60 | 894.90 | 884.15 | 878.05 |

FTEs BY DEPARTMENT AND POSITION

| MAJOR FUNCTION | POSITION TITLE | SALARY RANGE | 2015-2016 ACTUAL | 2016-2017 ACTUAL | 2017-2018 ACTUAL | 2018-2019 ADOPTED | 2019-2020 ADOPTED |
|----------------|----------------|-----------------|---------------------|---------------------|---------------------|----------------------|----------------------|
|----------------|----------------|-----------------|---------------------|---------------------|---------------------|----------------------|----------------------|

AIRPORT

| AIRPORT | POSITION TITLE | SALARY RANGE | 2015-2016 ACTUAL | 2016-2017 ACTUAL | 2017-2018 ACTUAL | 2018-2019 ADOPTED | 2019-2020 ADOPTED |
|---------|--------------------------------|-----------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| | Custodian-Airport | E0010 | 5.00 | 5.00 | 5.00 | 5.00 | 6.00 |
| | Office Assistant II | E0010 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Airport Enf Officer | E0011 | 9.95 | 9.95 | 9.95 | 10.15 | 10.05 |
| | Lead Custodian - Airport | E0011 | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| | Accounting Clerk II | E0012 | 1.60 | 1.60 | 1.60 | 1.60 | 1.60 |
| | Office Assistant III | E0012 | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | 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 |
| | Airport Protection Specialist | E0015 | 4.20 | 4.20 | 4.20 | 4.00 | 4.00 |
| | Maintenance Worker | E0015 | 1.00 | 1.00 | 2.00 | 2.00 | 3.00 |
| | Office Assistant V | E0017 | 0.50 | 0.50 | 0.50 | 0.50 | 0.60 |
| | Airport Compliance Coordinator | E0018 | 1.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| | Sr Maintenance Worker | E0018 | 7.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Airport Op & Maint Spec | E0019 | 0.00 | 7.00 | 7.00 | 7.00 | 7.00 |
| | Sr Equipment Mechanic | E0020 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |
| | Electrician | E0022 | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Airport Elect/Op & Maint Spec | E0023 | 0.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| | Sr Project/Svcs Coordinator | E0024 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| | Accountant I | M0002 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |



| MAJOR FUNCTION | POSITION TITLE | SALARY RANGE | 2015-2016 ACTUAL | 2016-2017 ACTUAL | 2017-2018 ACTUAL | 2018-2019 ADOPTED | 2019-2020 ADOPTED |
|------------------|---------------------------------|--------------|------------------|------------------|------------------|-------------------|-------------------|
| AIRPORT | 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 | 0.00 | 0.00 | 1.00 | 1.00 | 2.00 |
| | Program Manager II | M0009 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| | Senior Maintenance Manager | M0009 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Airport Director | M0019 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL DEPARTMENT | | | 45.25 | 45.25 | 47.25 | 48.25 | 51.25 |

ASSESSOR

| | | | | | | | |
|------------------|--------------------------------|-------|-------|-------|-------|-------|-------|
| ASSESSOR | County Assessor | C0091 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Office Assistant II | E0010 | 0.75 | 0.50 | 0.50 | 0.50 | 0.50 |
| | Office Assistant III | E0012 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 |
| | Data Gatherer | E0014 | 0.00 | 0.00 | 2.00 | 1.00 | 2.00 |
| | Office Assistant IV | E0015 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| | Cartographer | E0017 | 3.00 | 2.00 | 3.00 | 3.00 | 3.00 |
| | Property Appraiser I | E0019 | 0.00 | 3.00 | 0.00 | 0.00 | 1.00 |
| | Sr Cartographer | E0019 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Data/Property Analyst I | E0021 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |
| | Property Appraiser II | E0021 | 7.00 | 6.00 | 6.00 | 7.00 | 5.00 |
| | Commercial Appraiser | E0023 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| | Data/Property Analyst II | E0023 | 1.00 | 1.00 | 2.00 | 2.00 | 2.00 |
| | Lead Appraiser/Appraiser Spec | E0024 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| | Supervisor II | M0004 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Project/Program Coordinator II | M0005 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| | Supervisor IV | M0006 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |
| | Program Manager II | M0009 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |
| | Program Manager IV | M0011 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| TOTAL DEPARTMENT | | | 29.75 | 31.50 | 33.50 | 33.50 | 33.50 |

BOARD OF COMMISSIONERS

| | | | | | | | |
|------------------------|---------------------------------|-------|------|------|------|------|------|
| BOARD OF COMMISSIONERS | County Commissioner | C0098 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| | Administrative Assistant II | M0002 | 2.35 | 2.35 | 2.35 | 2.25 | 2.25 |
| | Project/Program Coordinator III | M0006 | 0.20 | 0.20 | 0.20 | 0.25 | 0.25 |
| TOTAL DEPARTMENT | | | 5.55 | 5.55 | 5.55 | 5.50 | 5.50 |

COMMUNITY JUSTICE

| | | | | | | | |
|-------------------|--------------------------------|-------|-------|-------|-------|-------|-------|
| COMMUNITY JUSTICE | Accounting Clerk II | E0012 | 0.00 | 0.00 | 0.00 | 0.00 | 2.00 |
| | Office Assistant III | E0012 | 14.00 | 14.00 | 14.00 | 14.00 | 12.00 |
| | Com Svc Crew Coord | E0015 | 10.00 | 10.00 | 9.00 | 9.00 | 10.00 |
| | Transition Center Technician | E0015 | 14.00 | 16.00 | 20.00 | 20.00 | 21.00 |
| | Juvenile Justice Specialist I | E0017 | 21.00 | 21.00 | 21.00 | 21.00 | 19.00 |
| | Program Specialist - Comm Just | E0017 | 4.00 | 4.00 | 4.00 | 4.00 | 3.00 |
| | Juvenile Justice Specialist II | E0019 | 6.00 | 6.00 | 6.00 | 6.00 | 8.00 |
| | Alcohol and Drug Specialist | E0020 | 4.00 | 4.00 | 3.00 | 3.00 | 2.00 |
| | Community Justice Officer | E0020 | 7.00 | 7.00 | 7.00 | 7.00 | 8.00 |
| | QMHA II | E0020 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Mental Health Spec II | E0022 | 1.00 | 1.00 | 1.00 | 0.00 | 0.00 |



| MAJOR FUNCTION | POSITION TITLE | SALARY RANGE | 2015-2016 ACTUAL | 2016-2017 ACTUAL | 2017-2018 ACTUAL | 2018-2019 ADOPTED | 2019-2020 ADOPTED |
|-------------------|--------------------------------|--------------|------------------|------------------|------------------|-------------------|-------------------|
| COMMUNITY JUSTICE | Juvenile Probation Officer | E0023 | 11.00 | 11.00 | 11.00 | 11.00 | 11.00 |
| | QMHP I | E0024 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 |
| | Sr Project/Svcs Coordinator | E0024 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |
| | Sr Deputy Probation | P0201 | 23.00 | 23.00 | 27.00 | 27.00 | 27.00 |
| | Accountant I | M0002 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | Supervisor I | M0003 | 4.00 | 4.00 | 3.00 | 4.00 | 4.00 |
| | Project/Program Coordinator I | M0004 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Supervisor II | M0004 | 1.00 | 1.00 | 2.00 | 1.00 | 2.00 |
| | Project/Program Coordinator II | M0005 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Supervisor III | M0005 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| | Project/Program Coordinator IV | M0007 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Program Manager II | M0009 | 3.00 | 4.00 | 4.00 | 4.00 | 0.00 |
| | Program Manager III | M0010 | 2.00 | 2.00 | 3.00 | 3.00 | 7.00 |
| | Program Manager VIII | M0015 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| | Community Justice Director | M0019 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL DEPARTMENT | | | 135.00 | 138.00 | 146.00 | 144.00 | 145.00 |

COUNTY ADMINISTRATION

| | | | | | | | | |
|-----------------------|---------------------------------|-------|-------|-------|-------|-------|-------|-------|
| COUNTY ADMINISTRATION | Office Assistant II | E0010 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | |
| | Accounting Clerk II | E0012 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | |
| | Mail Courier | E0012 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | |
| | Maintenance Assistant | E0012 | 1.00 | 1.00 | 1.00 | 0.00 | 0.00 | |
| | Office Assistant III | E0012 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | |
| | Office Assistant IV | E0015 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | |
| | Sr Library Asst | E0016 | 1.00 | 1.00 | 1.00 | 0.75 | 0.00 | |
| | Assistant Watermaster I | E0017 | 0.00 | 2.00 | 2.00 | 2.00 | 2.00 | |
| | Sr Maintenance Worker | E0018 | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 | |
| | Administrative Assistant II | M0002 | 4.15 | 4.15 | 4.15 | 4.25 | 4.25 | |
| | Project/Program Coordinator I | M0004 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | |
| | Project/Program Coordinator II | M0005 | 3.00 | 3.50 | 3.67 | 2.50 | 1.50 | |
| | Project/Program Coordinator III | M0006 | 0.80 | 0.80 | 0.80 | 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 | |
| | HR/Risk Analyst | M0008 | 1.75 | 1.75 | 1.75 | 1.75 | 1.75 | |
| | Sr Auditor | M0008 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | |
| | Emergency Manager | M0009 | 0.00 | 0.00 | 1.00 | 0.00 | 1.00 | |
| | Program Manager II | M0009 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 | |
| | Sr HR/Risk Analyst | M0010 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | |
| | Program Manager VI | M0013 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | |
| | County Auditor | M0018 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | |
| | HR Director | M0018 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | |
| | Sr Deputy County Administrator | M0020 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | |
| | County Administrator | A0100 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | |
| | TOTAL DEPARTMENT | | | 37.20 | 40.70 | 39.87 | 37.50 | 35.75 |



| MAJOR FUNCTION | POSITION TITLE | SALARY RANGE | 2015-2016 ACTUAL | 2016-2017 ACTUAL | 2017-2018 ACTUAL | 2018-2019 ADOPTED | 2019-2020 ADOPTED |
|----------------|----------------|--------------|------------------|------------------|------------------|-------------------|-------------------|
|----------------|----------------|--------------|------------------|------------------|------------------|-------------------|-------------------|

COUNTY CLERK

| COUNTY CLERK | | | | | | | |
|------------------|----------------------|-------|------|------|------|------|------|
| | County Clerk | C0092 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Office Assistant III | E0012 | 5.00 | 5.00 | 4.00 | 4.00 | 4.00 |
| | Office Assistant IV | E0015 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Supervisor I | M0003 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Program Manager II | M0009 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL DEPARTMENT | | | 9.00 | 9.00 | 8.00 | 8.00 | 8.00 |

COUNTY COUNSEL

| COUNTY COUNSEL | | | | | | | |
|------------------|--------------------------------|-------|------|------|------|------|------|
| | Administrative Assistant II | M0002 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Project/Program Coordinator II | M0005 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Assistant County Counsel | M0010 | 1.00 | 1.00 | 0.00 | 1.00 | 1.00 |
| | Sr Assistant County Counsel | M0013 | 2.00 | 2.00 | 3.00 | 3.00 | 3.00 |
| | County Counsel | M0020 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL DEPARTMENT | | | 6.00 | 6.00 | 6.00 | 7.00 | 7.00 |

DEVELOPMENT SERVICES

| DEVELOPMENT SERVICES | | | | | | | |
|----------------------|---------------------------------|-------|-------|-------|-------|-------|-------|
| | Office Assistant III | E0012 | 2.00 | 3.00 | 1.00 | 1.00 | 1.00 |
| | Building Technician | E0014 | 2.50 | 3.00 | 3.00 | 3.00 | 3.00 |
| | Office Assistant IV | E0015 | 1.00 | 1.00 | 4.00 | 4.00 | 4.00 |
| | Office Assistant V | E0017 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| | Planning/Building Specialist | E0019 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Code Enforcement Officer | E0020 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| | Planner I | E0021 | 2.00 | 2.00 | 3.00 | 3.00 | 3.00 |
| | Construction Inspector | E0024 | 6.00 | 7.00 | 7.00 | 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 |
| | Project/Program Coordinator II | M0005 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Supervisor III | M0005 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |
| | Project/Program Coordinator III | M0006 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |
| | Program Manager III | M0010 | 0.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| | Program Manager IV | M0011 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 |
| | Program Manager VI | M0013 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| | Development Services Director | M0018 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL DEPARTMENT | | | 30.50 | 32.00 | 36.00 | 37.00 | 37.00 |

DISTRICT ATTORNEY

| DISTRICT ATTORNEY | | | | | | | |
|-------------------|-----------------------------|-------|-------|-------|-------|-------|-------|
| | District Attorney | C0078 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Legal Assistant I | E0012 | 3.00 | 3.00 | 4.00 | 4.00 | 4.00 |
| | Office Assistant III | E0012 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| | Project Specialist | E0013 | 4.00 | 3.00 | 4.00 | 4.00 | 4.00 |
| | Legal Assistant II | E0015 | 11.00 | 11.00 | 11.00 | 11.00 | 11.00 |
| | Office Assistant IV | E0015 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| | Senior Legal Assistant | E0017 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |
| | Victim/Witness Spec | E0022 | 1.00 | 2.00 | 1.00 | 1.00 | 1.00 |
| | Administrative Assistant II | M0002 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 |



| MAJOR FUNCTION | POSITION TITLE | SALARY RANGE | 2015-2016 ACTUAL | 2016-2017 ACTUAL | 2017-2018 ACTUAL | 2018-2019 ADOPTED | 2019-2020 ADOPTED |
|-------------------|--------------------------------|--------------|------------------|------------------|------------------|-------------------|-------------------|
| DISTRICT ATTORNEY | Deputy District Attorney I | M0005 | 7.00 | 7.00 | 7.50 | 7.50 | 7.00 |
| | Supervisor III | M0005 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 |
| | Supervisor IV | M0006 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 |
| | Deputy District Attorney II | M0010 | 9.00 | 9.00 | 10.00 | 10.00 | 11.00 |
| | Sr Deputy District Attorney | M0013 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| | Chief Deputy District Attorney | M0015 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL DEPARTMENT | | | 49.00 | 49.00 | 52.50 | 52.50 | 54.00 |

EXPO

| | | | | | | | |
|------|-----------------------------|-------|------|------|------|------|------|
| EXPO | Office Assistant III | E0012 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |
| | Expo Grounds Worker | E0013 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Project Specialist | E0013 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Lead Expo Grounds Worker | E0016 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Community Progr Coordinator | E0018 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Program Manager V | M0012 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | Exposition Park Director | M0017 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 |
| | TOTAL DEPARTMENT | | | 3.00 | 5.00 | 6.00 | 6.00 |

FINANCE

| | | | | | | | |
|------------------|--------------------------------|-------|-------|-------|-------|-------|-------|
| FINANCE | Customer Service Specialist | E0012 | 2.56 | 3.50 | 3.50 | 3.50 | 3.50 |
| | Office Assistant III | E0012 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Accounting Clerk III | E0015 | 6.00 | 6.00 | 7.00 | 7.00 | 7.00 |
| | Accounting Associate | E0018 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |
| | Personal Prop Field Dep | E0020 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Supervisor I | M0003 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Accountant III | M0004 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| | Supervisor II | M0004 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| | Supervisor III | M0005 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |
| | Project/Program Coordinator IV | M0007 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| | Finance Director/Treasurer | M0019 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL DEPARTMENT | | | 15.56 | 15.50 | 16.50 | 16.50 | 16.50 |

HEALTH AND HUMAN SERVICES

| | | | | | | | |
|---------------------------|------------------------------|-------|-------|-------|-------|-------|-------|
| HEALTH AND HUMAN SERVICES | Office Assistant II | E0010 | 2.50 | 2.50 | 1.50 | 1.50 | 1.50 |
| | Office Assistant III | E0012 | 34.50 | 33.50 | 17.50 | 17.30 | 17.30 |
| | Veterans Services Officer I | E0012 | 0.00 | 1.00 | 2.00 | 1.00 | 0.00 |
| | Animal Shelter Technician | E0013 | 4.00 | 4.00 | 4.00 | 4.00 | 3.00 |
| | Health Assistant II | E0013 | 14.85 | 14.05 | 10.05 | 9.55 | 7.45 |
| | Project Specialist | E0013 | 10.00 | 11.00 | 2.00 | 2.00 | 2.00 |
| | Accounting Clerk III | E0015 | 7.00 | 7.00 | 4.00 | 4.00 | 4.00 |
| | Health Assistant III | E0015 | 1.50 | 2.30 | 1.30 | 1.30 | 1.00 |
| | Office Assistant IV | E0015 | 6.00 | 6.00 | 4.00 | 4.00 | 4.00 |
| | Veterans Services Officer II | E0015 | 3.00 | 2.00 | 1.00 | 2.00 | 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 | 31.50 | 31.50 | 9.00 | 8.00 | 4.00 |
| | Community Progr Coordinator | E0018 | 0.00 | 0.00 | 1.00 | 1.00 | 0.80 |



| MAJOR FUNCTION | POSITION TITLE | SALARY RANGE | 2015-2016 ACTUAL | 2016-2017 ACTUAL | 2017-2018 ACTUAL | 2018-2019 ADOPTED | 2019-2020 ADOPTED |
|-------------------------------|---------------------------------|--------------|------------------|------------------|------------------|-------------------|-------------------|
| HEALTH AND HUMAN SERVICES | Database Operator | E0018 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| | Alcohol and Drug Specialist | E0020 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Dev Disability Case Manager | E0020 | 15.00 | 15.00 | 21.00 | 21.00 | 21.00 |
| | Disease Intervention Spec | E0020 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |
| | Envir Health Spec I | E0020 | 0.00 | 0.00 | 2.00 | 2.00 | 1.00 |
| | QMHA II | E0020 | 62.00 | 64.00 | 12.00 | 11.00 | 10.00 |
| | Sr Com Program Coordinator | E0020 | 0.00 | 0.80 | 1.00 | 1.00 | 1.00 |
| | Com Outreach Ed | E0021 | 5.00 | 5.50 | 6.00 | 6.00 | 3.00 |
| | Licensed Practical MH Nurse | E0021 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| | Dev Disability Specialist | E0022 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| | HHS Investigator | E0022 | 2.00 | 2.00 | 1.00 | 1.00 | 1.00 |
| | Mental Health Spec II | E0022 | 5.00 | 3.00 | 0.00 | 1.00 | 1.00 |
| | Project/Services Coordinator | E0022 | 0.00 | 2.00 | 1.00 | 1.00 | 1.00 |
| | QMHP I | E0024 | 86.00 | 86.90 | 17.00 | 17.00 | 17.00 |
| | Registered Dietitian | E0024 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Sr Project/Svcs Coordinator | E0024 | 2.00 | 2.00 | 0.00 | 0.00 | 1.00 |
| | Envir Health Spec II | E0025 | 3.00 | 2.00 | 2.90 | 2.00 | 3.00 |
| | Epidemiologist | E0026 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | QMHP II | E0026 | 13.00 | 13.00 | 3.00 | 3.00 | 3.00 |
| | Com Health Nurse II | E0028 | 2.70 | 3.00 | 2.00 | 2.00 | 2.00 |
| | Com Health Nurse III | E0030 | 8.00 | 7.70 | 8.50 | 8.20 | 8.50 |
| | Mental Health Nurse | E0030 | 5.00 | 5.00 | 2.60 | 1.00 | 1.00 |
| | Nurse Practitioner | E0036 | 0.95 | 0.80 | 0.80 | 0.80 | 0.00 |
| | Accountant I | M0002 | 1.00 | 1.00 | 1.00 | 0.00 | 0.00 |
| | Administrative Assistant II | M0002 | 3.00 | 3.00 | 2.00 | 2.00 | 2.00 |
| | IT Support Specialist II | M0003 | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| | Supervisor I | M0003 | 5.00 | 5.00 | 2.00 | 2.00 | 2.00 |
| | Supervisor II | M0004 | 1.00 | 1.00 | 2.00 | 2.00 | 2.00 |
| | Project/Program Coordinator II | M0005 | 0.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| | Supervisor III | M0005 | 5.00 | 3.00 | 1.00 | 1.00 | 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 | 1.00 |
| | Supervisor IV | M0006 | 0.00 | 0.00 | 2.00 | 2.00 | 2.00 |
| | Project/Program Coordinator IV | M0007 | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| | Supervisor V | M0007 | 0.40 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Program Manager I | M0008 | 5.00 | 5.00 | 4.00 | 4.00 | 4.00 |
| | Program Manager II | M0009 | 19.00 | 19.00 | 2.00 | 2.00 | 2.00 |
| | Program Manager III | M0010 | 3.00 | 4.00 | 4.70 | 5.00 | 4.00 |
| | Program Manager IV | M0011 | 5.00 | 4.00 | 1.00 | 1.00 | 1.00 |
| | Program Manager V | M0012 | 2.00 | 2.00 | 1.00 | 1.00 | 1.00 |
| | Program Manager VI | M0013 | 8.00 | 8.00 | 2.00 | 1.00 | 1.00 |
| Program Manager VII | M0014 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | |
| Program Manager VIII | M0015 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | |
| Program Manager IX | M0016 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | |
| Medical Director | M00MD | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 | |
| Psychiatric Medical Director | M0PMD | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | |
| Psychiatrist | M0PSY | 5.00 | 5.00 | 1.00 | 1.00 | 0.00 | |
| Health and Human Services Dir | M0019 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | |
| TOTAL DEPARTMENT | | | 408.91 | 411.55 | 181.85 | 175.65 | 161.55 |



| MAJOR FUNCTION | POSITION TITLE | SALARY RANGE | 2015-2016 ACTUAL | 2016-2017 ACTUAL | 2017-2018 ACTUAL | 2018-2019 ADOPTED | 2019-2020 ADOPTED |
|----------------|----------------|--------------|------------------|------------------|------------------|-------------------|-------------------|
|----------------|----------------|--------------|------------------|------------------|------------------|-------------------|-------------------|

INFORMATION TECHNOLOGY

| | | | | | | | |
|------------------------|--------------------------------|-------|-------|-------|-------|-------|-------|
| INFORMATION TECHNOLOGY | Administrative Assistant I | M0001 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| | Administrative Assistant II | M0002 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |
| | IT Support Specialist I | M0002 | 1.00 | 1.00 | 0.00 | 1.00 | 0.00 |
| | IT Support Specialist II | M0003 | 2.00 | 3.00 | 2.00 | 1.00 | 1.00 |
| | Programmer Analyst I | M0003 | 0.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | IT Support Specialist III | M0004 | 5.00 | 5.00 | 6.00 | 5.00 | 6.00 |
| | Programmer Analyst II | M0004 | 3.00 | 2.00 | 1.00 | 1.00 | 1.00 |
| | System Administrator II | M0004 | 0.00 | 1.00 | 2.00 | 1.00 | 2.00 |
| | Programmer Analyst III | M0005 | 1.00 | 2.00 | 3.00 | 3.00 | 3.00 |
| | Project/Program Coordinator II | M0005 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | System Administrator III | M0005 | 5.00 | 5.00 | 4.00 | 5.00 | 4.00 |
| | Programmer Analyst IV | M0007 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| | Project/Program Coordinator IV | M0007 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 |
| | Programmer Analyst V | M0008 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| | System Administrator IV | M0008 | 3.00 | 2.00 | 2.00 | 2.00 | 3.00 |
| | Program Manager II | M0009 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | System Administrator V | M0010 | 1.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| | Program Manager V | M0012 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 |
| | Program Manager VI | M0013 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Technology Director | M0019 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | |
| TOTAL DEPARTMENT | | | 30.00 | 33.00 | 32.00 | 31.00 | 30.00 |

JUSTICE COURT DISTRICT

| | | | | | | | |
|------------------------|----------------------|-------|------|------|------|------|------|
| JUSTICE COURT DISTRICT | Justice of the Peace | C0087 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Office Assistant II | E0010 | 3.00 | 2.00 | 2.00 | 1.00 | 1.00 |
| | Office Assistant III | E0012 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Supervisor I | M0003 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| TOTAL DEPARTMENT | | | 5.00 | 5.00 | 5.00 | 4.00 | 4.00 |

ROADS AND PARKS

| | | | | | | | |
|-----------------|------------------------------|-------|-------|-------|-------|-------|-------|
| ROADS AND PARKS | Office Assistant III | E0012 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| | Project Specialist | E0013 | 0.00 | 0.00 | 0.50 | 0.50 | 0.50 |
| | Equipment Services Worker I | E0014 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Landscape Technician | E0014 | 1.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| | Road Maintenance Worker | E0014 | 15.00 | 15.00 | 14.00 | 14.00 | 14.00 |
| | Accounting Clerk III | E0015 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Office Assistant IV | E0015 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Traffic Control Worker | E0015 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| | Equipment Operator II | E0016 | 19.00 | 19.00 | 20.00 | 20.00 | 20.00 |
| | Traffic Control Coordinator | E0016 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |
| | Bridge Carpenter | E0017 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | Equipment Services Worker II | E0017 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| | Herbicide Applicator | E0017 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| | Engineering Technician I | E0018 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | Equipment Mechanic | E0019 | 4.00 | 4.00 | 3.00 | 3.00 | 3.00 |
| | Lead Equipment Operator | E0019 | 12.00 | 12.00 | 12.00 | 12.00 | 13.00 |
| | Park Ranger | E0019 | 4.00 | 3.00 | 6.00 | 6.00 | 5.00 |



| MAJOR FUNCTION | POSITION TITLE | SALARY RANGE | 2015-2016 ACTUAL | 2016-2017 ACTUAL | 2017-2018 ACTUAL | 2018-2019 ADOPTED | 2019-2020 ADOPTED |
|--------------------------|---------------------------------|--------------|------------------|------------------|------------------|-------------------|-------------------|
| ROADS AND PARKS | Safety Technician | E0019 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Engineering Technician II | E0020 | 1.00 | 1.00 | 1.00 | 1.00 | 2.00 |
| | Senior Road Maintenance Lead | E0020 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 |
| | Sr Bridge Carpenter | E0020 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | Sr Equipment Mechanic | E0020 | 5.00 | 5.00 | 3.00 | 3.00 | 3.00 |
| | Engineering Technician III | E0022 | 2.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | Engineering Associate | E0025 | 2.00 | 2.00 | 2.00 | 2.00 | 3.00 |
| | Lead Surveyor - Roads | E0028 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 |
| | Administrative Assistant III | M0003 | 2.00 | 1.00 | 2.00 | 1.00 | 1.00 |
| | Supervisor I | M0003 | 1.00 | 1.00 | 2.00 | 2.00 | 2.00 |
| | Project/Program Coordinator I | M0004 | 0.00 | 1.00 | 1.00 | 2.00 | 2.00 |
| | Project/Program Coordinator II | M0005 | 2.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| | Maintenance Supervisor | M0006 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Parks Operations Supervisor | M0006 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Project/Program Coordinator III | M0006 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Maintenance Manager | M0007 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| | Survey Chief | M0007 | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| | Construction Manager | M0010 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | Construction Engineer | M0011 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 |
| | Program Manager V | M0012 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| | Project Engineer | M0013 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Program Manager VIII | M0015 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Program Manager IX | M0016 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Roads and Parks Director | M0019 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | |
| TOTAL DEPARTMENT | | | 102.00 | 99.00 | 101.50 | 101.50 | 100.50 |

| SHERIFF | | | | | | | |
|---------|--------------------------------|--------------|------------------|------------------|------------------|-------------------|-------------------|
| SHERIFF | POSITION TITLE | SALARY RANGE | 2015-2016 ACTUAL | 2016-2017 ACTUAL | 2017-2018 ACTUAL | 2018-2019 ADOPTED | 2019-2020 ADOPTED |
| SHERIFF | County Sheriff | C0096 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Security Officer | F0510 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 |
| | Records Clerk | F0520 | 30.00 | 31.00 | 31.00 | 31.00 | 31.00 |
| | Criminal Data Tech | F0542 | 1.00 | 1.00 | 1.00 | 1.00 | 2.00 |
| | Search and Rescue Assistant | F0542 | 1.00 | 2.00 | 1.00 | 1.00 | 1.00 |
| | Community Services Officer | F0545 | 3.50 | 3.00 | 3.00 | 3.00 | 3.00 |
| | Property Evidence Clerk | F0550 | 1.00 | 1.00 | 2.00 | 2.00 | 2.00 |
| | Corrections Deputy | F0571 | 50.00 | 53.00 | 56.00 | 54.00 | 54.00 |
| | Criminal Deputy | F0581 | 49.00 | 49.00 | 50.00 | 52.00 | 56.00 |
| | Transportation Deputy | F0581 | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| | Corrections Specialist | F566A | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Administrative Assistant I | M0001 | 1.75 | 1.75 | 1.75 | 1.75 | 4.00 |
| | Project/Program Coordinator I | M0004 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |
| | Project/Program Coordinator II | M0005 | 2.00 | 1.50 | 1.33 | 2.00 | 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 | 7.00 | 8.00 | 8.00 | 8.00 |
| | Lieutenant | M0013 | 0.00 | 3.00 | 3.00 | 3.00 | 4.00 |
| | Captain | M0016 | 3.00 | 3.00 | 2.00 | 2.00 | 1.00 |
| | TOTAL DEPARTMENT | | | 162.75 | 167.75 | 170.58 | 171.25 |



| MAJOR FUNCTION | POSITION TITLE | SALARY RANGE | 2015-2016 ACTUAL | 2016-2017 ACTUAL | 2017-2018 ACTUAL | 2018-2019 ADOPTED | 2019-2020 ADOPTED |
|----------------|----------------|--------------|------------------|------------------|------------------|-------------------|-------------------|
|----------------|----------------|--------------|------------------|------------------|------------------|-------------------|-------------------|

SURVEYOR

| SURVEYOR | POSITION TITLE | SALARY RANGE | 2015-2016 ACTUAL | 2016-2017 ACTUAL | 2017-2018 ACTUAL | 2018-2019 ADOPTED | 2019-2020 ADOPTED |
|----------|------------------------------|--------------|------------------|------------------|------------------|-------------------|-------------------|
| | County Surveyor | C0095 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Office Assistant III | E0012 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| | Surveying Technician I | E0018 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | GIS/Surveying Technical Spec | E0022 | 0.00 | 0.80 | 0.80 | 1.00 | 1.00 |
| | Surveying Technician II | E0022 | 1.00 | 2.00 | 2.00 | 0.00 | 0.00 |
| | Surveying Associate | E0025 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| | Land Surveyor | E0028 | 0.00 | 0.00 | 0.00 | 0.00 | 2.00 |
| | TOTAL DEPARTMENT | | 6.00 | 6.80 | 6.80 | 5.00 | 5.00 |

1,080.47 1,100.60 894.90 884.15 878.05

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/PSY/PMD = Non-Represented Management and Confidential



SALARY SCHEDULES

Jackson County Service Employees International Union July 9, 2018

| Range | Step 1 (1 Year) | Step 2 (1 Year) | Step 3 (1 Year) | Step 4 (1 Year) | Step 5 (1 Year) | Step 6 (1 Year) | Step 7 |
|-------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------|
| 6 | 10.91 | 11.35 | 11.84 | 12.34 | 12.90 | 13.45 | 14.13 |
| 7 | 11.35 | 11.84 | 12.34 | 12.90 | 13.45 | 14.04 | 14.74 |
| 8 | 11.84 | 12.34 | 12.90 | 13.45 | 14.04 | 14.66 | 15.39 |
| 9 | 12.34 | 12.90 | 13.45 | 14.04 | 14.66 | 15.30 | 16.06 |
| 10 | 12.90 | 13.45 | 14.04 | 14.66 | 15.30 | 15.95 | 16.74 |
| 11 | 13.45 | 14.04 | 14.66 | 15.30 | 15.95 | 16.64 | 17.47 |
| 12 | 14.04 | 14.66 | 15.30 | 15.95 | 16.64 | 17.40 | 18.27 |
| 13 | 14.66 | 15.30 | 15.95 | 16.64 | 17.40 | 18.19 | 19.10 |
| 14 | 15.30 | 15.95 | 16.64 | 17.40 | 18.19 | 19.01 | 19.96 |
| 15 | 15.95 | 16.64 | 17.40 | 18.19 | 19.01 | 19.86 | 20.86 |
| 16 | 16.64 | 17.40 | 18.19 | 19.01 | 19.86 | 20.76 | 21.80 |
| 17 | 17.40 | 18.19 | 19.01 | 19.86 | 20.76 | 21.72 | 22.81 |
| 18 | 18.19 | 19.01 | 19.86 | 20.76 | 21.72 | 22.70 | 23.83 |
| 19 | 19.01 | 19.86 | 20.76 | 21.72 | 22.70 | 23.76 | 24.95 |
| 20 | 19.86 | 20.76 | 21.72 | 22.70 | 23.76 | 24.86 | 26.11 |
| 21 | 20.76 | 21.72 | 22.70 | 23.76 | 24.86 | 26.02 | 27.33 |
| 22 | 21.72 | 22.70 | 23.76 | 24.86 | 26.02 | 27.23 | 28.59 |
| 23 | 22.70 | 23.76 | 24.86 | 26.02 | 27.23 | 28.50 | 29.93 |
| 24 | 23.76 | 24.86 | 26.02 | 27.23 | 28.50 | 29.82 | 31.31 |
| 25 | 24.86 | 26.02 | 27.23 | 28.50 | 29.82 | 31.24 | 32.80 |
| 26 | 26.02 | 27.23 | 28.50 | 29.82 | 31.24 | 32.70 | 34.33 |
| 27 | 27.23 | 28.50 | 29.82 | 31.24 | 32.70 | 34.26 | 35.97 |
| 28 | 28.50 | 29.82 | 31.24 | 32.70 | 34.26 | 35.93 | 37.73 |
| 29 | 29.82 | 31.24 | 32.70 | 34.26 | 35.93 | 37.65 | 39.53 |
| 30 | 31.24 | 32.70 | 34.26 | 35.93 | 37.65 | 39.45 | 41.42 |
| 31 | 32.70 | 34.26 | 35.93 | 37.65 | 39.45 | 41.24 | 43.31 |
| 32 | 34.26 | 35.93 | 37.65 | 39.45 | 41.24 | 43.12 | 45.28 |
| 33 | 35.93 | 37.65 | 39.45 | 41.24 | 43.12 | 45.11 | 47.36 |
| 34 | 37.65 | 39.45 | 41.24 | 43.12 | 45.11 | 47.18 | 49.54 |
| 35 | 39.45 | 41.24 | 43.12 | 45.11 | 47.18 | 49.35 | 51.82 |
| 36 | 41.24 | 43.12 | 45.11 | 47.18 | 49.35 | 51.62 | 54.20 |

02/09/2018



**Jackson County Sheriff's Employees' Association (JCSEA)
July 8, 2019**

| Position | Class Code | Range | Step 1 (1 Year) | Step 2 (6 Mos.) | Step 3 (6 Mos.) | Step 4 (1 Year) | Step 5 (1 Year) | Step 6 |
|-----------------------------|------------|-------|--------------------|--------------------|--------------------|--------------------|--------------------|--------|
| Security Officer | 102 | 510 | 15.63 | 16.41 | 17.23 | 18.09 | 19.00 | 19.95 |
| Airport Security Officer | 104 | 515 | 17.00 | 17.85 | 18.74 | 19.68 | 20.66 | 21.70 |
| Records Clerk | 100 | 520 | | 18.46 | 19.38 | 20.35 | 21.37 | 22.44 |
| Criminal Data Technician | 101 | 540 | 18.46 | 19.38 | 20.35 | 21.37 | 22.44 | 23.56 |
| Search and Rescue Assistant | 112 | 542 | 19.16 | 20.12 | 21.12 | 22.18 | 23.29 | 24.45 |
| Community Services Officer | 130 | 545 | 20.65 | 21.68 | 22.77 | 23.90 | 25.10 | 26.36 |
| Property/Evidence Clerk | 190 | 550 | 22.41 | 23.53 | 24.71 | 25.94 | 27.24 | 28.60 |
| Civil Deputy | 115 | 561 | 24.51 | 25.74 | 27.02 | 28.37 | 29.79 | 31.28 |
| Corrections Specialist | 103A | 566A | 22.41 | 23.53 | 24.71 | 25.94 | 27.24 | 28.60 |
| | 103B | 566B | 22.96 | 24.11 | 25.31 | 26.58 | 27.91 | 29.30 |
| | 103C | 566C | 23.49 | 24.66 | 25.90 | 27.19 | 28.55 | 29.98 |
| | 103D | 566D | 24.06 | 25.26 | 26.53 | 27.85 | 29.25 | 30.71 |
| | 103E | 566E | 24.62 | 25.85 | 27.14 | 28.50 | 29.93 | 31.42 |
| Corrections Deputy | 113A | 571 | 25.31 | 26.58 | 27.90 | 29.30 | 30.76 | 32.30 |
| | 113B | 572 | 25.96 | 27.26 | 28.62 | 30.05 | 31.55 | 33.13 |
| | 113C | 573 | 26.59 | 27.92 | 29.32 | 30.78 | 32.32 | 33.94 |
| | 113D | 574 | 27.23 | 28.59 | 30.02 | 31.52 | 33.10 | 34.75 |
| | 113E | 575 | 27.84 | 29.23 | 30.69 | 32.23 | 33.84 | 35.53 |
| Criminal Deputy | 120A-E | 581 | 25.83 | 27.12 | 28.48 | 29.90 | 31.40 | 32.97 |
| | | 582 | 26.45 | 27.77 | 29.16 | 30.62 | 32.15 | 33.76 |
| | | 583 | 27.14 | 28.50 | 29.92 | 31.42 | 32.99 | 34.64 |
| | | 584 | 27.79 | 29.18 | 30.64 | 32.17 | 33.78 | 35.47 |
| | | 585 | 28.42 | 29.84 | 31.33 | 32.90 | 34.54 | 36.27 |

04/04/2019

**Federation of Oregon Parole and Probation Officers (FOPPO)
July 9, 2018**

| Title | Class Code | Step 1 (1 Year) | Step 2 (1 Year) | Step 3 (1 Year) | Step 4 (1 Year) | Step 5 (1 Year) | Step 6 (1 Year) | Step 7 (1 Year) | Step 8 (1 Year) | Step 9 |
|--|------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------|
| Senior Deputy Parole and Probation Officer | 201 | 24.82 | 25.98 | 27.19 | 28.44 | 29.79 | 31.16 | 32.72 | 34.04 | 35.39 |

02/19/2018



**Non-Represented Management and Confidential Employees
July 8, 2019**

| Band | Step 1 (1 Year) | Step 2 (1 Year) | Step 3 (1 Year) | Step 4 (1 Year) | Step 5 (1 Year) | Step 6 |
|-------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|---------------|
| 1 | 20.57 | 21.59 | 22.67 | 23.78 | 24.99 | 26.24 |
| 2 | 21.95 | 23.06 | 24.22 | 25.40 | 26.68 | 28.03 |
| 3 | 24.28 | 25.46 | 26.73 | 28.09 | 29.51 | 30.96 |
| 4 | 25.42 | 26.70 | 28.05 | 29.43 | 30.90 | 32.45 |
| 5 | 28.37 | 29.78 | 31.27 | 32.83 | 34.47 | 36.18 |
| 6 | 30.09 | 31.59 | 33.18 | 34.83 | 36.57 | 38.41 |
| 7 | 31.56 | 33.14 | 34.80 | 36.53 | 38.37 | 40.26 |
| 8 | 33.01 | 34.67 | 36.40 | 38.22 | 40.14 | 42.15 |
| 9 | 34.23 | 35.95 | 37.75 | 39.63 | 41.62 | 43.69 |
| 10 | 34.99 | 36.74 | 38.59 | 40.52 | 42.53 | 44.66 |
| 11 | 36.43 | 38.26 | 40.17 | 42.18 | 44.28 | 46.50 |
| 12 | 37.86 | 39.76 | 41.74 | 43.82 | 46.03 | 48.32 |
| 13 | 39.78 | 41.76 | 43.84 | 46.05 | 48.36 | 50.77 |
| 14 | 41.71 | 43.79 | 45.99 | 48.28 | 50.70 | 53.24 |
| 15 | 42.49 | 44.61 | 46.85 | 49.21 | 51.65 | 54.23 |
| 16 | 44.35 | 46.57 | 48.90 | 51.33 | 53.90 | 56.61 |
| 17 | 47.19 | 49.55 | 52.01 | 54.61 | 57.36 | 60.21 |
| 18 | 50.74 | 53.27 | 55.94 | 58.73 | 61.67 | 64.75 |
| 19 | 55.20 | 57.97 | 60.85 | 63.90 | 67.09 | 70.46 |
| 20 | 60.72 | 63.75 | 66.94 | 70.30 | 73.81 | 77.50 |
| MD | 89.84 | 94.35 | 99.04 | 103.99 | 109.20 | 114.65 |
| PSY | 95.80 | 100.59 | 105.62 | 110.87 | 116.42 | 122.28 |
| PMD | 105.38 | 110.64 | 116.18 | 121.96 | 128.06 | 134.51 |

03/27/2019

**Elected Officials
Salary Schedule***

| Title | Class Code | 07/08/19 Salary | 01/06/20 Salary |
|------------------------------------|-------------------|----------------------------|----------------------------|
| County Assessor | C0091 | 49.55 | 52.01 |
| County Clerk | C0092 | 48.32 | 48.32 |
| County Commissioner, Position 1 | C0098 | 57.36 | 60.21 |
| County Commissioner, Position 2 | C0098 | 52.01 | 54.61 |
| County Commissioner, Position 3 | C0098 | 57.36 | 60.21 |
| County Sheriff | C0096 | 60.85 | 63.90 |
| County Surveyor | C0095 | 48.32 | 48.32 |
| District Attorney (County Portion) | C0078 | 14.09 | 14.09 |
| Justice of the Peace | C0087 | 42.15 | 42.15 |

*Newly elected person(s) will take office at a lower salary, per Order No. 58-19.



This Page Reserved for Notes



FIVE-YEAR PROJECTIONS

COMPREHENSIVE LONG-TERM FINANCIAL FORECAST

In this forecast, Jackson County projects expected revenues and expenditures for its major funds to help anticipate financial requirements. This tool is central to Jackson County’s financial management strategy and budget planning process. This financial planning process can help shape decisions, and permits necessary and corrective action to be taken before problems become more severe.

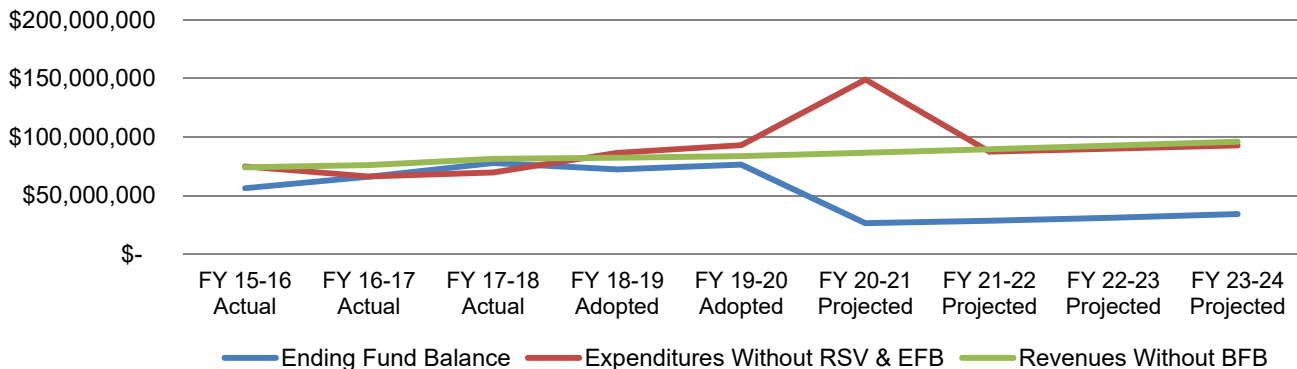
The County forecasts revenues and expenditures for its major funds over a five-year period. The forecast is adjusted as each year’s final results are known and as new years are budgeted. As a result of these forecasting efforts, and a projected decline in General Fund balances due to the decline of Oregon and California railroad lands (O&C) revenues, slow post-recession recovery, and significant increases in Oregon’s Public Employees Retirement System (PERS) costs, the County has taken dramatic steps to reduce expenditures every year since fiscal year 2007-2008. Staff also continues to revise current fees and charges based on cost recovery.

The County forecasted its major funds based on the fiscal year 2019-2020 budget: the General Fund (\$169,568,786), the Health and Human Services Fund (\$52,456,858), the Airport Fund (\$52,456,585), and the Road Fund (\$43,050,791). There are some significant financial issues facing the County over the next five years. These issues, along with the County’s strategic responses to these issues, are outlined in greater detail below.

The General Fund (010)

The General Fund is the largest fund within the Jackson County budget and is appropriately titled because most of the general operations of Jackson County are included in it. The General Fund supports law enforcement activities, elections, land use planning, and tax collection, among other services. Receipts from the County’s tax base are included in the General Fund in addition to revenues from 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 2019-2020 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. From 2010 through 2013, property values dropped to levels that were close to the maximum assessed value trend line imposed by Measure 50, which limits the increase in property taxes to 3 percent per year. Property values began to stabilize in fiscal years 2013-2014 through 2015-2016. For fiscal years 2016-2017 through 2017-2018, most residential properties increased in value. For fiscal year 2018-2019, 95 percent of residential properties saw an increase, with 35 percent of residential properties showing a 5 to 9 percent increased value, and 60 percent saw over a 10 percent



increase, with 5 percent seeing a 1 to 10 percent decrease in value. Fiscal year 2019-2020 is also projected to see a large number of properties having increases in value.

During fiscal year 1991-1992, the County received its last actual O&C payment from timber harvest shared revenue. Environmental issues, including the listing of the spotted owl as an endangered species, significantly reduced timber harvests and revenues. As a result, the Federal government provided a series of revenue guarantees. O&C payments were legislated under the Secure Rural Schools (SRS) and Community Self-Determination Act. The SRS Act was reauthorized under Public Law (PL) 110-343, PL 112-14, PL 114-10, and most recently PL 115-141; each reauthorization has been at greatly reduced amounts. Due to uncertainty in future reauthorizations, funding included in the 2019-2020 budget and the General Fund forecast is based on the reduced actual cut revenue. Although a permanent solution for the reduced timber harvest revenues has not been approved, there is current Federal legislation under consideration called the Forest Management for Rural Stability Act to create a Secure Rural Schools Endowment Fund. If approved, the Act would ensure a long-term financial guarantee at levels not less than the Federal Fiscal Year 2017 payment amounts.

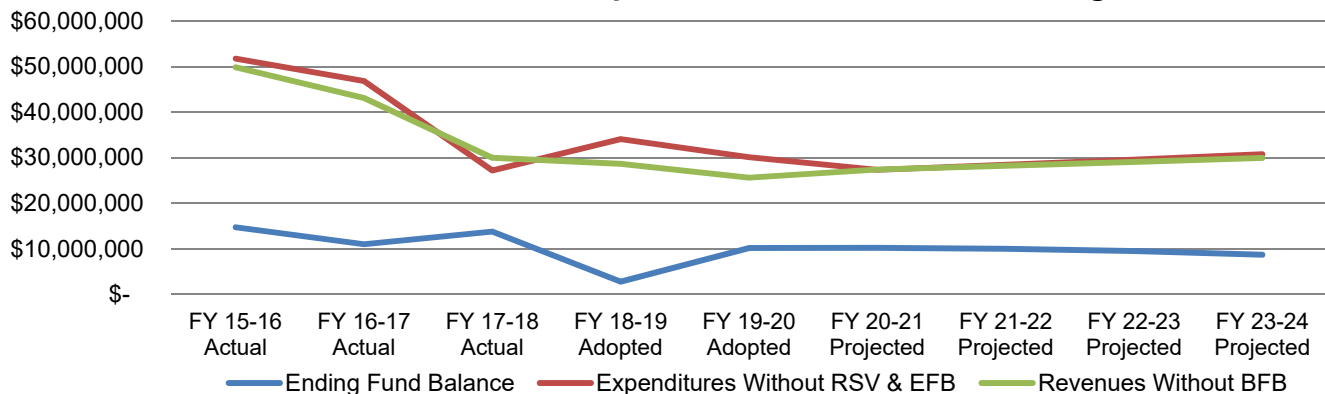
Oregon’s PERS costs will increase by approximately 4.30 percent of employees’ salaries for fiscal year 2019-2020. These increases have been implemented to balance the PERS program. This is the second of three increases in PERS rates. Since PERS follows the State’s biennium budgeting cycle, the next increase will be charged in fiscal year 2021-2022. There is the potential for a fourth increase in the next biennium if investment returns do not significantly improve. Sufficient operating revenue was reserved during fiscal year 2018-2019 to offset the increase in fiscal year 2019-2020. This budget includes a hedge against the next increase; however, growth in the property tax base and low inflation over the next few years, along with fiscal spending restraint, will be necessary to preserve service levels over the next five to six years.

Jackson County’s jail has been at capacity for many years now and is too small for 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. The County has acquired land for a new jail and a measure will be placed on the November 2019 ballot to create a service district to build a new jail and provide additional funding for the increase in jail operating costs. If the measure passes, up to \$60,000,000 of the fund balance will be used as a match to build the new jail.

The Health and Human Services Fund (033)

The Health and Human Services Fund is a Special Revenue Fund used to protect and promote the health of Jackson County citizens. The primary revenue sources are State and Federal grants that are earmarked for specific activities.

**Health and Human Services Fund Forecast
Based on the Adopted Fiscal Year 2019-2020 Budget**

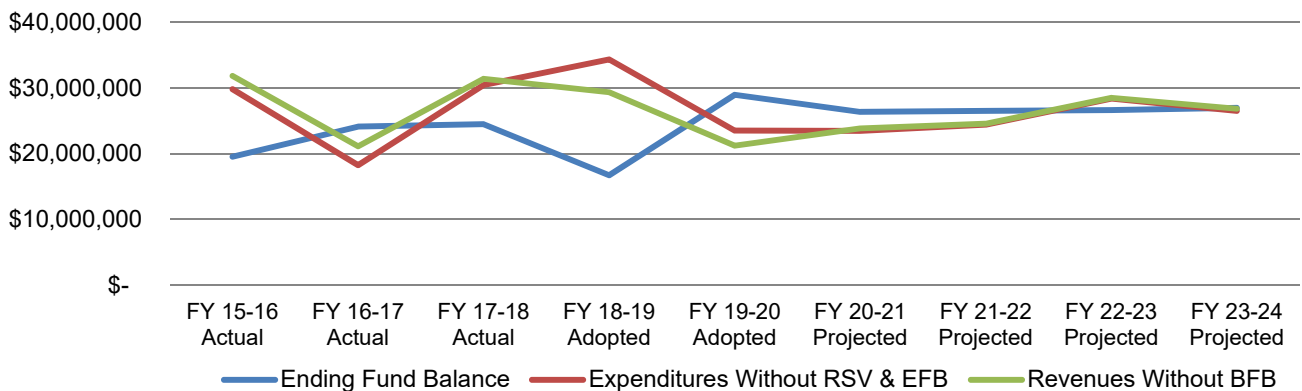


As part of the Affordable Care Act, the State reorganized how it provided physical, dental, and mental health services. In response to State direction and reforms in health care provisions, the County served as a Managed Health Organization (MHO) to provide administrative oversight and mental health services for Coordinated Care Organizations (CCOs). During the fiscal year 2016-2017, the two CCOs (that service the Medicaid population within the County) terminated their agreements with the County. As a result, for fiscal year 2017-2018, positions in Health and Human Services were reduced by 248.85 FTEs, with 167.65 FTEs remaining in the Department. The Department recovered slightly in fiscal year 2018-2019 with 175.65 budgeted FTEs. For fiscal year 2019-2020, additional reductions in FTEs have occurred with 161.55 budgeted. The Health and Human Service Department has made significant changes in the service delivery system as a direct result of the CCO's changes and now provides mostly crisis mental health services through CCO contracts. For the Developmental Disabilities Program, the State Department of Health and Human Services implemented a "workload" model that has increased funding for this Program at the County level. The past several years have seen huge changes in service levels and funding for Health and Human Services. The Department continually evaluates the services it provides directly and those that are available in the community through other organizations. As a result, with the Medicaid expansion and additional medical services being provided via coordinated care organization networks, reproductive health services will no longer be provided directly through the Public Health Program. This Program has seen declining requests for reproductive services and the State no longer requires the services to be provided through its funding. In Mental Health, funding has been reallocated from the Crisis Resolution Center and Maslow Project to expand suicide prevention efforts from the current requirement of under age 24 to all age groups. The Addiction Services Program has been eliminated from the Health and Human Services budget. In addition, uncertainty regarding the Affordable Care Act makes it very difficult to project the Federal and State funding that will occur in the next five years. Therefore, the Department will adjust service levels accordingly as information regarding future funding becomes available.

The Airport Fund (500)

The Airport Fund is an Enterprise Fund that receives revenues from Airport rates and charges, Oregon Department of Aviation and Transportation grants, and Federal Aviation Administration grants. The fluctuation in the forecast below is due to the completion of several capital projects. These projects are completed as State and Federal grants are received and, therefore, vary from year to year.

**Airport Fund Forecast
Based on the Adopted Fiscal Year 2019-2020 Budget**



Due to improvements in the economy, the Airport has seen an increase in the passenger numbers and scheduled daily flights. This has created a stable financial condition for the Airport Fund. Revenues and expenditures have been projected to increase at a modest rate, but will fluctuate based on the expected Federal Aviation Administration funding for future capital projects. The most significant projects on the horizon are taxiway rehabilitation, a new master plan, apron improvements, and the addition of a new passenger loading bridge.

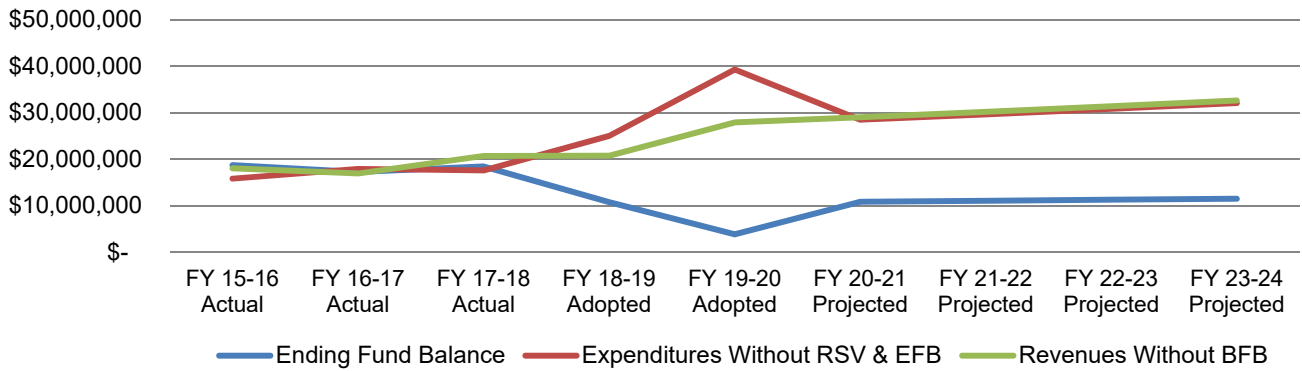


Operationally, the Airport continues to generate new revenues through its fees and charges. Additional opportunities to generate new sources of operating revenue will be considered as the economy continues to recover.

The Road Fund (020)

The Road Fund is a Special Revenue Fund that receives the majority of 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 2019-2020 Budget**



In 2009, the Oregon State Legislature passed House Bill (HB) 2001 that increased vehicle registration and titling fees and added six cents per gallon to the State gas tax. The increase in State revenues helped offset the loss of Federal timber revenue. In 2017, the Oregon State Legislature passed HB 2017 which included increases for 2018 as well as additional incremental increases over the following ten years through 2028. This additional revenue continues to be a significant change in funding for the Roads and Parks Department and will allow the Department to deliver programs and projects in a way that was not recently anticipated. Major investments will be made in capital projects to improve safety and efficiency on the County’s road network in the years to come. The Department will continue to closely monitor State revenues and adjust expenditures for road improvement projects accordingly.

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 2019 through 2023 were projected between 2 and 5 percent increases from the 2019-2020 adopted budget. Not all capital outlay has been detailed in this projection; a full report of capital outlay for fiscal year 2019-2020 can be found beginning on page 47 of this document.



COUNTY ADMINISTRATION/FIDUCIARY AND CAPITAL PROJECTS

| FISCAL YEAR | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|----------------|-----------|---------------|---------------|---------------|---------------|---------------|
| YEAR PROJECTED | 2015-2016 | \$130,329,355 | | | | |
| | 2016-2017 | \$124,546,181 | \$129,528,028 | | | |
| | 2017-2018 | \$127,595,150 | \$132,698,956 | \$138,006,915 | | |
| | 2018-2019 | \$139,315,770 | \$144,888,401 | \$150,683,937 | \$156,711,294 | |
| | 2019-2020 | \$142,855,981 | \$148,570,220 | \$154,513,029 | \$160,693,550 | \$167,121,292 |

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

| | | | | | | |
|---|-------------|-------------|-----------|-----------|-----------|----------|
| CO ADMIN: LAND PURCHASE | \$3,300,000 | \$1,650,000 | | | | |
| JUSTICE BLDG: ADA IMPROVEMENTS | \$40,000 | | | | | |
| SHERIFF: JAIL CHILLER REPLACEMENT | \$160,000 | | | | | |
| TRANSITION CTR: ADA IMPROVEMENTS | \$20,000 | | | | | |
| WHITE CITY CAPITAL: LOCAL LAND IMPROVEMENTS | \$1,385,902 | | | | | |
| COMM JUSTICE/ELECTIONS: HVAC REPLACEMENT | | | \$125,000 | | | |
| COURTHOUSE: RE-ROOF CORE BUILDING | | | \$100,000 | | | |
| JUSTICE BLDG: CHILLER REPLACEMENT | | | \$125,000 | | | |
| JUVENILE BLDG: HVAC ROOFTOP REPLACEMENT | | | | \$100,000 | | |
| SHERIFF: JAIL GENERATOR REPLACEMENT | | | | \$100,000 | | |
| TRANSITION CTR: HVAC ALL SEASONS | | | | \$100,000 | | |
| COURTHOUSE: HVAC REPLACEMENT | | | | | \$150,000 | |
| ECSO BLDG: CHILLER REPLACEMENT | | | | | \$60,000 | |
| ECSO BLDG: BOILER REPLACEMENT | | | | | | \$40,000 |

AIRPORT

| FISCAL YEAR | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|----------------|-----------|--------------|--------------|--------------|--------------|--------------|
| YEAR PROJECTED | 2015-2016 | \$50,492,179 | | | | |
| | 2016-2017 | \$45,943,069 | \$47,321,361 | | | |
| | 2017-2018 | \$60,333,407 | \$61,540,075 | \$62,770,876 | | |
| | 2018-2019 | \$52,569,984 | \$54,147,083 | \$55,771,496 | \$57,444,640 | |
| | 2019-2020 | \$52,456,585 | \$54,030,283 | \$55,651,191 | \$57,320,727 | \$59,040,349 |

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

| | | | | | | |
|--|-------------|--|-------------|--|--|--|
| ADMINISTRATION VAN | \$15,000 | | | | | |
| BAGGAGE HANDLING SYSTEM PARTS | \$150,000 | | | | | |
| ENVIRONMENTAL ASSESSMENT | \$537,250 | | | | | |
| HANGAR TAXILANE RECONST/SRE EQUIP/PASSENGER LDNG | \$2,186,740 | | | | | |
| INDUSTRIAL SHOP FLOOR SCRUBBER | \$20,000 | | | | | |
| MAINTENANCE TRUCK (2 UNITS) | \$90,000 | | | | | |
| MASTER PLAN AND WILDLIFE MANAGEMENT PLAN | \$1,125,000 | | | | | |
| PERIMETER ROAD IMPROVEMENTS | \$150,000 | | | | | |
| PROPERTY ACQUISITION | \$5,560,000 | | | | | |
| SECTIONAL PUSH PLOW | \$15,000 | | | | | |
| SECURITY PROJECTS | \$50,000 | | | | | |
| SERVER | \$22,000 | | | | | |
| SWITCHES – SISCO | \$30,000 | | | | | |
| TERMINAL HVAC SYSTEMS | \$250,000 | | | | | |
| TERMINAL SEATING | \$20,000 | | | | | |
| TOOL CAT | \$55,000 | | | | | |
| UPGRADE SANITARY SEWER | \$15,000 | | | | | |
| UTILITY BED (2 UNITS) | \$24,000 | | | | | |
| AIRPORT DETENTION POND | | | \$2,070,000 | | | |
| HANGAR TAXILANE RECONSTRUCTION-PHASE 2 | | | \$1,600,000 | | | |



| | | |
|--|-----------|-------------|
| TAXIWAY A AND B SAFETY AREA GRADING | \$384,000 | |
| AIRPORT FIREFIGHTING EQUIPMENT | | \$900,000 |
| LAND PURCHASE OR CONSTRUCT NEW TAXILANES | | \$1,766,667 |
| PAVEMENT CONDITION INDEX | | \$106,667 |
| POST MASTER PLAN ENVIRONMENTAL ASSESSMENT | | \$640,000 |
| NEW GENERAL AVIATION APRON | | \$6,080,000 |
| PAVEMENT CONDITION INDEX | | \$112,000 |
| RUNWAY 14/32 LIGHTING; MAG VAR; PAVEMENT COND INDX | | \$2,750,000 |

ASSESSOR

| FISCAL YEAR | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|----------------|-----------|-------------|-------------|-------------|-------------|-------------|
| YEAR PROJECTED | 2015-2016 | \$4,311,847 | | | | |
| | 2016-2017 | \$4,263,596 | \$4,434,139 | | | |
| | 2017-2018 | \$4,339,757 | \$4,513,347 | \$4,693,881 | | |
| | 2018-2019 | \$4,310,555 | \$4,439,872 | \$4,573,068 | \$4,710,260 | |
| | 2019-2020 | \$4,307,742 | \$4,415,436 | \$4,525,821 | \$4,638,967 | \$4,754,941 |

BOARD OF COMMISSIONERS

| FISCAL YEAR | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|----------------|-----------|-----------|-----------|-----------|-------------|-------------|
| YEAR PROJECTED | 2015-2016 | \$920,377 | | | | |
| | 2016-2017 | \$895,937 | \$931,775 | | | |
| | 2017-2018 | \$863,150 | \$897,676 | \$933,583 | | |
| | 2018-2019 | \$879,957 | \$908,356 | \$933,546 | \$961,553 | |
| | 2019-2020 | \$936,480 | \$964,574 | \$993,512 | \$1,023,317 | \$1,054,016 |

COMMUNITY JUSTICE

| FISCAL YEAR | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|----------------|-----------|--------------|--------------|--------------|--------------|--------------|
| YEAR PROJECTED | 2015-2016 | \$17,744,245 | | | | |
| | 2016-2017 | \$18,423,356 | \$18,976,057 | | | |
| | 2017-2018 | \$18,307,874 | \$18,857,110 | \$19,422,823 | | |
| | 2018-2019 | \$20,574,232 | \$21,191,459 | \$21,827,203 | \$22,482,019 | |
| | 2019-2020 | \$20,945,771 | \$21,574,144 | \$22,221,368 | \$22,888,010 | \$23,574,650 |

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

| | |
|--|----------|
| SPECIALIZED TRUCK BED FOR FIREFIGHTING | \$42,990 |
|--|----------|

COUNTY CLERK

| FISCAL YEAR | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|----------------|-----------|-------------|-------------|-------------|-------------|-------------|
| YEAR PROJECTED | 2015-2016 | \$1,958,266 | | | | |
| | 2016-2017 | \$1,728,154 | \$1,797,281 | | | |
| | 2017-2018 | \$1,726,243 | \$1,795,293 | \$1,867,105 | | |
| | 2018-2019 | \$1,699,437 | \$1,750,420 | \$1,802,933 | \$1,857,021 | |
| | 2019-2020 | \$1,703,921 | \$1,755,039 | \$1,807,690 | \$1,861,920 | \$1,917,778 |

COUNTY COUNSEL

| FISCAL YEAR | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|----------------|-----------|-------------|-------------|-------------|-------------|-------------|
| YEAR PROJECTED | 2015-2016 | \$1,079,800 | | | | |
| | 2016-2017 | \$1,069,347 | \$1,122,814 | | | |
| | 2017-2018 | \$1,175,968 | \$1,234,767 | \$1,296,505 | | |
| | 2018-2019 | \$1,194,360 | \$1,254,078 | \$1,316,782 | \$1,382,621 | |
| | 2019-2020 | \$1,232,576 | \$1,294,205 | \$1,358,915 | \$1,426,861 | \$1,498,204 |



DEVELOPMENT SERVICES

| FISCAL YEAR | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|----------------|-----------|-------------|-------------|-------------|-------------|-------------|
| YEAR PROJECTED | 2015-2016 | \$4,201,463 | | | | |
| | 2016-2017 | \$4,462,952 | \$4,641,470 | | | |
| | 2017-2018 | \$4,540,721 | \$4,586,128 | \$4,631,989 | | |
| | 2018-2019 | \$4,843,052 | \$4,891,483 | \$4,940,397 | \$4,989,801 | |
| | 2019-2020 | \$4,910,573 | \$4,959,679 | \$5,009,276 | \$5,059,368 | \$5,109,962 |

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 | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|----------------|-----------|-------------|-------------|-------------|-------------|-------------|
| YEAR PROJECTED | 2015-2016 | \$5,970,235 | | | | |
| | 2016-2017 | \$6,199,767 | \$6,385,760 | | | |
| | 2017-2018 | \$6,257,730 | \$6,445,462 | \$6,638,826 | | |
| | 2018-2019 | \$6,718,642 | \$6,920,201 | \$7,127,807 | \$7,341,641 | |
| | 2019-2020 | \$6,834,941 | \$7,039,989 | \$7,251,189 | \$7,468,725 | \$7,692,786 |

EXPO

| FISCAL YEAR | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|----------------|-----------|-------------|-------------|-------------|-------------|-------------|
| YEAR PROJECTED | 2015-2016 | \$2,149,598 | | | | |
| | 2016-2017 | \$2,402,300 | \$2,498,392 | | | |
| | 2017-2018 | \$3,243,627 | \$3,373,372 | \$3,508,307 | | |
| | 2018-2019 | \$3,178,200 | \$3,305,328 | \$3,437,542 | \$3,575,043 | |
| | 2019-2020 | \$3,502,437 | \$3,642,534 | \$3,788,236 | \$3,939,765 | \$4,097,356 |

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

| | |
|-----------------------|-----------|
| BATHROOM IMPROVEMENTS | \$100,000 |
|-----------------------|-----------|

FINANCE

| FISCAL YEAR | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|----------------|-----------|-------------|-------------|-------------|-------------|-------------|
| YEAR PROJECTED | 2015-2016 | \$2,366,323 | | | | |
| | 2016-2017 | \$2,324,471 | \$2,394,205 | | | |
| | 2017-2018 | \$2,386,482 | \$2,481,942 | \$2,581,219 | | |
| | 2018-2019 | \$2,424,930 | \$2,521,927 | \$2,622,804 | \$2,727,716 | |
| | 2019-2020 | \$2,289,358 | \$2,380,932 | \$2,476,170 | \$2,575,216 | \$2,678,225 |

HEALTH AND HUMAN SERVICES

| FISCAL YEAR | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|----------------|-----------|--------------|--------------|--------------|--------------|--------------|
| YEAR PROJECTED | 2015-2016 | \$69,514,032 | | | | |
| | 2016-2017 | \$74,758,119 | \$75,505,700 | | | |
| | 2017-2018 | \$41,131,230 | \$41,953,855 | \$42,373,393 | | |
| | 2018-2019 | \$38,711,098 | \$40,646,652 | \$42,678,985 | \$44,812,934 | |
| | 2019-2020 | \$40,292,386 | \$41,098,234 | \$41,920,198 | \$42,758,602 | \$43,613,774 |



INFORMATION TECHNOLOGY

| FISCAL YEAR | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|----------------|-----------|-------------|-------------|-------------|-------------|-------------|
| YEAR PROJECTED | 2015-2016 | \$6,785,609 | | | | |
| | 2016-2017 | \$6,994,326 | \$7,274,099 | | | |
| | 2017-2018 | \$7,066,350 | \$7,349,004 | \$7,642,964 | | |
| | 2018-2019 | \$6,657,774 | \$6,924,085 | \$7,201,049 | \$7,489,091 | |
| | 2019-2020 | \$6,865,909 | \$6,968,898 | \$7,073,431 | \$7,179,533 | \$7,287,226 |

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

| | |
|--|----------|
| 2-FACTOR AUTHENTICATION PROJECT | \$39,000 |
| LINEAR TAPE-OPEN DATA STORAGE DRIVES AND TAPES | \$90,000 |
| NEW FORCEPOINT APPLIANCES | \$19,000 |

JUSTICE COURT DISTRICT

| FISCAL YEAR | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|----------------|-----------|-----------|-----------|-----------|-----------|-----------|
| YEAR PROJECTED | 2015-2016 | \$643,723 | | | | |
| | 2016-2017 | \$605,667 | \$623,837 | | | |
| | 2017-2018 | \$612,257 | \$630,625 | \$649,544 | | |
| | 2018-2019 | \$549,108 | \$565,582 | \$582,549 | \$600,026 | |
| | 2019-2020 | \$562,177 | \$579,042 | \$596,414 | \$614,306 | \$632,735 |

ROADS AND PARKS

| FISCAL YEAR | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|----------------|-----------|--------------|--------------|--------------|--------------|--------------|
| YEAR PROJECTED | 2015-2016 | \$40,268,938 | | | | |
| | 2016-2017 | \$45,626,564 | \$47,451,626 | | | |
| | 2017-2018 | \$46,630,267 | \$48,495,478 | \$50,435,297 | | |
| | 2018-2019 | \$50,535,165 | \$52,556,572 | \$54,658,835 | \$56,845,188 | |
| | 2019-2020 | \$56,848,260 | \$59,122,190 | \$61,487,078 | \$63,946,561 | \$66,504,424 |

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE – PARKS AND RECREATION

IMPROVEMENT PROJECTS

CANTRALL BUCKLEY PARK:

| | |
|---------------------|-----------|
| CAMPGROUND UPGRADES | \$100,000 |
| TRACTOR REPLACEMENT | \$35,000 |

EMIGRANT LAKE-SIDEWALK/PAVEMENT REPAIRS \$200,000

HOWARD PRAIRIE RESORT:

| | | | |
|--------------------------------|-------------|-------------|-------------|
| MARINA REPLACEMENT | \$1,000,000 | \$2,000,000 | \$2,500,000 |
| UTILITY REPLACEMENT-NORTH LOOP | \$200,000 | | |
| YURT VILLAGE CONSTRUCTION | \$80,000 | \$80,000 | |

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE – ROADS

| | | | | | |
|--|-------------|-------------|-------------|-------------|-------------|
| EQUIPMENT REPLACEMENT | \$747,000 | \$900,000 | \$900,000 | \$900,000 | \$900,000 |
| MOTOR POOL VEHICLE REPLACEMENTS | \$1,354,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 |
| RIGHT-OF-WAY ACQUISITIONS COST | \$1,525,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 |
| ROAD IMPROVEMENT PROJECTS | | | | | |
| ASPHALT OVERLAYS: | | | | | |
| BUTTE FALLS RD/REESE CREEK RD PORTIONS | \$1,500,000 | | | | |
| HAMRICK RD FROM EAST PINE TO CURVE | \$200,000 | | | | |
| VARIOUS LOCATIONS | \$1,025,000 | \$1,000,000 | \$1,025,000 | \$1,000,000 | \$1,025,000 |
| BUCKHORN SPRINGS RD - RESURFACING | \$500,000 | | | | |
| EAST VILAS RD: HIGHWAY 62 TO FOOTHILL RD RECONST | \$3,900,000 | | | | |
| ELDER MILL RD: BRIDGE #640 REPLACEMENT | \$1,628,000 | | | | |



FOOTHILL ROAD:

| | | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| DELTA WATERS TO DRY CREEK-RECONSTRUCTION | \$65,000 | \$3,300,000 | | | | |
| DRY CREEK TO VILAS | \$600,000 | | \$3,400,000 | | | |
| EXTENSION FROM COREY TO ATLANTIC | \$2,400,000 | | | | | |
| VILAS TO COREY | | \$600,000 | | \$3,500,000 | | |
| GRAVEL ROAD RESURFACING: VARIOUS LOCATIONS | \$1,500,000 | \$500,000 | \$500,000 | \$500,000 | \$1,500,000 | |
| RAMSEY RD: BRIDGE #651 TIMBER BRIDGE REPLCMNT | | | | | | \$2,000,000 |
| ROGUE RIVER GREENWAY TRAIL: DEL RIO TO TWIN BRIDGES | \$1,863,672 | | | | | |
| TABLE ROCK ROAD: | | | | | | |
| ANTELOPE TO MOSQUITO WIDENING | | \$1,000,000 | | | | |
| SIGNAL INSTALLATION AT GREGORY ROAD | \$250,000 | | | | | |
| WILSON ROAD: TABLE ROCK TO UPTON RECONST | | | | | \$2,000,000 | |

SHERIFF

| FISCAL YEAR | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|----------------|-----------|--------------|--------------|--------------|--------------|--------------|
| YEAR PROJECTED | 2015-2016 | \$35,040,864 | | | | |
| | 2016-2017 | \$34,256,240 | \$35,626,490 | | | |
| | 2017-2018 | \$34,478,193 | \$35,857,321 | \$37,291,614 | | |
| | 2018-2019 | \$33,915,795 | \$35,272,426 | \$36,683,323 | \$38,150,656 | |
| | 2019-2020 | \$34,826,270 | \$36,219,321 | \$37,668,094 | \$39,174,817 | \$40,741,810 |

SURVEYOR

| FISCAL YEAR | | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|----------------|-----------|-------------|-------------|-------------|-------------|-------------|
| YEAR PROJECTED | 2015-2016 | \$2,193,485 | | | | |
| | 2016-2017 | \$2,450,341 | \$2,548,354 | | | |
| | 2017-2018 | \$2,438,971 | \$2,536,530 | \$2,637,991 | | |
| | 2018-2019 | \$2,286,440 | \$2,377,898 | \$2,473,014 | \$2,571,934 | |
| | 2019-2020 | \$2,196,000 | \$2,283,840 | \$2,375,194 | \$2,470,201 | \$2,569,009 |

FIVE-YEAR PROJECTS INCLUDED IN TOTALS ABOVE

| | |
|--|----------|
| REAL TIME KINEMATIC (RTK) GPS RECEIVER | \$23,000 |
|--|----------|



This Page Reserved for Notes



APPROPRIATIONS

Below is a copy of the Order whereby the Board of Commissioners, after approval by the Jackson County Budget Committee, adopted this budget. Following the Order is a table with information by fund and department. All expenses and revenues are listed out as object totals. This will be useful if you want to find the total revenues for a department for a specific revenue source, such as fees and contracts with local governments.

Several changes have taken place with regard to functions and services provided by funds and departments. In order to provide a basis of comparison for prior years when a move has taken place, the history of revenues and expenditures have been moved with the function or service. The action will result in discrepancies between the budget tables and the County's Comprehensive Annual Financial Report (CAFR).

BEFORE THE BOARD OF COUNTY COMMISSIONERS

STATE OF OREGON, COUNTY OF JACKSON

IN THE MATTER OF ADOPTING THE FISCAL)
YEAR 2019-2020 BUDGET FOR JACKSON)
COUNTY, OREGON)

ORDER NO. 97-19

WHEREAS, on April 9, 16, and 18, 2019, the Jackson County Budget Committee held a public meeting, public hearings, and deliberations on the fiscal year 2019-2020 budget; and

WHEREAS, the Budget Committee approved the budget for fiscal year 2019-2020; and

WHEREAS, in accordance with Oregon Revised Statute (ORS) 294.438, a summary of the approved budget and hearing notice were published in the *Mail Tribune* on June 5, 2019; and

WHEREAS, the Board of Commissioners held a public hearing on June 12, 2019, 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 \$383,567,367 and full-time equivalent (FTE) positions in the amount of 878.05 for the fiscal year beginning July 1, 2019, through June 30, 2020, are hereby adopted.
2. The fund amounts for the fiscal year beginning July 1, 2019, for the purposes shown, are identified on Exhibit A, attached hereto and incorporated herein.
3. The amounts for the fiscal year beginning July 1, 2019, for the purposes shown below, are hereby appropriated as follows:

| | |
|--|-----------------------------|
| TOTAL APPROPRIATIONS – ALL FUNDS (from Exhibit A) | \$239,732,288 |
| TOTAL UNAPPROPRIATED ENDING FUND BALANCE AND RESERVES – ALL FUNDS | 143,835,079 |
| TOTAL ADOPTED BUDGET | <u>\$383,567,367</u> |



4. Ad valorem property taxes are hereby imposed for tax year 2019-2020 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 \$1,277,182 for Library-S1 debt service for general obligation bonds; and
- c. In the amount of \$1,242,285 for Library-S2 debt service for general obligation bonds.

5. The taxes imposed are hereby categorized for purposes of Article XI section 11b as:

| | |
|--|---|
| Permanent Rate Tax | General Government Limitation \$2.0099/\$1,000 |
| General Obligation Debt Service/Library-S1 | Excluded from Limitation \$1,277,182 |
| General Obligation Debt Service/Library-S2 | \$1,242,285 |

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 12th day of June, 2019, at Medford, Oregon.

JACKSON COUNTY BOARD OF COMMISSIONERS

 /s/ Bob Strosser
Bob Strosser, Chair

 /s/ Colleen Roberts
Colleen Roberts, Commissioner

 /s/ Rick Dyer
Rick Dyer, Commissioner



**Board of County Commissioners
State of Oregon, County of Jackson
Adopted Budget Appropriations
Fiscal Year 2019-2020**

| Fund/Type | Organizational Unit/Program | Operating Expenses | Materials & Services | Capital Outlay | Debt Service | Special Payments | Transfers | Contingency | Total |
|--------------------------------------|---------------------------------|--------------------|----------------------|------------------|------------------|------------------|-------------------|-------------------|--------------------|
| General Fund | | | | | | | | | |
| | Assessment | 4,307,742 | 0 | 0 | 0 | 0 | 0 | 0 | 4,307,742 |
| | Finance | 1,271,623 | 0 | 0 | 0 | 0 | 0 | 0 | 1,271,623 |
| | County Administration | 990,019 | 0 | 0 | 0 | 310,000 | 0 | 0 | 1,300,019 |
| | County Clerk | 1,703,921 | 0 | 0 | 0 | 0 | 0 | 0 | 1,703,921 |
| | District Attorney | 6,800,772 | 0 | 0 | 0 | 34,169 | 0 | 0 | 6,834,941 |
| | Justice Court District | 562,177 | 0 | 0 | 0 | 0 | 0 | 0 | 562,177 |
| | Development Services | 4,910,573 | 0 | 0 | 0 | 0 | 0 | 0 | 4,910,573 |
| | Sheriff | 32,199,024 | 0 | 0 | 0 | 144,415 | 0 | 0 | 32,343,439 |
| | Community Justice | 20,893,771 | 0 | 0 | 0 | 0 | 52,000 | 0 | 20,945,771 |
| | Not Allocated to Org Unit | 0 | 354,866 | 3,300,000 | 0 | 0 | 5,297,371 | 10,000,000 | 18,952,237 |
| | Total General Fund = | 73,639,622 | 354,866 | 3,300,000 | 0 | 488,584 | 5,349,371 | 10,000,000 | 93,132,443 |
| Special Revenue Funds | | | | | | | | | |
| General Road | Roads and Parks | 36,625,462 | 0 | 0 | 0 | 0 | 127,000 | 2,510,904 | 39,263,366 |
| County Schools | Fiduciary | 0 | 0 | 0 | 0 | 200,600 | 0 | 0 | 200,600 |
| Law Library | County Administration | 209,400 | 0 | 0 | 0 | 0 | 0 | 10,000 | 219,400 |
| Surveyor | Surveyor | 981,187 | 0 | 0 | 0 | 0 | 0 | 145,000 | 1,126,187 |
| County Trails | Roads and Parks | 469,446 | 0 | 0 | 0 | 0 | 0 | 70,417 | 539,863 |
| Title III | Fiduciary | 1,730,000 | 0 | 0 | 0 | 0 | 0 | 0 | 1,730,000 |
| Health and Human Services | Health and Human Services | 26,132,386 | 0 | 0 | 0 | 0 | 0 | 4,000,000 | 30,132,386 |
| Video Lottery | Fiduciary | 0 | 0 | 0 | 0 | 0 | 939,726 | 13,774 | 953,500 |
| Solid Waste Management | Fiduciary | 139,677 | 0 | 0 | 0 | 0 | 1,018,581 | 100,000 | 1,258,258 |
| Court Security | Fiduciary | 292,000 | 0 | 0 | 0 | 0 | 0 | 40,000 | 332,000 |
| Law Enforcement District | Sheriff | 1,616,047 | 0 | 0 | 0 | 0 | 0 | 50,000 | 1,666,047 |
| Sports Park Mitigation | Roads and Parks | 10,000 | 0 | 0 | 0 | 0 | 0 | 1,500 | 11,500 |
| Enterprise Funds | | | | | | | | | |
| Airport Enterprise | Airport | 20,124,070 | 0 | 0 | 890,669 | 0 | 890,669 | 1,598,262 | 23,503,670 |
| Exposition Park | Expo | 3,013,190 | 0 | 0 | 16,889 | 0 | 0 | 270,000 | 3,300,079 |
| Recreation Enterprise | Roads and Parks | 3,581,899 | 0 | 0 | 352,968 | 0 | 0 | 579,370 | 4,514,237 |
| Internal Service Funds | | | | | | | | | |
| Motor Pool | Roads and Parks | 2,893,998 | 0 | 0 | 0 | 0 | 0 | 389,889 | 3,283,887 |
| Computer Replacement | Information Technology | 464,786 | 0 | 0 | 0 | 0 | 0 | 0 | 464,786 |
| Risk Mgmt General and Auto Liability | County Administration | 2,986,628 | 0 | 0 | 0 | 0 | 0 | 0 | 2,986,628 |
| Self Insurance Health Plan | County Administration | 6,056,252 | 0 | 0 | 0 | 0 | 0 | 0 | 6,056,252 |
| Workers' Compensation | County Administration | 1,298,502 | 0 | 0 | 0 | 0 | 0 | 0 | 1,298,502 |
| Central Services | | | | | | | | | |
| | Board of Commissioners | 936,480 | 0 | 0 | 0 | 0 | 0 | 0 | 936,480 |
| | Information Technology | 5,487,779 | 0 | 0 | 0 | 0 | 0 | 0 | 5,487,779 |
| | Finance | 1,017,735 | 0 | 0 | 0 | 0 | 0 | 0 | 1,017,735 |
| | County Counsel | 1,232,576 | 0 | 0 | 0 | 0 | 0 | 0 | 1,232,576 |
| | County Administration | 6,708,952 | 0 | 0 | 0 | 0 | 0 | 0 | 6,708,952 |
| | Not Allocated to Org Unit | 0 | 0 | 0 | 0 | 0 | 0 | 500,000 | 500,000 |
| | Total Central Services = | 15,383,522 | 0 | 0 | 0 | 0 | 0 | 500,000 | 15,883,522 |
| Capital Project Funds | | | | | | | | | |
| Capital Projects | Fiduciary | 750,000 | 0 | 0 | 0 | 0 | 0 | 0 | 750,000 |
| Street Improvement | Roads and Parks | 0 | 0 | 0 | 85,000 | 0 | 0 | 12,750 | 97,750 |
| Roads System Development | Roads and Parks | 59,500 | 0 | 0 | 0 | 0 | 2,500,000 | 0 | 2,559,500 |
| Parks System Development | Roads and Parks | 0 | 0 | 0 | 0 | 0 | 50,000 | 0 | 50,000 |
| White City Capital Projects | Fiduciary | 1,385,902 | 0 | 0 | 0 | 0 | 0 | 0 | 1,385,902 |
| Debt Service Funds | | | | | | | | | |
| Library Debt Service S1 | Fiduciary | 0 | 0 | 0 | 1,522,748 | 0 | 0 | 0 | 1,522,748 |
| Library Debt Service S2 | Fiduciary | 0 | 0 | 0 | 1,509,275 | 0 | 0 | 0 | 1,509,275 |
| Total All Funds = | | 199,843,476 | 354,866 | 3,300,000 | 4,377,549 | 689,184 | 10,875,347 | 20,291,866 | 239,732,288 |

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

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|----------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 42100 State Sources | 645,767 | 673,572 | 672,040 | 690,717 | 683,826 |
| 43100 Local Government Sources | 42 | 10 | 0 | 50 | 50 |
| Subtotal: | 645,809 | 673,582 | 672,040 | 690,767 | 683,876 |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 114,808 | 96,471 | 152,936 | 106,658 | 101,758 |
| 45200 Fines | 0 | 0 | 0 | 0 | 271,952 |
| 45500 Sales | 416 | 548 | 529 | 378 | 478 |
| Subtotal: | 115,224 | 97,019 | 153,465 | 107,036 | 374,188 |
| All Other Resources | | | | | |
| 52900 Miscellaneous Revenue | 1,158 | 30 | 971 | 1,500 | 500 |
| Subtotal: | 1,158 | 30 | 971 | 1,500 | 500 |
| Subtotal of Revenues: | 762,191 | 770,631 | 826,476 | 799,303 | 1,058,564 |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 1,438,935 | 1,448,348 | 1,458,874 | 1,776,307 | 1,786,467 |
| 62200 Payroll Taxes & Benefits | 818,755 | 842,945 | 906,065 | 1,099,729 | 1,171,635 |
| Subtotal: | 2,257,690 | 2,291,293 | 2,364,939 | 2,876,036 | 2,958,102 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 936,823 | 747,258 | 601,329 | 919,522 | 780,866 |
| 64200 Operation Expenses | 140,448 | 133,155 | 104,593 | 106,357 | 112,105 |
| 64300 Minor Equipment | 2,103 | 11,587 | 950 | 1,500 | 2,500 |
| 64400 Equip Repair/Maint/Lease | 4,430 | 7,696 | 6,560 | 5,500 | 6,500 |
| 64600 Travel & Training | 17,361 | 16,312 | 9,667 | 16,290 | 18,040 |
| 64700 Software Expense | 187,429 | 223,495 | 193,010 | 254,800 | 429,629 |
| Subtotal: | 1,288,594 | 1,139,503 | 916,109 | 1,303,969 | 1,349,640 |
| Capital Outlay | | | | | |
| 68005 Capital Outlay - General | 0 | 0 | 0 | 5,000 | 0 |
| Subtotal: | 0 | 0 | 0 | 5,000 | 0 |
| Transfers to Other Funds | | | | | |
| 74100 Transfers To Other Funds | 0 | 26,193 | 0 | 0 | 0 |
| Subtotal: | 0 | 26,193 | 0 | 0 | 0 |
| Subtotal of Expenditures: | 3,546,284 | 3,456,989 | 3,281,048 | 4,185,005 | 4,307,742 |



FUND 010 – GENERAL FUND

Dept 06 – Finance

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|--|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 42100 State Sources | 125,407 | 124,575 | 119,250 | 130,000 | 130,000 |
| 44100 Private/NonProfit Sources | 0 | 0 | 197 | 0 | 0 |
| Subtotal: | 125,407 | 124,575 | 119,447 | 130,000 | 130,000 |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 576,123 | 531,529 | 530,092 | 556,061 | 516,420 |
| 45200 Fines | 2,360 | 2,689 | 4,028 | 2,940 | 3,990 |
| 45500 Sales | 1,358,444 | 2,692,223 | 128,718 | 255,141 | 233,416 |
| Subtotal: | 1,936,927 | 3,226,441 | 662,838 | 814,142 | 753,826 |
| All Other Resources | | | | | |
| 52900 Miscellaneous Revenue | 4,681 | 3,606 | 104 | 3,718 | 2,900 |
| Subtotal: | 4,681 | 3,606 | 104 | 3,718 | 2,900 |
| Interfund Transfers | | | | | |
| 54500 Interdepartmental Charges | 2,750 | 2,850 | 3,006 | 2,809 | 1,880 |
| Subtotal: | 2,750 | 2,850 | 3,006 | 2,809 | 1,880 |
| <hr/> | | | | | |
| Subtotal of Revenues: | 2,069,765 | 3,357,472 | 785,395 | 950,669 | 888,606 |
| <hr/> | | | | | |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 289,760 | 287,470 | 278,427 | 365,523 | 343,310 |
| 62200 Payroll Taxes & Benefits | 152,131 | 154,378 | 161,413 | 197,522 | 217,348 |
| 62300 Labor Adjustments | 16,632 | 39,393 | 21,000 | 0 | 0 |
| Subtotal: | 458,523 | 481,241 | 460,840 | 563,045 | 560,658 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 307,578 | 225,664 | 186,714 | 263,624 | 238,345 |
| 64200 Operation Expenses | 199,951 | 256,344 | 190,528 | 274,913 | 249,449 |
| 64300 Minor Equipment | 5,632 | 8,902 | 3,123 | 6,000 | 6,000 |
| 64400 Equip Repair/Maint/Lease Property | 2,735 | 3,702 | 10,029 | 7,216 | 8,300 |
| 64500 Maintenance/Utilities | 228,211 | 197,339 | 212,571 | 199,924 | 198,104 |
| 64600 Travel & Training | 5,246 | 5,246 | 6,311 | 10,962 | 10,149 |
| 64700 Software Expense | 2,683 | 3,261 | 3,032 | 618 | 618 |
| Subtotal: | 752,036 | 700,458 | 612,308 | 763,257 | 710,965 |
| Capital Outlay | | | | | |
| 68400 CO-Equipment/Machinery | 0 | 7,095 | 0 | 0 | 0 |
| Subtotal: | 0 | 7,095 | 0 | 0 | 0 |



FUND 010 – GENERAL FUND

Dept 06 – Finance

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|--------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Transfers to Other Funds | | | | | |
| 74100 Transfers To Other Funds | 0 | 114,891 | 0 | 0 | 0 |
| Subtotal: | 0 | 114,891 | 0 | 0 | 0 |
| <hr/> | | | | | |
| Subtotal of Expenditures: | 1,210,559 | 1,303,685 | 1,073,148 | 1,326,302 | 1,271,623 |

FUND 010 – GENERAL FUND

Dept 08 – County Administration

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|--|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 41100 Federal Sources | 95,637 | 97,021 | 98,954 | 99,454 | 137,496 |
| 42100 State Sources | 146,487 | 322,370 | 198,695 | 478,649 | 478,649 |
| 43100 Local Government Sources | 36,694 | 32,964 | 33,290 | 55,020 | 56,508 |
| 44100 Private/NonProfit Sources | 18,725 | 17,844 | 13,764 | 10,000 | 10,000 |
| Subtotal: | 297,543 | 470,199 | 344,703 | 643,123 | 682,653 |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 5,760 | 7,680 | 6,518 | 3,000 | 83,000 |
| 45500 Sales | 42 | 29 | 28 | 25 | 25 |
| Subtotal: | 5,802 | 7,709 | 6,546 | 3,025 | 83,025 |
| <hr/> | | | | | |
| Subtotal of Revenues: | 303,345 | 477,908 | 351,249 | 646,148 | 765,678 |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 192,878 | 184,931 | 190,291 | 245,327 | 251,979 |
| 62200 Payroll Taxes & Benefits | 107,855 | 110,510 | 122,214 | 153,162 | 161,520 |
| Subtotal: | 300,733 | 295,441 | 312,505 | 398,489 | 413,499 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 778,185 | 392,004 | 246,639 | 416,358 | 469,897 |
| 64200 Operation Expenses | 22,804 | 23,681 | 21,653 | 33,762 | 33,917 |
| 64300 Minor Equipment | 47,736 | 9,405 | 31,496 | 23,464 | 31,991 |
| 64400 Equip Repair/Maint/Lease Property | 1,491 | 1,285 | 1,296 | 1,700 | 1,780 |
| 64500 Maintenance/Utilities | 75 | 414 | 91 | 22,332 | 22,935 |
| 64600 Travel & Training | 5,096 | 7,127 | 7,419 | 14,015 | 16,000 |
| Subtotal: | 855,387 | 433,916 | 308,594 | 511,631 | 576,520 |
| Capital Outlay | | | | | |
| 68400 CO-Equipment/Machinery | 14,464 | 0 | 0 | 0 | 0 |
| Subtotal: | 14,464 | 0 | 0 | 0 | 0 |



FUND 010 – GENERAL FUND

Dept 08 – County Administration

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|--------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Special Payments | | | | | |
| 73100 Special Payments | 0 | 223,824 | 79,374 | 310,000 | 310,000 |
| Subtotal: | 0 | 223,824 | 79,374 | 310,000 | 310,000 |
| Transfers to Other Funds | | | | | |
| 74100 Transfers To Other Funds | 0 | 31,990 | 0 | 0 | 0 |
| Subtotal: | 0 | 31,990 | 0 | 0 | 0 |
| Subtotal of Expenditures: | 1,170,584 | 985,171 | 700,473 | 1,220,120 | 1,300,019 |

FUND 010 – GENERAL FUND

Dept 09 – Fiduciary

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 41100 Federal Sources | 5,278,722 | 3,899,560 | 6,373,959 | 4,925,000 | 3,833,000 |
| 42100 State Sources | 1,262,615 | 1,272,997 | 2,955,887 | 2,343,357 | 2,669,151 |
| 43100 Local Government Sources | 56,365 | 0 | 0 | 0 | 0 |
| Subtotal: | 6,597,702 | 5,172,557 | 9,329,846 | 7,268,357 | 6,502,151 |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 1,634,365 | 1,651,684 | 1,685,309 | 1,724,660 | 372,860 |
| Subtotal: | 1,634,365 | 1,651,684 | 1,685,309 | 1,724,660 | 372,860 |
| Property Tax Revenues | | | | | |
| Current Property Tax | | | | | |
| 46100 Revenue | 34,806,109 | 36,456,441 | 38,319,256 | 39,129,014 | 40,674,610 |
| Subtotal: | 34,806,109 | 36,456,441 | 38,319,256 | 39,129,014 | 40,674,610 |
| Revenue from Bonds & Other Debt | | | | | |
| 47100 Investment Revenue | 0 | 0 | 0 | 350,107 | 326,843 |
| Subtotal: | 0 | 0 | 0 | 350,107 | 326,843 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 1,336,961 | 738,631 | 809,269 | 1,608,073 | 2,402,875 |
| PriorYear Property Tax | | | | | |
| 52500 Revenue | 1,140,470 | 830,786 | 638,992 | 830,785 | 650,000 |
| 52800 Privilege & Severance Taxes | 0 | 0 | 71,883 | 90,724 | 77,000 |
| 52900 Miscellaneous Revenue | 0 | 1,075 | 0 | 0 | 0 |
| Subtotal: | 2,477,431 | 1,570,492 | 1,520,144 | 2,529,582 | 3,129,875 |
| Interfund Transfers | | | | | |
| 54100 Interfund Transfers | 727,228 | 663,790 | 1,502,546 | 704,148 | 725,272 |
| Subtotal: | 727,228 | 663,790 | 1,502,546 | 704,148 | 725,272 |



FUND 010 – GENERAL FUND

Dept 09 – Fiduciary

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|--------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 76,482,219 | 85,961,583 |
| Subtotal: | 0 | 0 | 0 | 76,482,219 | 85,961,583 |
| <hr/> | | | | | |
| Subtotal of Revenues: | 46,242,835 | 45,514,964 | 52,357,101 | 128,188,087 | 137,693,194 |
| <hr/> | | | | | |
| Expenditures: | | | | | |
| Materials & Services | | | | | |
| 64100 Contracted Services | 87,019 | 96,680 | -75,341 | 230,710 | 259,410 |
| 64200 Operation Expenses | 240,180 | 9,250 | 88,026 | 91,605 | 95,456 |
| 64300 Minor Equipment | 459 | 0 | 0 | 0 | 0 |
| Subtotal: | 327,658 | 105,930 | 12,685 | 322,315 | 354,866 |
| Capital Outlay | | | | | |
| 68100 Capital Outlay-Land | 0 | 0 | 0 | 0 | 3,300,000 |
| Subtotal: | 0 | 0 | 0 | 0 | 3,300,000 |
| Debt Service | | | | | |
| 72100 Debt Service | 1,645,425 | 1,645,621 | 1,645,575 | 0 | 0 |
| Subtotal: | 1,645,425 | 1,645,621 | 1,645,575 | 0 | 0 |
| Transfers to Other Funds | | | | | |
| 74100 Transfers To Other Funds | 14,840,003 | 5,941,167 | 5,876,240 | 5,650,561 | 5,297,371 |
| Subtotal: | 14,840,003 | 5,941,167 | 5,876,240 | 5,650,561 | 5,297,371 |
| 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 | 61,592,170 | 65,736,017 |
| 78500 Unapprop Ending Fund Bal | 0 | 0 | 0 | 10,700,326 | 10,700,326 |
| Subtotal: | 0 | 0 | 0 | 72,292,496 | 76,436,343 |
| <hr/> | | | | | |
| Subtotal of Expenditures: | 16,813,086 | 7,692,718 | 7,534,500 | 88,265,372 | 95,388,580 |

FUND 010 – GENERAL FUND

Dept 15 – County Clerk

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 42100 State Sources | 13,843 | 35,072 | 33,918 | 33,625 | 32,500 |
| 43100 Local Government Sources | 12,050 | 171,843 | 167,311 | 160,000 | 180,000 |
| Subtotal: | 25,893 | 206,915 | 201,229 | 193,625 | 212,500 |



FUND 010 – GENERAL FUND

Dept 15 – County Clerk

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|--|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 1,307,778 | 1,440,607 | 1,346,549 | 1,320,668 | 1,355,674 |
| 45200 Fines | 53 | 81 | 111 | 0 | 0 |
| 45400 Licenses | 42,750 | 42,870 | 41,280 | 42,810 | 42,330 |
| 45500 Sales | 78,063 | 85,243 | 60,692 | 80,850 | 81,000 |
| Subtotal: | 1,428,644 | 1,568,801 | 1,448,632 | 1,444,328 | 1,479,004 |
| All Other Resources | | | | | |
| 52900 Miscellaneous Revenue | 28,957 | 52,232 | 1,148 | 0 | 0 |
| Subtotal: | 28,957 | 52,232 | 1,148 | 0 | 0 |
| Interfund Transfers | | | | | |
| 54100 Interfund Transfers | 552 | 549 | 1,032 | 1,200 | 1,200 |
| Subtotal: | 552 | 549 | 1,032 | 1,200 | 1,200 |
| <hr/> | | | | | |
| Subtotal of Revenues: | 1,484,046 | 1,828,497 | 1,652,041 | 1,639,153 | 1,692,704 |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 408,736 | 403,090 | 413,100 | 440,458 | 449,582 |
| 62200 Payroll Taxes & Benefits | 249,442 | 242,424 | 259,986 | 273,728 | 296,936 |
| Subtotal: | 658,178 | 645,514 | 673,086 | 714,186 | 746,518 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 379,463 | 401,012 | 420,117 | 564,634 | 570,513 |
| 64200 Operation Expenses | 185,043 | 326,915 | 257,253 | 301,291 | 316,696 |
| 64300 Minor Equipment | 10,344 | 7,862 | 9,760 | 11,428 | 28,000 |
| 64400 Equip Repair/Maint/Lease Property | 0 | 384 | 0 | 1,715 | 1,715 |
| 64500 Maintenance/Utilities | 12,252 | 20,550 | 18,296 | 17,014 | 17,232 |
| 64600 Travel & Training | 19,982 | 17,942 | 18,110 | 22,671 | 23,247 |
| 64700 Software Expense | 278 | 0 | 368 | 0 | 0 |
| Subtotal: | 607,362 | 774,665 | 723,904 | 918,753 | 957,403 |
| Capital Outlay | | | | | |
| 68005 Capital Outlay - General | 0 | 0 | 0 | 17,000 | 0 |
| 68400 CO-Equipment/Machinery | 195,292 | 122,577 | 0 | 0 | 0 |
| Subtotal: | 195,292 | 122,577 | 0 | 17,000 | 0 |
| <hr/> | | | | | |
| Subtotal of Expenditures: | 1,460,832 | 1,542,756 | 1,396,990 | 1,649,939 | 1,703,921 |



FUND 010 – GENERAL FUND

Dept 17 – District Attorney

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 41100 Federal Sources | 653,425 | 748,300 | 733,645 | 911,142 | 859,374 |
| 42100 State Sources | 315,255 | 400,728 | 409,600 | 256,498 | 275,027 |
| 43100 Local Government Sources | 145,280 | 0 | 157,568 | 278,250 | 269,549 |
| 44100 Private/NonProfit Sources | 1,787 | 793 | 4,109 | 500 | 1,000 |
| Subtotal: | 1,115,747 | 1,149,821 | 1,304,922 | 1,446,390 | 1,404,950 |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 214,199 | 251,908 | 288,714 | 151,530 | 209,096 |
| 45200 Fines | 0 | 0 | 90 | 0 | 0 |
| 45300 Forfeitures | 4,212 | 2,368 | 7,237 | 3,000 | 0 |
| 45500 Sales | 161 | 0 | 109 | 0 | 0 |
| Subtotal: | 218,572 | 254,276 | 296,150 | 154,530 | 209,096 |
| All Other Resources | | | | | |
| 52900 Miscellaneous Revenue | 9,648 | 9,556 | 0 | 9,000 | 0 |
| Subtotal: | 9,648 | 9,556 | 0 | 9,000 | 0 |
| Interfund Transfers | | | | | |
| 54100 Interfund Transfers | 3,163 | 2,726 | 3,600 | 3,600 | 3,600 |
| Subtotal: | 3,163 | 2,726 | 3,600 | 3,600 | 3,600 |
| <hr/> <hr/> | | | | | |
| Subtotal of Revenues: | 1,347,130 | 1,416,379 | 1,604,672 | 1,613,520 | 1,617,646 |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 2,663,536 | 2,790,980 | 2,949,010 | 3,522,923 | 3,551,408 |
| 62200 Payroll Taxes & Benefits | 1,407,461 | 1,499,841 | 1,715,168 | 1,906,698 | 2,128,019 |
| 62300 Labor Adjustments | 0 | -144,844 | 501 | 0 | 0 |
| Subtotal: | 4,070,997 | 4,145,977 | 4,664,679 | 5,429,621 | 5,679,427 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 407,902 | 346,614 | 439,471 | 524,990 | 559,808 |
| 64200 Operation Expenses | 172,585 | 185,278 | 199,930 | 236,727 | 274,323 |
| 64300 Minor Equipment | 90,686 | 131,550 | 23,902 | 82,253 | 78,280 |
| 64400 Equip Repair/Maint/Lease | 2,377 | 4,970 | 4,250 | 7,630 | 6,730 |
| Property | | | | | |
| 64500 Maintenance/Utilities | 38,235 | 93,203 | 104,911 | 131,315 | 135,197 |
| 64600 Travel & Training | 22,364 | 26,017 | 31,467 | 35,008 | 30,891 |
| 64700 Software Expense | 1,093 | 24,020 | 26,595 | 36,240 | 36,116 |
| Subtotal: | 735,242 | 811,652 | 830,526 | 1,054,163 | 1,121,345 |
| Capital Outlay | | | | | |
| 68400 CO-Equipment/Machinery | 0 | 8,400 | 0 | 0 | 0 |
| Subtotal: | 0 | 8,400 | 0 | 0 | 0 |



FUND 010 – GENERAL FUND

Dept 17 – District Attorney

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Special Payments | | | | | |
| 73100 Special Payments | 0 | 0 | 16,592 | 39,169 | 34,169 |
| Subtotal: | 0 | 0 | 16,592 | 39,169 | 34,169 |
| <hr/> | | | | | |
| Subtotal of Expenditures: | 4,806,239 | 4,966,029 | 5,511,797 | 6,522,953 | 6,834,941 |

FUND 010 – GENERAL FUND

Dept 28 – Justice Court District

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 43100 Local Government Sources | 10 | 0 | 0 | 0 | 0 |
| Subtotal: | 10 | 0 | 0 | 0 | 0 |
| Fees & Other Service Charges | | | | | |
| 45200 Fines | 1,421,653 | 1,274,916 | 1,274,405 | 1,141,635 | 1,183,927 |
| Subtotal: | 1,421,653 | 1,274,916 | 1,274,405 | 1,141,635 | 1,183,927 |
| All Other Resources | | | | | |
| 52900 Miscellaneous Revenue | 0 | -229 | 525 | 0 | 0 |
| Subtotal: | 0 | -229 | 525 | 0 | 0 |
| <hr/> | | | | | |
| Subtotal of Revenues: | 1,421,663 | 1,274,687 | 1,274,930 | 1,141,635 | 1,183,927 |

Expenditures:

| | | | | | |
|--------------------------------|---------|---------|---------|---------|---------|
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 238,775 | 235,193 | 213,759 | 223,390 | 231,852 |
| 62200 Payroll Taxes & Benefits | 146,712 | 144,796 | 134,264 | 140,143 | 152,476 |
| Subtotal: | 385,487 | 379,989 | 348,023 | 363,533 | 384,328 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 70,840 | 58,070 | 66,350 | 87,083 | 103,396 |
| 64200 Operation Expenses | 30,813 | 26,156 | 25,640 | 32,441 | 31,518 |
| 64300 Minor Equipment | 2,494 | 2,758 | 214 | 500 | 500 |
| 64400 Equip Repair/Maint/Lease | 884 | 1,029 | 1,019 | 800 | 800 |
| Property | | | | | |
| 64500 Maintenance/Utilities | 45,854 | 31,559 | 29,915 | 38,858 | 31,735 |
| 64600 Travel & Training | 3,720 | 2,784 | 3,611 | 3,800 | 3,800 |
| 64700 Software Expense | 5,722 | 5,448 | 5,448 | 6,100 | 6,100 |
| Subtotal: | 160,327 | 127,804 | 132,197 | 169,582 | 177,849 |



DEPT 010 – GENERAL FUND

Dept 28 – Justice Court District

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|--------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Capital Outlay | | | | | |
| 68200 Capital Outlay-Buildings | 30,268 | 0 | 0 | 0 | 0 |
| Subtotal: | 30,268 | 0 | 0 | 0 | 0 |
| <hr/> | | | | | |
| Subtotal of Expenditures: | 576,082 | 507,793 | 480,220 | 533,115 | 562,177 |

FUND 010 – GENERAL FUND

Dept 37 – Development Services

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 43100 Local Government Sources | 122 | 60 | 30 | 0 | 0 |
| 44100 Private/NonProfit Sources | 0 | 92,338 | 0 | 0 | 0 |
| Subtotal: | 122 | 92,398 | 30 | 0 | 0 |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 3,938,909 | 3,886,416 | 4,276,946 | 3,875,445 | 3,928,893 |
| 45200 Fines | 116,208 | 130,065 | 125,374 | 88,121 | 121,994 |
| 45500 Sales | 9,128 | 8,371 | 11,974 | 7,435 | 7,812 |
| Subtotal: | 4,064,245 | 4,024,852 | 4,414,294 | 3,971,001 | 4,058,699 |
| All Other Resources | | | | | |
| 52900 Miscellaneous Revenue | 50,312 | 51,237 | 0 | 0 | 0 |
| Subtotal: | 50,312 | 51,237 | 0 | 0 | 0 |
| Interfund Transfers | | | | | |
| 54500 Interdepartmental Charges | 88,659 | 88,463 | 152,775 | 168,995 | 170,565 |
| Subtotal: | 88,659 | 88,463 | 152,775 | 168,995 | 170,565 |
| <hr/> | | | | | |
| Subtotal of Revenues: | 4,203,338 | 4,256,950 | 4,567,099 | 4,139,996 | 4,229,264 |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 1,661,204 | 1,859,980 | 1,803,062 | 2,214,419 | 2,246,171 |
| 62200 Payroll Taxes & Benefits | 848,264 | 972,138 | 1,036,910 | 1,265,633 | 1,364,801 |
| Subtotal: | 2,509,468 | 2,832,118 | 2,839,972 | 3,480,052 | 3,610,972 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 632,625 | 714,187 | 698,856 | 1,014,059 | 1,004,360 |
| 64200 Operation Expenses | 194,041 | 207,410 | 221,853 | 222,582 | 226,539 |
| 64300 Minor Equipment | 39,237 | 19,043 | 27,442 | 19,902 | 7,191 |
| 64400 Equip Repair/Maint/Lease | 10,990 | 12,299 | 8,565 | 14,128 | 15,952 |
| 64600 Travel & Training | 30,150 | 37,047 | 31,360 | 44,378 | 45,559 |
| 64700 Software Expense | 274 | 0 | 0 | 0 | 0 |
| Subtotal: | 907,317 | 989,986 | 988,076 | 1,315,049 | 1,299,601 |



FUND 010 – GENERAL FUND

Dept 37 – Development Services

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|--------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Capital Outlay | | | | | |
| 68500 Capital Outlay-Software | 32,413 | 0 | 0 | 0 | 0 |
| Subtotal: | 32,413 | 0 | 0 | 0 | 0 |
| Transfers to Other Funds | | | | | |
| 74100 Transfers To Other Funds | 5,000 | 0 | 0 | 0 | 0 |
| Subtotal: | 5,000 | 0 | 0 | 0 | 0 |
| Subtotal of Expenditures: | 3,454,198 | 3,822,104 | 3,828,048 | 4,795,101 | 4,910,573 |

FUND 010 – GENERAL FUND

Dept 41 – Sheriff

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 41100 Federal Sources | 1,271,619 | 1,231,006 | 1,182,059 | 1,402,174 | 1,415,174 |
| 42100 State Sources | 2,165,665 | 2,085,492 | 2,323,502 | 2,149,648 | 2,665,170 |
| 43100 Local Government Sources | 751,711 | 804,604 | 787,065 | 817,057 | 881,907 |
| 44100 Private/NonProfit Sources | 79,625 | 101,212 | 152,791 | 291,194 | 428,039 |
| 44400 Donations/Sponsorships | 28,751 | 41,095 | 14,619 | 6,500 | 7,500 |
| Subtotal: | 4,297,371 | 4,263,409 | 4,460,036 | 4,666,573 | 5,397,790 |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 626,107 | 962,686 | 715,825 | 553,500 | 573,500 |
| 45200 Fines | 21,208 | 15,775 | 22,975 | 30,000 | 30,000 |
| 45400 Licenses | 210,116 | 229,331 | 241,305 | 200,000 | 200,000 |
| 45500 Sales | 74,678 | 76,378 | 79,149 | 75,000 | 80,000 |
| Subtotal: | 932,109 | 1,284,170 | 1,059,254 | 858,500 | 883,500 |
| All Other Resources | | | | | |
| 52900 Miscellaneous Revenue | 0 | 266 | 0 | 0 | 0 |
| Subtotal: | 0 | 266 | 0 | 0 | 0 |
| Interfund Transfers | | | | | |
| 54100 Interfund Transfers | 830,598 | 962,000 | 960,766 | 901,000 | 901,000 |
| 54500 Interdepartmental Charges | 0 | 0 | 0 | 0 | 128,600 |
| Subtotal: | 830,598 | 962,000 | 960,766 | 901,000 | 1,029,600 |
| Subtotal of Revenues: | 6,060,078 | 6,509,845 | 6,480,056 | 6,426,073 | 7,310,890 |



FUND 010 – GENERAL FUND

Dept 41 – Sheriff

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|--|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 11,090,108 | 11,426,634 | 12,326,300 | 12,843,310 | 13,442,849 |
| 62200 Payroll Taxes & Benefits | 6,084,665 | 6,522,047 | 7,604,756 | 8,214,509 | 9,294,872 |
| 62300 Labor Adjustments | 1,036,893 | 1,036,893 | 1,042,690 | 1,036,893 | 1,036,893 |
| Subtotal: | 18,211,666 | 18,985,574 | 20,973,746 | 22,094,712 | 23,774,614 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 4,044,675 | 3,520,491 | 3,554,061 | 4,173,257 | 4,526,299 |
| 64200 Operation Expenses | 2,959,714 | 2,895,942 | 3,108,885 | 3,106,783 | 2,918,012 |
| 64300 Minor Equipment | 226,819 | 213,650 | 254,455 | 135,800 | 136,300 |
| 64400 Equip Repair/Maint/Lease Property | 106,391 | 114,571 | 132,396 | 128,600 | 122,600 |
| 64500 Maintenance/Utilities | 495,658 | 490,587 | 569,946 | 555,367 | 573,699 |
| 64600 Travel & Training | 103,899 | 139,935 | 125,639 | 132,000 | 135,900 |
| 64700 Software Expense | 0 | 16,416 | 8,068 | 11,600 | 11,600 |
| Subtotal: | 7,937,156 | 7,391,592 | 7,753,450 | 8,243,407 | 8,424,410 |
| Capital Outlay | | | | | |
| 68400 CO-Equipment/Machinery | 0 | 103,432 | 109,915 | 0 | 0 |
| Subtotal: | 0 | 103,432 | 109,915 | 0 | 0 |
| Special Payments | | | | | |
| 73100 Special Payments | 0 | 0 | 0 | 0 | 144,415 |
| Subtotal: | 0 | 0 | 0 | 0 | 144,415 |
| Transfers to Other Funds | | | | | |
| 74100 Transfers To Other Funds | 13,165 | 0 | 0 | 0 | 0 |
| Subtotal: | 13,165 | 0 | 0 | 0 | 0 |
| Subtotal of Expenditures: | 26,161,987 | 26,480,598 | 28,837,111 | 30,338,119 | 32,343,439 |

FUND 010 – GENERAL FUND

Dept 48 – Community Justice

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|--|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 41100 Federal Sources | 843,713 | 909,136 | 492,314 | 579,980 | 474,000 |
| 42100 State Sources | 7,253,460 | 7,738,649 | 8,723,730 | 10,808,845 | 10,509,363 |
| 43100 Local Government Sources | 113,899 | 127,988 | 136,952 | 115,000 | 125,000 |
| 44100 Private/NonProfit Sources | 32,731 | 23,043 | 26,247 | 14,000 | 10,000 |
| 44400 Donations/Sponsorships | 908 | 0 | 1,123 | 1,000 | 1,000 |
| Subtotal: | 8,244,711 | 8,798,816 | 9,380,366 | 11,518,825 | 11,119,363 |



FUND 010 – GENERAL FUND

Dept 48- Community Justice

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|--|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 1,569,863 | 1,450,325 | 1,446,003 | 1,420,700 | 1,637,400 |
| 45500 Sales | 5,742 | 6,486 | 6,180 | 5,000 | 5,000 |
| Subtotal: | 1,575,605 | 1,456,811 | 1,452,183 | 1,425,700 | 1,642,400 |
| All Other Resources | | | | | |
| 52900 Miscellaneous Revenue | 1,105 | 1,652 | 507 | 2,100 | 1,750 |
| Subtotal: | 1,105 | 1,652 | 507 | 2,100 | 1,750 |
| Interfund Transfers | | | | | |
| 54100 Interfund Transfers | 18,779 | 19,772 | 19,800 | 19,800 | 19,800 |
| 54500 Interdepartmental Charges | 406,907 | 387,458 | 529,505 | 300,000 | 345,000 |
| Subtotal: | 425,686 | 407,230 | 549,305 | 319,800 | 364,800 |
| <hr/> | | | | | |
| Subtotal of Revenues: | 10,247,107 | 10,664,509 | 11,382,361 | 13,266,425 | 13,128,313 |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 6,790,020 | 6,865,142 | 7,229,298 | 8,336,688 | 8,717,704 |
| 62200 Payroll Taxes & Benefits | 3,878,419 | 4,015,174 | 4,546,493 | 5,238,087 | 5,690,725 |
| 62300 Labor Adjustments | 0 | 0 | 515 | 0 | 0 |
| Subtotal: | 10,668,439 | 10,880,316 | 11,776,306 | 13,574,775 | 14,408,429 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 2,990,969 | 2,968,105 | 3,555,465 | 4,715,589 | 4,699,225 |
| 64200 Operation Expenses | 849,331 | 918,379 | 938,577 | 931,571 | 1,015,364 |
| 64300 Minor Equipment | 76,505 | 84,972 | 86,973 | 53,000 | 53,500 |
| 64400 Equip Repair/Maint/Lease Property | 120,117 | 86,188 | 102,970 | 93,604 | 87,854 |
| 64500 Maintenance/Utilities | 429,099 | 458,124 | 472,881 | 471,695 | 437,459 |
| 64600 Travel & Training | 102,799 | 114,504 | 81,918 | 124,999 | 138,700 |
| 64700 Software Expense | 9,656 | 4,286 | 11,936 | 9,750 | 10,250 |
| Subtotal: | 4,578,476 | 4,634,558 | 5,250,720 | 6,400,208 | 6,442,352 |
| Capital Outlay | | | | | |
| 68400 CO-Equipment/Machinery | 0 | 7,250 | 62,872 | 0 | 42,990 |
| Subtotal: | 0 | 7,250 | 62,872 | 0 | 42,990 |
| Transfers to Other Funds | | | | | |
| 74100 Transfers To Other Funds | 531,884 | 0 | 0 | 0 | 52,000 |
| Subtotal: | 531,884 | 0 | 0 | 0 | 52,000 |
| <hr/> | | | | | |
| Subtotal of Expenditures: | 15,778,799 | 15,522,124 | 17,089,898 | 19,974,983 | 20,945,771 |



FUND 010 – GENERAL FUND

SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 21,350,315 | 20,952,272 | 25,812,619 | 26,557,660 | 26,133,283 |
| Fees & Other Service Charges | 13,333,146 | 14,846,679 | 12,453,076 | 11,644,557 | 11,040,525 |
| Property Tax | 34,806,109 | 36,456,441 | 38,319,256 | 39,129,014 | 40,674,610 |
| Bonds & Other Debt | 0 | 0 | 0 | 350,107 | 326,843 |
| All Other Resources | 2,573,292 | 1,688,842 | 1,523,399 | 2,545,900 | 3,135,025 |
| Interfund Transfers | 2,078,636 | 2,127,608 | 3,173,030 | 2,101,552 | 2,296,917 |
| Fund Balance | 0 | 0 | 0 | 76,482,219 | 85,961,583 |
| Total Fund Revenues: | 74,141,498 | 76,071,842 | 81,281,380 | 158,811,009 | 169,568,786 |
| Expenditures: | | | | | |
| Personnel Services | 39,521,181 | 40,937,463 | 44,414,096 | 49,494,449 | 52,536,547 |
| Materials & Services | 18,149,555 | 17,110,064 | 17,528,569 | 21,002,334 | 21,414,951 |
| Capital Outlay | 272,437 | 248,754 | 172,787 | 22,000 | 3,342,990 |
| Debt Service | 1,645,425 | 1,645,621 | 1,645,575 | 0 | 0 |
| Special Payments | 0 | 223,824 | 95,966 | 349,169 | 488,584 |
| Interfund Transfers | 15,390,052 | 6,114,241 | 5,876,240 | 5,650,561 | 5,349,371 |
| Contingency | 0 | 0 | 0 | 10,000,000 | 10,000,000 |
| Ending Balance & Reserves | 0 | 0 | 0 | 72,292,496 | 76,436,343 |
| Total Fund Expenditures: | 74,978,650 | 66,279,967 | 69,733,233 | 158,811,009 | 169,568,786 |



FUND 020 – GENERAL ROAD FUND

Dept 39 – Roads and Parks

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|--|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 41100 Federal Sources | 1,317,229 | 520,721 | 1,457,161 | 325,000 | 400,000 |
| 42100 State Sources | 13,864,322 | 14,318,819 | 16,303,280 | 18,681,582 | 23,145,841 |
| 43100 Local Government Sources | 200 | 311,130 | 882,021 | 180,000 | 180,000 |
| 44100 Private/NonProfit Sources | 776,784 | 307,805 | 367,268 | 305,000 | 295,000 |
| 44400 Donations/Sponsorships | 1 | 0 | 0 | 0 | 0 |
| Subtotal: | 15,958,536 | 15,458,475 | 19,009,730 | 19,491,582 | 24,020,841 |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 510,689 | 548,657 | 648,752 | 528,550 | 658,050 |
| 45200 Fines | 100 | 150 | 250 | 0 | 0 |
| 45500 Sales | 142,139 | 66,262 | 83,813 | 36,650 | 36,900 |
| Subtotal: | 652,928 | 615,069 | 732,815 | 565,200 | 694,950 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 322,829 | 134,850 | 147,372 | 150,000 | 160,000 |
| Subtotal: | 322,829 | 134,850 | 147,372 | 150,000 | 160,000 |
| Interfund Transfers | | | | | |
| 54100 Interfund Transfers | 0 | 0 | 226,454 | 0 | 2,500,000 |
| 54500 Interdepartmental Charges | 1,035,647 | 669,494 | 540,005 | 490,000 | 475,000 |
| Subtotal: | 1,035,647 | 669,494 | 766,459 | 490,000 | 2,975,000 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 15,000,000 | 15,200,000 |
| Subtotal: | 0 | 0 | 0 | 15,000,000 | 15,200,000 |
| Subtotal of Revenues: | 17,969,940 | 16,877,888 | 20,656,376 | 35,696,782 | 43,050,791 |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 4,006,018 | 4,469,966 | 4,365,314 | 5,392,869 | 5,623,645 |
| 62200 Payroll Taxes & Benefits | 2,132,243 | 2,442,429 | 2,627,889 | 3,124,857 | 3,330,456 |
| 62300 Labor Adjustments | 0 | 0 | -177 | 0 | 0 |
| Subtotal: | 6,138,261 | 6,912,395 | 6,993,026 | 8,517,726 | 8,954,101 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 908,943 | 921,803 | 1,235,147 | 1,838,811 | 2,149,098 |
| 64200 Operation Expenses | 4,390,412 | 5,293,587 | 4,472,742 | 4,960,212 | 5,106,133 |
| 64300 Minor Equipment | 38,250 | 62,915 | 68,072 | 35,250 | 39,000 |
| 64400 Equip Repair/Maint/Lease Property | 1,524,817 | 1,720,674 | 1,881,729 | 2,008,000 | 2,120,200 |
| 64500 Maintenance/Utilities | 382,177 | 418,048 | 452,377 | 462,245 | 501,408 |
| 64600 Travel & Training | 40,050 | 51,399 | 33,279 | 48,850 | 49,350 |
| 64700 Software Expense | 273 | 15 | 1,466 | 2,000 | 2,500 |
| Subtotal: | 7,284,922 | 8,468,441 | 8,144,812 | 9,355,368 | 9,967,689 |



FUND 020 – GENERAL ROAD FUND

Dept 39 – Roads and Parks

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Capital Outlay | | | | | |
| 68100 Capital Outlay-Land | 10,930 | 1,380,243 | -22,112 | 330,000 | 1,525,000 |
| 68300 CO-Land Improvements | 1,324,455 | 538,260 | 1,321,498 | 3,254,672 | 15,431,672 |
| 68400 CO-Equipment/Machinery | 941,239 | 397,038 | 981,834 | 765,000 | 747,000 |
| Subtotal: | 2,276,624 | 2,315,541 | 2,281,220 | 4,349,672 | 17,703,672 |
| Transfers to Other Funds | | | | | |
| 74100 Transfers To Other Funds | 89,172 | 173,329 | 119,581 | 238,000 | 127,000 |
| Subtotal: | 89,172 | 173,329 | 119,581 | 238,000 | 127,000 |
| Contingency | | | | | |
| 75005 Contingency | 0 | 0 | 0 | 2,500,000 | 2,510,904 |
| Subtotal: | 0 | 0 | 0 | 2,500,000 | 2,510,904 |
| Ending Balance and Reserves | | | | | |
| 78100 Reserves | 0 | 0 | 0 | 600,000 | 900,000 |
| 78500 Unapprop Ending Fund Bal | 0 | 0 | 0 | 10,136,016 | 2,887,425 |
| Subtotal: | 0 | 0 | 0 | 10,736,016 | 3,787,425 |
| Subtotal of Expenditures: | 15,788,979 | 17,869,706 | 17,538,639 | 35,696,782 | 43,050,791 |

FUND 020 - GENERAL ROAD FUND

SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 15,958,536 | 15,458,475 | 19,009,730 | 19,491,582 | 24,020,841 |
| Fees & Other Service Charges | 652,928 | 615,069 | 732,815 | 565,200 | 694,950 |
| Property Tax | 0 | 0 | 0 | 0 | 0 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 322,829 | 134,850 | 147,372 | 150,000 | 160,000 |
| Interfund Transfers | 1,035,647 | 669,494 | 766,459 | 490,000 | 2,975,000 |
| Fund Balance | 0 | 0 | 0 | 15,000,000 | 15,200,000 |
| Total Fund Revenues: | 17,969,940 | 16,877,888 | 20,656,376 | 35,696,782 | 43,050,791 |
| Expenditures: | | | | | |
| Personnel Services | 6,138,261 | 6,912,395 | 6,993,026 | 8,517,726 | 8,954,101 |
| Materials & Services | 7,284,922 | 8,468,441 | 8,144,812 | 9,355,368 | 9,967,689 |
| Capital Outlay | 2,276,624 | 2,315,541 | 2,281,220 | 4,349,672 | 17,703,672 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Special Payments | 0 | 0 | 0 | 0 | 0 |
| Interfund Transfers | 89,172 | 173,329 | 119,581 | 238,000 | 127,000 |
| Contingency | 0 | 0 | 0 | 2,500,000 | 2,510,904 |
| Ending Balance & Reserves | 0 | 0 | 0 | 10,736,016 | 3,787,425 |
| Total Fund Expenditures: | 15,788,979 | 17,869,706 | 17,538,639 | 35,696,782 | 43,050,791 |



FUND 024 – COUNTY SCHOOLS FUND

Dept 09 – Fiduciary

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 41100 Federal Sources | 439,355 | 148,140 | 378,713 | 200,000 | 200,000 |
| Subtotal: | 439,355 | 148,140 | 378,713 | 200,000 | 200,000 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 177 | 104 | 314 | 0 | 600 |
| Subtotal: | 177 | 104 | 314 | 0 | 600 |
| Subtotal of Revenues: | 439,532 | 148,244 | 379,027 | 200,000 | 200,600 |
| Expenditures: | | | | | |
| Special Payments | | | | | |
| 73100 Special Payments | 439,076 | 147,913 | 378,713 | 200,000 | 200,600 |
| Subtotal: | 439,076 | 147,913 | 378,713 | 200,000 | 200,600 |
| Subtotal of Expenditures: | 439,076 | 147,913 | 378,713 | 200,000 | 200,600 |

FUND 024 – COUNTY SCHOOLS FUND

SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 439,355 | 148,140 | 378,713 | 200,000 | 200,000 |
| 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 | 177 | 104 | 314 | 0 | 600 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Fund Revenues: | 439,532 | 148,244 | 379,027 | 200,000 | 200,600 |
| 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 | 439,076 | 147,913 | 378,713 | 200,000 | 200,600 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 0 | 0 |
| Ending Balance & Reserves | 0 | 0 | 0 | 0 | 0 |
| Total Fund Expenditures: | 439,076 | 147,913 | 378,713 | 200,000 | 200,600 |



FUND 025 – LAW LIBRARY FUND

Dept 08 – County Administration

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|--------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 214,480 | 214,480 | 208,426 | 208,400 | 208,400 |
| 45500 Sales | 1,139 | 995 | 557 | 200 | 0 |
| Subtotal: | 215,619 | 215,475 | 208,983 | 208,600 | 208,400 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 5,395 | 2,663 | 1,936 | 1,500 | 1,000 |
| Subtotal: | 5,395 | 2,663 | 1,936 | 1,500 | 1,000 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 80,850 | 65,190 |
| Subtotal: | 0 | 0 | 0 | 80,850 | 65,190 |
| Subtotal of Revenues: | 221,014 | 218,138 | 210,919 | 290,950 | 274,590 |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 35,391 | 49,793 | 49,657 | 40,189 | 0 |
| 62200 Payroll Taxes & Benefits | 26,838 | 31,404 | 35,710 | 26,877 | 0 |
| Subtotal: | 62,229 | 81,197 | 85,367 | 67,066 | 0 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 51,509 | 47,387 | 49,349 | 59,054 | 85,000 |
| 64200 Operation Expenses | 150,409 | 118,142 | 119,307 | 125,359 | 124,400 |
| 64400 Equip Repair/Maint/Lease | 66 | 112 | 37 | 650 | 0 |
| 64600 Travel & Training | 0 | 0 | 0 | 400 | 0 |
| Subtotal: | 201,984 | 165,641 | 168,693 | 185,463 | 209,400 |
| Contingency | | | | | |
| 75005 Contingency | 0 | 0 | 0 | 10,000 | 10,000 |
| Subtotal: | 0 | 0 | 0 | 10,000 | 10,000 |
| Ending Balance and Reserves | | | | | |
| 78100 Reserves | 0 | 0 | 0 | 28,421 | 55,190 |
| Subtotal: | 0 | 0 | 0 | 28,421 | 55,190 |
| Subtotal of Expenditures: | 264,213 | 246,838 | 254,060 | 290,950 | 274,590 |



FUND 025 – LAW LIBRARY FUND

SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 0 | 0 | 0 | 0 | 0 |
| Fees & Other Service Charges | 215,619 | 215,475 | 208,983 | 208,600 | 208,400 |
| Property Tax | 0 | 0 | 0 | 0 | 0 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 5,395 | 2,663 | 1,936 | 1,500 | 1,000 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Fund Balance | 0 | 0 | 0 | 80,850 | 65,190 |
| Total Fund Revenues: | 221,014 | 218,138 | 210,919 | 290,950 | 274,590 |
| Expenditures: | | | | | |
| Personnel Services | 62,229 | 81,197 | 85,367 | 67,066 | 0 |
| Materials & Services | 201,984 | 165,641 | 168,693 | 185,463 | 209,400 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Special Payments | 0 | 0 | 0 | 0 | 0 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 10,000 | 10,000 |
| Ending Balance & Reserves | 0 | 0 | 0 | 28,421 | 55,190 |
| Total Fund Expenditures: | 264,213 | 246,838 | 254,060 | 290,950 | 274,590 |



FUND 026 – SURVEYOR FUND

Dept 43 – Surveyor

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 670,796 | 743,729 | 717,479 | 691,000 | 702,000 |
| 45500 Sales | 1,438 | 1,210 | 1,340 | 1,500 | 2,500 |
| Subtotal: | 672,234 | 744,939 | 718,819 | 692,500 | 704,500 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 32,170 | 12,974 | 13,851 | 15,000 | 15,500 |
| 52900 Miscellaneous Revenue | 0 | 26 | 0 | 0 | 0 |
| Subtotal: | 32,170 | 13,000 | 13,851 | 15,000 | 15,500 |
| Interfund Transfers | | | | | |
| 54500 Interdepartmental Charges | 193,132 | 81,204 | 121,973 | 111,000 | 86,000 |
| Subtotal: | 193,132 | 81,204 | 121,973 | 111,000 | 86,000 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 1,380,000 | 1,390,000 |
| Subtotal: | 0 | 0 | 0 | 1,380,000 | 1,390,000 |
| Subtotal of Revenues: | 897,536 | 839,143 | 854,643 | 2,198,500 | 2,196,000 |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 339,589 | 383,691 | 358,824 | 436,380 | 381,914 |
| 62200 Payroll Taxes & Benefits | 162,130 | 188,890 | 180,762 | 197,067 | 199,584 |
| Subtotal: | 501,719 | 572,581 | 539,586 | 633,447 | 581,498 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 139,342 | 209,638 | 147,379 | 243,110 | 224,135 |
| 64200 Operation Expenses | 41,695 | 29,281 | 35,985 | 66,082 | 53,725 |
| 64300 Minor Equipment | 2,524 | 10,882 | 0 | 0 | 0 |
| 64400 Equip Repair/Maint/Lease | 11,233 | 6,366 | 8,201 | 19,255 | 19,255 |
| 64600 Travel & Training | 12,687 | 9,164 | 10,518 | 31,529 | 31,529 |
| 64700 Software Expense | 78 | 10,222 | 5,835 | 48,344 | 48,045 |
| Subtotal: | 207,559 | 275,553 | 207,918 | 408,320 | 376,689 |
| Capital Outlay | | | | | |
| 68400 CO-Equipment/Machinery | 101,489 | 0 | 10,747 | 65,000 | 23,000 |
| Subtotal: | 101,489 | 0 | 10,747 | 65,000 | 23,000 |
| Transfers to Other Funds | | | | | |
| 74100 Transfers To Other Funds | 0 | 0 | 31,147 | 0 | 0 |
| Subtotal: | 0 | 0 | 31,147 | 0 | 0 |
| Contingency | | | | | |
| 75005 Contingency | 0 | 0 | 0 | 130,000 | 145,000 |
| Subtotal: | 0 | 0 | 0 | 130,000 | 145,000 |



FUND 026 – SURVEYOR FUND

Dept 43 – Surveyor

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|--------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Ending Balance and Reserves | | | | | |
| 78100 Reserves | 0 | 0 | 0 | 961,733 | 0 |
| 78500 Unapprop Ending Fund Bal | 0 | 0 | 0 | 0 | 1,069,813 |
| Subtotal: | 0 | 0 | 0 | 961,733 | 1,069,813 |
| <hr/> | | | | | |
| Subtotal of Expenditures: | 810,767 | 848,134 | 789,398 | 2,198,500 | 2,196,000 |

FUND 026 – SURVEYOR FUND

SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 0 | 0 | 0 | 0 | 0 |
| Fees & Other Service Charges | 672,234 | 744,939 | 718,819 | 692,500 | 704,500 |
| Property Tax | 0 | 0 | 0 | 0 | 0 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 32,170 | 13,000 | 13,851 | 15,000 | 15,500 |
| Interfund Transfers | 193,132 | 81,204 | 121,973 | 111,000 | 86,000 |
| Fund Balance | 0 | 0 | 0 | 1,380,000 | 1,390,000 |
| Total Fund Revenues: | 897,536 | 839,143 | 854,643 | 2,198,500 | 2,196,000 |
| Expenditures: | | | | | |
| Personnel Services | 501,719 | 572,581 | 539,586 | 633,447 | 581,498 |
| Materials & Services | 207,559 | 275,553 | 207,918 | 408,320 | 376,689 |
| Capital Outlay | 101,489 | 0 | 10,747 | 65,000 | 23,000 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Special Payments | 0 | 0 | 0 | 0 | 0 |
| Interfund Transfers | 0 | 0 | 31,147 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 130,000 | 145,000 |
| Ending Balance & Reserves | 0 | 0 | 0 | 961,733 | 1,069,813 |
| Total Fund Expenditures: | 810,767 | 848,134 | 789,398 | 2,198,500 | 2,196,000 |



FUND 028 – COUNTY TRAILS FUND

Dept 39 – Roads and Parks

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 42100 State Sources | 134,851 | 137,539 | 237,557 | 155,000 | 173,000 |
| 43100 Local Government Sources | 57,149 | 57,149 | 124,537 | 124,537 | 124,537 |
| 44400 Donations/Sponsorships | 1,870 | 670 | 2,230 | 0 | 0 |
| Subtotal: | 193,870 | 195,358 | 364,324 | 279,537 | 297,537 |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 20,864 | 11,518 | 1,848 | 7,500 | 0 |
| 45500 Sales | 2,116 | 105 | 200 | 0 | 0 |
| Subtotal: | 22,980 | 11,623 | 2,048 | 7,500 | 0 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 8,271 | 4,032 | 4,432 | 4,000 | 4,000 |
| 52900 Miscellaneous Revenue | 0 | 0 | 4,790 | 0 | 0 |
| Subtotal: | 8,271 | 4,032 | 9,222 | 4,000 | 4,000 |
| Interfund Transfers | | | | | |
| 54100 Interfund Transfers | 2,466 | 1,546 | 5,000 | 5,000 | 15,000 |
| 54500 Interdepartmental Charges | 0 | 5,000 | 0 | 0 | 0 |
| Subtotal: | 2,466 | 6,546 | 5,000 | 5,000 | 15,000 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 200,000 | 325,000 |
| Subtotal: | 0 | 0 | 0 | 200,000 | 325,000 |
| Subtotal of Revenues: | 227,587 | 217,559 | 380,594 | 496,037 | 641,537 |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 69,952 | 42,164 | 29,984 | 69,569 | 77,356 |
| 62200 Payroll Taxes & Benefits | 38,705 | 22,029 | 18,960 | 46,858 | 52,968 |
| Subtotal: | 108,657 | 64,193 | 48,944 | 116,427 | 130,324 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 4,437 | 17,874 | 10,842 | 18,775 | 65,415 |
| 64200 Operation Expenses | 13,848 | 7,535 | 9,531 | 16,987 | 30,207 |
| 64300 Minor Equipment | 0 | 915 | 740 | 4,000 | 6,500 |
| 64400 Equip Repair/Maint/Lease | 0 | 1,259 | 861 | 5,000 | 6,500 |
| Property | | | | | |
| 64500 Maintenance/Utilities | 37,560 | 36,834 | 396,788 | 146,500 | 229,000 |
| 64600 Travel & Training | 2,698 | 1,449 | 57 | 0 | 1,500 |
| Subtotal: | 58,543 | 65,866 | 418,819 | 191,262 | 339,122 |
| Capital Outlay | | | | | |
| 68400 CO-Equipment/Machinery | 0 | 0 | 25,670 | 0 | 0 |
| Subtotal: | 0 | 0 | 25,670 | 0 | 0 |



FUND 028 – COUNTY TRAILS FUND

Dept 39 – Roads and Parks

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|--------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Contingency | | | | | |
| 75005 Contingency | 0 | 0 | 0 | 46,000 | 70,417 |
| Subtotal: | 0 | 0 | 0 | 46,000 | 70,417 |
| Ending Balance and Reserves | | | | | |
| 78500 Unapprop Ending Fund Bal | 0 | 0 | 0 | 142,348 | 101,674 |
| Subtotal: | 0 | 0 | 0 | 142,348 | 101,674 |
| Subtotal of Expenditures: | 167,200 | 130,059 | 493,433 | 496,037 | 641,537 |

FUND 028 - COUNTY TRAILS FUND

SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 193,870 | 195,358 | 364,324 | 279,537 | 297,537 |
| Fees & Other Service Charges | 22,980 | 11,623 | 2,048 | 7,500 | 0 |
| Property Tax | 0 | 0 | 0 | 0 | 0 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 8,271 | 4,032 | 9,222 | 4,000 | 4,000 |
| Interfund Transfers | 2,466 | 6,546 | 5,000 | 5,000 | 15,000 |
| Fund Balance | 0 | 0 | 0 | 200,000 | 325,000 |
| Total Fund Revenues: | 227,587 | 217,559 | 380,594 | 496,037 | 641,537 |
| Expenditures: | | | | | |
| Personnel Services | 108,657 | 64,193 | 48,944 | 116,427 | 130,324 |
| Materials & Services | 58,543 | 65,866 | 418,819 | 191,262 | 339,122 |
| Capital Outlay | 0 | 0 | 25,670 | 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 | 46,000 | 70,417 |
| Ending Balance & Reserves | 0 | 0 | 0 | 142,348 | 101,674 |
| Total Fund Expenditures: | 167,200 | 130,059 | 493,433 | 496,037 | 641,537 |



FUND 030 – TITLE III FUND

Dept 09 – Fiduciary

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 41100 Federal Sources | 1,044,926 | 0 | 243,441 | 940,000 | 1,020,000 |
| Subtotal: | 1,044,926 | 0 | 243,441 | 940,000 | 1,020,000 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 25,470 | 10,198 | 6,954 | 15,000 | 15,000 |
| Subtotal: | 25,470 | 10,198 | 6,954 | 15,000 | 15,000 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 650,000 | 695,000 |
| Subtotal: | 0 | 0 | 0 | 650,000 | 695,000 |
| <hr/> | | | | | |
| Subtotal of Revenues: | 1,070,396 | 10,198 | 250,395 | 1,605,000 | 1,730,000 |
| <hr/> | | | | | |
| Expenditures: | | | | | |
| Materials & Services | | | | | |
| 64100 Contracted Services | 282,338 | 446,822 | 366,430 | 1,605,000 | 1,730,000 |
| 64200 Operation Expenses | 173 | 109 | 0 | 0 | 0 |
| 64400 Equip Repair/Maint/Lease | 0 | 245 | 24 | 0 | 0 |
| Subtotal: | 282,511 | 447,176 | 366,454 | 1,605,000 | 1,730,000 |
| <hr/> | | | | | |
| Subtotal of Expenditures: | 282,511 | 447,176 | 366,454 | 1,605,000 | 1,730,000 |



FUND 030 – TITLE III FUND

SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 1,044,926 | 0 | 243,441 | 940,000 | 1,020,000 |
| 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 | 25,470 | 10,198 | 6,954 | 15,000 | 15,000 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Fund Balance | 0 | 0 | 0 | 650,000 | 695,000 |
| Total Fund Revenues: | 1,070,396 | 10,198 | 250,395 | 1,605,000 | 1,730,000 |
| Expenditures: | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Materials & Services | 282,511 | 447,176 | 366,454 | 1,605,000 | 1,730,000 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Special Payments | 0 | 0 | 0 | 0 | 0 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 0 | 0 |
| Ending Balance & Reserves | 0 | 0 | 0 | 0 | 0 |
| Total Fund Expenditures: | 282,511 | 447,176 | 366,454 | 1,605,000 | 1,730,000 |



FUND 033 – HEALTH AND HUMAN SERVICES FUND Dept 24 – Health and Human Services

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 41100 Federal Sources | 1,757,570 | 1,419,583 | 1,394,747 | 1,742,575 | 1,370,045 |
| 42100 State Sources | 41,077,017 | 34,585,048 | 19,852,958 | 19,846,255 | 17,153,371 |
| 43100 Local Government Sources | 311,203 | 229,954 | 159,950 | 174,865 | 152,785 |
| 44100 Private/NonProfit Sources | 184,457 | 141,753 | 77,900 | 68,000 | 76,385 |
| 44400 Donations/Sponsorships | 37,033 | 224,374 | 104,460 | 50,000 | 60,000 |
| Subtotal: | 43,367,280 | 36,600,712 | 21,590,015 | 21,881,695 | 18,812,586 |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 1,156,592 | 1,247,576 | 1,145,042 | 1,117,801 | 1,115,700 |
| 45200 Fines | 45,993 | 49,916 | 22,748 | 24,000 | 27,000 |
| 45300 Forfeitures | 12,143 | 11,462 | 15,678 | 15,000 | 15,000 |
| 45400 Licenses | 1,282,990 | 1,275,706 | 1,331,147 | 1,341,200 | 1,403,900 |
| 45500 Sales | 1,605 | 2,016 | 1,501,591 | 1,000 | 900 |
| Subtotal: | 2,499,323 | 2,586,676 | 4,016,206 | 2,499,001 | 2,562,500 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 383,958 | 124,534 | 108,031 | 160,000 | 200,000 |
| 52900 Miscellaneous Revenue | 3,990 | 3,838 | 10,037 | 0 | 0 |
| Subtotal: | 387,948 | 128,372 | 118,068 | 160,000 | 200,000 |
| Interfund Transfers | | | | | |
| 54100 Interfund Transfers | 3,026,046 | 3,180,202 | 3,615,834 | 3,398,105 | 3,234,439 |
| 54500 Interdepartmental Charges | 582,465 | 615,055 | 623,155 | 693,170 | 816,755 |
| Subtotal: | 3,608,511 | 3,795,257 | 4,238,989 | 4,091,275 | 4,051,194 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 8,235,741 | 14,666,106 |
| Subtotal: | 0 | 0 | 0 | 8,235,741 | 14,666,106 |
| Subtotal of Revenues: | 49,863,062 | 43,111,017 | 29,963,278 | 36,867,712 | 40,292,386 |

Expenditures:

Personnel Services

| | | | | | |
|--------------------------------|------------|------------|------------|------------|------------|
| 62100 Salaries & Wages | 16,452,848 | 16,585,964 | 9,328,526 | 10,902,410 | 10,072,081 |
| 62200 Payroll Taxes & Benefits | 8,593,352 | 8,793,823 | 5,347,651 | 6,154,385 | 6,091,818 |
| 62300 Labor Adjustments | -1 | 1,513 | -1 | 0 | 580,519 |
| Subtotal: | 25,046,199 | 25,381,300 | 14,676,176 | 17,056,795 | 16,744,418 |



FUND 033 – HEALTH AND HUMAN SERVICES FUND Dept 24 – Health and Human Services

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|--|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Materials & Services | | | | | |
| 64100 Contracted Services | 19,063,838 | 16,743,801 | 8,111,859 | 9,340,157 | 7,358,167 |
| 64200 Operation Expenses | 2,152,104 | 1,954,872 | 1,412,997 | 1,497,080 | 1,114,136 |
| 64300 Minor Equipment | 177,578 | 37,025 | 11,650 | 47,390 | 4,311 |
| 64400 Equip Repair/Maint/Lease Property | 29,958 | 31,444 | 27,652 | 28,000 | 25,000 |
| 64500 Maintenance/Utilities | 2,087,755 | 2,086,384 | 1,956,816 | 1,947,624 | 618,752 |
| 64600 Travel & Training | 318,595 | 267,277 | 182,495 | 158,966 | 213,402 |
| 64700 Software Expense | 48,425 | 22,806 | 6,886 | 5,500 | 54,200 |
| Subtotal: | 23,878,253 | 21,143,609 | 11,710,355 | 13,024,717 | 9,387,968 |
| Capital Outlay | | | | | |
| 68200 Capital Outlay-Buildings | 24,986 | 0 | 0 | 0 | 0 |
| 68400 CO-Equipment/Machinery | 81,784 | 0 | 0 | 0 | 0 |
| Subtotal: | 106,770 | 0 | 0 | 0 | 0 |
| Transfers to Other Funds | | | | | |
| 74100 Transfers To Other Funds | 2,709,730 | 301,658 | 825,480 | 0 | 0 |
| Subtotal: | 2,709,730 | 301,658 | 825,480 | 0 | 0 |
| Contingency | | | | | |
| 75005 Contingency | 0 | 0 | 0 | 4,000,000 | 4,000,000 |
| Subtotal: | 0 | 0 | 0 | 4,000,000 | 4,000,000 |
| Ending Balance and Reserves | | | | | |
| 78100 Reserves | 0 | 0 | 0 | 2,786,200 | 10,160,000 |
| Subtotal: | 0 | 0 | 0 | 2,786,200 | 10,160,000 |
| Subtotal of Expenditures: | 51,740,952 | 46,826,567 | 27,212,011 | 36,867,712 | 40,292,386 |



FUND 033 – HEALTH AND HUMAN SERVICES FUND SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 43,367,280 | 36,600,712 | 21,590,015 | 21,881,695 | 18,812,586 |
| Fees & Other Service Charges | 2,499,323 | 2,586,676 | 4,016,206 | 2,499,001 | 2,562,500 |
| Property Tax | 0 | 0 | 0 | 0 | 0 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 387,948 | 128,372 | 118,068 | 160,000 | 200,000 |
| Interfund Transfers | 3,608,511 | 3,795,257 | 4,238,989 | 4,091,275 | 4,051,194 |
| Fund Balance | 0 | 0 | 0 | 8,235,741 | 14,666,106 |
| Total Fund Revenues: | 49,863,062 | 43,111,017 | 29,963,278 | 36,867,712 | 40,292,386 |
| Expenditures: | | | | | |
| Personnel Services | 25,046,199 | 25,381,300 | 14,676,176 | 17,056,795 | 16,744,418 |
| Materials & Services | 23,878,253 | 21,143,609 | 11,710,355 | 13,024,717 | 9,387,968 |
| Capital Outlay | 106,770 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Special Payments | 0 | 0 | 0 | 0 | 0 |
| Interfund Transfers | 2,709,730 | 301,658 | 825,480 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 4,000,000 | 4,000,000 |
| Ending Balance & Reserves | 0 | 0 | 0 | 2,786,200 | 10,160,000 |
| Total Fund Expenditures: | 51,740,952 | 46,826,567 | 27,212,011 | 36,867,712 | 40,292,386 |



FUND 035 – VIDEO LOTTERY

Dept 09 – Fiduciary

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 42100 State Sources | 909,437 | 922,177 | 985,874 | 940,000 | 945,000 |
| Subtotal: | 909,437 | 922,177 | 985,874 | 940,000 | 945,000 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 5,749 | 5,308 | 4,634 | 8,225 | 8,500 |
| Subtotal: | 5,749 | 5,308 | 4,634 | 8,225 | 8,500 |
| <hr/> | | | | | |
| Subtotal of Revenues: | 915,186 | 927,485 | 990,508 | 948,225 | 953,500 |
| <hr/> | | | | | |
| Expenditures: | | | | | |
| Transfers to Other Funds | | | | | |
| 74100 Transfers To Other Funds | 857,365 | 987,130 | 972,165 | 930,748 | 939,726 |
| Subtotal: | 857,365 | 987,130 | 972,165 | 930,748 | 939,726 |
| Contingency | | | | | |
| 75005 Contingency | 0 | 0 | 0 | 17,477 | 13,774 |
| Subtotal: | 0 | 0 | 0 | 17,477 | 13,774 |
| <hr/> | | | | | |
| Subtotal of Expenditures: | 857,365 | 987,130 | 972,165 | 948,225 | 953,500 |



FUND 035 – VIDEO LOTTERY

SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 909,437 | 922,177 | 985,874 | 940,000 | 945,000 |
| Fees & Other Service Charges | 0 | 0 | 0 | 0 | 0 |
| Property Tax | 0 | 0 | 0 | 0 | 0 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 5,749 | 5,308 | 4,634 | 8,225 | 8,500 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Fund Revenues: | 915,186 | 927,485 | 990,508 | 948,225 | 953,500 |
| 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 | 857,365 | 987,130 | 972,165 | 930,748 | 939,726 |
| Contingency | 0 | 0 | 0 | 17,477 | 13,774 |
| Ending Balance & Reserves | 0 | 0 | 0 | 0 | 0 |
| Total Fund Expenditures: | 857,365 | 987,130 | 972,165 | 948,225 | 953,500 |



FUND 037 – SOLID WASTE MANAGEMENT FUND Dept 09 – Fiduciary

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|--------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| Revenue: | | | | | |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 1,084,775 | 1,143,558 | 1,328,148 | 1,084,300 | 1,144,300 |
| Subtotal: | 1,084,775 | 1,143,558 | 1,328,148 | 1,084,300 | 1,144,300 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 49,016 | 22,386 | 26,444 | 30,000 | 30,000 |
| Subtotal: | 49,016 | 22,386 | 26,444 | 30,000 | 30,000 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 2,646,900 | 3,097,300 |
| Subtotal: | 0 | 0 | 0 | 2,646,900 | 3,097,300 |
| <hr/> | | | | | |
| Subtotal of Revenues: | 1,133,791 | 1,165,944 | 1,354,592 | 3,761,200 | 4,271,600 |
| <hr/> | | | | | |
| Expenditures: | | | | | |
| Materials & Services | | | | | |
| 64100 Contracted Services | 37,728 | 46,957 | 32,491 | 83,864 | 84,827 |
| 64200 Operation Expenses | 37 | 769 | 1,549 | 48,700 | 48,700 |
| 64400 Equip Repair/Maint/Lease | 0 | 211 | 103 | 400 | 400 |
| 64600 Travel & Training | 679 | 236 | 0 | 5,750 | 5,750 |
| Subtotal: | 38,444 | 48,173 | 34,143 | 138,714 | 139,677 |
| Transfers to Other Funds | | | | | |
| 74100 Transfers To Other Funds | 909,792 | 931,854 | 956,658 | 987,457 | 1,018,581 |
| Subtotal: | 909,792 | 931,854 | 956,658 | 987,457 | 1,018,581 |
| Contingency | | | | | |
| 75005 Contingency | 0 | 0 | 0 | 100,000 | 100,000 |
| Subtotal: | 0 | 0 | 0 | 100,000 | 100,000 |
| Ending Balance and Reserves | | | | | |
| 78100 Reserves | 0 | 0 | 0 | 2,535,029 | 3,013,342 |
| Subtotal: | 0 | 0 | 0 | 2,535,029 | 3,013,342 |
| <hr/> | | | | | |
| Subtotal of Expenditures: | 948,236 | 980,027 | 990,801 | 3,761,200 | 4,271,600 |
| <hr/> | | | | | |



FUND 037 – SOLID WASTE MANAGEMENT FUND SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 0 | 0 | 0 | 0 | 0 |
| Fees & Other Service Charges | 1,084,775 | 1,143,558 | 1,328,148 | 1,084,300 | 1,144,300 |
| Property Tax | 0 | 0 | 0 | 0 | 0 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 49,016 | 22,386 | 26,444 | 30,000 | 30,000 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Fund Balance | 0 | 0 | 0 | 2,646,900 | 3,097,300 |
| Total Fund Revenues: | 1,133,791 | 1,165,944 | 1,354,592 | 3,761,200 | 4,271,600 |
| Expenditures: | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Materials & Services | 38,444 | 48,173 | 34,143 | 138,714 | 139,677 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Special Payments | 0 | 0 | 0 | 0 | 0 |
| Interfund Transfers | 909,792 | 931,854 | 956,658 | 987,457 | 1,018,581 |
| Contingency | 0 | 0 | 0 | 100,000 | 100,000 |
| Ending Balance & Reserves | 0 | 0 | 0 | 2,535,029 | 3,013,342 |
| Total Fund Expenditures: | 948,236 | 980,027 | 990,801 | 3,761,200 | 4,271,600 |



FUND 038 – COURT SECURITY FUND

Dept 09 – Fiduciary

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 42100 State Sources | 54,143 | 161,496 | 45,980 | 39,000 | 44,200 |
| 43100 Local Government Sources | 222,566 | 186,051 | 105,153 | 101,300 | 122,500 |
| Subtotal: | 276,709 | 347,547 | 151,133 | 140,300 | 166,700 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 9,369 | 4,473 | 4,990 | 8,075 | 8,200 |
| Subtotal: | 9,369 | 4,473 | 4,990 | 8,075 | 8,200 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 461,519 | 414,600 |
| Subtotal: | 0 | 0 | 0 | 461,519 | 414,600 |
| Subtotal of Revenues: | 286,078 | 352,020 | 156,123 | 609,894 | 589,500 |
| Expenditures: | | | | | |
| Materials & Services | | | | | |
| 64100 Contracted Services | 223,989 | 247,876 | 213,305 | 272,000 | 292,000 |
| Subtotal: | 223,989 | 247,876 | 213,305 | 272,000 | 292,000 |
| Contingency | | | | | |
| 75005 Contingency | 0 | 0 | 0 | 40,000 | 40,000 |
| Subtotal: | 0 | 0 | 0 | 40,000 | 40,000 |
| Ending Balance and Reserves | | | | | |
| 78100 Reserves | 0 | 0 | 0 | 297,894 | 257,500 |
| Subtotal: | 0 | 0 | 0 | 297,894 | 257,500 |
| Subtotal of Expenditures: | 223,989 | 247,876 | 213,305 | 609,894 | 589,500 |



FUND 038 – COURT SECURITY FUND**SUMMARY**

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 276,709 | 347,547 | 151,133 | 140,300 | 166,700 |
| Fees & Other Service Charges | 0 | 0 | 0 | 0 | 0 |
| Property Tax | 0 | 0 | 0 | 0 | 0 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 9,369 | 4,473 | 4,990 | 8,075 | 8,200 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Fund Balance | 0 | 0 | 0 | 461,519 | 414,600 |
| Total Fund Revenues: | 286,078 | 352,020 | 156,123 | 609,894 | 589,500 |
| Expenditures: | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Materials & Services | 223,989 | 247,876 | 213,305 | 272,000 | 292,000 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Special Payments | 0 | 0 | 0 | 0 | 0 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 40,000 | 40,000 |
| Ending Balance & Reserves | 0 | 0 | 0 | 297,894 | 257,500 |
| Total Fund Expenditures: | 223,989 | 247,876 | 213,305 | 609,894 | 589,500 |



FUND 039 – LAW ENFORCEMENT DISTRICT

Dept 41 – Sheriff

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 43100 Local Government Sources | 1,383,124 | 1,408,671 | 1,428,164 | 1,464,259 | 1,539,189 |
| Subtotal: | 1,383,124 | 1,408,671 | 1,428,164 | 1,464,259 | 1,539,189 |
| Property Tax Revenues | | | | | |
| Current Property Tax | | | | | |
| 46100 Revenue | 1,301 | -5,903 | 22,476 | 0 | 0 |
| Subtotal: | 1,301 | -5,903 | 22,476 | 0 | 0 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 22,815 | 10,108 | 9,381 | 10,000 | 10,000 |
| Subtotal: | 22,815 | 10,108 | 9,381 | 10,000 | 10,000 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 798,963 | 933,642 |
| Subtotal: | 0 | 0 | 0 | 798,963 | 933,642 |
| <hr/> | | | | | |
| Subtotal of Revenues: | 1,407,240 | 1,412,876 | 1,460,021 | 2,273,222 | 2,482,831 |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 595,694 | 586,380 | 561,904 | 578,473 | 603,351 |
| 62200 Payroll Taxes & Benefits | 331,331 | 331,551 | 366,656 | 377,010 | 415,991 |
| 62300 Labor Adjustments | 0 | 0 | -5,779 | 0 | 0 |
| Subtotal: | 927,025 | 917,931 | 922,781 | 955,483 | 1,019,342 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 254,691 | 257,862 | 166,896 | 263,843 | 279,363 |
| 64200 Operation Expenses | 281,235 | 296,172 | 220,852 | 258,212 | 277,842 |
| 64300 Minor Equipment | 6,902 | 18,000 | 0 | 12,000 | 12,000 |
| 64400 Equip Repair/Maint/Lease | 3,655 | 3,208 | 3,840 | 4,500 | 4,500 |
| Property | | | | | |
| 64500 Maintenance/Utilities | 0 | 0 | 10,973 | 0 | 11,000 |
| 64600 Travel & Training | 2,002 | 430 | 0 | 12,000 | 12,000 |
| Subtotal: | 548,485 | 575,672 | 402,561 | 550,555 | 596,705 |
| Contingency | | | | | |
| 75005 Contingency | 0 | 0 | 0 | 50,000 | 50,000 |
| Subtotal: | 0 | 0 | 0 | 50,000 | 50,000 |
| Ending Balance and Reserves | | | | | |
| 78500 Unapprop Ending Fund Bal | 0 | 0 | 0 | 717,184 | 816,784 |
| Subtotal: | 0 | 0 | 0 | 717,184 | 816,784 |
| <hr/> | | | | | |
| Subtotal of Expenditures: | 1,475,510 | 1,493,603 | 1,325,342 | 2,273,222 | 2,482,831 |



FUND 039 - LAW ENFORCEMENT DISTRICT

SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 1,383,124 | 1,408,671 | 1,428,164 | 1,464,259 | 1,539,189 |
| Fees & Other Service Charges | 0 | 0 | 0 | 0 | 0 |
| Property Tax | 1,301 | -5,903 | 22,476 | 0 | 0 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 22,815 | 10,108 | 9,381 | 10,000 | 10,000 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Fund Balance | 0 | 0 | 0 | 798,963 | 933,642 |
| Total Fund Revenues: | 1,407,240 | 1,412,876 | 1,460,021 | 2,273,222 | 2,482,831 |
| Expenditures: | | | | | |
| Personnel Services | 927,025 | 917,931 | 922,781 | 955,483 | 1,019,342 |
| Materials & Services | 548,485 | 575,672 | 402,561 | 550,555 | 596,705 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Special Payments | 0 | 0 | 0 | 0 | 0 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 50,000 | 50,000 |
| Ending Balance & Reserves | 0 | 0 | 0 | 717,184 | 816,784 |
| Total Fund Expenditures: | 1,475,510 | 1,493,603 | 1,325,342 | 2,273,222 | 2,482,831 |



FUND 040 – SPORTS PARK MITIGATION

Dept 39 – Roads and Parks

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 43100 Local Government Sources | 26,811 | 8,223 | 23,448 | 5,000 | 0 |
| Subtotal: | 26,811 | 8,223 | 23,448 | 5,000 | 0 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 1,037 | 328 | 270 | 100 | 400 |
| Subtotal: | 1,037 | 328 | 270 | 100 | 400 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 5,000 | 30,000 |
| Subtotal: | 0 | 0 | 0 | 5,000 | 30,000 |
| <hr/> | | | | | |
| Subtotal of Revenues: | 27,848 | 8,551 | 23,718 | 10,100 | 30,400 |
| <hr/> | | | | | |
| Expenditures: | | | | | |
| Materials & Services | | | | | |
| 64100 Contracted Services | 18,290 | 7,023 | 0 | 7,500 | 10,000 |
| Property | | | | | |
| 64500 Maintenance/Utilities | 8,521 | 1,200 | 0 | 0 | 0 |
| Subtotal: | 26,811 | 8,223 | 0 | 7,500 | 10,000 |
| Contingency | | | | | |
| 75005 Contingency | 0 | 0 | 0 | 1,125 | 1,500 |
| Subtotal: | 0 | 0 | 0 | 1,125 | 1,500 |
| Ending Balance and Reserves | | | | | |
| 78100 Reserves | 0 | 0 | 0 | 1,475 | 18,900 |
| Subtotal: | 0 | 0 | 0 | 1,475 | 18,900 |
| <hr/> | | | | | |
| Subtotal of Expenditures: | 26,811 | 8,223 | 0 | 10,100 | 30,400 |



FUND 040 – SPORTS PARK MITIGATION**SUMMARY**

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 26,811 | 8,223 | 23,448 | 5,000 | 0 |
| Fees & Other Service Charges | 0 | 0 | 0 | 0 | 0 |
| Property Tax | 0 | 0 | 0 | 0 | 0 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 1,037 | 328 | 270 | 100 | 400 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Fund Balance | 0 | 0 | 0 | 5,000 | 30,000 |
| Total Fund Revenues: | <u>27,848</u> | <u>8,551</u> | <u>23,718</u> | <u>10,100</u> | <u>30,400</u> |
| Expenditures: | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Materials & Services | 26,811 | 8,223 | 0 | 7,500 | 10,000 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Special Payments | 0 | 0 | 0 | 0 | 0 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 1,125 | 1,500 |
| Ending Balance & Reserves | 0 | 0 | 0 | 1,475 | 18,900 |
| Total Fund Expenditures: | <u>26,811</u> | <u>8,223</u> | <u>0</u> | <u>10,100</u> | <u>30,400</u> |



FUND 500 – AIRPORT ENTERPRISE FUND

Dept 01 – Airport

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|--|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 41100 Federal Sources | 3,841,549 | 6,532,674 | 13,738,287 | 13,372,099 | 4,088,204 |
| 42100 State Sources | 572,525 | 197,789 | 65,096 | 432,966 | 74,872 |
| 43100 Local Government Sources | 10 | 0 | 0 | 0 | 0 |
| 44100 Private/NonProfit Sources | 3,892,951 | 3,747,920 | 4,253,120 | 4,112,751 | 5,048,699 |
| Subtotal: | 8,307,035 | 10,478,383 | 18,056,503 | 17,917,816 | 9,211,775 |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 6,277,303 | 7,047,191 | 8,352,017 | 7,569,733 | 8,223,600 |
| 45200 Fines | 25,748 | 44,728 | 35,485 | 20,900 | 20,800 |
| 45500 Sales | 224,846 | 247,138 | 330,160 | 300,000 | 300,000 |
| Subtotal: | 6,527,897 | 7,339,057 | 8,717,662 | 7,890,633 | 8,544,400 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 362,404 | 174,136 | 182,172 | 275,000 | 275,000 |
| 52900 Miscellaneous Revenue | 30,703 | 1,153 | 6,129 | 1,000 | 600 |
| Subtotal: | 393,107 | 175,289 | 188,301 | 276,000 | 275,600 |
| Interfund Transfers | | | | | |
| 54100 Interfund Transfers | 0 | 380,965 | 428,184 | 104,546 | 0 |
| Subtotal: | 0 | 380,965 | 428,184 | 104,546 | 0 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 19,436,219 | 27,518,398 |
| Subtotal: | 0 | 0 | 0 | 19,436,219 | 27,518,398 |
| Subtotal of Revenues: | 15,228,039 | 18,373,694 | 27,390,650 | 45,625,214 | 45,550,173 |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 1,689,869 | 1,851,264 | 1,836,722 | 2,231,402 | 2,564,814 |
| 62200 Payroll Taxes & Benefits | 1,011,829 | 1,089,333 | 1,175,604 | 1,491,814 | 1,697,075 |
| 62300 Labor Adjustments | -4,671 | -5,694 | -4,406 | 0 | 0 |
| Subtotal: | 2,697,027 | 2,934,903 | 3,007,920 | 3,723,216 | 4,261,889 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 1,389,237 | 1,656,042 | 2,133,960 | 2,325,296 | 2,362,056 |
| 64200 Operation Expenses | 475,395 | 411,381 | 464,301 | 778,155 | 832,527 |
| 64300 Minor Equipment | 59,037 | 58,880 | 65,973 | 111,867 | 148,464 |
| 64400 Equip Repair/Maint/Lease Property | 245,011 | 329,314 | 361,632 | 449,830 | 452,170 |
| 64500 Maintenance/Utilities | 874,655 | 1,160,380 | 1,216,346 | 1,607,541 | 1,577,586 |
| 64600 Travel & Training | 52,673 | 47,959 | 41,196 | 104,920 | 109,848 |
| 64700 Software Expense | 1,615 | 0 | 17,163 | 4,540 | 4,540 |
| Subtotal: | 3,097,623 | 3,663,956 | 4,300,571 | 5,382,149 | 5,487,191 |



FUND 500 – AIRPORT ENTERPRISE FUND

Dept 01 – Airport

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Capital Outlay | | | | | |
| 68100 Capital Outlay-Land | 14,524 | 0 | 0 | 0 | 0 |
| 68200 Capital Outlay-Buildings | 2,235,039 | 1,196,315 | 1,946 | 275,000 | 0 |
| 68300 CO-Land Improvements | 4,100,389 | 7,481,067 | 17,803,328 | 19,919,349 | 9,494,458 |
| 68400 CO-Equipment/Machinery | 170,721 | 367,367 | 583,347 | 1,200,050 | 820,532 |
| Subtotal: | 6,520,673 | 9,044,749 | 18,388,621 | 21,394,399 | 10,314,990 |
| Transfers to Other Funds | | | | | |
| 74100 Transfers To Other Funds | 0 | 0 | 961,909 | 32,302 | 281,984 |
| Subtotal: | 0 | 0 | 961,909 | 32,302 | 281,984 |
| Contingency | | | | | |
| 75005 Contingency | 0 | 0 | 0 | 1,409,349 | 1,598,262 |
| Subtotal: | 0 | 0 | 0 | 1,409,349 | 1,598,262 |
| Ending Balance and Reserves | | | | | |
| 78100 Reserves | 0 | 0 | 0 | 9,691,493 | 17,475,000 |
| 78500 Unapprop Ending Fund Bal | 0 | 0 | 0 | 3,992,306 | 6,130,857 |
| Subtotal: | 0 | 0 | 0 | 13,683,799 | 23,605,857 |
| Subtotal of Expenditures: | 12,315,323 | 15,643,608 | 26,659,021 | 45,625,214 | 45,550,173 |



FUND 500 – AIRPORT ENTERPRISE FUND**SUMMARY**

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 8,307,035 | 10,478,383 | 18,056,503 | 17,917,816 | 9,211,775 |
| Fees & Other Service Charges | 6,527,897 | 7,339,057 | 8,717,662 | 7,890,633 | 8,544,400 |
| Property Tax | 0 | 0 | 0 | 0 | 0 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 393,107 | 175,289 | 188,301 | 276,000 | 275,600 |
| Interfund Transfers | 0 | 380,965 | 428,184 | 104,546 | 0 |
| Fund Balance | 0 | 0 | 0 | 19,436,219 | 27,518,398 |
| Total Fund Revenues: | 15,228,039 | 18,373,694 | 27,390,650 | 45,625,214 | 45,550,173 |
| Expenditures: | | | | | |
| Personnel Services | 2,697,027 | 2,934,903 | 3,007,920 | 3,723,216 | 4,261,889 |
| Materials & Services | 3,097,623 | 3,663,956 | 4,300,571 | 5,382,149 | 5,487,191 |
| Capital Outlay | 6,520,673 | 9,044,749 | 18,388,621 | 21,394,399 | 10,314,990 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Special Payments | 0 | 0 | 0 | 0 | 0 |
| Interfund Transfers | 0 | 0 | 961,909 | 32,302 | 281,984 |
| Contingency | 0 | 0 | 0 | 1,409,349 | 1,598,262 |
| Ending Balance & Reserves | 0 | 0 | 0 | 13,683,799 | 23,605,857 |
| Total Fund Expenditures: | 12,315,323 | 15,643,608 | 26,659,021 | 45,625,214 | 45,550,173 |



FUND 501 – AIRPORT DEBT SERVICE FUND

Dept 01 – Airport

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Revenue from Bonds & Other Debt | | | | | |
| 47100 Investment Revenue | 13,787,441 | 0 | 0 | 0 | 0 |
| Subtotal: | 13,787,441 | 0 | 0 | 0 | 0 |
| Interfund Transfers | | | | | |
| 54100 Interfund Transfers | 1,299,774 | 1,079,890 | 2,082,517 | 1,146,122 | 890,669 |
| Subtotal: | 1,299,774 | 1,079,890 | 2,082,517 | 1,146,122 | 890,669 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | -32,302 | 574,497 |
| Subtotal: | 0 | 0 | 0 | -32,302 | 574,497 |
| <hr/> | | | | | |
| Subtotal of Revenues: | 15,087,215 | 1,079,890 | 2,082,517 | 1,113,820 | 1,465,166 |
| <hr/> | | | | | |
| Expenditures: | | | | | |
| Materials & Services | | | | | |
| 64100 Contracted Services | 235,375 | 0 | 2,375 | 0 | 0 |
| Subtotal: | 235,375 | 0 | 2,375 | 0 | 0 |
| Debt Service | | | | | |
| 72100 Debt Service | 15,928,364 | 1,112,192 | 2,211,978 | 1,113,820 | 890,669 |
| Subtotal: | 15,928,364 | 1,112,192 | 2,211,978 | 1,113,820 | 890,669 |
| Ending Balance and Reserves | | | | | |
| 78500 Unapprop Ending Fund Bal | 0 | 0 | 0 | 0 | 574,497 |
| Subtotal: | 0 | 0 | 0 | 0 | 574,497 |
| <hr/> | | | | | |
| Subtotal of Expenditures: | 16,163,739 | 1,112,192 | 2,214,353 | 1,113,820 | 1,465,166 |



FUND 501 – AIRPORT DEBT SERVICE FUND

SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 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 | 13,787,441 | 0 | 0 | 0 | 0 |
| All Other Resources | 0 | 0 | 0 | 0 | 0 |
| Interfund Transfers | 1,299,774 | 1,079,890 | 2,082,517 | 1,146,122 | 890,669 |
| Fund Balance | 0 | 0 | 0 | -32,302 | 574,497 |
| Total Fund Revenues: | 15,087,215 | 1,079,890 | 2,082,517 | 1,113,820 | 1,465,166 |
| Expenditures: | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Materials & Services | 235,375 | 0 | 2,375 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 15,928,364 | 1,112,192 | 2,211,978 | 1,113,820 | 890,669 |
| 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 | 574,497 |
| Total Fund Expenditures: | 16,163,739 | 1,112,192 | 2,214,353 | 1,113,820 | 1,465,166 |



FUND 502 - TERMINAL CONSTRUCTION-SERIES A Dept 01 - Airport

| | FY 15-16 Actual | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Adopted | FY 19-20 Adopted |
|---------------------------|----------------------------|----------------------------|----------------------------|-----------------------------|-----------------------------|
| Expenditures: | | | | | |
| Materials & Services | | | | | |
| 64100 Contracted Services | 10,755 | 0 | 0 | 0 | 0 |
| Subtotal: | 10,755 | 0 | 0 | 0 | 0 |
| <hr/> | | | | | |
| Subtotal of Expenditures: | 10,755 | 0 | 0 | 0 | 0 |

FUND 502 – TERMINAL CONSTRUCTION-SERIES A SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 0 | 0 | 0 | 0 | 0 |
| Fees & Other Service Charges | 0 | 0 | 0 | 0 | 0 |
| Property Tax | 0 | 0 | 0 | 0 | 0 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 0 | 0 | 0 | 0 | 0 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Fund Revenues: | 0 | 0 | 0 | 0 | 0 |
| Expenditures: | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Materials & Services | 10,755 | 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 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 0 | 0 |
| Ending Balance & Reserves | 0 | 0 | 0 | 0 | 0 |
| Total Fund Expenditures: | 10,755 | 0 | 0 | 0 | 0 |



FUND 503 – PASSENGER FACILITY CHARGE FUND Dept 01 – Airport

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|--------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| Revenue: | | | | | |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 1,469,664 | 1,646,775 | 1,892,430 | 1,988,301 | 2,228,417 |
| Subtotal: | 1,469,664 | 1,646,775 | 1,892,430 | 1,988,301 | 2,228,417 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 32,858 | 11,952 | 22,460 | 25,000 | 40,000 |
| Subtotal: | 32,858 | 11,952 | 22,460 | 25,000 | 40,000 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 2,286,484 | 3,172,829 |
| Subtotal: | 0 | 0 | 0 | 2,286,484 | 3,172,829 |
| Subtotal of Revenues: | 1,502,522 | 1,658,727 | 1,914,890 | 4,299,785 | 5,441,246 |
| Expenditures: | | | | | |
| Materials & Services | | | | | |
| 64100 Contracted Services | 0 | 2,529 | 0 | 60,000 | 60,000 |
| Subtotal: | 0 | 2,529 | 0 | 60,000 | 60,000 |
| Transfers to Other Funds | | | | | |
| 74100 Transfers To Other Funds | 1,299,774 | 1,460,855 | 1,548,792 | 1,218,366 | 608,685 |
| Subtotal: | 1,299,774 | 1,460,855 | 1,548,792 | 1,218,366 | 608,685 |
| Ending Balance and Reserves | | | | | |
| 78100 Reserves | 0 | 0 | 0 | 3,021,419 | 4,772,561 |
| Subtotal: | 0 | 0 | 0 | 3,021,419 | 4,772,561 |
| Subtotal of Expenditures: | 1,299,774 | 1,463,384 | 1,548,792 | 4,299,785 | 5,441,246 |



FUND 503 – PASSENGER FACILITY CHARGE FUND SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 0 | 0 | 0 | 0 | 0 |
| Fees & Other Service Charges | 1,469,664 | 1,646,775 | 1,892,430 | 1,988,301 | 2,228,417 |
| Property Tax | 0 | 0 | 0 | 0 | 0 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 32,858 | 11,952 | 22,460 | 25,000 | 40,000 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Fund Balance | 0 | 0 | 0 | 2,286,484 | 3,172,829 |
| Total Fund Revenues: | 1,502,522 | 1,658,727 | 1,914,890 | 4,299,785 | 5,441,246 |
| Expenditures: | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Materials & Services | 0 | 2,529 | 0 | 60,000 | 60,000 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Special Payments | 0 | 0 | 0 | 0 | 0 |
| Interfund Transfers | 1,299,774 | 1,460,855 | 1,548,792 | 1,218,366 | 608,685 |
| Contingency | 0 | 0 | 0 | 0 | 0 |
| Ending Balance & Reserves | 0 | 0 | 0 | 3,021,419 | 4,772,561 |
| Total Fund Expenditures: | 1,299,774 | 1,463,384 | 1,548,792 | 4,299,785 | 5,441,246 |



FUND 523 – EXPOSITION PARK FUND

Dept 21 – Expo

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 42100 State Sources | 53,667 | 53,667 | 53,167 | 55,000 | 55,000 |
| 44100 Private/NonProfit Sources | 26,705 | 33,797 | 45,146 | 27,300 | 25,500 |
| 44400 Donations/Sponsorships | 421,989 | 495,672 | 393,574 | 393,800 | 478,657 |
| Subtotal: | 502,361 | 583,136 | 491,887 | 476,100 | 559,157 |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 1,485,445 | 1,630,221 | 1,963,564 | 2,053,009 | 2,452,198 |
| 45200 Fines | 0 | 27 | 0 | 0 | 0 |
| 45500 Sales | 0 | 0 | 3,380 | 0 | 0 |
| Subtotal: | 1,485,445 | 1,630,248 | 1,966,944 | 2,053,009 | 2,452,198 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 11,036 | 5,544 | 6,132 | 6,200 | 10,500 |
| 52900 Miscellaneous Revenue | 174 | 951 | 2,941 | 0 | 0 |
| Subtotal: | 11,210 | 6,495 | 9,073 | 6,200 | 10,500 |
| Interfund Transfers | | | | | |
| 54100 Interfund Transfers | 5,044 | 9,472 | 7,127 | 9,600 | 9,600 |
| Subtotal: | 5,044 | 9,472 | 7,127 | 9,600 | 9,600 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 511,053 | 470,982 |
| Subtotal: | 0 | 0 | 0 | 511,053 | 470,982 |
| Subtotal of Revenues: | 2,004,060 | 2,229,351 | 2,475,031 | 3,055,962 | 3,502,437 |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 134,985 | 220,897 | 245,093 | 304,205 | 299,741 |
| 62200 Payroll Taxes & Benefits | 68,277 | 105,304 | 126,413 | 183,672 | 199,616 |
| 62300 Labor Adjustments | 0 | 1,679 | 0 | 0 | 0 |
| Subtotal: | 203,262 | 327,880 | 371,506 | 487,877 | 499,357 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 760,092 | 527,738 | 566,026 | 641,277 | 660,776 |
| 64200 Operation Expenses | 545,337 | 683,395 | 875,011 | 958,015 | 1,398,152 |
| 64300 Minor Equipment | 5,574 | 37,584 | 10,091 | 5,000 | 5,000 |
| 64400 Equip Repair/Maint/Lease | 73,523 | 53,756 | 69,036 | 61,850 | 53,480 |
| Property | | | | | |
| 64500 Maintenance/Utilities | 265,132 | 441,376 | 391,487 | 379,700 | 387,080 |
| 64600 Travel & Training | 10,250 | 9,492 | 7,721 | 10,200 | 9,345 |
| 64700 Software Expense | 0 | 273 | 0 | 0 | 0 |
| Subtotal: | 1,659,908 | 1,753,614 | 1,919,372 | 2,056,042 | 2,513,833 |



FUND 523 – EXPOSITION PARK FUND

Dept 21 – Expo

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Capital Outlay | | | | | |
| 68400 CO-Equipment/Machinery | 22,142 | 9,900 | 45,000 | 0 | 0 |
| Subtotal: | 22,142 | 9,900 | 45,000 | 0 | 0 |
| Debt Service | | | | | |
| 72100 Debt Service | 0 | 0 | 742 | 50,680 | 16,889 |
| Subtotal: | 0 | 0 | 742 | 50,680 | 16,889 |
| Transfers to Other Funds | | | | | |
| 74100 Transfers To Other Funds | 0 | 0 | 117,512 | 0 | 0 |
| Subtotal: | 0 | 0 | 117,512 | 0 | 0 |
| Contingency | | | | | |
| 75005 Contingency | 0 | 0 | 0 | 230,000 | 270,000 |
| Subtotal: | 0 | 0 | 0 | 230,000 | 270,000 |
| Ending Balance and Reserves | | | | | |
| 78500 Unapprop Ending Fund Bal | 0 | 0 | 0 | 231,363 | 202,358 |
| Subtotal: | 0 | 0 | 0 | 231,363 | 202,358 |
| Subtotal of Expenditures: | 1,885,312 | 2,091,394 | 2,454,132 | 3,055,962 | 3,502,437 |



FUND 523 – EXPOSITION PARK FUND

SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 502,361 | 583,136 | 491,887 | 476,100 | 559,157 |
| Fees & Other Service Charges | 1,485,445 | 1,630,248 | 1,966,944 | 2,053,009 | 2,452,198 |
| Property Tax | 0 | 0 | 0 | 0 | 0 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 11,210 | 6,495 | 9,073 | 6,200 | 10,500 |
| Interfund Transfers | 5,044 | 9,472 | 7,127 | 9,600 | 9,600 |
| Fund Balance | 0 | 0 | 0 | 511,053 | 470,982 |
| Total Fund Revenues: | 2,004,060 | 2,229,351 | 2,475,031 | 3,055,962 | 3,502,437 |
| Expenditures: | | | | | |
| Personnel Services | 203,262 | 327,880 | 371,506 | 487,877 | 499,357 |
| Materials & Services | 1,659,908 | 1,753,614 | 1,919,372 | 2,056,042 | 2,513,833 |
| Capital Outlay | 22,142 | 9,900 | 45,000 | 0 | 0 |
| Debt Service | 0 | 0 | 742 | 50,680 | 16,889 |
| Special Payments | 0 | 0 | 0 | 0 | 0 |
| Interfund Transfers | 0 | 0 | 117,512 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 230,000 | 270,000 |
| Ending Balance & Reserves | 0 | 0 | 0 | 231,363 | 202,358 |
| Total Fund Expenditures: | 1,885,312 | 2,091,394 | 2,454,132 | 3,055,962 | 3,502,437 |



FUND 535 – RECREATION ENTERPRISE FUND

Dept 39 – Roads and Parks

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 41100 Federal Sources | 268,439 | 65,667 | 86,762 | 225,274 | 140,000 |
| 42100 State Sources | 1,035,232 | 795,828 | 820,427 | 942,975 | 870,320 |
| 43100 Local Government Sources | 106,239 | 61,445 | 34,745 | 35,000 | 35,000 |
| 44100 Private/NonProfit Sources | 18,523 | 4,944 | 33,534 | 129,430 | 44,900 |
| Subtotal: | 1,428,433 | 927,884 | 975,468 | 1,332,679 | 1,090,220 |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 1,063,078 | 1,772,422 | 2,094,298 | 2,042,400 | 2,081,150 |
| 45500 Sales | 116,629 | 216,382 | 238,274 | 192,000 | 232,400 |
| Subtotal: | 1,179,707 | 1,988,804 | 2,332,572 | 2,234,400 | 2,313,550 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 29,506 | 9,917 | 11,833 | 9,500 | 15,000 |
| 52900 Miscellaneous Revenue | 35,586 | 17,939 | 459 | 0 | 0 |
| Subtotal: | 65,092 | 27,856 | 12,292 | 9,500 | 15,000 |
| Interfund Transfers | | | | | |
| 54100 Interfund Transfers | 2,363,727 | 114,875 | 195,739 | 222,875 | 122,875 |
| 54500 Interdepartmental Charges | 157,654 | 169,603 | 262,669 | 260,400 | 291,000 |
| Subtotal: | 2,521,381 | 284,478 | 458,408 | 483,275 | 413,875 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 700,000 | 944,000 |
| Subtotal: | 0 | 0 | 0 | 700,000 | 944,000 |
| Subtotal of Revenues: | 5,194,613 | 3,229,022 | 3,778,740 | 4,759,854 | 4,776,645 |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 1,381,675 | 897,310 | 1,043,951 | 1,135,448 | 1,121,495 |
| 62200 Payroll Taxes & Benefits | 647,405 | 367,390 | 422,796 | 484,622 | 495,345 |
| 62300 Labor Adjustments | 0 | 0 | 2,017 | 0 | 0 |
| Subtotal: | 2,029,080 | 1,264,700 | 1,468,764 | 1,620,070 | 1,616,840 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 337,564 | 413,069 | 332,903 | 366,663 | 477,280 |
| 64200 Operation Expenses | 215,710 | 298,596 | 384,701 | 321,511 | 381,754 |
| 64300 Minor Equipment | 24,722 | 38,787 | 84,218 | 31,000 | 41,250 |
| 64400 Equip Repair/Maint/Lease | 34,294 | 42,686 | 69,528 | 45,750 | 62,250 |
| Property | | | | | |
| 64500 Maintenance/Utilities | 402,337 | 552,520 | 675,735 | 588,115 | 755,275 |
| 64600 Travel & Training | 4,096 | 5,207 | 10,697 | 8,200 | 12,250 |
| 64700 Software Expense | 993 | 693 | 530 | 0 | 0 |
| Subtotal: | 1,019,716 | 1,351,558 | 1,558,312 | 1,361,239 | 1,730,059 |



FUND 535 – RECREATION ENTERPRISE FUND

Dept 39 – Roads and Parks

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Capital Outlay | | | | | |
| 68200 Capital Outlay-Buildings | 253,086 | 40,968 | 87,087 | 0 | 0 |
| 68300 CO-Land Improvements | 4,456,155 | 1,065,122 | 89,687 | 367,929 | 200,000 |
| 68400 CO-Equipment/Machinery | 92,730 | 0 | 178,996 | 114,530 | 35,000 |
| Subtotal: | 4,801,971 | 1,106,090 | 355,770 | 482,459 | 235,000 |
| Debt Service | | | | | |
| 72100 Debt Service | 0 | 58,975 | 57,290 | 355,184 | 352,968 |
| Subtotal: | 0 | 58,975 | 57,290 | 355,184 | 352,968 |
| Transfers to Other Funds | | | | | |
| 74100 Transfers To Other Funds | 0 | 33,376 | 0 | 0 | 0 |
| Subtotal: | 0 | 33,376 | 0 | 0 | 0 |
| Contingency | | | | | |
| 75005 Contingency | 0 | 0 | 0 | 515,000 | 579,370 |
| Subtotal: | 0 | 0 | 0 | 515,000 | 579,370 |
| Ending Balance and Reserves | | | | | |
| 78500 Unapprop Ending Fund Bal | 0 | 0 | 0 | 425,902 | 262,408 |
| Subtotal: | 0 | 0 | 0 | 425,902 | 262,408 |
| Subtotal of Expenditures: | 7,850,767 | 3,814,699 | 3,440,136 | 4,759,854 | 4,776,645 |



FUND 535 – RECREATION ENTERPRISE FUND

SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 1,428,433 | 927,884 | 975,468 | 1,332,679 | 1,090,220 |
| Fees & Other Service Charges | 1,179,707 | 1,988,804 | 2,332,572 | 2,234,400 | 2,313,550 |
| Property Tax | 0 | 0 | 0 | 0 | 0 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 65,092 | 27,856 | 12,292 | 9,500 | 15,000 |
| Interfund Transfers | 2,521,381 | 284,478 | 458,408 | 483,275 | 413,875 |
| Fund Balance | 0 | 0 | 0 | 700,000 | 944,000 |
| Total Fund Revenues: | 5,194,613 | 3,229,022 | 3,778,740 | 4,759,854 | 4,776,645 |
| Expenditures: | | | | | |
| Personnel Services | 2,029,080 | 1,264,700 | 1,468,764 | 1,620,070 | 1,616,840 |
| Materials & Services | 1,019,716 | 1,351,558 | 1,558,312 | 1,361,239 | 1,730,059 |
| Capital Outlay | 4,801,971 | 1,106,090 | 355,770 | 482,459 | 235,000 |
| Debt Service | 0 | 58,975 | 57,290 | 355,184 | 352,968 |
| Special Payments | 0 | 0 | 0 | 0 | 0 |
| Interfund Transfers | 0 | 33,376 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 515,000 | 579,370 |
| Ending Balance & Reserves | 0 | 0 | 0 | 425,902 | 262,408 |
| Total Fund Expenditures: | 7,850,767 | 3,814,699 | 3,440,136 | 4,759,854 | 4,776,645 |



FUND 559 – MOTOR POOL

Dept 39 – Roads and Parks

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 43100 Local Government Sources | 0 | 0 | 45 | 0 | 0 |
| 44100 Private/NonProfit Sources | 124,240 | 81,724 | 54,946 | 10,000 | 80,000 |
| Subtotal: | 124,240 | 81,724 | 54,991 | 10,000 | 80,000 |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 2,837 | 3,348 | 3,690 | 2,000 | 3,000 |
| 45500 Sales | 52,781 | 108,785 | 163,458 | 60,000 | 70,000 |
| Subtotal: | 55,618 | 112,133 | 167,148 | 62,000 | 73,000 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 24,459 | 11,618 | 11,435 | 15,000 | 13,000 |
| Subtotal: | 24,459 | 11,618 | 11,435 | 15,000 | 13,000 |
| Interfund Transfers | | | | | |
| 54100 Interfund Transfers | 170,454 | 354,329 | 150,728 | 238,000 | 179,000 |
| 54500 Interdepartmental Charges | 2,161,607 | 1,945,909 | 2,042,675 | 2,492,732 | 2,288,887 |
| Subtotal: | 2,332,061 | 2,300,238 | 2,193,403 | 2,730,732 | 2,467,887 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 769,000 | 1,300,000 |
| Subtotal: | 0 | 0 | 0 | 769,000 | 1,300,000 |
| Subtotal of Revenues: | 2,536,378 | 2,505,713 | 2,426,977 | 3,586,732 | 3,933,887 |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 192,399 | 191,760 | 184,491 | 191,899 | 193,109 |
| 62200 Payroll Taxes & Benefits | 103,177 | 105,513 | 114,695 | 118,840 | 124,322 |
| 62300 Labor Adjustments | 0 | 920 | -2,017 | 0 | 0 |
| Subtotal: | 295,576 | 298,193 | 297,169 | 310,739 | 317,431 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 56,658 | 70,315 | 69,822 | 100,868 | 96,852 |
| 64200 Operation Expenses | 28,771 | 13,046 | 25,028 | 32,802 | 31,376 |
| 64300 Minor Equipment | 1,656 | 5,418 | 6,407 | 4,000 | 6,000 |
| 64400 Equip Repair/Maint/Lease | 763,462 | 820,148 | 881,608 | 927,750 | 1,063,000 |
| Property | | | | | |
| 64500 Maintenance/Utilities | 20,526 | 20,667 | 20,415 | 24,757 | 23,339 |
| 64600 Travel & Training | 872 | 1,971 | 1,759 | 2,000 | 2,000 |
| Subtotal: | 871,945 | 931,565 | 1,005,039 | 1,092,177 | 1,222,567 |
| Capital Outlay | | | | | |
| 68400 CO-Equipment/Machinery | 875,684 | 1,016,127 | 1,410,225 | 1,357,000 | 1,354,000 |
| Subtotal: | 875,684 | 1,016,127 | 1,410,225 | 1,357,000 | 1,354,000 |



FUND 559 – MOTOR POOL FUND

Dept 39 – Roads and Parks

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Transfers to Other Funds | | | | | |
| 74100 Transfers To Other Funds | 73,248 | 0 | 334,317 | 0 | 0 |
| Subtotal: | 73,248 | 0 | 334,317 | 0 | 0 |
| Contingency | | | | | |
| 75005 Contingency | 0 | 0 | 0 | 326,816 | 389,889 |
| Subtotal: | 0 | 0 | 0 | 326,816 | 389,889 |
| Ending Balance and Reserves | | | | | |
| 78100 Reserves | 0 | 0 | 0 | 100,000 | 150,000 |
| 78500 Unapprop Ending Fund Bal | 0 | 0 | 0 | 400,000 | 500,000 |
| Subtotal: | 0 | 0 | 0 | 500,000 | 650,000 |
| Subtotal of Expenditures: | 2,116,453 | 2,245,885 | 3,046,750 | 3,586,732 | 3,933,887 |



FUND 559 – MOTOR POOL

SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 124,240 | 81,724 | 54,991 | 10,000 | 80,000 |
| Fees & Other Service Charges | 55,618 | 112,133 | 167,148 | 62,000 | 73,000 |
| Property Tax | 0 | 0 | 0 | 0 | 0 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 24,459 | 11,618 | 11,435 | 15,000 | 13,000 |
| Interfund Transfers | 2,332,061 | 2,300,238 | 2,193,403 | 2,730,732 | 2,467,887 |
| Fund Balance | 0 | 0 | 0 | 769,000 | 1,300,000 |
| Total Fund Revenues: | 2,536,378 | 2,505,713 | 2,426,977 | 3,586,732 | 3,933,887 |
| Expenditures: | | | | | |
| Personnel Services | 295,576 | 298,193 | 297,169 | 310,739 | 317,431 |
| Materials & Services | 871,945 | 931,565 | 1,005,039 | 1,092,177 | 1,222,567 |
| Capital Outlay | 875,684 | 1,016,127 | 1,410,225 | 1,357,000 | 1,354,000 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Special Payments | 0 | 0 | 0 | 0 | 0 |
| Interfund Transfers | 73,248 | 0 | 334,317 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 326,816 | 389,889 |
| Ending Balance & Reserves | 0 | 0 | 0 | 500,000 | 650,000 |
| Total Fund Expenditures: | 2,116,453 | 2,245,885 | 3,046,750 | 3,586,732 | 3,933,887 |



FUND 560 – COMPUTER REPLACEMENT FUND

Dept 03 – Information Technology

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 44100 Private/NonProfit Sources | 275 | 26,908 | 475 | 0 | 0 |
| Subtotal: | 275 | 26,908 | 475 | 0 | 0 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 14,732 | 7,400 | 10,096 | 17,067 | 21,536 |
| Subtotal: | 14,732 | 7,400 | 10,096 | 17,067 | 21,536 |
| Interfund Transfers | | | | | |
| 54500 Interdepartmental Charges | 320,784 | 371,306 | 124,231 | 270,901 | 319,048 |
| Subtotal: | 320,784 | 371,306 | 124,231 | 270,901 | 319,048 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 948,176 | 1,037,546 |
| Subtotal: | 0 | 0 | 0 | 948,176 | 1,037,546 |
| <hr/> | | | | | |
| Subtotal of Revenues: | 335,791 | 405,614 | 134,802 | 1,236,144 | 1,378,130 |
| Expenditures: | | | | | |
| Materials & Services | | | | | |
| 64200 Operation Expenses | 0 | 0 | 0 | 100,000 | 100,000 |
| 64300 Minor Equipment | 222,411 | 181,544 | 58,211 | 267,835 | 319,786 |
| 64600 Travel & Training | 0 | 0 | 0 | 8,740 | 0 |
| 64700 Software Expense | 34,945 | 6,399 | 0 | 266,030 | 45,000 |
| Subtotal: | 257,356 | 187,943 | 58,211 | 642,605 | 464,786 |
| Ending Balance and Reserves | | | | | |
| 78100 Reserves | 0 | 0 | 0 | 593,539 | 913,344 |
| Subtotal: | 0 | 0 | 0 | 593,539 | 913,344 |
| <hr/> | | | | | |
| Subtotal of Expenditures: | 257,356 | 187,943 | 58,211 | 1,236,144 | 1,378,130 |



FUND 560 – COMPUTER REPLACEMENT FUND SUMMARY

| | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 |
|----------------------------------|------------------|------------------|------------------|------------------|------------------|
| | Actual | Actual | Actual | Adopted | Adopted |
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 275 | 26,908 | 475 | 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 | 14,732 | 7,400 | 10,096 | 17,067 | 21,536 |
| Interfund Transfers | 320,784 | 371,306 | 124,231 | 270,901 | 319,048 |
| Fund Balance | 0 | 0 | 0 | 948,176 | 1,037,546 |
| Total Fund Revenues: | 335,791 | 405,614 | 134,802 | 1,236,144 | 1,378,130 |
| Expenditures: | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Materials & Services | 257,356 | 187,943 | 58,211 | 642,605 | 464,786 |
| 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 | 593,539 | 913,344 |
| Total Fund Expenditures: | 257,356 | 187,943 | 58,211 | 1,236,144 | 1,378,130 |



FUND 561 – RISK MGMT-GEN AUTO LIAB

Dept 08 – County Administration

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 43100 Local Government Sources | 54,803 | 0 | 0 | 0 | 0 |
| 44100 Private/NonProfit Sources | 771 | 599 | 845 | 500 | 500 |
| Subtotal: | 55,574 | 599 | 845 | 500 | 500 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 169,796 | 74,119 | 81,930 | 137,071 | 160,000 |
| Subtotal: | 169,796 | 74,119 | 81,930 | 137,071 | 160,000 |
| Interfund Transfers | | | | | |
| 54500 Interdepartmental Charges | 2,541,405 | 2,432,968 | 2,097,229 | 2,026,877 | 1,907,128 |
| Subtotal: | 2,541,405 | 2,432,968 | 2,097,229 | 2,026,877 | 1,907,128 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 9,138,094 | 8,531,869 |
| Subtotal: | 0 | 0 | 0 | 9,138,094 | 8,531,869 |
| <hr/> | | | | | |
| Subtotal of Revenues: | 2,766,775 | 2,507,686 | 2,180,004 | 11,302,542 | 10,599,497 |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 186,210 | 201,045 | 150,737 | 133,518 | 76,984 |
| 62200 Payroll Taxes & Benefits | 92,305 | 92,805 | 83,872 | 75,518 | 44,950 |
| Subtotal: | 278,515 | 293,850 | 234,609 | 209,036 | 121,934 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 459,710 | 449,611 | 1,006,907 | 614,069 | 631,572 |
| 64200 Operation Expenses | 973,925 | 862,193 | 1,206,803 | 3,495,269 | 2,225,322 |
| 64300 Minor Equipment | 1,083 | 607 | 0 | 750 | 750 |
| 64400 Equip Repair/Maint/Lease | 1,312 | 1,097 | 865 | 1,366 | 550 |
| 64600 Travel & Training | 4,684 | 0 | 1,066 | 6,450 | 6,500 |
| Subtotal: | 1,440,714 | 1,313,508 | 2,215,641 | 4,117,904 | 2,864,694 |
| Ending Balance and Reserves | | | | | |
| 78100 Reserves | 0 | 0 | 0 | 6,975,602 | 7,612,869 |
| Subtotal: | 0 | 0 | 0 | 6,975,602 | 7,612,869 |
| <hr/> | | | | | |
| Subtotal of Expenditures: | 1,719,229 | 1,607,358 | 2,450,250 | 11,302,542 | 10,599,497 |



FUND 561 – RISK MGMT-GEN AUTO LIAB

SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 55,574 | 599 | 845 | 500 | 500 |
| 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 | 169,796 | 74,119 | 81,930 | 137,071 | 160,000 |
| Interfund Transfers | 2,541,405 | 2,432,968 | 2,097,229 | 2,026,877 | 1,907,128 |
| Fund Balance | 0 | 0 | 0 | 9,138,094 | 8,531,869 |
| Total Fund Revenues: | 2,766,775 | 2,507,686 | 2,180,004 | 11,302,542 | 10,599,497 |
| Expenditures: | | | | | |
| Personnel Services | 278,515 | 293,850 | 234,609 | 209,036 | 121,934 |
| Materials & Services | 1,440,714 | 1,313,508 | 2,215,641 | 4,117,904 | 2,864,694 |
| 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 | 6,975,602 | 7,612,869 |
| Total Fund Expenditures: | 1,719,229 | 1,607,358 | 2,450,250 | 11,302,542 | 10,599,497 |



FUND 562 – SELF-INSURANCE HEALTH PLAN

Dept 08 – County Administration

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| Revenue: | | | | | |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 89,908 | 17,813 | 16,281 | 17,179 | 22,584 |
| Subtotal: | 89,908 | 17,813 | 16,281 | 17,179 | 22,584 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 55,610 | 19,156 | 16,232 | 24,247 | 30,000 |
| Subtotal: | 55,610 | 19,156 | 16,232 | 24,247 | 30,000 |
| Interfund Transfers | | | | | |
| 54500 Interdepartmental Charges | 4,276,334 | 4,291,566 | 3,969,092 | 4,230,929 | 4,258,308 |
| Subtotal: | 4,276,334 | 4,291,566 | 3,969,092 | 4,230,929 | 4,258,308 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 1,796,039 | 2,598,000 |
| Subtotal: | 0 | 0 | 0 | 1,796,039 | 2,598,000 |
| Subtotal of Revenues: | 4,421,852 | 4,328,535 | 4,001,605 | 6,068,394 | 6,908,892 |
| Expenditures: | | | | | |
| Materials & Services | | | | | |
| 64100 Contracted Services | 329,180 | 405,695 | 337,533 | 379,748 | 371,110 |
| 64200 Operation Expenses | 4,661,220 | 4,703,936 | 2,875,877 | 4,867,807 | 5,677,008 |
| 64300 Minor Equipment | 0 | 0 | 592 | 0 | 0 |
| Property | | | | | |
| 64500 Maintenance/Utilities | 36,223 | 4,541 | 2,933 | 3,923 | 8,134 |
| Subtotal: | 5,026,623 | 5,114,172 | 3,216,935 | 5,251,478 | 6,056,252 |
| Ending Balance and Reserves | | | | | |
| 78100 Reserves | 0 | 0 | 0 | 816,916 | 852,640 |
| Subtotal: | 0 | 0 | 0 | 816,916 | 852,640 |
| Subtotal of Expenditures: | 5,026,623 | 5,114,172 | 3,216,935 | 6,068,394 | 6,908,892 |



FUND 562 – SELF-INSURANCE HEALTH PLAN

SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 0 | 0 | 0 | 0 | 0 |
| Fees & Other Service Charges | 89,908 | 17,813 | 16,281 | 17,179 | 22,584 |
| Property Tax | 0 | 0 | 0 | 0 | 0 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 55,610 | 19,156 | 16,232 | 24,247 | 30,000 |
| Interfund Transfers | 4,276,334 | 4,291,566 | 3,969,092 | 4,230,929 | 4,258,308 |
| Fund Balance | 0 | 0 | 0 | 1,796,039 | 2,598,000 |
| Total Fund Revenues: | 4,421,852 | 4,328,535 | 4,001,605 | 6,068,394 | 6,908,892 |
| Expenditures: | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Materials & Services | 5,026,623 | 5,114,172 | 3,216,935 | 5,251,478 | 6,056,252 |
| 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 | 816,916 | 852,640 |
| Total Fund Expenditures: | 5,026,623 | 5,114,172 | 3,216,935 | 6,068,394 | 6,908,892 |



FUND 563 – WORKERS' COMPENSATION

Dept 08 – County Administration

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 42100 State Sources | 42,275 | 26,723 | 35,294 | 0 | 0 |
| Subtotal: | 42,275 | 26,723 | 35,294 | 0 | 0 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 83,239 | 34,694 | 38,215 | 63,513 | 86,200 |
| Subtotal: | 83,239 | 34,694 | 38,215 | 63,513 | 86,200 |
| Interfund Transfers | | | | | |
| 54500 Interdepartmental Charges | 692,073 | 714,583 | 674,443 | 746,346 | 615,302 |
| Subtotal: | 692,073 | 714,583 | 674,443 | 746,346 | 615,302 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 4,234,172 | 4,308,428 |
| Subtotal: | 0 | 0 | 0 | 4,234,172 | 4,308,428 |
| <hr/> | | | | | |
| Subtotal of Revenues: | 817,587 | 776,000 | 747,952 | 5,044,031 | 5,009,930 |
| <hr/> | | | | | |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 0 | 0 | 0 | 21,348 | 23,294 |
| 62200 Payroll Taxes & Benefits | 0 | 0 | 0 | 12,495 | 14,005 |
| Subtotal: | 0 | 0 | 0 | 33,843 | 37,299 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 39,125 | 58,198 | 47,947 | 78,700 | 85,050 |
| 64200 Operation Expenses | 593,481 | 371,528 | 588,271 | 2,038,436 | 1,172,153 |
| 64300 Minor Equipment | 731 | 109 | 0 | 0 | 0 |
| 64600 Travel & Training | 2,520 | 0 | 175 | 4,000 | 4,000 |
| Subtotal: | 635,857 | 429,835 | 636,393 | 2,121,136 | 1,261,203 |
| Ending Balance and Reserves | | | | | |
| 78100 Reserves | 0 | 0 | 0 | 2,889,052 | 3,711,428 |
| Subtotal: | 0 | 0 | 0 | 2,889,052 | 3,711,428 |
| <hr/> | | | | | |
| Subtotal of Expenditures: | 635,857 | 429,835 | 636,393 | 5,044,031 | 5,009,930 |



FUND 563 – WORKERS' COMPENSATION

SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 42,275 | 26,723 | 35,294 | 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 | 83,239 | 34,694 | 38,215 | 63,513 | 86,200 |
| Interfund Transfers | 692,073 | 714,583 | 674,443 | 746,346 | 615,302 |
| Fund Balance | 0 | 0 | 0 | 4,234,172 | 4,308,428 |
| Total Fund Revenues: | 817,587 | 776,000 | 747,952 | 5,044,031 | 5,009,930 |
| Expenditures: | | | | | |
| Personnel Services | 0 | 0 | 0 | 33,843 | 37,299 |
| Materials & Services | 635,857 | 429,835 | 636,393 | 2,121,136 | 1,261,203 |
| 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 | 2,889,052 | 3,711,428 |
| Total Fund Expenditures: | 635,857 | 429,835 | 636,393 | 5,044,031 | 5,009,930 |



FUND 565 – CENTRAL SERVICES FUND

Dept 02 – Board of Commissioners

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Fees & Other Service Charges | | | | | |
| 45500 Sales | 192 | 199 | 44 | 250 | 100 |
| Subtotal: | 192 | 199 | 44 | 250 | 100 |
| All Other Resources | | | | | |
| 52900 Miscellaneous Revenue | 0 | 0 | 0 | 0 | 0 |
| Subtotal: | 0 | 0 | 0 | 0 | 0 |
| Interfund Transfers | | | | | |
| 54100 Interfund Transfers | 74,609 | 77,645 | 62,099 | 89,067 | 106,889 |
| 54500 Interdepartmental Charges | 678,860 | 586,244 | 559,140 | 765,010 | 829,491 |
| Subtotal: | 753,469 | 663,889 | 621,239 | 854,077 | 936,380 |
| Subtotal of Revenues: | 753,661 | 664,088 | 621,283 | 854,327 | 936,480 |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 385,565 | 369,450 | 360,977 | 462,193 | 498,990 |
| 62200 Payroll Taxes & Benefits | 213,658 | 196,216 | 223,238 | 257,486 | 290,914 |
| Subtotal: | 599,223 | 565,666 | 584,215 | 719,679 | 789,904 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 8,299 | 12,420 | 7,931 | 8,635 | 10,890 |
| 64200 Operation Expenses | 35,143 | 107,299 | 38,668 | 88,915 | 89,760 |
| 64300 Minor Equipment | 1,060 | 24,955 | 0 | 1,100 | 1,100 |
| 64400 Equip Repair/Maint/Lease | 2,989 | 3,588 | 1,806 | 4,250 | 4,100 |
| 64600 Travel & Training | 15,195 | 8,817 | 8,625 | 30,748 | 39,726 |
| 64700 Software Expense | 0 | 0 | 0 | 1,000 | 1,000 |
| Subtotal: | 62,686 | 157,079 | 57,030 | 134,648 | 146,576 |
| Subtotal of Expenditures: | 661,909 | 722,745 | 641,245 | 854,327 | 936,480 |



FUND 565 – CENTRAL SERVICES FUND

Dept 03 – Information Technology

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 42100 State Sources | 0 | 50,000 | 0 | 0 | 0 |
| Subtotal: | 0 | 50,000 | 0 | 0 | 0 |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 322,573 | 345,126 | 335,103 | 402,500 | 394,000 |
| 45500 Sales | 34,838 | 25,395 | 1,638 | 1,000 | 500 |
| Subtotal: | 357,411 | 370,521 | 336,741 | 403,500 | 394,500 |
| All Other Resources | | | | | |
| 52900 Miscellaneous Revenue | 0 | 2,310 | 0 | 0 | 0 |
| Subtotal: | 0 | 2,310 | 0 | 0 | 0 |
| Interfund Transfers | | | | | |
| 54100 Interfund Transfers | 264,804 | 275,232 | 286,223 | 295,387 | 323,112 |
| 54500 Interdepartmental Charges | 5,090,366 | 3,857,396 | 3,569,838 | 4,520,675 | 4,770,167 |
| Subtotal: | 5,355,170 | 4,132,628 | 3,856,061 | 4,816,062 | 5,093,279 |
| Subtotal of Revenues: | 5,712,581 | 4,555,459 | 4,192,802 | 5,219,562 | 5,487,779 |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 2,088,093 | 2,137,835 | 2,082,421 | 2,350,845 | 2,389,532 |
| 62200 Payroll Taxes & Benefits | 1,042,674 | 1,088,607 | 1,145,073 | 1,291,888 | 1,364,137 |
| 62300 Labor Adjustments | 0 | 0 | 365 | 0 | 0 |
| Subtotal: | 3,130,767 | 3,226,442 | 3,227,859 | 3,642,733 | 3,753,669 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 724,621 | 713,576 | 718,965 | 864,147 | 935,479 |
| 64200 Operation Expenses | 443,675 | 399,306 | 324,610 | 498,547 | 491,963 |
| 64300 Minor Equipment | 46,547 | 42,314 | 33,838 | 65,650 | 70,255 |
| 64600 Travel & Training | 34,331 | 29,580 | 19,013 | 81,285 | 73,813 |
| 64700 Software Expense | 34,342 | 39,181 | 11,998 | 13,200 | 14,600 |
| Subtotal: | 1,283,516 | 1,223,957 | 1,108,424 | 1,522,829 | 1,586,110 |
| Capital Outlay | | | | | |
| 68400 CO-Equipment/Machinery | 538,077 | 304,855 | 177,136 | 54,000 | 148,000 |
| Subtotal: | 538,077 | 304,855 | 177,136 | 54,000 | 148,000 |
| Subtotal of Expenditures: | 4,952,360 | 4,755,254 | 4,513,419 | 5,219,562 | 5,487,779 |



FUND 565 – CENTRAL SERVICES FUND

Dept 06 – Finance

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 42100 State Sources | 1,910 | 1,897 | 1,816 | 1,950 | 1,950 |
| 43100 Local Government Sources | 0 | 0 | 24 | 634 | 0 |
| 44100 Private/NonProfit Sources | 111,143 | 121,912 | 108,629 | 126,000 | 120,000 |
| Subtotal: | 113,053 | 123,809 | 110,469 | 128,584 | 121,950 |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 7,754 | 4,645 | 9,863 | 12,000 | 11,700 |
| 45500 Sales | 19 | 0 | 0 | 0 | 0 |
| Subtotal: | 7,773 | 4,645 | 9,863 | 12,000 | 11,700 |
| All Other Resources | | | | | |
| 52900 Miscellaneous Revenue | 311 | 293 | 100 | 0 | 0 |
| Subtotal: | 311 | 293 | 100 | 0 | 0 |
| Interfund Transfers | | | | | |
| 54100 Interfund Transfers | 71,415 | 74,272 | 78,472 | 81,611 | 84,353 |
| 54500 Interdepartmental Charges | 716,520 | 669,868 | 693,683 | 783,166 | 799,732 |
| Subtotal: | 787,935 | 744,140 | 772,155 | 864,777 | 884,085 |
| Subtotal of Revenues: | 909,072 | 872,887 | 892,587 | 1,005,361 | 1,017,735 |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 542,972 | 560,069 | 530,617 | 590,386 | 581,941 |
| 62200 Payroll Taxes & Benefits | 272,033 | 303,407 | 299,801 | 333,114 | 363,278 |
| 62300 Labor Adjustments | -16,631 | -41,045 | -21,000 | 0 | 0 |
| Subtotal: | 798,374 | 822,431 | 809,418 | 923,500 | 945,219 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 20,212 | 14,947 | 40,279 | 13,115 | 14,245 |
| 64200 Operation Expenses | 48,199 | 42,666 | 65,790 | 45,162 | 40,641 |
| 64300 Minor Equipment | 5,481 | 14,816 | 21,130 | 4,290 | 4,425 |
| 64400 Equip Repair/Maint/Lease | 1,171 | 1,551 | 1,607 | 540 | 850 |
| 64600 Travel & Training | 8,887 | 7,881 | 9,318 | 18,754 | 12,355 |
| Subtotal: | 83,950 | 81,861 | 138,124 | 81,861 | 72,516 |
| Capital Outlay | | | | | |
| 68400 CO-Equipment/Machinery | 6,995 | 0 | 0 | 0 | 0 |
| Subtotal: | 6,995 | 0 | 0 | 0 | 0 |
| Subtotal of Expenditures: | 889,319 | 904,292 | 947,542 | 1,005,361 | 1,017,735 |



FUND 565 – CENTRAL SERVICES FUND

Dept 07 – County Counsel

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 1,550 | 1,103 | 1,536 | 200 | 200 |
| 45500 Sales | 892 | 214 | 4 | 0 | 0 |
| Subtotal: | 2,442 | 1,317 | 1,540 | 200 | 200 |
| Interfund Transfers | | | | | |
| 54100 Interfund Transfers | 152,704 | 154,389 | 173,654 | 180,505 | 187,548 |
| 54500 Interdepartmental Charges | 596,723 | 663,143 | 840,396 | 956,781 | 1,044,828 |
| Subtotal: | 749,427 | 817,532 | 1,014,050 | 1,137,286 | 1,232,376 |
| <hr/> | | | | | |
| Subtotal of Revenues: | 751,869 | 818,849 | 1,015,590 | 1,137,486 | 1,232,576 |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 484,974 | 544,775 | 528,831 | 695,829 | 742,850 |
| 62200 Payroll Taxes & Benefits | 222,149 | 236,530 | 231,719 | 321,600 | 369,657 |
| Subtotal: | 707,123 | 781,305 | 760,550 | 1,017,429 | 1,112,507 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 8,053 | 20,417 | 26,351 | 19,888 | 19,697 |
| 64200 Operation Expenses | 43,469 | 52,126 | 53,660 | 69,983 | 70,775 |
| 64300 Minor Equipment | 1,550 | 1,764 | 3,524 | 3,150 | 3,150 |
| 64400 Equip Repair/Maint/Lease | 3,804 | 4,229 | 4,129 | 5,640 | 5,640 |
| Property | | | | | |
| 64500 Maintenance/Utilities | 0 | 0 | 0 | 1,500 | 1,500 |
| 64600 Travel & Training | 20,585 | 12,629 | 3,213 | 19,896 | 19,307 |
| Subtotal: | 77,461 | 91,165 | 90,877 | 120,057 | 120,069 |
| <hr/> | | | | | |
| Subtotal of Expenditures: | 784,584 | 872,470 | 851,427 | 1,137,486 | 1,232,576 |



FUND 565 – CENTRAL SERVICES FUND

Dept 08 – County Administration

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|--|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 42100 State Sources | 495 | 0 | 0 | 0 | 0 |
| 43100 Local Government Sources | 512,021 | 657,159 | 806,157 | 557,490 | 575,487 |
| 44100 Private/NonProfit Sources | 415 | 596 | 14,495 | 0 | 0 |
| Subtotal: | 512,931 | 657,755 | 820,652 | 557,490 | 575,487 |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 3,301 | 3,431 | 7,092 | 500 | 750 |
| 45400 Licenses | 13,500 | 5,217 | 6,721 | 2,000 | 5,000 |
| 45500 Sales | 1,291 | 1,344 | 247 | 75 | 50 |
| Subtotal: | 18,092 | 9,992 | 14,060 | 2,575 | 5,800 |
| All Other Resources | | | | | |
| 52900 Miscellaneous Revenue | 0 | 40 | 0 | 0 | 0 |
| Subtotal: | 0 | 40 | 0 | 0 | 0 |
| Interfund Transfers | | | | | |
| 54100 Interfund Transfers | 1,399,373 | 1,435,681 | 1,470,478 | 1,171,868 | 1,220,990 |
| 54500 Interdepartmental Charges | 3,865,995 | 4,199,792 | 3,747,564 | 4,963,051 | 4,906,675 |
| Subtotal: | 5,265,368 | 5,635,473 | 5,218,042 | 6,134,919 | 6,127,665 |
| Subtotal of Revenues: | 5,796,391 | 6,303,260 | 6,052,754 | 6,694,984 | 6,708,952 |
| Expenditures: | | | | | |
| Personnel Services | | | | | |
| 62100 Salaries & Wages | 2,079,097 | 1,982,813 | 1,940,496 | 2,248,590 | 2,388,540 |
| 62200 Payroll Taxes & Benefits | 1,075,256 | 1,057,416 | 1,124,520 | 1,275,052 | 1,410,229 |
| 62300 Labor Adjustments | 0 | 0 | 0 | -3 | 0 |
| Subtotal: | 3,154,353 | 3,040,229 | 3,065,016 | 3,523,639 | 3,798,769 |
| Materials & Services | | | | | |
| 64100 Contracted Services | 246,601 | 264,250 | 266,893 | 324,475 | 313,627 |
| 64200 Operation Expenses | 229,732 | 222,661 | 224,105 | 264,025 | 262,189 |
| 64300 Minor Equipment | 20,549 | 5,453 | 16,235 | 23,000 | 21,175 |
| 64400 Equip Repair/Maint/Lease Property | 9,162 | 15,603 | 11,103 | 16,692 | 17,340 |
| 64500 Maintenance/Utilities | 2,010,582 | 2,489,282 | 2,545,254 | 1,974,016 | 2,218,177 |
| 64600 Travel & Training | 31,224 | 30,934 | 36,377 | 47,260 | 56,201 |
| 64700 Software Expense | 14,514 | 21,365 | 14,894 | 21,877 | 21,474 |
| Subtotal: | 2,562,364 | 3,049,548 | 3,114,861 | 2,671,345 | 2,910,183 |
| Capital Outlay | | | | | |
| 68200 Capital Outlay-Buildings | 63,751 | 65,540 | 0 | 500,000 | 0 |
| Subtotal: | 63,751 | 65,540 | 0 | 500,000 | 0 |
| Subtotal of Expenditures: | 5,780,468 | 6,155,317 | 6,179,877 | 6,694,984 | 6,708,952 |



FUND 565 – CENTRAL SERVICES FUND

Dept 09 – Fiduciary

| | FY 15-16 Actual | FY 16-17 Actual | FY 17-18 Actual | FY 18-19 Adopted | FY 19-20 Adopted |
|------------------------------------|----------------------------|----------------------------|----------------------------|-----------------------------|-----------------------------|
| Revenue: | | | | | |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 150,318 | 70,339 | 66,213 | 87,500 | 91,521 |
| Subtotal: | 150,318 | 70,339 | 66,213 | 87,500 | 91,521 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 3,106,784 | 3,660,875 |
| Subtotal: | 0 | 0 | 0 | 3,106,784 | 3,660,875 |
| <hr/> | | | | | |
| Subtotal of Revenues: | 150,318 | 70,339 | 66,213 | 3,194,284 | 3,752,396 |
| Expenditures: | | | | | |
| Contingency | | | | | |
| 75005 Contingency | 0 | 0 | 0 | 500,000 | 500,000 |
| Subtotal: | 0 | 0 | 0 | 500,000 | 500,000 |
| Ending Balance and Reserves | | | | | |
| 78100 Reserves | 0 | 0 | 0 | 2,694,284 | 3,252,396 |
| Subtotal: | 0 | 0 | 0 | 2,694,284 | 3,252,396 |
| <hr/> | | | | | |
| Subtotal of Expenditures: | 0 | 0 | 0 | 3,194,284 | 3,752,396 |



FUND 565 – CENTRAL SERVICES FUND

SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 625,984 | 831,564 | 931,121 | 686,074 | 697,437 |
| Fees & Other Service Charges | 385,910 | 386,674 | 362,248 | 418,525 | 412,300 |
| Property Tax | 0 | 0 | 0 | 0 | 0 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 150,629 | 72,982 | 66,313 | 87,500 | 91,521 |
| Interfund Transfers | 12,911,369 | 11,993,662 | 11,481,547 | 13,807,121 | 14,273,785 |
| Fund Balance | 0 | 0 | 0 | 3,106,784 | 3,660,875 |
| Total Fund Revenues: | 14,073,892 | 13,284,882 | 12,841,229 | 18,106,004 | 19,135,918 |
| Expenditures: | | | | | |
| Personnel Services | 8,389,840 | 8,436,073 | 8,447,058 | 9,826,980 | 10,400,068 |
| Materials & Services | 4,069,977 | 4,603,610 | 4,509,316 | 4,530,740 | 4,835,454 |
| Capital Outlay | 608,823 | 370,395 | 177,136 | 554,000 | 148,000 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Special Payments | 0 | 0 | 0 | 0 | 0 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 500,000 | 500,000 |
| Ending Balance & Reserves | 0 | 0 | 0 | 2,694,284 | 3,252,396 |
| Total Fund Expenditures: | 13,068,640 | 13,410,078 | 13,133,510 | 18,106,004 | 19,135,918 |



FUND 600 – CAPITAL PROJECTS FUND

Dept 09 – Fiduciary

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 43100 Local Government Sources | 0 | 104,508 | 122,722 | 100,000 | 350,000 |
| 44100 Private/NonProfit Sources | 57,007 | 22,342 | 0 | 0 | 0 |
| Subtotal: | 57,007 | 126,850 | 122,722 | 100,000 | 350,000 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 66,805 | 14,658 | 7,593 | 0 | 0 |
| Subtotal: | 66,805 | 14,658 | 7,593 | 0 | 0 |
| Interfund Transfers | | | | | |
| 54100 Interfund Transfers | 11,219,768 | 1,257,109 | 700,000 | 635,000 | 350,000 |
| 54500 Interdepartmental Charges | 0 | 0 | 42,936 | 250,000 | 0 |
| Subtotal: | 11,219,768 | 1,257,109 | 742,936 | 885,000 | 350,000 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 322,000 | 50,000 |
| Subtotal: | 0 | 0 | 0 | 322,000 | 50,000 |
| <hr/> | | | | | |
| Subtotal of Revenues: | 11,343,580 | 1,398,617 | 873,251 | 1,307,000 | 750,000 |
| <hr/> | | | | | |
| Expenditures: | | | | | |
| Materials & Services | | | | | |
| Property | | | | | |
| 64500 Maintenance/Utilities | 432,046 | 430,728 | 557,524 | 175,000 | 530,000 |
| Subtotal: | 432,046 | 430,728 | 557,524 | 175,000 | 530,000 |
| Capital Outlay | | | | | |
| 68200 Capital Outlay-Buildings | 10,547,666 | 2,994,671 | 599,120 | 1,132,000 | 220,000 |
| 68300 CO-Land Improvements | 0 | 0 | 20,619 | 0 | 0 |
| Subtotal: | 10,547,666 | 2,994,671 | 619,739 | 1,132,000 | 220,000 |
| <hr/> | | | | | |
| Subtotal of Expenditures: | 10,979,712 | 3,425,399 | 1,177,263 | 1,307,000 | 750,000 |



FUND 600 – CAPITAL PROJECTS FUND**SUMMARY**

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 57,007 | 126,850 | 122,722 | 100,000 | 350,000 |
| Fees & Other Service Charges | 0 | 0 | 0 | 0 | 0 |
| Property Tax | 0 | 0 | 0 | 0 | 0 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 66,805 | 14,658 | 7,593 | 0 | 0 |
| Interfund Transfers | 11,219,768 | 1,257,109 | 742,936 | 885,000 | 350,000 |
| Fund Balance | 0 | 0 | 0 | 322,000 | 50,000 |
| Total Fund Revenues: | 11,343,580 | 1,398,617 | 873,251 | 1,307,000 | 750,000 |
| Expenditures: | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Materials & Services | 432,046 | 430,728 | 557,524 | 175,000 | 530,000 |
| Capital Outlay | 10,547,666 | 2,994,671 | 619,739 | 1,132,000 | 220,000 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Special Payments | 0 | 0 | 0 | 0 | 0 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 0 | 0 |
| Ending Balance & Reserves | 0 | 0 | 0 | 0 | 0 |
| Total Fund Expenditures: | 10,979,712 | 3,425,399 | 1,177,263 | 1,307,000 | 750,000 |



FUND 612 – STREET IMPROVEMENT FUND

Dept 39 – Roads and Parks

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Allocations, & Donations | | | | | |
| 44100 Private/NonProfit Sources | 211,510 | 391,939 | 94,800 | 200,000 | 90,000 |
| Subtotal: | 211,510 | 391,939 | 94,800 | 200,000 | 90,000 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 16,426 | 7,136 | 6,930 | 8,500 | 10,000 |
| Subtotal: | 16,426 | 7,136 | 6,930 | 8,500 | 10,000 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 960,000 | 650,000 |
| Subtotal: | 0 | 0 | 0 | 960,000 | 650,000 |
| <hr/> | | | | | |
| Subtotal of Revenues: | 227,936 | 399,075 | 101,730 | 1,168,500 | 750,000 |
| <hr/> | | | | | |
| Expenditures: | | | | | |
| Capital Outlay | | | | | |
| 68300 CO-Land Improvements | 0 | 0 | 0 | 250,000 | 0 |
| Subtotal: | 0 | 0 | 0 | 250,000 | 0 |
| Debt Service | | | | | |
| 72100 Debt Service | 163,230 | 482,105 | 63,573 | 185,000 | 85,000 |
| Subtotal: | 163,230 | 482,105 | 63,573 | 185,000 | 85,000 |
| Contingency | | | | | |
| 75005 Contingency | 0 | 0 | 0 | 30,000 | 12,750 |
| Subtotal: | 0 | 0 | 0 | 30,000 | 12,750 |
| Ending Balance and Reserves | | | | | |
| 78100 Reserves | 0 | 0 | 0 | 703,500 | 652,250 |
| Subtotal: | 0 | 0 | 0 | 703,500 | 652,250 |
| <hr/> | | | | | |
| Subtotal of Expenditures: | 163,230 | 482,105 | 63,573 | 1,168,500 | 750,000 |



FUND 612 – STREET IMPROVEMENT FUND**SUMMARY**

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 211,510 | 391,939 | 94,800 | 200,000 | 90,000 |
| 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 | 16,426 | 7,136 | 6,930 | 8,500 | 10,000 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Fund Balance | 0 | 0 | 0 | 960,000 | 650,000 |
| Total Fund Revenues: | 227,936 | 399,075 | 101,730 | 1,168,500 | 750,000 |
| Expenditures: | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Materials & Services | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 | 250,000 | 0 |
| Debt Service | 163,230 | 482,105 | 63,573 | 185,000 | 85,000 |
| Special Payments | 0 | 0 | 0 | 0 | 0 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Contingency | 0 | 0 | 0 | 30,000 | 12,750 |
| Ending Balance & Reserves | 0 | 0 | 0 | 703,500 | 652,250 |
| Total Fund Expenditures: | 163,230 | 482,105 | 63,573 | 1,168,500 | 750,000 |



FUND 613 – GREENWAY FUND

Dept 39 – Roads and Parks

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| Revenue: | | | | | |
| Fees & Other Service Charges | | | | | |
| 45500 Sales | 0 | 473,000 | 0 | 0 | 0 |
| Subtotal: | 0 | 473,000 | 0 | 0 | 0 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 285 | 11 | 4,503 | 2,500 | 4,000 |
| Subtotal: | 285 | 11 | 4,503 | 2,500 | 4,000 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 482,000 | 484,000 |
| Subtotal: | 0 | 0 | 0 | 482,000 | 484,000 |
| Subtotal of Revenues: | 285 | 473,011 | 4,503 | 484,500 | 488,000 |
| Expenditures: | | | | | |
| Capital Outlay | | | | | |
| 68300 CO-Land Improvements | 11,993 | 0 | 0 | 0 | 0 |
| Subtotal: | 11,993 | 0 | 0 | 0 | 0 |
| Ending Balance and Reserves | | | | | |
| 78100 Reserves | 0 | 0 | 0 | 484,500 | 488,000 |
| Subtotal: | 0 | 0 | 0 | 484,500 | 488,000 |
| Subtotal of Expenditures: | 11,993 | 0 | 0 | 484,500 | 488,000 |



FUND 613 - GREENWAY FUND

SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 0 | 0 | 0 | 0 | 0 |
| Fees & Other Service Charges | 0 | 473,000 | 0 | 0 | 0 |
| Property Tax | 0 | 0 | 0 | 0 | 0 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 285 | 11 | 4,503 | 2,500 | 4,000 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Fund Balance | 0 | 0 | 0 | 482,000 | 484,000 |
| Total Fund Revenues: | 285 | 473,011 | 4,503 | 484,500 | 488,000 |
| Expenditures: | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Materials & Services | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 11,993 | 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 | 484,500 | 488,000 |
| Total Fund Expenditures: | 11,993 | 0 | 0 | 484,500 | 488,000 |



FUND 614 – ROADS SYSTEM DEVELOPMENT FUND Dept 39 – Roads and Parks

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|--------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| Revenue: | | | | | |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 819,760 | 455,292 | 596,700 | 475,000 | 600,000 |
| Subtotal: | 819,760 | 455,292 | 596,700 | 475,000 | 600,000 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 18,148 | 12,249 | 16,283 | 14,000 | 17,000 |
| Subtotal: | 18,148 | 12,249 | 16,283 | 14,000 | 17,000 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 1,750,000 | 2,510,000 |
| Subtotal: | 0 | 0 | 0 | 1,750,000 | 2,510,000 |
| Subtotal of Revenues: | 837,908 | 467,541 | 612,983 | 2,239,000 | 3,127,000 |
| Expenditures: | | | | | |
| Materials & Services | | | | | |
| 64100 Contracted Services | 50,312 | 51,237 | 54,259 | 58,000 | 59,500 |
| Subtotal: | 50,312 | 51,237 | 54,259 | 58,000 | 59,500 |
| Transfers to Other Funds | | | | | |
| 74100 Transfers To Other Funds | 0 | 0 | 226,454 | 0 | 2,500,000 |
| Subtotal: | 0 | 0 | 226,454 | 0 | 2,500,000 |
| Ending Balance and Reserves | | | | | |
| 78100 Reserves | 0 | 0 | 0 | 2,181,000 | 567,500 |
| Subtotal: | 0 | 0 | 0 | 2,181,000 | 567,500 |
| Subtotal of Expenditures: | 50,312 | 51,237 | 280,713 | 2,239,000 | 3,127,000 |



FUND 614 – ROADS SYSTEM DEVELOPMENT FUND SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 0 | 0 | 0 | 0 | 0 |
| Fees & Other Service Charges | 819,760 | 455,292 | 596,700 | 475,000 | 600,000 |
| Property Tax | 0 | 0 | 0 | 0 | 0 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 18,148 | 12,249 | 16,283 | 14,000 | 17,000 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Fund Balance | 0 | 0 | 0 | 1,750,000 | 2,510,000 |
| Total Fund Revenues: | 837,908 | 467,541 | 612,983 | 2,239,000 | 3,127,000 |
| Expenditures: | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Materials & Services | 50,312 | 51,237 | 54,259 | 58,000 | 59,500 |
| 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 | 226,454 | 0 | 2,500,000 |
| Contingency | 0 | 0 | 0 | 0 | 0 |
| Ending Balance & Reserves | 0 | 0 | 0 | 2,181,000 | 567,500 |
| Total Fund Expenditures: | 50,312 | 51,237 | 280,713 | 2,239,000 | 3,127,000 |



FUND 615 – PARKS SYSTEM DEVELOPMENT FUND Dept 39 – Roads and Parks

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|--------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Fees & Other Service Charges | | | | | |
| 45100 Fees | 60,354 | 36,141 | 54,025 | 75,000 | 50,000 |
| Subtotal: | 60,354 | 36,141 | 54,025 | 75,000 | 50,000 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 3,490 | 157 | 299 | 0 | 0 |
| Subtotal: | 3,490 | 157 | 299 | 0 | 0 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 75,000 | 0 |
| Subtotal: | 0 | 0 | 0 | 75,000 | 0 |
| <hr/> | | | | | |
| Subtotal of Revenues: | 63,844 | 36,298 | 54,324 | 150,000 | 50,000 |
| <hr/> | | | | | |
| Expenditures: | | | | | |
| Transfers to Other Funds | | | | | |
| 74100 Transfers To Other Funds | 301,370 | 42,000 | 0 | 150,000 | 50,000 |
| Subtotal: | 301,370 | 42,000 | 0 | 150,000 | 50,000 |
| <hr/> | | | | | |
| Subtotal of Expenditures: | 301,370 | 42,000 | 0 | 150,000 | 50,000 |



FUND 615 – PARKS SYSTEM DEVELOPMENT FUND SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 0 | 0 | 0 | 0 | 0 |
| Fees & Other Service Charges | 60,354 | 36,141 | 54,025 | 75,000 | 50,000 |
| Property Tax | 0 | 0 | 0 | 0 | 0 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 3,490 | 157 | 299 | 0 | 0 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Fund Balance | 0 | 0 | 0 | 75,000 | 0 |
| Total Fund Revenues: | 63,844 | 36,298 | 54,324 | 150,000 | 50,000 |
| Expenditures: | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Materials & Services | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Special Payments | 0 | 0 | 0 | 0 | 0 |
| Interfund Transfers | 301,370 | 42,000 | 0 | 150,000 | 50,000 |
| Contingency | 0 | 0 | 0 | 0 | 0 |
| Ending Balance & Reserves | 0 | 0 | 0 | 0 | 0 |
| Total Fund Expenditures: | 301,370 | 42,000 | 0 | 150,000 | 50,000 |



FUND 617 – WHITE CITY CAPITAL PROJECTS

Dept 09 – Fiduciary

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 28,446 | 11,600 | 12,470 | 25,560 | 24,505 |
| Subtotal: | 28,446 | 11,600 | 12,470 | 25,560 | 24,505 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 1,350,000 | 1,361,397 |
| Subtotal: | 0 | 0 | 0 | 1,350,000 | 1,361,397 |
| Subtotal of Revenues: | 28,446 | 11,600 | 12,470 | 1,375,560 | 1,385,902 |
| Expenditures: | | | | | |
| Capital Outlay | | | | | |
| 68300 CO-Land Improvements | 0 | 0 | 0 | 1,375,560 | 1,385,902 |
| Subtotal: | 0 | 0 | 0 | 1,375,560 | 1,385,902 |
| Subtotal of Expenditures: | 0 | 0 | 0 | 1,375,560 | 1,385,902 |



FUND 617 – WHITE CITY CAPITAL PROJECTS

SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 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 | 28,446 | 11,600 | 12,470 | 25,560 | 24,505 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Fund Balance | 0 | 0 | 0 | 1,350,000 | 1,361,397 |
| Total Fund Revenues: | 28,446 | 11,600 | 12,470 | 1,375,560 | 1,385,902 |
| Expenditures: | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Materials & Services | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 | 1,375,560 | 1,385,902 |
| 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 | 1,375,560 | 1,385,902 |



FUND 622 – LIBRARY DEBT SERVICE S1

Dept 09 – Fiduciary

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|---------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Property Tax Revenues | | | | | |
| Current Property Tax | | | | | |
| 46100 Revenue | 1,456,431 | 1,522,249 | 1,460,375 | 1,240,385 | 1,200,551 |
| Subtotal: | 1,456,431 | 1,522,249 | 1,460,375 | 1,240,385 | 1,200,551 |
| Revenue from Bonds & Other Debt | | | | | |
| 47100 Investment Revenue | 0 | 4,385,806 | 0 | 0 | 0 |
| Subtotal: | 0 | 4,385,806 | 0 | 0 | 0 |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 27,420 | 13,026 | 11,629 | 16,500 | 22,170 |
| PriorYear Property Tax | | | | | |
| 52500 Revenue | 51,137 | 35,885 | 24,786 | 31,892 | 23,000 |
| Subtotal: | 78,557 | 48,911 | 36,415 | 48,392 | 45,170 |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 410,096 | 277,027 |
| Subtotal: | 0 | 0 | 0 | 410,096 | 277,027 |
| Subtotal of Revenues: | 1,534,988 | 5,956,966 | 1,496,790 | 1,698,873 | 1,522,748 |
| Expenditures: | | | | | |
| Materials & Services | | | | | |
| 64100 Contracted Services | 0 | 59,250 | 0 | 0 | 0 |
| Subtotal: | 0 | 59,250 | 0 | 0 | 0 |
| Debt Service | | | | | |
| 72100 Debt Service | 1,534,765 | 5,864,331 | 1,500,624 | 1,513,873 | 1,522,748 |
| Subtotal: | 1,534,765 | 5,864,331 | 1,500,624 | 1,513,873 | 1,522,748 |
| Ending Balance and Reserves | | | | | |
| 78100 Reserves | 0 | 0 | 0 | 185,000 | 0 |
| Subtotal: | 0 | 0 | 0 | 185,000 | 0 |
| Subtotal of Expenditures: | 1,534,765 | 5,923,581 | 1,500,624 | 1,698,873 | 1,522,748 |



FUND 622 – LIBRARY DEBT SERVICE S1

SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 0 | 0 | 0 | 0 | 0 |
| Fees & Other Service Charges | 0 | 0 | 0 | 0 | 0 |
| Property Tax | 1,456,431 | 1,522,249 | 1,460,375 | 1,240,385 | 1,200,551 |
| Bonds & Other Debt | 0 | 4,385,806 | 0 | 0 | 0 |
| All Other Resources | 78,557 | 48,911 | 36,415 | 48,392 | 45,170 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Fund Balance | 0 | 0 | 0 | 410,096 | 277,027 |
| Total Fund Revenues: | 1,534,988 | 5,956,966 | 1,496,790 | 1,698,873 | 1,522,748 |
| Expenditures: | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Materials & Services | 0 | 59,250 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 1,534,765 | 5,864,331 | 1,500,624 | 1,513,873 | 1,522,748 |
| 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 | 185,000 | 0 |
| Total Fund Expenditures: | 1,534,765 | 5,923,581 | 1,500,624 | 1,698,873 | 1,522,748 |



FUND 624 – LIBRARY DEBT SERVICE S2

Dept 09 – Fiduciary

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Property Tax Revenues | | | | | |
| Current Property Tax | | | | | |
| 46100 Revenue | 1,443,365 | 1,536,706 | 1,529,019 | 1,210,357 | 1,167,748 |
| Subtotal: | 1,443,365 | 1,536,706 | 1,529,019 | 1,210,357 | 1,167,748 |
| | | | | | |
| All Other Resources | | | | | |
| 52100 Interest Revenue | 15,823 | 17,160 | 12,129 | 18,000 | 22,000 |
| PriorYear Property Tax | | | | | |
| 52500 Revenue | 49,157 | 36,063 | 25,673 | 33,147 | 23,000 |
| Subtotal: | 64,980 | 53,223 | 37,802 | 51,147 | 45,000 |
| | | | | | |
| Fund Balance | | | | | |
| 58100 Fund Balance | 0 | 0 | 0 | 410,096 | 296,527 |
| Subtotal: | 0 | 0 | 0 | 410,096 | 296,527 |
| | | | | | |
| Subtotal of Revenues: | 1,508,345 | 1,589,929 | 1,566,821 | 1,671,600 | 1,509,275 |
| | | | | | |
| Expenditures: | | | | | |
| Debt Service | | | | | |
| 72100 Debt Service | 1,521,000 | 1,516,400 | 1,515,000 | 1,511,600 | 1,509,275 |
| Subtotal: | 1,521,000 | 1,516,400 | 1,515,000 | 1,511,600 | 1,509,275 |
| | | | | | |
| Ending Balance and Reserves | | | | | |
| 78100 Reserves | 0 | 0 | 0 | 160,000 | 0 |
| Subtotal: | 0 | 0 | 0 | 160,000 | 0 |
| | | | | | |
| Subtotal of Expenditures: | 1,521,000 | 1,516,400 | 1,515,000 | 1,671,600 | 1,509,275 |



FUND 624 – LIBRARY DEBT SERVICE S2

SUMMARY

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 0 | 0 | 0 | 0 | 0 |
| Fees & Other Service Charges | 0 | 0 | 0 | 0 | 0 |
| Property Tax | 1,443,365 | 1,536,706 | 1,529,019 | 1,210,357 | 1,167,748 |
| Bonds & Other Debt | 0 | 0 | 0 | 0 | 0 |
| All Other Resources | 64,980 | 53,223 | 37,802 | 51,147 | 45,000 |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0 |
| Fund Balance | 0 | 0 | 0 | 410,096 | 296,527 |
| Total Fund Revenues: | 1,508,345 | 1,589,929 | 1,566,821 | 1,671,600 | 1,509,275 |
| Expenditures: | | | | | |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Materials & Services | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 1,521,000 | 1,516,400 | 1,515,000 | 1,511,600 | 1,509,275 |
| 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 | 160,000 | 0 |
| Total Fund Expenditures: | 1,521,000 | 1,516,400 | 1,515,000 | 1,671,600 | 1,509,275 |



GRAND TOTAL ALL FUNDS

| | 2015-2016 Actual | 2016-2017 Actual | 2017-2018 Actual | 2018-2019 Adopted | 2019-2020 Adopted |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Revenue: | | | | | |
| Grants, Gifts, Alloc & Donations | 96,305,057 | 89,517,285 | 90,751,567 | 92,623,202 | 85,214,225 |
| Fees & Other Service Charges | 30,555,268 | 34,249,956 | 35,566,105 | 31,915,705 | 33,051,624 |
| Property Tax | 37,707,206 | 39,509,493 | 41,331,126 | 41,579,756 | 43,042,909 |
| Bonds & Other Debt | 13,787,441 | 4,385,806 | 0 | 350,107 | 326,843 |
| All Other Resources | 4,721,407 | 2,614,170 | 2,445,477 | 3,758,997 | 4,477,257 |
| Interfund Transfers | 45,038,385 | 31,796,346 | 32,564,568 | 33,240,276 | 34,929,713 |
| Fund Balance | 0 | 0 | 0 | 154,594,103 | 182,524,796 |
| Grand Total Revenues: | 228,114,764 | 202,073,056 | 202,658,843 | 358,062,146 | 383,567,367 |
| Expenditures: | | | | | |
| Personnel Services | 86,198,571 | 88,422,659 | 81,507,002 | 93,053,154 | 97,221,048 |
| Materials & Services | 69,709,263 | 68,449,799 | 59,229,577 | 73,589,703 | 71,549,740 |
| Capital Outlay | 26,146,272 | 17,106,227 | 23,486,915 | 30,982,090 | 34,727,554 |
| Debt Service | 20,792,784 | 10,679,624 | 6,994,782 | 4,730,157 | 4,377,549 |
| Special Payments | 439,076 | 371,737 | 474,679 | 549,169 | 689,184 |
| Interfund Transfers | 21,630,503 | 10,044,443 | 11,970,255 | 9,207,434 | 10,875,347 |
| Contingency | 0 | 0 | 0 | 19,905,767 | 20,291,866 |
| Ending Balance & Reserves | 0 | 0 | 0 | 126,044,672 | 143,835,079 |
| Grand Total Expenditures: | 224,916,469 | 195,074,489 | 183,663,210 | 358,062,146 | 383,567,367 |



This Page Reserved for Notes



GLOSSARY

GLOSSARY OF TERMS

Accrual Basis. Method of accounting in which expenditures and revenues are recorded when transactions actually occur rather than when they are paid or received.

Actual Numbers. These are the final audited revenues and expenditures recorded for the fiscal year.

Administrative Charges. Allocates the cost of general administrative departments that are required to manage the County and provide support to all funds.

Ad Valorem Tax. Tax based on the assessed valuation of property. Also known as property taxes.

Adopted Budget. The annual budget document as approved by the Budget Committee and then adopted by the Board of Commissioners before the beginning of each fiscal year.

Agency and Trust Funds. Accounts for assets received and held for County and non-County organizations and for non-tax resources held by Jackson County under specific trust instructions.

All Other Resources. These revenues include earned interest on investments, prior years' property tax revenue received in the current year, and revenues that do not fit under any other form of classification.

Appropriation. An expenditure level approved by the governing body allocating funds for a specific purpose during a fiscal year.

Approved Budget. The budget that has been approved by the Budget Committee.

Assessed Valuation. A valuation set upon real estate or other property by the County Assessor and the State as a basis for levying taxes. This amount is multiplied by the tax rate to determine the total amount of property taxes to be collected.

Audit. The annual review and appraisal of the County's accounts and fiscal affairs conducted by an accountant under contract, or the Secretary of State, in accordance with Oregon budget law (Oregon Revised Statute 297.425).

Audit Report. A report in a form prescribed by the Secretary of State made by an auditor expressing an opinion about the propriety of a local government's financial statements, and compliance with requirements, orders, and regulations.

Balanced Budget. When budgeted expenditures plus contingencies, reserves, and unappropriated ending fund balances are met by an equal amount of budgeted resources.

Basis of Accounting. Method used to determine when revenues and expenses are recognized in the financial system. The County uses the accrual and modified accrual basis of accounting, the method is determined by the type of fund.

Basis of Budgeting. A measurement focus that differs from the basis of accounting in the treatment of Beginning Fund Balances, Debt Service, vacation benefits, and Capital Outlay in Enterprise Funds.

Beginning Fund Balance. This is a revenue classification indicating those financial resources which, because they were not expended in one fiscal year, are available in the following year. Included in this total are projects known as carry-forwards. Those projects that were budgeted in the prior fiscal year, were not completed, and were re-appropriated for the current fiscal year. Also included are the Unappropriated Ending Fund Balances, Contingencies, Reserves, and any excess revenue or under-expenditures from the prior fiscal year.



Bond. A written promise to pay a specified sum of money (face value or principal amount) at a specified date or dates in the future [maturity date(s)], together with periodic interest at a specified rate.

Bond Proceeds. This form of revenue stems from the sale of voter approved or revenue bonds for capital construction projects.

Budget. A policy statement detailing the County's plan for the accomplishment of stated goals within a particular fiscal year, including estimates of required expenditures and anticipated revenues to carry out stated goals.

Budget Message. A written explanation of the budget and the local governments' financial priorities. It is prepared and presented by the executive office or chairperson of the governing body.

Budget Officer. Person appointed by the governing body to assemble budget materials and information and to physically prepare the recommended budget.

Budget Target. Desirable expenditure levels provided to departments to use in developing the coming year's recommended budget. The target is based on the prior year's adopted budget, projected revenues, and reserve requirements.

Capital Improvement Plan. An annual, updated plan of capital expenditures for public facilities and infrastructure (buildings, streets, etc.) with estimated costs, sources of funding, and timing of work over a period of time.

Capital Outlay. An expenditure category encompassing all material and property expenditures in excess of \$5,000. This includes, but is not limited to, expenses incurred in the purchase of land; the purchase, improvement, or repair of County facilities; or the acquisition or replacement of County equipment.

Capital Project. Those activities resulting in the acquisition or improvement of major capital items such as land, buildings, and County facilities.

Capital Projects Fund. These funds record the money and expenses used to build or acquire capital facilities such as land or buildings. This type of fund is limited to accounting for the receipts and expenditures on projects and only used while a project is underway. The money for this type of fund usually comes from the sale of general obligation bonds, a special local option tax, grants, or transfers from other funds.

Capitation. An advanced payment for health care services to a medical facility based on a fixed amount per patient per unit of care. Payments are generally utilized by managed care organizations to provide control over health care costs.

Change in Fund Balance. This is the difference between the anticipated Beginning Fund Balance and the anticipated Ending Fund Balance and Reserves.

Comprehensive Annual Financial Report. A report of the governmental entity's financial statements that complies with the Governmental Accounting Standards Board requirements.

Contingency. This amount is set aside for anticipated operating expenses that cannot be specifically identified at the time the budget is prepared.

Current Financial Resources Measurement Focus. A measurement focus that recognizes the net effect of transactions on current financial resources by recording accruals for revenue and expenditure transactions occurring by year's end.

Current Property Taxes. Oregon budget law defines this revenue category as property taxes due and received in the current year. Prior year property taxes collected in the current year are classified as All Other Resources.

Debt Service. This is the payment of interest and principal on an obligation resulting from the issuance of bonds. Library Debt Service (Series 1 and 2) and Airport Enterprise are the only funds that have bond debt service



payments. These payments will be used to retire debt associated with construction of new libraries and a new Airport terminal.

Debt Service Fund. A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Dedicated Revenue. Revenue that, by law, is dedicated, appropriated, or set aside for a limited object or purpose.

Department Request. The annual budgetary alternative prepared by department directors indicating an appropriate, justified, and needed level of service for their department together with associated revenues and expenditures.

Depreciation. The charging of a fixed asset as an expense over the estimated service life of that asset.

Ending Fund Balance and Reserves. This amount represents the funds' total Unappropriated Ending Fund Balance and Reserves.

Encumbrance. An obligation chargeable to an appropriation and for which part of the appropriation is reserved.

Enterprise Funds. Funds that are financed and operate in a manner similar to private business enterprises, where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. These funds are generally self-supporting.

Expenditure. A fund liability incurred for operation, capital outlay, or other requirements during a budgetary period.

Extra Help Employee. A County employee who fills a temporary or short-term position. Such employees provide contingency staffing for County operations during peak workloads, or to address temporary staffing needs. Extra help employees are paid on a per-hour basis.

Fees and Other Service Charges. These are revenues the County receives for providing services to the general public.

Fiduciary. A program set up in the General Fund and the Internal Services Fund to act as a bank account to received funds and make disbursements that cannot be easily attributed to a specific operating program.

Fiduciary Fund. This fund category is used to account for resources held for the benefit of parties outside of the government. Fiduciary Funds are not budgeted by the County because the resources of the funds cannot be used to support County programs. This fund category includes Trust and Agency Funds.

Fiscal Year. A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operation. The Jackson County fiscal year is July 1 through June 30.

Full-Time Equivalent (FTE). A 1.00 FTE position is the equivalent of one employee who works 40 hours per week on average. A 0.50 FTE position equals one employee who averages 20 hours per week.

Fund. This is a fiscal entity consisting of a self-balancing set of accounts that are segregated from other funds for the purpose of fulfilling specific activities or attaining specific objectives in accordance with regulation, restrictions, or limitations.

Fund Balance. The balance remaining in a fund after expenditures have been subtracted from revenues.

Fund Type. Funds are categorized by type to indicate both the sources of the fund's financial resources and the nature of activities financed. Fund types include: General, Debt Service, Capital Projects, Special Revenue, Enterprise, Internal Services, and Trust and Agency.



General Fund. A fund established for the purpose of accounting for all financial resources and liabilities of the County except those required to be accounted for in other funds by special regulation, restrictions, or limitations.

General Obligation Bonds. This type of bond is backed by the full faith, credit, and taxing power of the government.

Government Finance Officers Association. An organization whose members are made up of Federal, State, and local finance employees.

Governmental Funds. This fund category is used to account for governmental-type activities and includes: General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds.

Grants, Gifts, Allocations and Donations. Revenues given to the County by Federal, State, and local governments, and private entities for specific programs.

Interdepartmental Charges. An expenditure and revenue classification for those expended charged to one department by another within the same fund for materials or equipment used or for services rendered.

Interfund Transfers. Amounts budgeted to be transferred from one fund to another within the budget.

- Transfers From Other Funds: This line item represents the amount of money transferred to the fund indicated from another fund inside the County organization.
- Transfers To Other Funds: This line item represents the total amount of money transferred to other funds inside the County organization.

Internal Services Fund. These funds are used to track the costs of services that are provided to other departments and programs within the County. These services are not provided to the general public. County departments are billed for their actual use of these services.

Internal Services Reimbursement. Revenues generated by services provided to departments within the County organization.

Infrastructure. Facilities on which the continuance and growth of a community depend, such as streets, waterlines, etc.

Levy. The amount of ad valorem tax certified by a local government for the support of governmental activities.

Major Fund. Any fund whose revenues or expenditures – less other financing sources, are greater than 10 percent of the revenues or expenditures of the appropriated budget. Major funds defined for budget purposes may be different from major funds identified for financial reporting.

Materials and Services. An expenditure category encompassing major non-capital, non-personnel expenditures. These include expenses for contracted services, interdepartmental charges, supplies and materials, operational expenses, property maintenance, and software.

Maximum Assessed Value (MAV). A constitutional limitation on the taxable value of real or personal property. It can increase a maximum of 3 percent each year. The 3 percent limit may be exceeded if that there are qualifying improvements made to the property, such as a major addition or new construction.

Measure 5. An Oregon constitutional amendment passed in 1990 that limits the amount of operating tax that can be imposed on a property to \$5 per \$1,000 of real market value for education and \$10 per \$1,000 for general government.

Measure 50. An Oregon constitutional amendment passed in 1997 that limits the growth in a property's maximum assessed value to 3 percent per year and limits local governments taxing authority by creating a permanent tax rate limit.



Measurement Focus. The accounting for and reporting of financial operations of funds.

Modified Accrual Basis of Accounting. A basis of accounting where revenues are recognized when they are both measurable and available and expenditures are recognized at a time when liability is incurred pursuant to appropriation authority.

Non-Dedicated Revenue. Revenue that is not legally required to be dedicated, appropriated, or set aside for a specific purpose, or money that can be spent at the County's discretion.

Non-Major Fund. For budgeting purposes, smaller funds that do not meet the Major Fund calculation are grouped into fund types and presented together.

Non-Operating Revenue. Revenue derived from sources which are unpredictable or continually fluctuate. Such revenue is only used to fund non-recurring expenses such as capital projects.

Non-Recurring Capital Outlay. Assets which are over \$10,000 in value and generally not budgeted each year on a replacement cycle. Examples of non-recurring Capital Outlay include land acquisitions, purchase or construction of buildings, improvements adding building square footage, and special purpose equipment.

Operating Budget. That portion of the County's annual budget that applies to non-capital projects, non-capital outlays, transfers, contingency, and ending fund balance; that is, the combined categories of personnel services and materials and services.

Order. A formal directive of Jackson County's governing body; of lower legal status than an Ordinance. Other local governments may refer to this type of directive as a Resolution.

Ordinance. A formal legislative enactment by the Board of Commissioners. If it is not in conflict with any higher form of law, such as a State statute or constitutional provision, it has the full force and effect of law within the boundaries of the County.

Oregon Administrative Rules (OAR). Rules established by a given State department who have authority granted by an ORS to operate a specific function. For example: the Oregon Department of Revenue (DOR) has authority to provide oversight of County Assessors. DOR, therefore, writes administrative rules to interpret those ORS which govern collection of property taxes.

Oregon Revised Statutes (ORS). The set of laws established by a vote of the people or the State legislature.

Outcome. A result; the mathematical expression of the effect on customers, clients, the environment, or infrastructure that reflect the purpose of a program.

Personnel Services. An expenditure classification encompassing all expenditures relating to County employees. This includes union and non-union labor costs, employee benefits, and payroll tax expenses.

Program. A group of related activities performed by one or more organized units for the purpose of accomplishing a function for which the County is responsible (sub-unit or categories or functional areas).

Program Budget. A method of budgeting whereby money is allocated to the functions or activities of the County rather than to specific items of cost. Services are broken down into identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives.

Projected. An estimation of revenues and expenditures based on past trends, current economic conditions and future financial forecasts.

Property Tax. A tax assessed on real estate by the local government.



Proprietary Fund. This fund category is used to account for a government's ongoing organizations and activities that are similar to private sector businesses. These funds are generally self-supporting and include Enterprise and Internal Services Funds.

Publication. Public notice given by publication in a newspaper of general circulation within the boundaries of the local government.

Real Market Value (RMV). The amount in cash which could reasonably be expected by an informed seller from an informed buyer in an arm's-length transaction as of the assessment date. For most properties this is the value used to test the constitutional limits of Measure 5 and Measure 50.

Recommended Budget. The financial and operative plan prepared by the Budget Officer. It is submitted to the public and the Budget Committee for review.

Recurring Capital Outlay. Items and projects which are \$5,000 or more, have a useful life that exceeds one year, have a regular replacement cycle, are general included in a department's budget each year, and have no significant impact on the operating budget. Examples of recurring Capital Outlay are vehicles, equipment, minor improvements, and repairs that extend the useful life of an existing asset.

Reserve. A portion of a fund balance which has been legally segregated for a specific use.

Resources. Total amounts available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

Revenue. Income for the fiscal year. The major categories of revenue include: Grants, Gifts, Allocations and Donations; Fees and Other Service Charges; Current Property Taxes; Bond Proceeds; Interfund Transfers; Internal Services Reimbursements; and All Other Resources.

Revenue Bond. A written bond backed by funds (revenue) generated by a specific fund.

Revised Budget. A budget alternative indicating all changes made to the adopted budget as the result of budget adjustments and the supplemental budget process.

Special Payments. Payments collected by the County and then paid to another organization on a pass-through basis and includes grants made or distributed to others that will be expended by them.

Special Revenue Funds. Funds used to account for receipts from revenue sources that are earmarked for special projects.

Supplemental Budget. A financial plan prepared to meet unexpected needs or to spend revenues not anticipated when the regular budget was adopted. It cannot be used to authorize a tax.

System Development Charge (SDC). A fee paid at the time of construction which goes to projects which will mitigate the impact on a specific service. The County has two SDCs: one to increase the park facilities and the other for road development.

Tax Levy. The total amount eligible to be raised by general property taxes.

Tax Rate. The amount of tax levied for each \$1,000 of assessed valuation. The tax rate is multiplied by the assessed valuation to determine the total amount.

Trust and Agency Fund. This fund type accounts for assets held for County and non-County organizations and for non-tax resources held by the County under specific trust instructions.

Unappropriated Ending Fund Balance. This is the amount set aside in the budget to be used as a cash carryover to the next year's budget. It provides the local government with cash until tax money is received from the County



Treasurer in November. This amount cannot generally be transferred by resolution (i.e. Order) or used through a Supplemental Budget unless there is a qualifying emergency (ORS 294.398).

Volunteers. An unpaid County worker who provides services to the County as a public service, or as a personal interest. Volunteers typically do short-term projects or donate a small number of hours a month.

ACRONYMS

| TERM | STANDS FOR | USED BY |
|-------|--|-------------------|
| ACT | Assertive Community Treatment | HHS |
| ADA | Americans with Disabilities Act | Capital/CAO |
| AFH | Adult Foster Homes | HHS |
| AIDS | Acquired Immune Deficiency Syndrome | HHS |
| AIP | Airport Improvement Program | Airport |
| AMSR | Assessing and Managing Suicide Risk | HHS |
| ANA | Adult Needs Assessment | HHS |
| ARFF | Aircraft Rescue and Firefighting | Airport |
| ASIST | Applied Suicide Intervention Skills Trainings | HHS |
| BoC | Board of Commissioners | Various |
| BOP | (Federal) Bureau of Prisons | CJ |
| BoPTA | Board of Property Tax Appeals | Assessor/Clerk |
| CAFFA | County Assessment Function Funding Assistance | Various |
| CAFR | Comprehensive Annual Finance Report | Budget Summary |
| CALM | Counseling on Access to Lethal Means | HHS |
| CAMS | Collaborative Assessment and Management of Suicidality | HHS |
| CAO | County Administrator's Office/County Administration | Various |
| CASA | Court Appointed Special Advocates | DA |
| CAT | Community Action Team | Sheriff |
| CATS | Crisis and Transition Services | HHS |
| CBA | Collective Bargaining Agreement | Budget Msg/CAO |
| CCA | Community Corrections Act | CJ |
| CCO | Coordinated Care Organization | Budget Msg/HHS |
| CDBG | Community Development Block Grant | CAO |
| CFC | Customer Facility Charge | Airport |
| CFS | Calls for Service | Sheriff |
| CIP | Capital Improvement Program | Airport |
| CIT | Crisis Intervention Training | HHS/Sheriff |
| CJ | Community Justice | Various |
| CMHP | Community Mental Health Program | HHS |
| CMS | Centers for Medicare and Medicaid Services | HHS |
| CNA | Child Needs Assessment | HHS |
| COAD | Community Organizations Active in Disaster | CAO |
| COOP | Continuity of Operations Plan | CAO/Justice Court |
| CPI | Consumer Price Index | Various |



| TERM | STANDS FOR | USED BY |
|-------------|--|---------------------|
| CPL | Certificate of Public Leadership | Clerk |
| CRS | Community Rating System | Dev Svcs |
| CSSRS | Columbia Suicide Severity Rating Scale | HHS |
| CWPP | Community Wildfire Protection Plan | CAO |
| DA | District Attorney | Various |
| DDA | Deputy District Attorney | DA |
| DDCM | Developmental Disability Case Manager | HHS |
| DEQ | Department of Environmental Quality (Oregon) | Fiduciary/HHS |
| DHS | Department of Human Services (Oregon) | CJ/HHS |
| DIS | Disease Intervention Specialist | HHS |
| DLCD | Department of Land Conservation and Development | Dev Svcs |
| DOR | Department of Revenue (Oregon) | Glossary |
| DUI | Driving Under the Influence | Sheriff |
| E1 | EnterpriseOne | IT |
| EAIP | Employer-at-Injury Program | CAO |
| EASA | Early Assessment and Supported Alliance | HHS |
| ECSO | Emergency Communications of Southern Oregon | Budget Msg/Airport |
| EFT | Electronic Funds Transfer | Finance |
| EHS | Extremely Hazardous Substances | CAO |
| EMPG | Emergency Management Performance Grant | CAO |
| ENCC | Exceptional Needs Care Coordinator | HHS |
| EOC | Emergency Operations Center | CAO |
| EOP | Emergency Operations Plan | CAO |
| EPH | Environmental Public Health | HHS |
| ERIC | Electronic Registration Information Center | Clerk |
| ESSENCE | Electronic Surveillance System for the Early Notification of Community-based Epidemics | HHS |
| FAA | Federal Aviation Administration | Budget Summ/Airport |
| FEMA | Federal Emergency Management Agency | CAO/Dev Svcs |
| FMLA | Family Medical Leave Act | Sheriff |
| FOPPO | Federation of Oregon Parole and Probation Officers | Various |
| FOTAS | Friends of the Animal Shelter | HHS |
| FTE | Full-Time Equivalent | Various |
| FY | Fiscal Year | Various |
| GAAP | Generally Accepted Accounting Principles | Bud Summ/Finance |
| GETS/WPS | Government Emergency Telecommunications Service/Wireless Priority Service | CAO |
| GFOA | Government Finance Officers Association | Finance |
| GIS | Geographic Information System | Various |
| HAVA | Help America Vote Act | Clerk |
| HB | House Bill | Various |
| HHS | Health and Human Services | Various |
| HIV | Human Immunodeficiency Virus | HHS |



| TERM | STANDS FOR | USED BY |
|-------------|--|-------------------|
| HR | Human Resources | CAO |
| HUD | US Dept of Housing and Urban Development | CAO |
| HVAC | Heating/Ventilation/Air Conditioning | Capital/Fiduciary |
| I/DD | Intellectual and Developmental Disabilities | HHS |
| ICAA | Indoor Clean Air Act | HHS |
| ICC | International Code Council | Dev Svcs |
| IDP | Individual Development Plan | CAO |
| IGA | Intergovernmental Agreement | HHS |
| IGO | International Association of Government Officials | Clerk |
| IPV | Intimate Partner Violence | HHS |
| IT | Information Technology | Various |
| JCARES | Jackson County Amateur Radio Emergency Service | CAO |
| JCMH | Jackson County Mental Health | HHS |
| JCSEA | Jackson County Sheriff's Employees' Association | Bud Msg/Personnel |
| JRI | Justice Reinvestment Initiative | CJ |
| LADPC | Local Alcohol and Drug Planning Committee | HHS |
| LDO | Land Development Ordinance | BoC/Dev Svcs |
| LEPC | Local Emergency Planning Committee | CAO |
| LGIP | Local Government Investment Pool | Finance |
| LID | Local Improvement District | Various |
| LMHA | Local Mental Health Authority | HHS |
| LPHA | Local Public Health Authority | HHS |
| LUBA | Land Use Board of Appeals | BoC/Dev Svcs |
| MAV | Maximum Assessed Value | Glossary |
| MDC | Mobile Digital Computer | IT |
| MFR | Rogue Valley International-Medford Airport | Airport |
| MTC | Metropolitan Transportation Commission | Roads |
| NBI | National Bridge Inventory | Roads |
| NHMP | Natural Hazards Mitigation Plan | CAO |
| NIBRS | National Incident Based Reporting System | Sheriff |
| NIMS | National Incident Management System | CAO |
| NRAC | Natural Resources Advisory Committee | CAO |
| O&C | Oregon and California Railroad Lands | Various |
| OACC | Oregon Association of County Clerks | Clerk |
| OAR | Oregon Administrative Rules | Various |
| OCVR | Oregon Centralized Voter Registration | Clerk |
| ODDS | Oregon Office of Developmental Disabilities Services | HHS |
| ODF | Oregon Department of Forestry | CJ |
| ODOT | Oregon Department of Transportation | Various |
| OHA | Oregon Health Authority | HHS |
| OHP | Oregon Health Plan | CJ |
| OLCC | Oregon Liquor Control Commission | Dev Svcs |
| ONA | Oregon Needs Assessment | HHS |



| TERM | STANDS FOR | USED BY |
|-------------|---|-----------------------|
| ORCATS | Oregon Counties Assessment and Taxation System | Clerk |
| ORS | Oregon Revised Statutes | Various |
| OSH | Oregon State Hospital | Sheriff |
| OSHA | Occupational Safety and Health Administration | CAO |
| PbS | Performance-based Standards | CJ |
| PC | Personal Computer | IT |
| PCI | Pavement Condition Index | Roads |
| PCIT | Parent-Child Interaction Therapy | HHS |
| PCP | Primary Care Physician | HHS |
| PERS | Public Employees Retirement System | Bud Msg/5-Year Proj |
| PFC | Passenger Facility Charge | Airport |
| PHAB | Public Health Accreditation Board | HHS |
| PL | Federal Public Law | Fiduciary/5-Year Proj |
| PREA | Prison Rape Elimination Act | Sheriff |
| PRIA | Property Records Industry Association | Clerk |
| QPR | Question, Persuade, Refer | HHS |
| RAO | Release Assistance Office | CJ |
| RMV | Real Market Value | Glossary |
| RPS | Regional Problem Solving | BoC/Dev Svcs |
| RTK | Real Time Kinematic | Capital/5-Year Proj |
| RV | Recreational Vehicle | Roads |
| RVCOG | Rogue Valley Council of Governments | CAO |
| RVTD | Rogue Valley Transportation District | Roads |
| SAR | Search and Rescue | Sheriff |
| SB | Senate Bill | Fiduciary |
| SDC | System Development Charges | Roads |
| SDS | Safety Data Sheets | CAO |
| SEA | Seattle-Tacoma International Airport | Airport |
| SEIU | Service Employees International Union | Bud Msg/Personnel |
| SEP | Syringe Exchange Program | HHS |
| SFO | San Francisco International Airport | Airport |
| SNYP | Spay Neuter Your Pet | HHS |
| SORCC | Southern Oregon Rehabilitation Center and Clinics | HHS |
| SOREC | Southern Oregon Research and Extension Center | CAO |
| SORED | Southern Oregon Regional Economic Development, Inc. | CAO |
| SORPP | Southern Oregon Regional Pilot Program | Dev Svcs |
| SOS | Signs of Suicide | HHS |
| SPEP | Standardized Program Evaluation Protocol | CJ |
| SPMI | Serious and Persistent Mental Illness | HHS |
| SRE | Snow Removal Equipment | Airport |
| SRS | Secure Rural Schools | Budget Msg/Fiduciary |
| STD | Sexually Transmitted Disease | HHS |
| STI | Sexually Transmitted Infection | HHS |



| TERM | STANDS FOR | USED BY |
|-------------|--|-------------------|
| STTL | Short-Term Transitional Leave | CJ |
| TANF | Temporary Assistance for Needy Families | DA |
| TAY | Transition Age Youth | HHS |
| TCIT | Teacher-Child Interaction Training | HHS |
| TCP | Transitional Care Program | CJ |
| TMDL | Total Maximum Daily Load | CAO |
| TPEP | Tobacco Prevention and Education Program | HHS |
| TSA | Transportation Security Administration | Airport |
| UGB | Urban Growth Boundary | Dev Svcs |
| URA | Urban Renewal Agency of Jackson County | Capital/Fiduciary |
| USFS | United States Forest Service | Airport |
| VA | Veterans Affairs | HHS |
| VSO | Veterans' Services Office | HHS |
| WCELED | White City Enhanced Law Enforcement District | Dev Svcs |
| WIC | Women, Infants, and Children | Bud Summary/HHS |
| WISE | Water for Irrigation, Stream and Economy | CAO/Fiduciary |
| WRNA | Women's Risk Needs Assessment | CJ |
| ZIS | Zoning Information Sheet | Dev Svcs |



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